

Review Copy

DISRUPTIVE LEADERSHIP

Why Our Leadership is Failing
And What You Can Do About it

GEOFF MCDONALD

BOOK
RAPPER

REVIEW COPY

This is the draft copy of this book. I'd love for you review it for me. Here are three ways you can help...

Email me with your review comments: Geoff@GeoffMcDonald.com

Note: I'll be listing the names of all the people who contribute in the final edition. Cheers!



This could be as simple as a typo on page X or can you add more questions into the discussion section, more examples or less...?



Which sections left you disappointed? Confused? Inspired? Is there a sexy testimonial that you could write that I can publish to share your enthusiasm?



Where do you wholeheartedly agree or disagree with what's been written? I'd love to add these into the final book with a clear reference to you as the source of the comment.

DISCUSS THIS

My job here is to be a catalyst, spark ideas, provoke conversation, perturb your being and stimulate discussion.

The aim of this issue is to have you see leadership in a new way by presenting a history, current thinking and some future scenarios.

Your job is to grab these ideas and toss them around like a fresh garden salad.

Discuss them, tear them apart, build them up.

And, most importantly, use them to lead more effectively - your future depends on it.

LEADERSHIP

YOUR FIRST LEADER?

For most of us, our first leader is our parents.

My Mum's leadership style was 'Wait til your father gets home.'

My Dad's leadership style was 'Don't make me take this belt off.'

I am exaggerating here... I probably heard these words said to me once in my entire life.

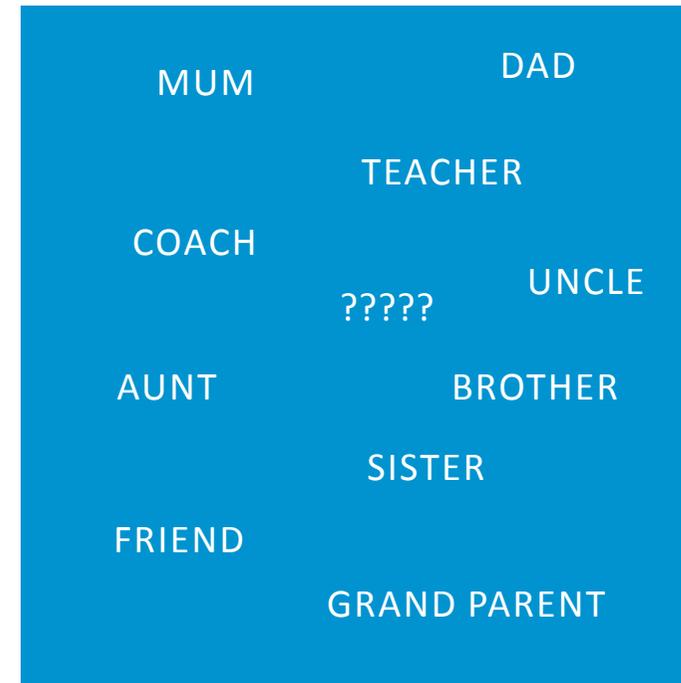
And, times have changed. These styles are no longer acceptable.

Today it's more a case of...

Dad saying 'Wait til your mother gets home.'

And your Mum saying 'Don't make me take your iPad/Xbox/Phone off you.'

WHO WERE YOUR EARLY LEADERS?



WHAT WAS THEIR LEADERSHIP STYLE?

WOULD THIS WORK TODAY?

IS LEADERSHIP DYING?

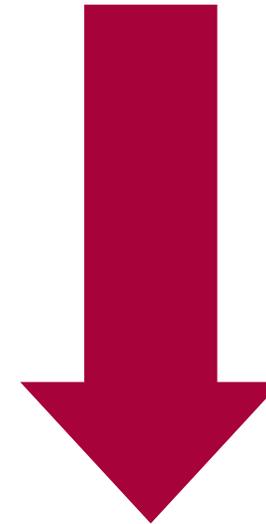
Despite the billions of dollars spent every year on leadership courses, consultants and training, public opinion suggests we have a leadership crisis.

Our respect for and the reputations of our leaders across business, politics and beyond are at all time lows.

What is going wrong?

Is it the way we are leading?

Or, is Leadership, as we know it, dying?



RESPECT FOR LEADERS

IS LEADERSHIP STILL IMPORTANT?

Why are you reading this?

Let's presume the obvious... you're interested in 'leadership' because it's important to either who you are right now and/or who you want to be in the future.

More specifically you can pick from the list on the right (or add to it).

Why do you want to be a leader?

Carry this thought with you as you digest the ideas in this book.

It will be a very useful reference point.

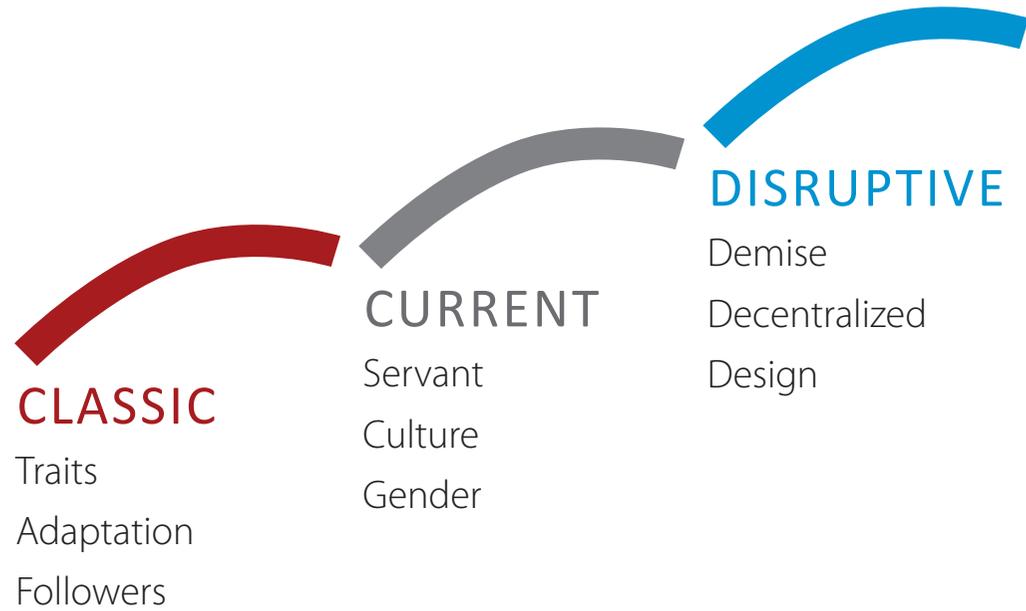
Your challenge is really very simple...

Be a better leader - however that might look...

WHY DO YOU WANT TO BE A LEADER?



A ONE-PAGE SUMMARY



PERSONAL LEADERSHIP



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Self-made Leaders



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The Revolution
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Leading Culture
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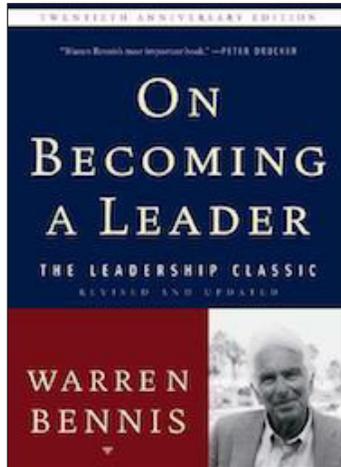
Sources

Book Rapper
The Author
Contributions
Reviews



PERSONAL LEADERSHIP

Lead Yourself First



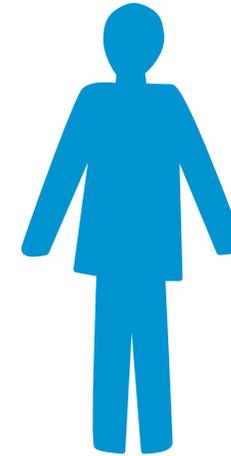
KNOW THYSELF

In his classic book *On Becoming a Leader*, Warren Bennis suggests that to become a leader follow the same path to become a fully functioning human being.

It all starts with knowing yourself.

- 1 Know who you are.
- 2 Know your strengths and weaknesses.
- 3 Know how to deploy your strengths and compensate for your weaknesses.
- 4 Know what others want, why they want it and how to communicate in order to gain their cooperation and support.
- 5 Know how to achieve their goals.

Know what you want and how to engage others to help you fulfil that.



GROW THYSELF

SELF-MADE LEADERS

Becoming a leader is a life-long story of adult learning. A leader appears when they are willing to be themselves. And, since this is something that happens during our lives, leaders are therefore made and not born.

Further, they're made more by themselves than by any external means. It is precisely this responsibility, willingness and ability to conquer our circumstances that is the hallmark quality of a leader. There is by definition, no map to follow, no one pathway and no ultimate destination.

Leaders don't set out to be a leader. That smacks of power, force and ego. Rather a leader sets out to pursue a worthy goal and in doing so inspires others. Leadership is a side-effect of taking purposeful action.

ARE YOU A LEADER?

NOT LEADING

Born
Surrender to context
Prove yourself
Driven
Learned
Fixed
Destiny
Talent
Imitate
Avoid Mistakes
Status Quo
Beige Character
Reactive Self

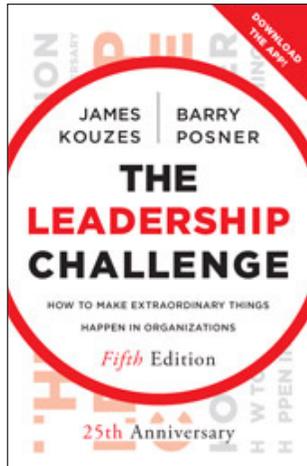
LEADING

Self-Made
Master your context
Express yourself
Leading
Learning
Growing
Capacity
Talent + expression
Original
Learn from Failure
Vision
Distinct Character
Invent Self



CLASSIC LEADERSHIP

The Individual as Leader



WHAT MAKES A LEADER?

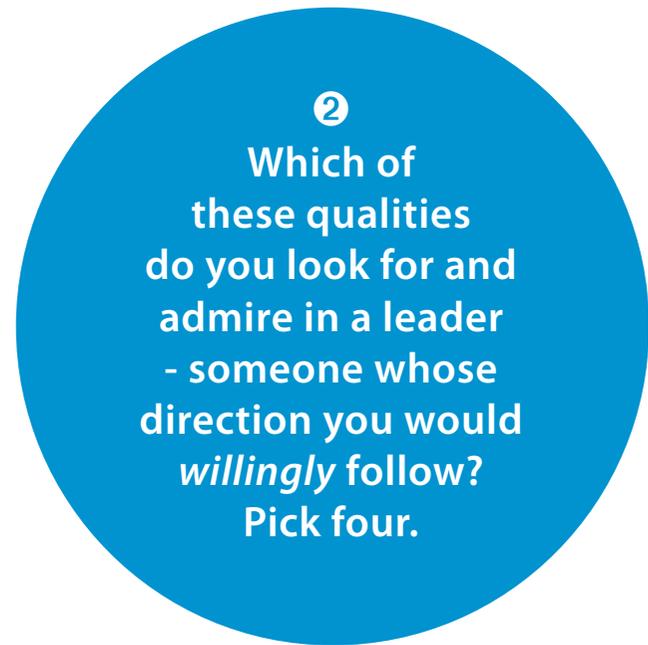
Mostly, we know leadership when we see it demonstrated. As a result, we try to define the qualities of what we see and admire.

