### 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

# 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

# What we found Ordinary acts of everyday leading

- Speaking your truth
- Tackling the "elephant in the room"

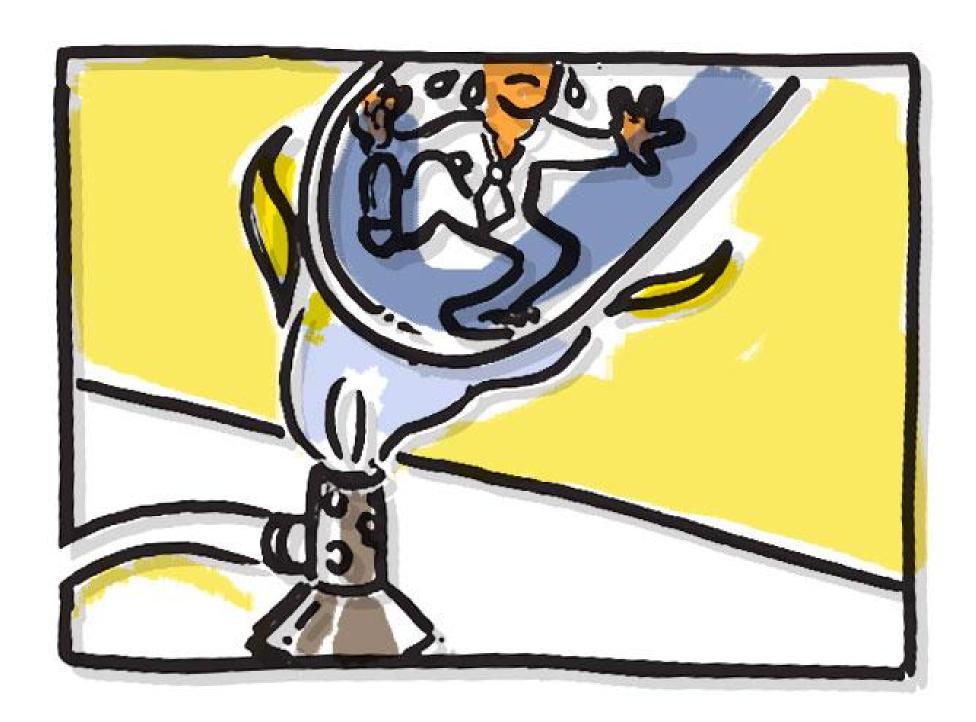


# What we found Ordinary acts of everyday leading

- 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

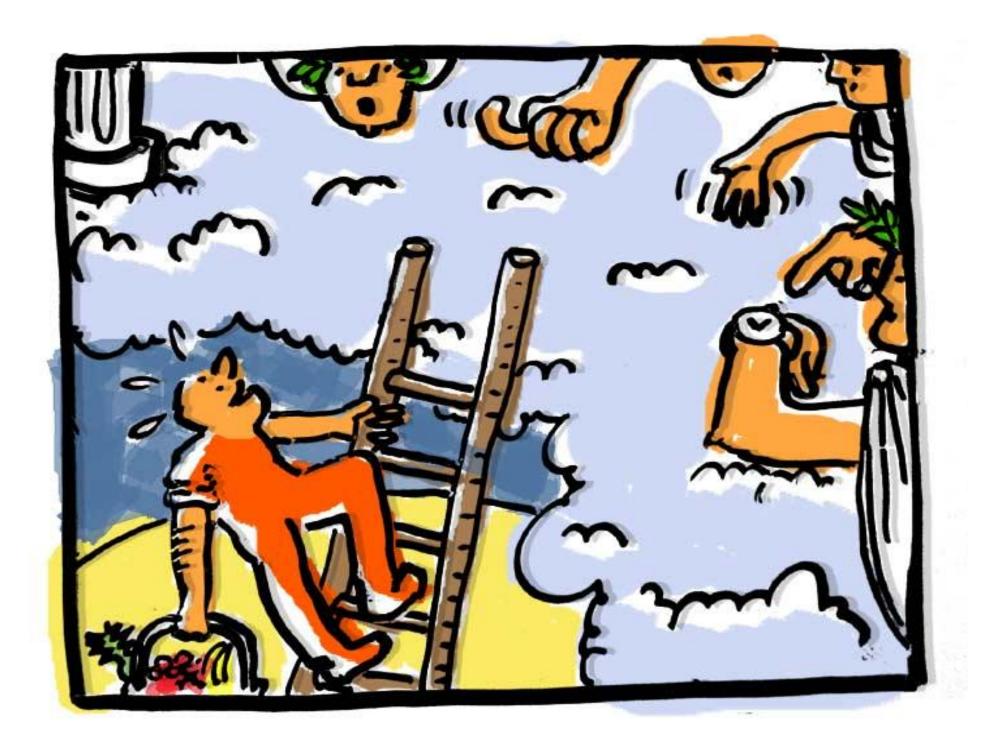
- Sky high expectations
- Complex and changing environments
- Competent individuals who became like schoolmasters
- Anxiety



#### 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
- What makes people interesting are their imperfections
- You need all your faculties to work out what's needed
- Healthy selfishness

#### 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

#### 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?