CULTIVATING LEADERSHIP TO ACHIEVE RESULTS

Washington State Government Lean Transformation Conference

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Learning Objectives

• Discuss and illustrate the applications of both Lean and Participatory Leadership
• Highlight principles, tools and concrete examples
• Help leaders not only cultivate results, but sustain and continue to build on them over time
Agenda

• Leadership – why is this important now?
• Case example outline
• Leadership models - overview and application
• Opportunities to integrate in your leadership practice
• Q&A
Why is this important now?

- Difficult to implement and sustain improvement work
- Inconsistent staff engagement
- Low social capital within many of our organizations
- We’re entering a time of high complexity
Welcome to the Era of Complexity

Many modern social challenges are highly complex in nature

Characteristics of complexity:
• rapid change,
  uncertainty/volatility,
  surprise
Working in Complexity Requires Adaptive Capacity

4 essential dynamics of adaptive capacity:

- Diversity
- Learning
- Self-organization
- Social capital and trust

(Missimer 2013)
Social Capital Success Factors

- High levels of trust
- Healthy norms of communication and working
- A robust, open flow of information and knowledge
- A large number of high quality social connections
- Positive outcomes
Case Example

• **Target condition**: Organization’s strategic plan is universally understood. All work is aligned toward achieving the plan’s objectives. Staff is engaged and understands how its work supports the plan and impacts plan outcomes.

• **Actual condition**: Staff is focused on accomplishing the work but fails to see the connection to strategy. In fact, it doesn’t seem to understand the strategic plan. When progress toward strategic objectives is not made or sustained, it’s not clear what action to take. Leaders try to resolve the disconnect but find themselves in the same situation. Staff and leadership are increasingly frustrated.
Participatory Leadership (aka, Art of Hosting)

The Art of Participatory Leadership is a *dialogue-based*, participatory process architecture for engaging groups working on complex and interconnected challenges.

Participatory Leadership is designed to help build social capital and adaptive capacity.
Core Methodologies

- Circle practice
- Pro-Action Cafe
- Appreciative Inquiry
- World Cafe
- Collective Mind Mapping
- Open Space Technologies
- Story Telling
- Action Learning
Principles Basic to all Methodologies

The wisdom is in the room

Self-organization – the power to add, change, or evolve system structure
Principles Basic to all Methodologies

Collective clarity of purpose – the invisible leader

We can learn to be OK with not knowing
Social capital (and in particular, trust creation) – common denominators in the successful outcomes and almost viral-like spread of Participatory Leadership in places such as:

*Columbus Ohio, the European Commission, Northern Europe, and Halifax Nova Scotia*
Meta Success Factors

- Changes towards a more open/supportive leadership style:
  - willing to let go of some level of control and encourage shared leadership
  - admit to not knowing all the answers
  - willing to slow down the decision-making process to allow solutions to emerge

- Participatory Leadership as an “operating system”
Lean Leadership

• Lean is principle-based (Flow, Pull, Value, Value Streams, Perfection)
• Grounded in ideals (continuous improvement and respect for people)
• Manifested through habits (improvement and coaching)
• And drawing on many tools (gemba walks, process observation, Kaizen, VSM, 5-why, visual management, A3s, etc.)
Go See

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<th>WHY</th>
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<td>Staff know the work best.</td>
<td>Go to where the work is done.</td>
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<td>Learn to see process.</td>
<td>Ask to observe.</td>
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<td>No substitute for direct observation.</td>
<td>Stay curious.</td>
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<td>Learning occurs where the work is done.</td>
<td>Go regularly and consistently.</td>
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# Ask Why

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<td>Unleash staff creativity/capability. Learn <em>why</em> we do <em>what</em> we do, <em>the way</em> we do it. Problems are golden. Create a culture of problem-solvers.</td>
<td>Make it easy to see and <em>solve</em> problems. Coach and support safe inquiry. Create a learning organization. Consistently model the behaviors.</td>
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## Show Respect

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<td>Build trust. Encourage inquiry. Make it easy and safe to see and solve, and learn from mistakes. People are our most important asset.</td>
<td>Listen. Consistently model the behaviors and principles. Develop people.</td>
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Integrating into your leadership

• Lean and Participatory Leadership practices to consider starting with

• Exercise – How and when will you begin? How will you check/adjust? Who can support you (“workout buddy”)?
  • Journal
  • Share with one person
  • Report outs
Q&A

• Can you make a commitment to starting after the conference?
• What else do you need to get started?
• What else do you need to understand Lean and Participatory Leadership - how they fit together and support your ability to cultivate results?
Selected Readings – Lean Leadership

• “Why Lean Programs Fail.” Mike Rother and Jeffrey Liker. Lean Enterprise Institute (www.lean.org), Feb 2011.
Selected Readings – Participatory Leadership

- [www.artofhosting.org](http://www.artofhosting.org)
- “Baldwin, Christina & Linnea, Ann. *The Circle Way - A Leader in Every Chair*
- Brown, Juanita & Isaacs, David, et. al. *The World Cafe: Shaping Our Future through Conversations that Matter*
- Cooperrider, David and Srivastva. *Appreciative Inquiry: Rethinking Human Organization Toward a Positive Theory of Change*
- Corrigan, Chris. *The Tao of Holding Space*
- Holman, Peggy. *Engaging Emergence: Turning Upheaval into Opportunity*
- Kaner, Sam et. al. *The Facilitator’s Guide to Participatory Decision Making*
- Lindahl, Kay. *Practicing the Sacred Art of Listening*
- Block, Peter. *Community: The Structure of Belonging*
- Scharmer, Otto. *Theory U*
- Senge, Peter. *The Fifth Discipline*
- Senge, Peter, Scharmer, Otto, Jaworski, J., Flowers, Betty Sue. *Presence*
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