With over two million copies sold, published in over 20 languages and five editions, *The Leadership Challenge* by James Kouzes and Barry Posner is one of the most popular leadership books ever published.

The book is based on two fundamental questions and the results of hundreds of thousands of survey responses.



PICK FOUR...



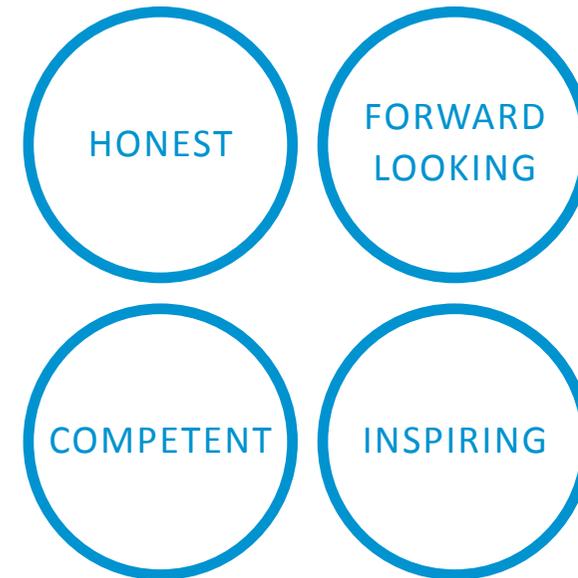
- Ambitious
- Broad-minded
- Caring
- Cooperative
- Competent
- Courageous
- Dependable
- Determined
- Fair-minded
- Forward-looking
- Honest
- Imaginative
- Independent
- Inspiring
- Intelligent
- Loyal
- Mature
- Self-controlled
- Straightforward
- Supportive

FIVE PRACTICES

From their survey results Kouzes and Posner concluded there were five practices that consistently represented 'leadership' for most people:

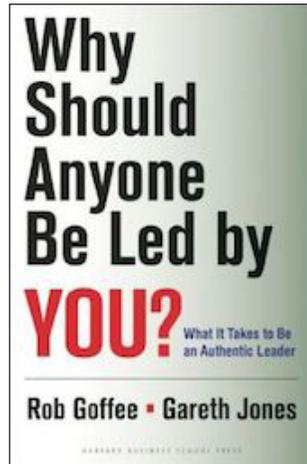


TOP FOUR QUALITIES



Want more? At *Book Rapper* we've distilled all ten Leadership books featured in this book so you can devour each of them in only 30 minutes. Key concepts quick!

BookRapper.com/Leadership



YOUR BETTER HALF

The majority of the leadership literature focuses on the internal qualities and traits of the leader.

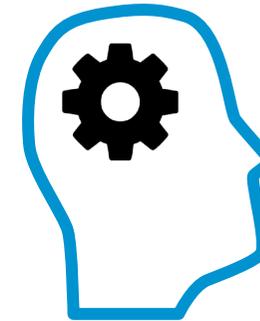
This misses how leadership happens. A leader can only lead when people are willing to follow.

In their book, *Why Should Anyone Be Led by You?* Goffee and Jones focus on this relationship between the leader and their followers.

When we look here, what's needed changes according to the current context and the people involved.

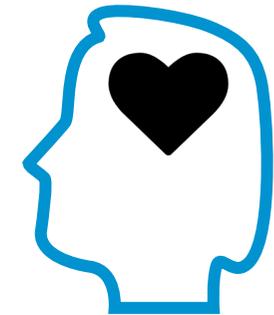
And, the prized qualities of what makes an effective leader also changes. It's a shift from fixed traits to flexible responses, from static to real-time and from what to how.

BRAIN RESEARCH



1960

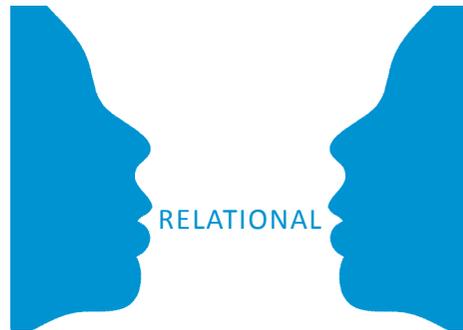
Dead Brain
Static
Fixed
What



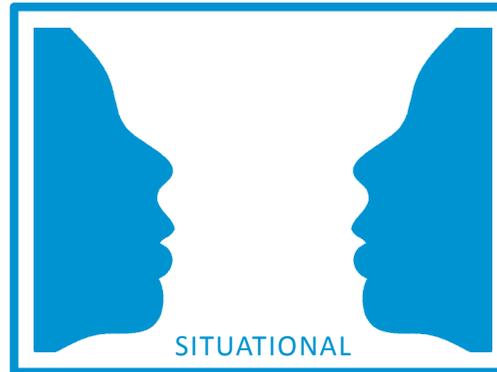
2010

Live Brain Scans
Real-time
Flexible
How

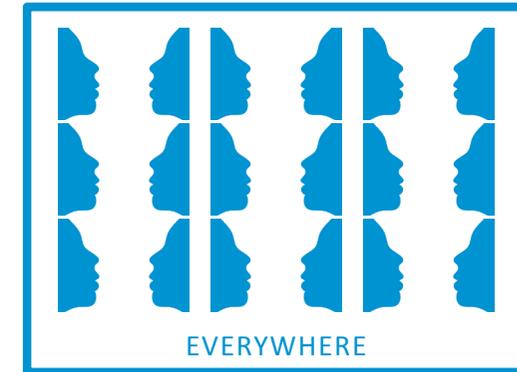
THREE LEADERSHIP AXIOMS



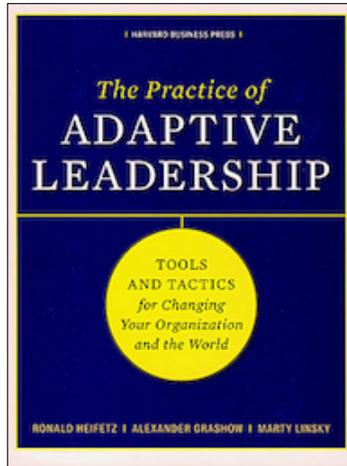
Relationships are active and require constant re-creation. Followers want emotional engagement and look for leaders who are authentic because trust is crucial in any relationship.



What is required of the leader depends on the situation or context. Effective leaders adjust and adapt at both the level of daily routine encounters and big strategic decisions. Different behaviours are required in different contexts. Fixed traits are flaws.



Leadership is mostly concerned about the chosen few at the top. This reflects the top-down hierarchy of the organisational structure. And, it blinds people to the true nature of leadership. It is not about titles or position. Leadership is needed everyday and everywhere throughout the organisation.



CLOSE THE GAP

Leadership is all about closing the gap from where you are and where you want to be.

In *The Practice of Adaptive Leadership*, Heifetz, Grashow and Linsky expose the uncertainty of this task.

In a world of clarity and relative certainty, leadership can set a clear path.

In contrast, in a world of constant change and uncertainty, effective leadership needs to address this task in a different way.

We can know the answer to a technical challenge in advance. However, adaptive challenges are more complex and the solution is unknown. The leadership challenge is like a sea-captain sailing in uncharted waters.



THE LEADERSHIP TEMPERATURE

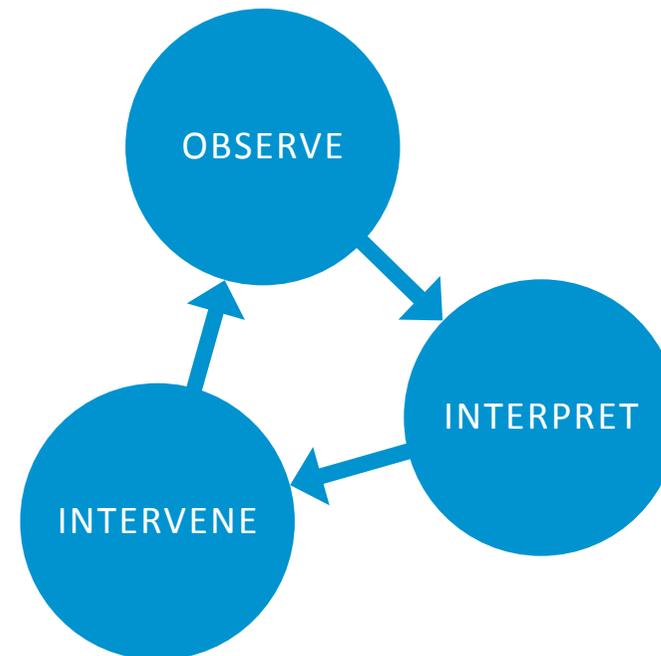
To create change in an organisation implies disrupting the status quo and deliberately creating a period of disturbance. As leader, your role is to manage the depth and scale of this disruption.

Think like a chef... if the temperature is too high you'll burn your dish and your efforts will be unproductive. And too low, then your cake won't rise to the challenge and you'll fail to achieve your desired result.

Manage your own temperature first. Then, help people navigate through this period of disturbance by managing their temperature. Help them tolerate their discomfort.

And, be aware of others who attempt to turn up the heat to sabotage your efforts or turn it down to keep the status quo in place.

THREE KEY ACTIVITIES





CURRENT LEADERSHIP

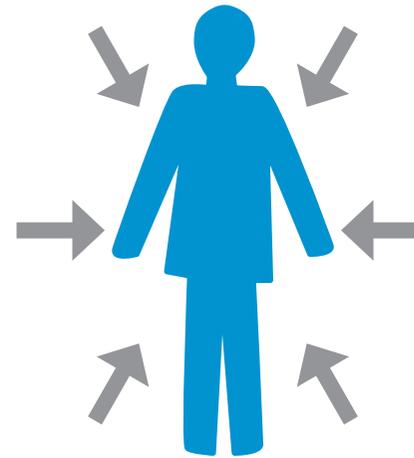
Lead a Context

IT'S NOT ABOUT YOU

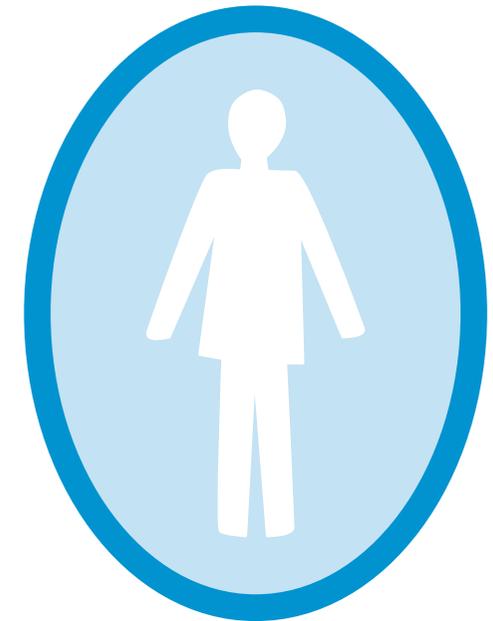
Classic Leadership focuses on the individual as leader. This includes the personal traits we admire, the way we interact with our followers and how we manage uncertainty.

