

Practical Leadership – 15.974

Class Five – Influencing Others

- *Leading without Authority*
- *Journal Entries*
- *Leading from Any Chair Role Play*

Read:

- Zander, Rosamund Stone and Zander, Benjamin. The Art of Possibility. Boston: Harvard Business School Press, 2000. "Leading from Any Chair," pages: 66 - 77.
- Optional reading: Heifetz, Ronald. Leadership without Easy Answers. Cambridge, Massachusetts: Belknap Press, 1994. Chaps 8, 9

AGENDA

Welcome

Journal entries

Discussion of Final Packet

Leadership Definition, Self-Assessment, Action Plan and Results, Leadership Journal, Next Steps.

Zander

Heifetz

Role Play

Next Week's Assignment

Zander, Rosamund Stone and Zander, Benjamin. The Art of Possibility. Boston: Harvard Business School Press, 2000. "Leading from Any Chair," pages: 66 - 77.

Insight – NOT how good am I (how well does the audience like my interpretation), but how effective am I at enabling the musicians to play each phrase as beautifully as they are able.

How translate for business? Leaders remove obstacles –

A leader can sit in any chair – listening passionately and with commitment. Able to lead the section, the orchestra, wherever you sit. Being an active participant. Regardless of formal role.

11th cello

high school stand partners in Cuba

How translate for business? Be so engaged that you could be/are the leader

How much greatness are you willing to grant people? Do you see them jaded and disaffected? Or bursting with talent and joy? The conductor who listens for passion and commitment

How translate for business? How do you motivate people?

Heifetz, Ronald. Leadership without Easy Answers. Cambridge, Massachusetts: Belknap Press, 1994. Chaps 8, 9

Leadership without Authority

- Provide the capacity within the system to see through blindspots of the dominant viewpoint
- Possible on a variety of scales – from the junior staff member who makes a difference in a weekly meeting to Martin Luther King Jr (civil rights).

L'ship with Authority	L'ship without Authority
Top Dog	wide range – from those operating on the margins of a group to someone with senior levels of authority who is going beyond his/her scope
ID challenge (Sensemaking)	ID challenge – may have different values. Therefore may have different reality
Regulate distress – control environment. Define the process	<ul style="list-style-type: none"> • Is the distress. Doesn't have to regulate distress. <u>Can</u> raise questions that disturb. Have a latitude for creative deviance • CAN modulate the provocation • No/little control of environment. MUST place the issue in the existing context. Must use the available holding vessel. (doesn't have formal authority to shape the holding environment) • MUST have educative strategy. In order to make progress on adaptive problem must provide others with info on issue, possible solutions, the other points of view
Focus on relevant issues.	Is the embodiment of the key single issue. Can become lightning rod – killing the messenger.
Shift responsibilities to stakeholders	Mobilize stakeholders. The issue is to garner additional leverage, increase the base of supporters
Access to breadth of info	Has access to frontline information (formal auth has breadth of knowledge; informal auth has closeness to raw and relevant detail)
Protect voices of missing point of view	Are the voices of the missing point of view. Civil disobedience
Choose the Decision making process	Respond to Decision Making process
L'ship is constrained – people expect you to solve the problems	Little constraints – people have no expectations of you