Think about a leader you have followed. What caused you to follow him/her?

• What did he/she do?
• How did he/she behave?
• How was he/she?
Living Leadership

A practical guide for ordinary heroes

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**Living leadership**

Leading happens *between* people

- Leadership is not the property of the leader
- .....or the followers
- It is the product of their interactions
- In a particular context

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What we found

Ordinary acts of everyday leading

• Speaking your truth
• Tackling the “elephant in the room”
What we found

Ordinary acts of everyday leading

• Speaking your truth
• Tackling the “elephant in the room”
• Connecting up people and organisations
• Confronting non performers
• Managing and leading as a continuum…
What we found

The intense pressures on leaders

• Sky high expectations
• Complex and changing environments
• Competent individuals who became like schoolmasters
• Anxiety
What we found

The importance of managing upwards

• Most of the time, leaders did not feel they had a clear enough direction from above
• When they did get direction, they often didn’t like it
• Effective leaders negotiated and renegotiated expectations with those above them
What we found

The power of context

- What is effective leading – it depends!
- You have to be in the middle – and on the balcony – to know what is needed
- Everyone in the study sought to lead a transformation but ended up somewhere different
- The art of the possible
What we found

Leading in the moment..

• What is effective leading – it depends!
• You have to be in the middle – and on the balcony – to know what is needed
• Everyone in the study sought to lead a transformation but ended up somewhere different
• The art of the possible
What we found

Effective leaders using themselves with skill

• It’s not about being perfect
• What makes people interesting are their imperfections
• You need all your faculties to work out what’s needed
• Healthy selfishness
What we found

Effective leaders using themselves with skill

• It’s not about being perfect
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A different view of leading

• FROM leader as transforming hero

• TO adaptive leader, holding the space
• Coping with uncertainty, contradictions, mess
• And enlarging the possibilities for his/her people and organisation

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What you can do as a leader

• Get real
• Get connected
• Get help
In your groups, each person to consider:

- How do I usually seek to lead others?
- What do I take away from the ‘Living Leadership’ presentation?
- What do I want to focus on more now in my leading?