Current Leadership focuses on things that are bigger than the individual leader.

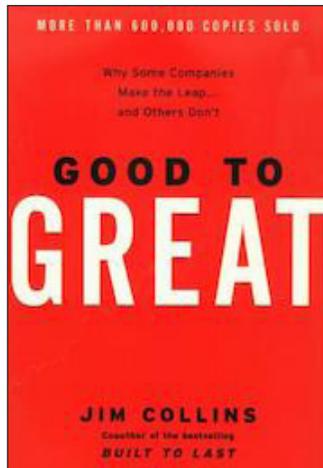
It's all about the context that we are operating within.



THE INDIVIDUAL



THE CONTEXT



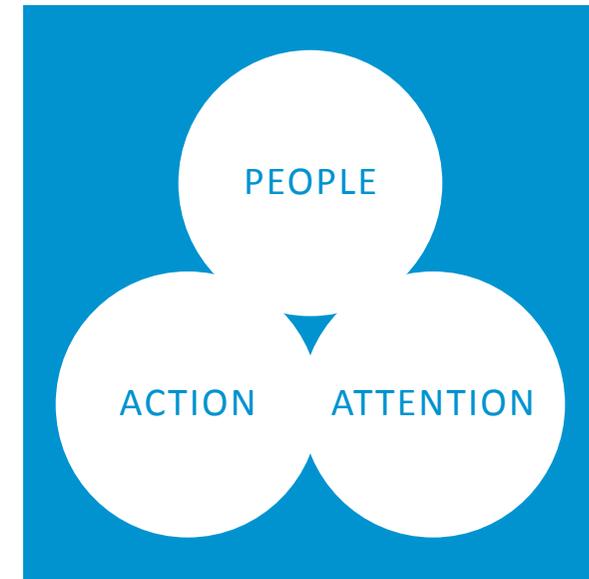
A DIFFERENT VIEWPOINT

What does the organisation need from it's leaders?

This is the viewpoint taken by Jim Collins and his team in *Good to Great*. They asked: What does it take to turn a good company into a great one?

They concluded there are three key disciplines required to transform your organisation:

- 1 Your people. You need the right type of leader and the right people on your team.
- 2 Your attention. You need to focus on your core business, repeatedly and consistently.
- 3 Your action. You need a culture of discipline and the careful choice of technology to accelerate your momentum.



THE SERVANT LEADER

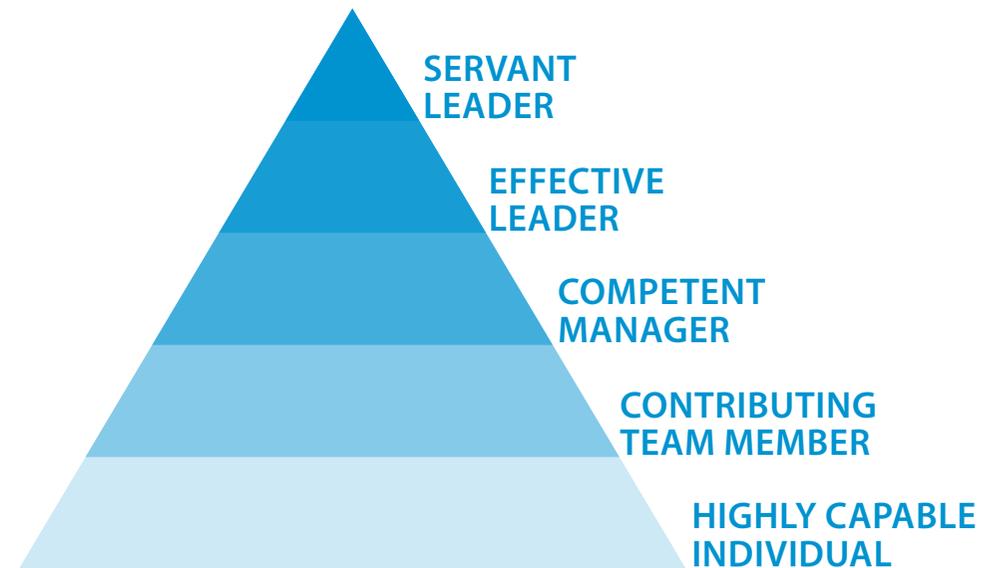
All great companies need great leadership.

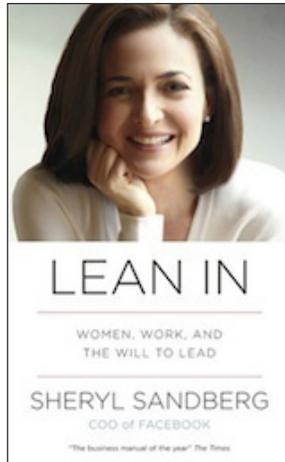
And, whilst the business press typically celebrates the charismatic leader, the *Good to Great* research uncovered that a different leadership style was required.

The ideal leader was one of personal humility who channelled their professional ambition into forwarding the goals of the organisation.

They shunned personal accolade, acted with quiet determination and delighted in training the next generation of leaders.

This mirrors the historic idea of the Servant Leader who desires to serve first and if needed lead others second. It's based on the fundamental belief that the organisation is more important than any one individual.





THE REVOLUTION

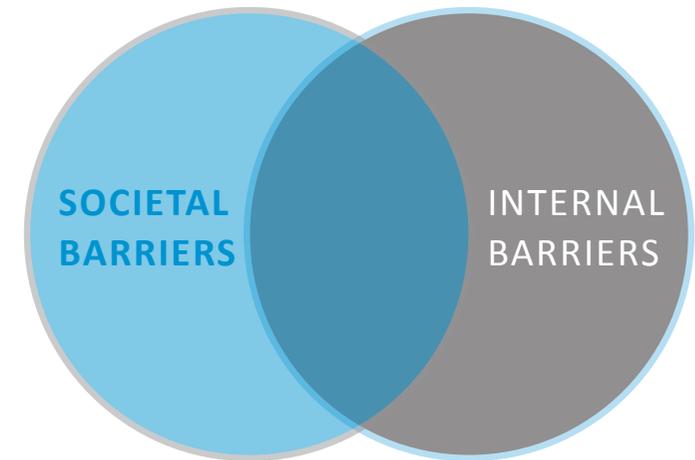
Our organisations reflect our societies. And, so it follows our leaders do too.

The feminist revolution of the past century pursued an equal world where women ran half of our countries and companies and men ran half of our homes.

Whilst things have improved, progress has stalled.

Men continue to earn around 10% more than women. And, they also hold 80-90% of board and CEO positions.

In Sheryl Sandberg's *Lean In*, she suggests to move forward women need to step up at work and men need to step up in the home.



THE HIDDEN LEADERSHIP CONTEXT

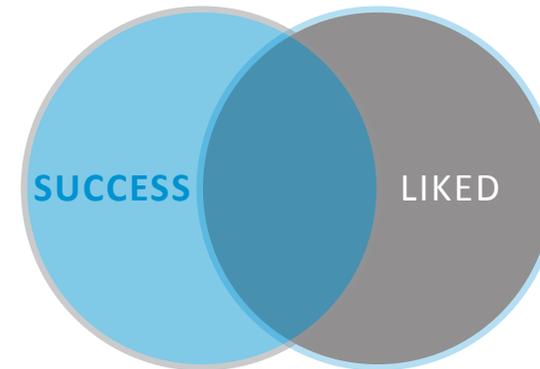
Our performance as leaders and therefore our success is dependent upon the reactions of others. And, the Gender Wars highlight the power of cultural stereotypes and bias in shaping our perception of our leaders.

Men are viewed as providers, decisive and driven. Whereas women are viewed as caregivers, sensitive and communal.

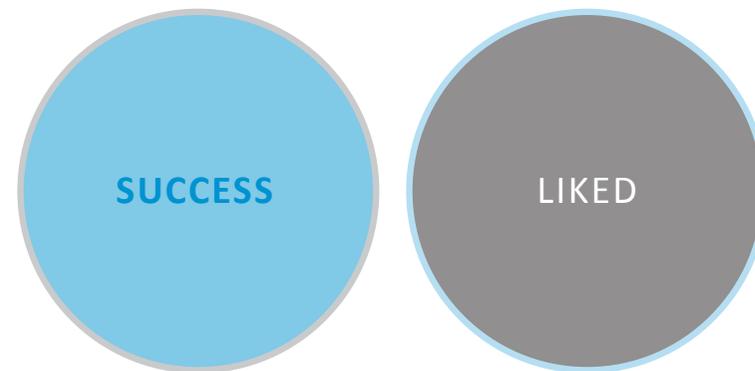
When a man acts consistent with this belief, they are given positive reinforcement which fuels future drive for success.

In contrast, women literally pay the price for their success. Through this stereotype they are effectively told, 'Don't be too smart or too successful!'

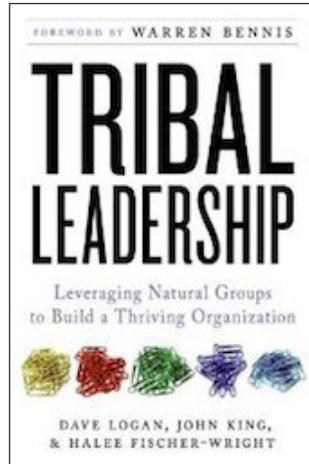
Everyone needs to get more comfortable with female leaders - including female leaders themselves.



Men - Success and being liked go together



Women - Either be successful or liked, not both



LEADING CULTURE

Good to Great looked at the leader in the context of the organisation. In *Lean In* it was the leader in the context of gender.

And, in Logan, King and Fischer-Wright's book *Tribal Leadership* we view the leader in the context of their teams and their culture.

Tribes are groups of up to 150 people who know each other well enough to say 'hello'. Small organisations may consist of a single tribe whilst larger ones may have several tribes.

Every tribe has a dominant culture. They're built on the words people use to describe their worlds and the relationships they build. Shift the words and you'll shift actions and the tribe itself.

To lead... listen for which cultures already exist in your tribe. Then, seek to shift the tribe using specific leverage points based on shifting language and behaviour.



THE CONTEXT

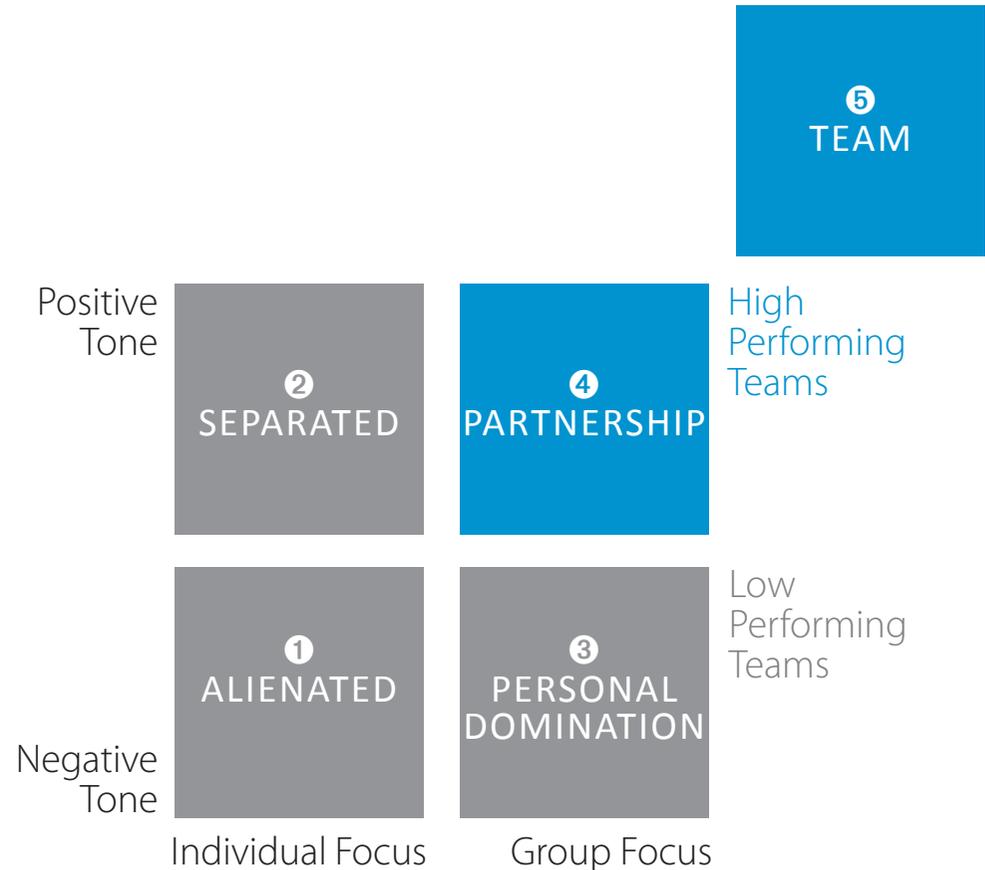
FIVE LEVELS OF ORGANISATIONAL CULTURE

Low Performing Teams

- ❶ Alienated - when a team member is alienated from their tribe the results are usually destructive. Life sucks here!
- ❷ Separated - when you feel separate you're likely to be resigned and judgemental... My life sucks!
- ❸ Personal Domination - when the individual plays to win at the expense of the team... I'm great and you're not!

High Performing Teams

- ❹ Partnership - when people work together and are proud of it! We're great!
- ❺ Team - when anything is possible for the team... Life is great!





DISRUPTIVE LEADERSHIP

Everyone and No One Leads

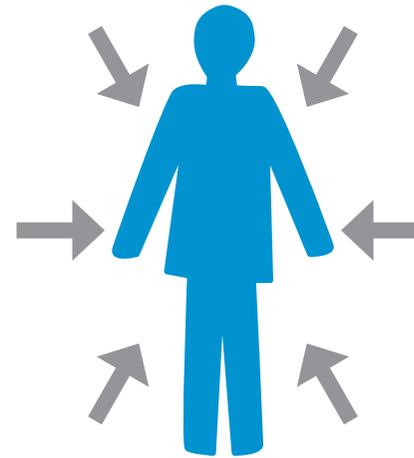
THE NEW IS OFTEN UNRECOGNIZABLE

Classic Leadership focuses on the individual as leader.

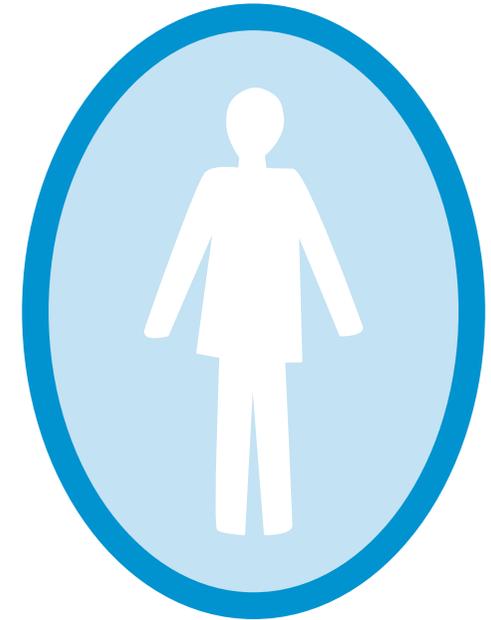
Current Leadership focuses on the context we operate within.

Whilst leadership is all about creating change and sometimes deliberately disrupting the organisation, this is not what we mean when we say Disruptive Leadership.

Disruptive Leadership is leadership that is unlike what came before. And, may even be unrecognizable.



THE INDIVIDUAL



THE CONTEXT

CAN YOU SEE THAT?

When Englishman Captain James Cook sailed his 100 foot boat *The Endeavour* into Botany Bay (Sydney, Australia), he was surprised that the aborigines standing on the shore several hundred metres away appeared not to notice.

How could you not see a 100 foot sailing boat only a few hundred yards away?

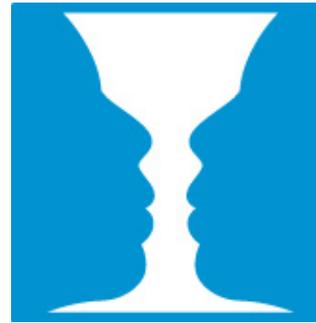
It's called Cognitive Blindness. We can't see what we don't recognize or believe.

We are mostly blind to disruption because we can't see it for what it is until it's too late.

Disruptive Leadership will most likely challenge your view of what leadership is and how best to do it.

You might even say: That's not even leadership!

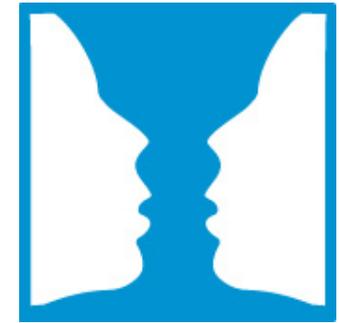
Exactly.



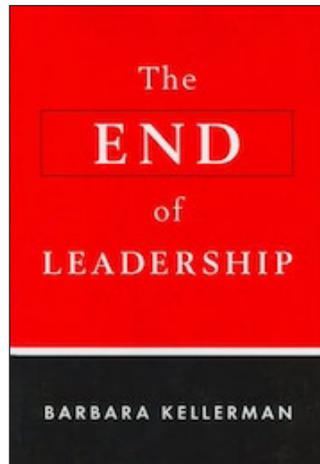
VASE?



BOTH?



FACE?



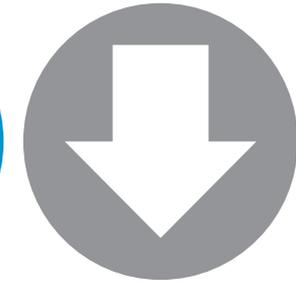
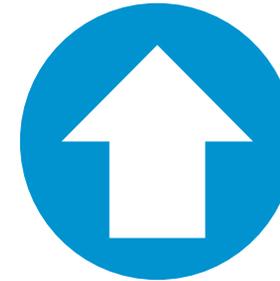
THE DEMISE OF THE LEADER

Become a leader! It's assumed to be the path to money, power, achievement, creating change - making it.

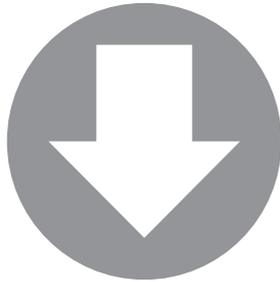
Despite the flowering of the leadership industry the reputation of leaders across all aspects of society is troubled. Reputations and respect are at all time lows.

Barbara Kellerman's *The End of Leadership* documents the decline of the leader. And, the rising power of the follower.

FOLLOWER



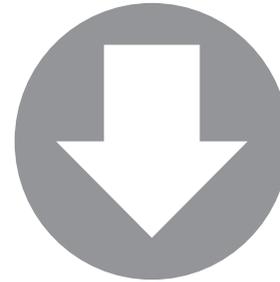
LEADER



DECLINE OF DAD

Father as money-earner, boss and authority. His word was final. This implied hierarchy meant we obediently followed.

With single mothers, working mums and divorce common, the family unit and the roles and expectations within it have changed. Wives are working, stronger and more independent. Children expect to have a say.



DECLINE OF BOSS

Our workplace hierarchy and industrial paradigm has also changed.

Previously the employer was top and employees sat below. Command was in the hands of the few and compliance was expected of the many.

The CEO is now coach, host and facilitator. And, the worker is more mobile and ready to vote on your leadership style with their feet.

LEVELS OF TRUST

Which of the following do you trust more than you did previously?

The media.

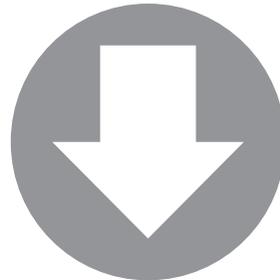
Politicians.

Church leaders.

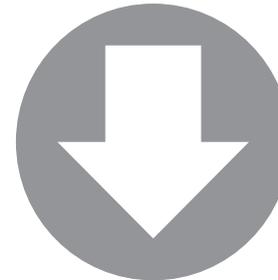
Business leaders.

World leaders.

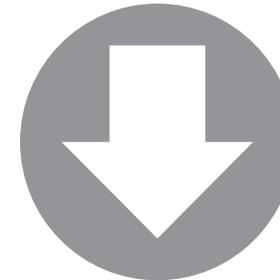
Teachers.



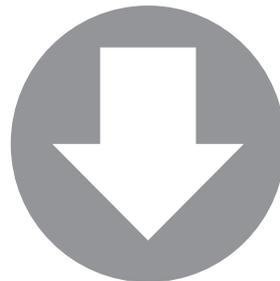
MEDIA



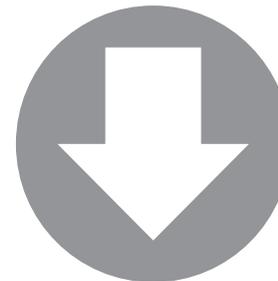
POLITICS



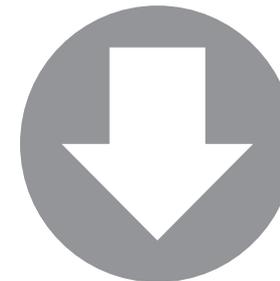
CHURCH



BIG BUSINESS



WORLD



SCHOOL

WHAT CRISIS?

It's only a crisis based on our expectations.

If we expect our perception of our leaders to be higher than, yes, we have a crisis.

However, if we accept that '*what leadership looks like*' is morphing, then there's not a crisis, there's simply a change.

And, not just a minor change. It's disruption.

The decline of the leader is the new normal.

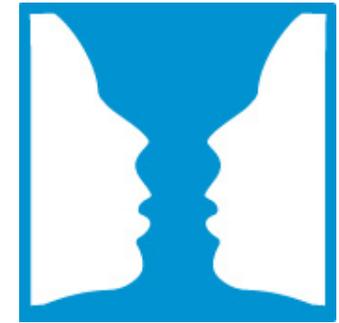
It's a major change in how to be an effective leader.



CRISIS?



BOTH?



OPPORTUNITY?

THE RISE OF COMMUNITY

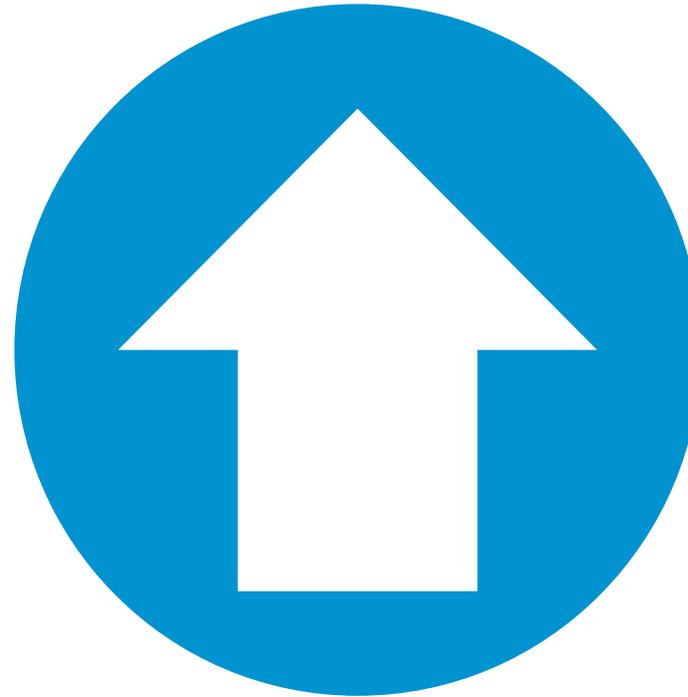
Previously, our communities were local - over the back fence, at the local school and at the football club.

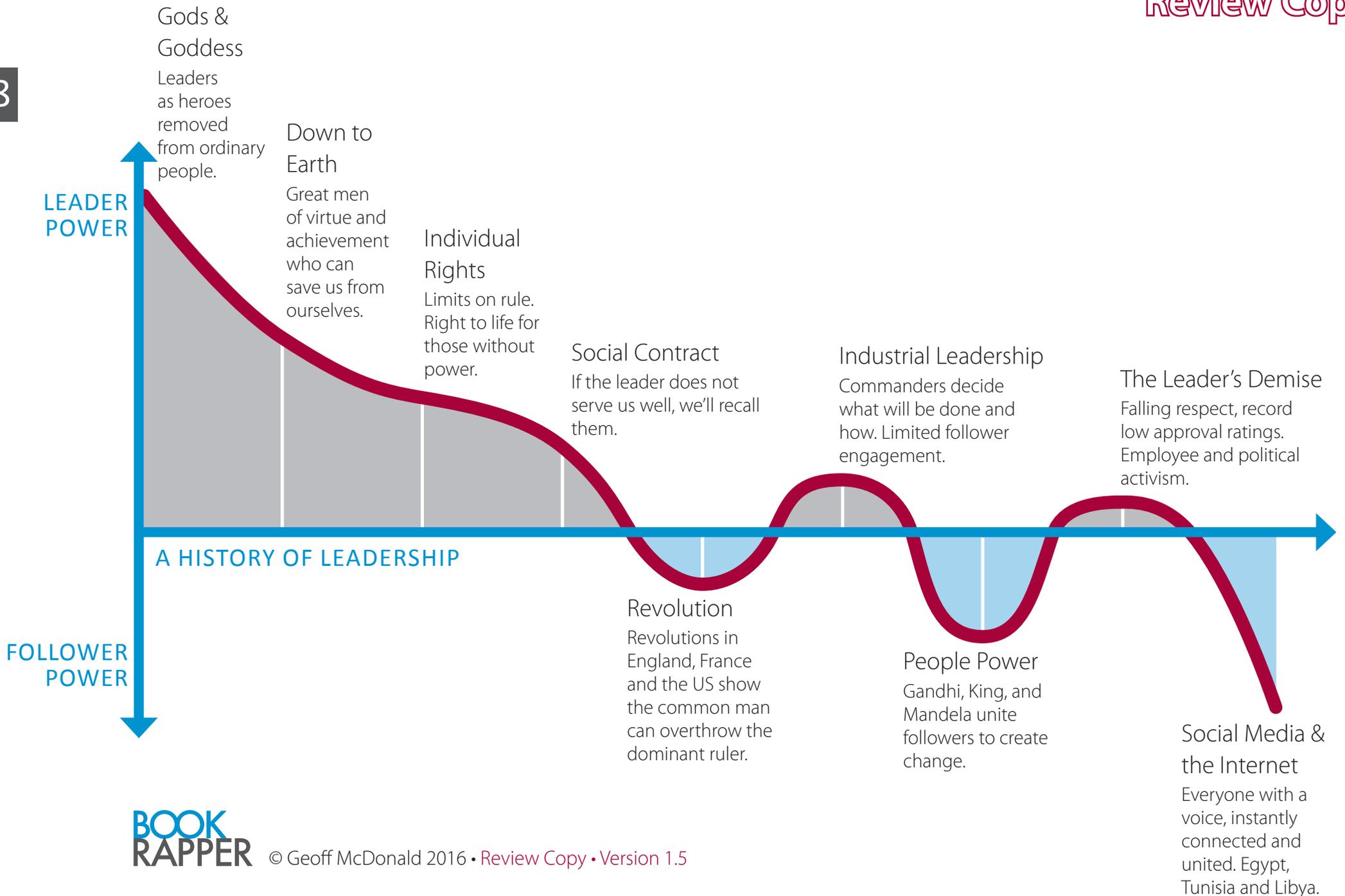
Now, they are online global niches on *Facebook*, *Linked-In* and millions of personal websites.

Given you can click away at any time, the leadership style is generous, inclusive and inspiring.

And, more is being decided by ordinary people. This can be as simple as voting on *American Idol* or *Dancing With The Stars*. Voted by the people for the people.

This is participatory democracy at work. It's crowdsourcing where followers, not leaders, drive the action and decide the future.





PERMISSION TO LEAD

Leadership is a social contract between the leader and the follower.

Traditionally leadership was based on power - your physical might, the lineage of your parents or your personal charisma. In organisations, this could be a position of authority.

There are only two reasons to go along with a leader: we want to or we feel we have to.

To keep our job we follow our employer. A job for life meant compliance. Today, we can more easily switch jobs or we can create our own job (business).

Ideally, we'll choose to follow because we believe in the integrity and competence of those with power, authority and influence.

WHY WE FOLLOW



HAVE TO

Power
Lineage
Charisma
Authority



WANT TO

THE ENEMY OF POOR LEADERSHIP

The lesson of *Wikileaks* is that no secrets are safe. If one person knows then everyone can know.

Thus, information is the ultimate enemy of poor leadership. Being exposed as incompetent or unethical provokes followers to turn against you.

This is a dramatic shift from opaque organisations to transparent ones.

In business, shareholder activists and the pursuit of employee rights call leaders to public accountability. Transparency is now expected of all our institutions.

TRANSPARENT



Wikileaks, Snowden

Catholic Church and priestly abuse

Clinton and Lewinsky

JFK and his womanising
(most didn't know at the time)

Franklin D Roosevelt
(most didn't know he was in a wheelchair)



OPAQUE

NEW TECHNOLOGY LEADS THE WAY

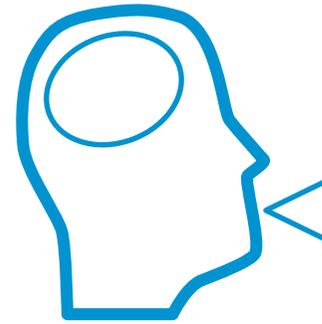
Today, instant information is available to everyone everywhere anytime - and in real time.

The ability of social networking sites to connect many people to many others has shifted the leadership power balance in two distinct ways:

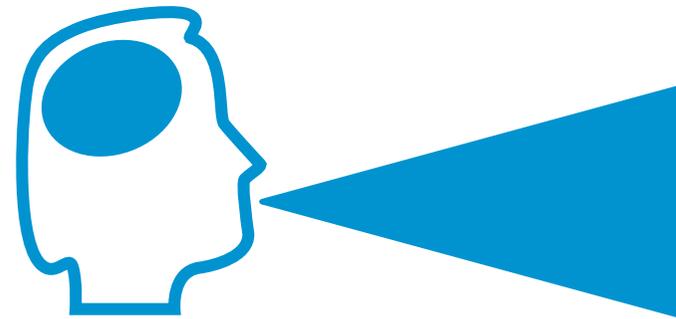
- 1 The flood of information: Ordinary people now have access to information that was previously only for the eyes of the people in power.
- 2 The volume of the voice: With online platforms like *Facebook* and *Linked In*, ordinary people can speak and have others listen.

This online conversation is disrupting court cases prompting mis-trials. And, prompting the young to challenge authority in new ways.

Knowing is one thing, having the voice another. Together they're an explosive combination.



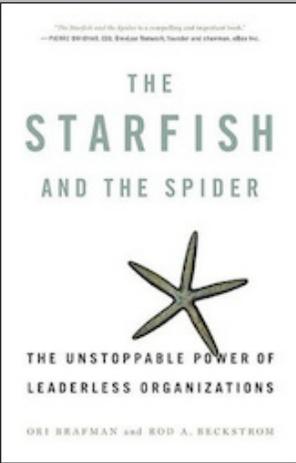
NOT KNOWING + NO VOICE



KNOWING + VOICE

Decentralized Leadership

When no one AND everyone is in charge



WHEN NO ONE IS IN CHARGE

“What do you mean, when no one is in charge? The lack of leadership cannot be the future of leadership.”

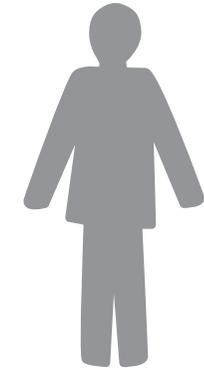
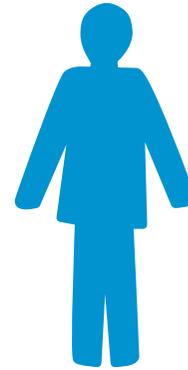
Who said anything about ‘lack’?

Our classic leadership model is based on the principle that there is a leader and a follower in set roles. Black and white.

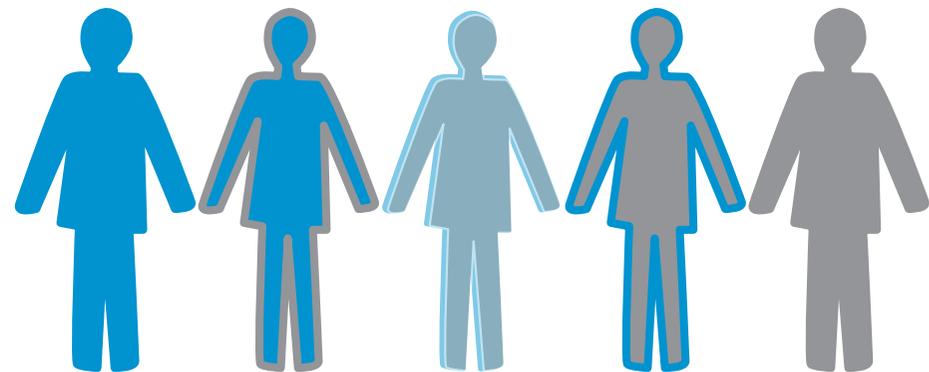
What if the future was based on a leader and a follower in fluid roles? At various times one leads, the other follows. At other times, the roles are reversed. Flexibility, diversity and shades of grey.

Our first Disruptive Leadership pathway explores the world of decentralized organizations which are seen as either being leaderless or leaderful.

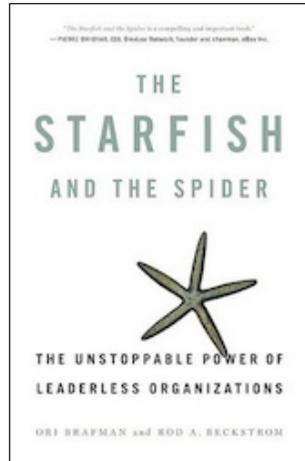
Now that’s an interesting paradox!



LEADER OR FOLLOWER



LEADER AND FOLLOWER



DECENTRALIZATION

Previously, industrial technology promoted the hierarchy.

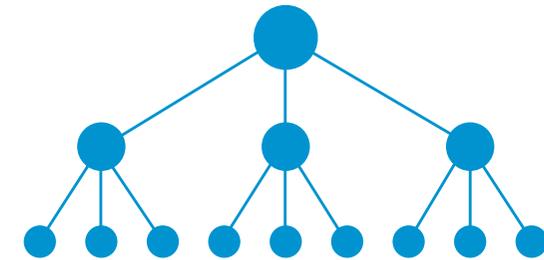
We needed to impose control and order from the top down.

Today, the organisational structure of our time is the Internet.

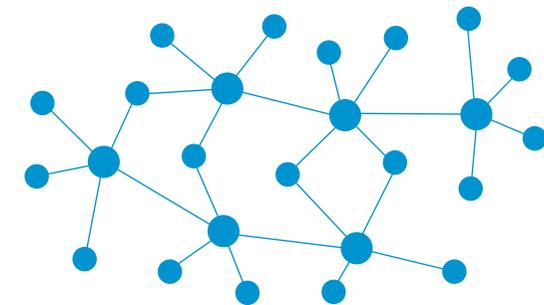
There is no control, merely connection. It's a self-organizing, decentralized system.

In *The Starfish and the Spider*, Ori Brafman and Rod A Beckstrom use the metaphor of spiders and starfish to point to the power of decentralized organisations.

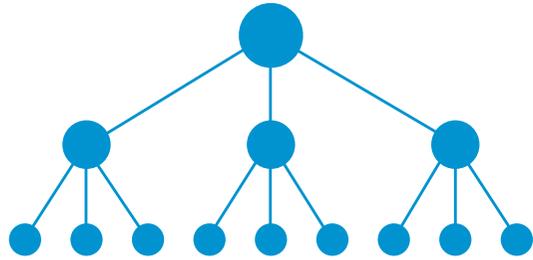
And, Decentralized Leadership.



CENTRALIZED
HIERARCHY

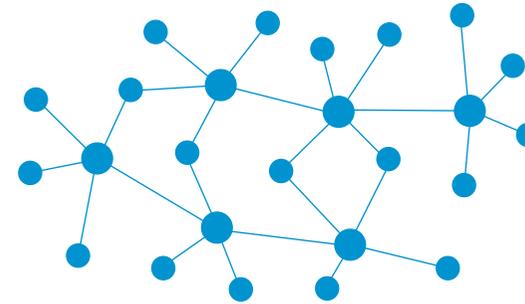


DECENTRALIZED
NETWORK



CENTRALIZED SPIDERS

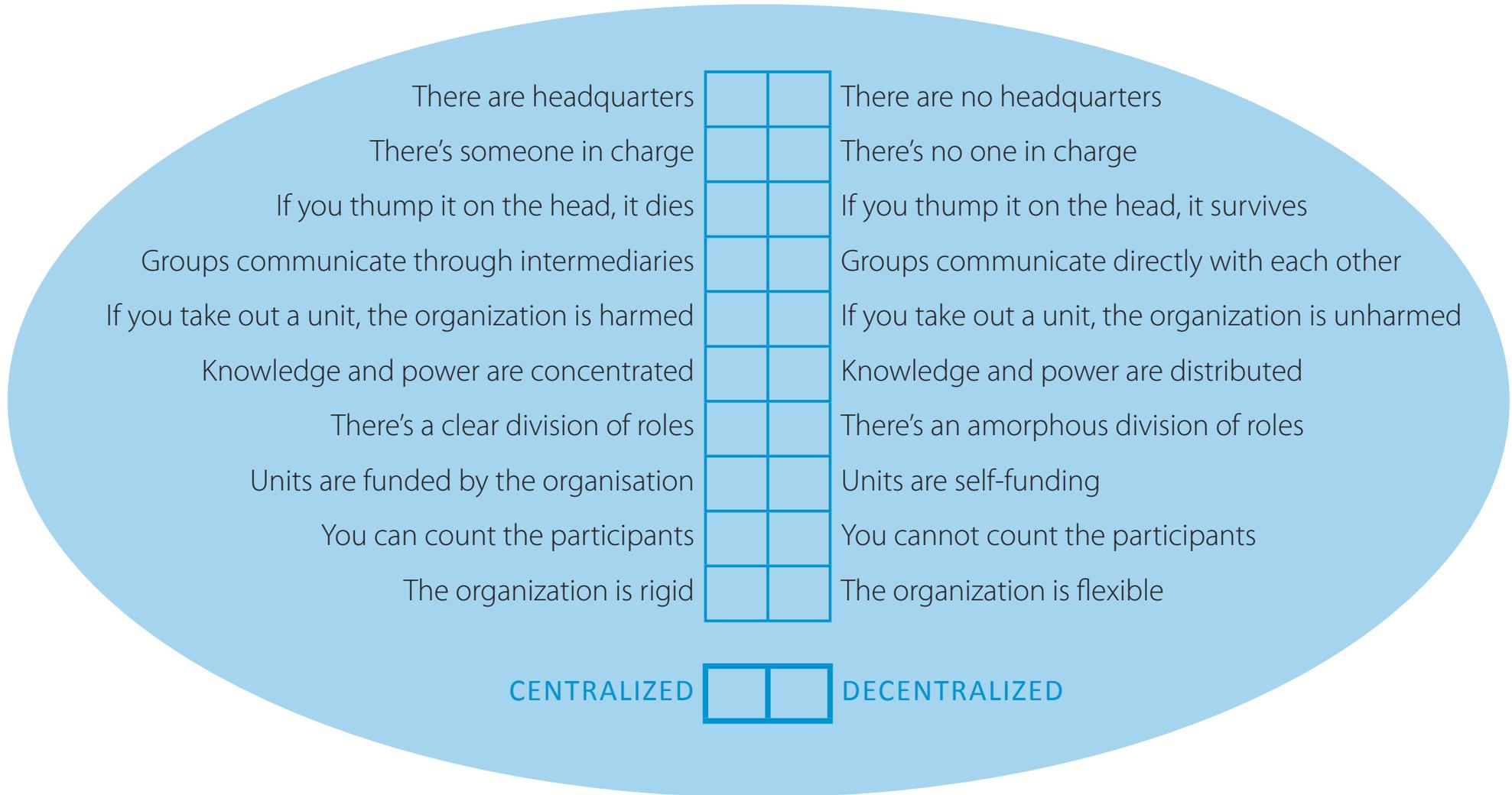
Spiders are like humans, they have a head that's in charge, a body with the essential organs within and a couple of extra legs. Chopping off the spiders head is like killing a king or dictator, you destroy the ability of the organism to function and it dies.



DECENTRALIZED STARFISH

Normally, if you attack the head of anything you can defeat it, except starfish don't have heads. It's central body doesn't even control things. It's essential organs are replicated through each of its arms. If you chop an arm off or cut it in half, the starfish doesn't die, it simply re-grows. Some species of starfish can even replicate if only one part of an arm survives an attack. What's even more interesting, for a starfish to move, one arm starts wiggling and the rest may or may not follow. There is no central command making the decisions.

ORGANISATIONAL STRUCTURE



DECENTRALIZED EXAMPLES

CENTRALIZED

Wall Street Journal

Telstra/AT&T

Hillary Clinton election campaign

Spanish Conquistadors

Customer Service

Microsoft

US Military

Google

Our Body

Sitcoms

Television

GM

DECENTRALIZED

Wikipedia

Skype

Barack Obama election campaign

Apache Indian

Self-service

Linux

Al Qaeda

EBay

Our Brain

Reality TV

The Internet

GE

BUSINESS FUSION

In the business world there is no pure centralized or decentralized forms, merely a combination or fusion of both.

The key is to find your sweet spot.

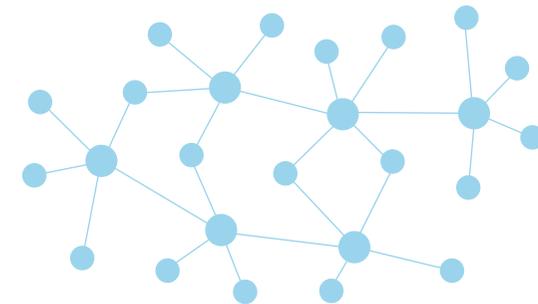
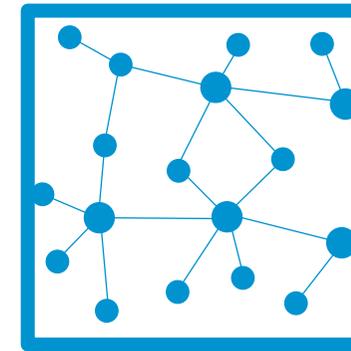
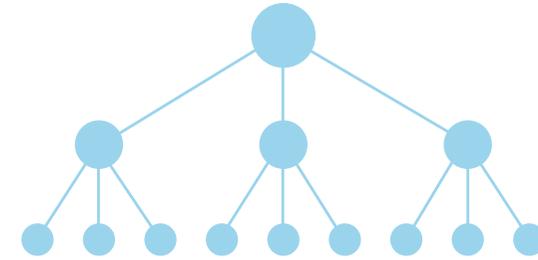
Two primary styles are available.

❶ **Customer Experience:** *Ebay* is a centralized company that decentralizes the customer experience and

❷ **Business Units:** *GE* is a centralized company that decentralizes internal parts of the business into separate independent business units.

Business Fusion is like a playground. Place some swings, a slide and a merry-go-round in a park. Put a fence around them and let the children in to play in their own way.

You've defined the boundaries and the rules. Then you let people loose to do their own thing within these constraints.



FIVE LEGS

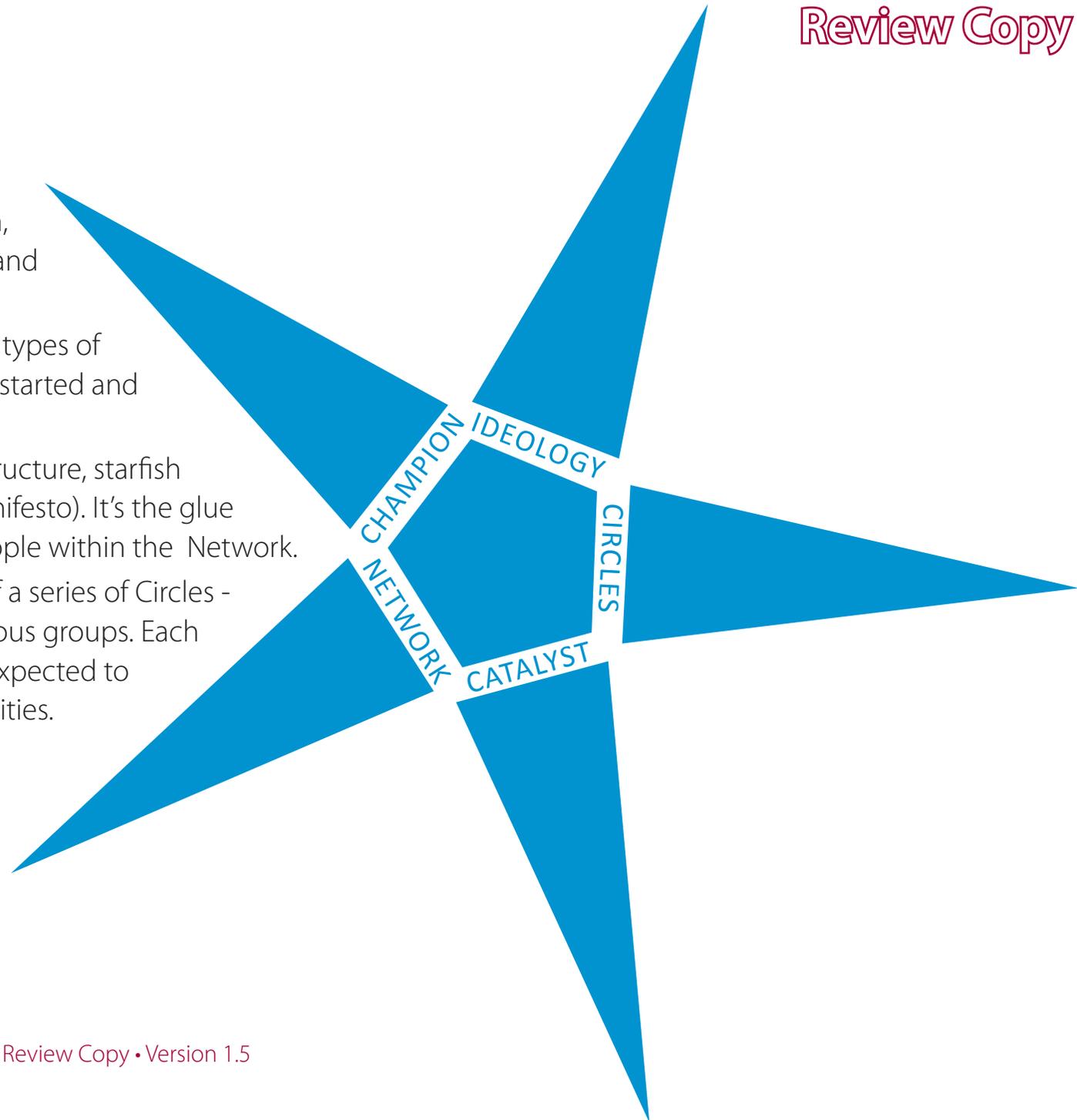
Decentralized organizations stand on five legs. Like the starfish, you can lose one or two of them and still function.

A starfish organization needs two types of people, the Catalyst to get things started and the Champion to implement.

Centralized organisations build structure, starfish organizations build Ideology (manifesto). It's the glue that inspires action unites the people within the Network.

The overall network is made up of a series of Circles - small independent and autonomous groups. Each person is an equal member and expected to contribute to the best of their abilities.

Being autonomous promotes innovation. And, circles are deliberately small to avoid people taking a free-ride.



CEO VERSUS CATALYST

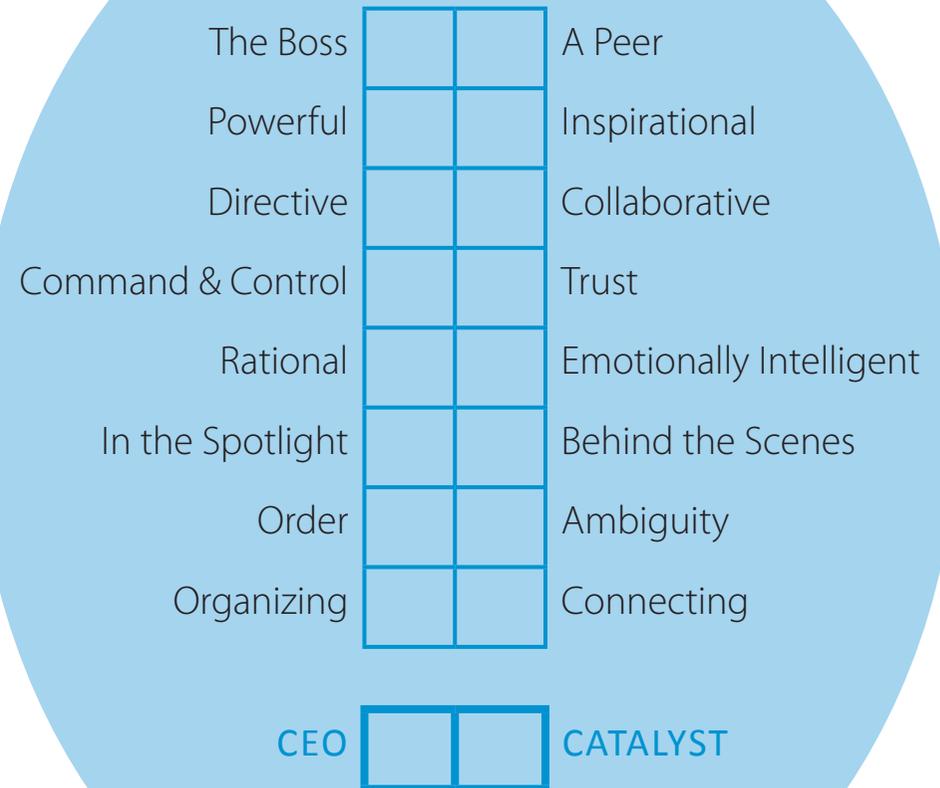
Where a centralized spider demands leaders who take charge, the starfish requires a completely different kind of leader.

Given the internet is the organisational structure driving the shift to decentralization, this is fertile ground to see how it's done.

Facebook, Linked In, Twitter, You Tube and leading any personal website is all about being a Catalyst and a Champion for your cause.

The qualities of CEO as 'the boss' are rarely seen when it's so easy to click away.

Obama's 2008 Presidential Campaign is still a powerful benchmark for how to do this.



LEADERLESS OR LEADERFUL?

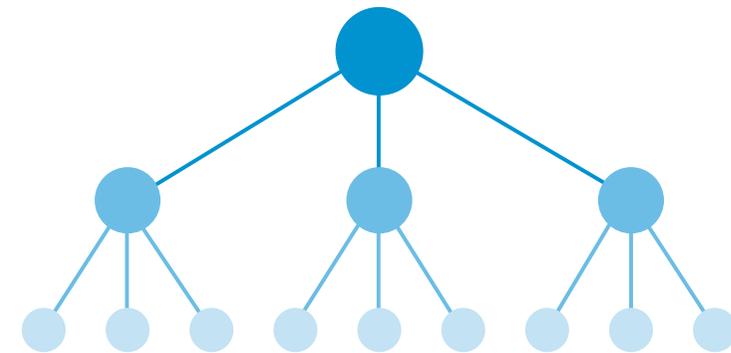
To describe a team or an organisation as 'leaderless' is a disparaging comment - or at least it used to be!

Instead of a starfish organization being mired by the imagery of a chook with its head cut off running around aimlessly, our organizations will instead become more leader-ful!

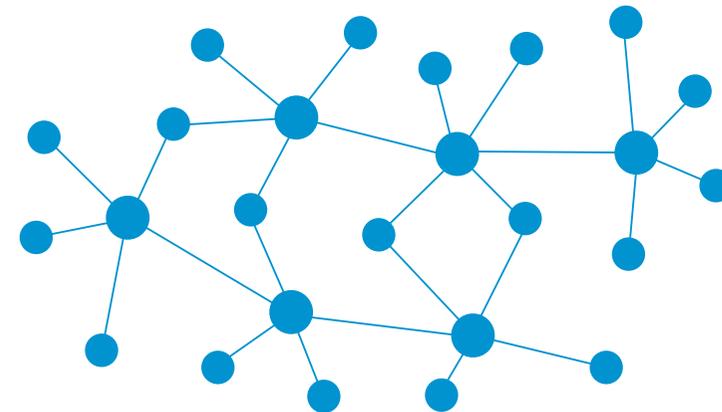
The 'Leaderful Organization' is the replacement of business bossiness.

Rather than having one dominant leader or chain of leaders, our organizations will require that we **ALL** step up to the plate and demonstrate personal leadership in being accountable and responsible for our contribution each and every day.

It's a shift in leadership because it's a shift in responsibility.



DIMINISHING RESPONSIBILITY



EQUAL RESPONSIBILITY

THE LEADER BIAS

Even though there are well-known examples of successful decentralized organisations around us right now, this idea in the popular press is not only invisible, it's almost blasphemous!

The business press, book publishers and Hollywood continue to celebrate our prized leaders as the source of strength, certainty and foresight. And, our business schools champion 'leadership' as the great salvation for our confused and ever changing world.

Yet, the ticking clock in the background suggests the pendulum that swings between centralization and decentralization is making a decisive strike in the opposite direction.

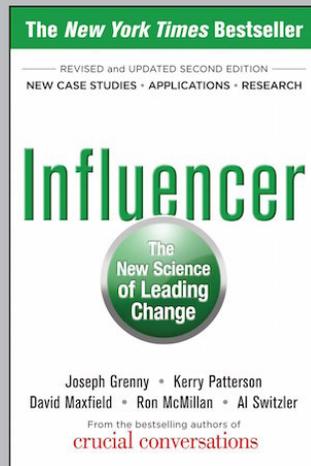
Leadership is following.

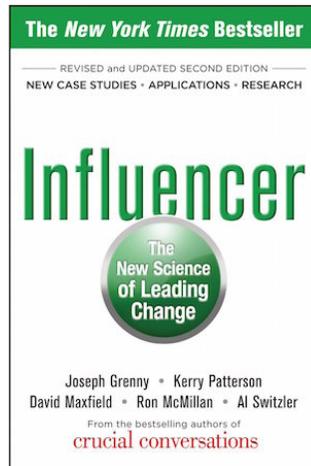


THE PENDULUM SWINGS!

Design Leadership

When you lead by designing the environment





SPOT THE LEADER

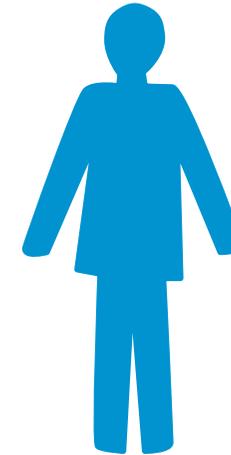
In the classic school of leadership it's easy to spot the leader because there's a person we can point to.

Can you imagine leadership where you can't see the leader?

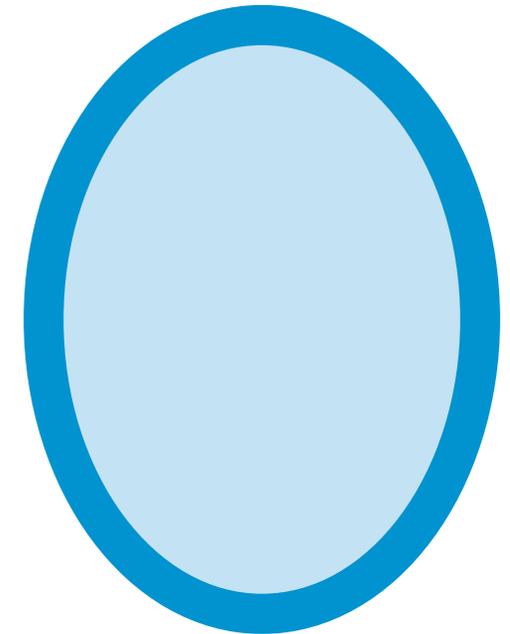
This is the scenario presented by Grenny, Patterson, Maxfield, McMillan and Switzler in *Influencer*. This is our second Disruptive Leadership pathway.

The core of leadership is to create change. And, it's measured by your ability to influence the behaviour of others to achieve the results you want.

In this view, it doesn't focus on a person being the leader. Instead, it's about designing situations and environments so that your desired behaviour is more likely to happen again and again. Leaders build organisational habits.



THE LEADER



THE ENVIRONMENT

INFLUENTIAL LEADERSHIP

Influence can be vague. That's why we need some structure around it to know that it can deliver the influence we want. Here are three keys to focus on:

Find Vital Behaviours - To make change happen, you won't need to change 50 behaviours. Some actions are more important than others. Find the 2 or 3 that make the biggest difference.

Focus & Measure - Avoid fuzzy goals and measure the real results you can see and touch.

Multiple Strategies - Most leaders have their 1-2 favourite strategies for creating change. Sometimes they work, sometimes they don't. This book provides six powerful influencing strategies. When you use all six your chances of success are ten times better.

THE THREE KEYS



SIX SOURCES OF INFLUENCE

To create your change there are six sources of influence. For simple actions one or two sources might get the job done. For bigger changes incorporate all six sources of influence.

Motivation: Will it be worth it?

Ability: Can I do it?

Personal: All about you! Do you want to do it? And, can you do it?

Social: What do people normally do? We need to overcome this to make change happen. Peer pressure is powerful.

Structural: This refers to things - the incentives, rewards and punishment we offer to motivate our teams. And, the environment or physical space in which we operate.



DESIGNING ENVIRONMENTS

Leadership normally tries to change people, not their environment.

Structural ability is the world of buildings, space, sounds and sights that either help or hinder our success.

These non-human factors can be hard to spot and they can have the most profound impact.

Here's how to change your space to help change your behaviour.





MORE LEADERSHIP

Resources for Diving Deeper and
Extending Your Leadership

Discussion Leadership

Lead through conversation

TELLING AND DISCUSSING

Command and control is exactly that - it's taking command so you can control.

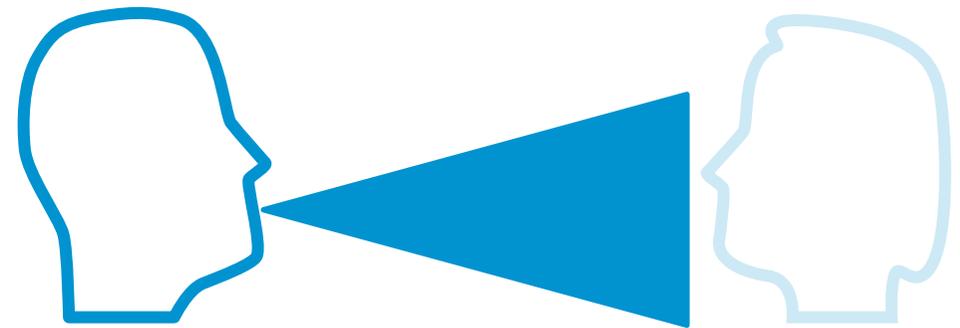
In the military this might be highly useful and to be expected. In a business setting, it's no longer effective and no longer acceptable.

The alternative is to listen, discuss and converse with the people around you. It's the seed of collaboration, teamwork and engagement.

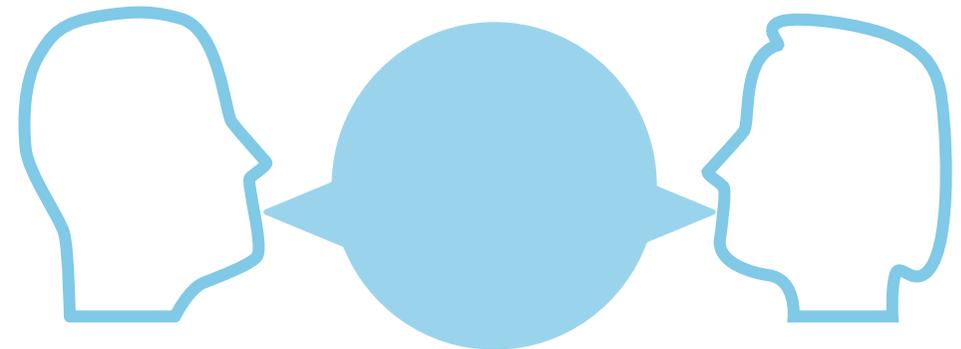
To practice these skills, in this section we share some things to discuss about this book. Think of your conversations as creating a space for new ideas, insights and practices to emerge. Think of these conversations as a way to extend and observe your leadership skills.

There is no right answer to the future of leadership. Simply learn, grow and develop.

DISCUSS: CONTROL VERSUS CREATE



TELL: TAKE CONTROL



DISCUSS: CREATE SPACE

YOU: BEING LEAD BY OTHERS

Take a few moments to reflect on your leadership experiences. Let's start with your experiences of being lead by other people...

Our first experience of leadership is usually through our parents. Who was the boss? How did they lead? How did you feel as a follower? Do you lead in the same way now that you are a parent?

Our second big experience of leadership is usually at school. We all had a favourite teacher. Why? What did they do well? And, remember the dynamics amongst your friends... Who lead these groups? What was your role?

And, our third major experience with leadership is through our work. Who was your best boss? Why? And the worst? Why?



PARENTS

SCHOOL

WORK

HOW HAS LEADERSHIP CHANGED THROUGH YOUR LIFE?

YOU: LEADING OTHERS

Whilst we all experience being lead by others as we grow up, our feel for leading others may be very different. It may be fleeting, rare and we may not even be aware we are leading.

Consider these leadership moments in your life... Which do you remember fondly and why?

Becoming an adult - Typically this is defined by starting to think and act for ourselves. Did you experience clashes with your parents and other authority figures?

Appointed - When have you been appointed the leader - Sport? Work? Projects? Or, when have you simply taken charge?

Everyday leadership - This can be as simple as ordering food with friends at a cafe, driving your car or organising an event.



ADULT

APPOINTED

EVERYDAY

HOW ARE YOU CHANGING AS A LEADER IN YOUR LIFE?

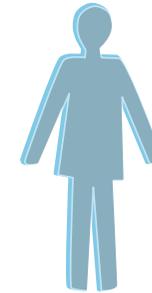
THE LEADERSHIP MANIFESTO

- ① **Lead Yourself** - the better you can lead yourself the more likely people will follow you.
- ② **Leadership is Disruptive** - if you're not creating change you're not leading.
- ③ **Lead and Follow** - powerful people know when to lead and when to follow.
- ④ **Design Situations** - create the environment so we don't need you to lead.
- ⑤ **Serve Others** - leadership is never about you, it's always about your mission.
- ⑥ **Be Responsible** - Leadership is based on being responsible for making *IT* happen.
- ⑦ **Leadership is Messy** - Command and control is hand's off leadership - it's neat and tidy. Whereas, if leadership is about change, then hands-on leadership is going to be untidy.

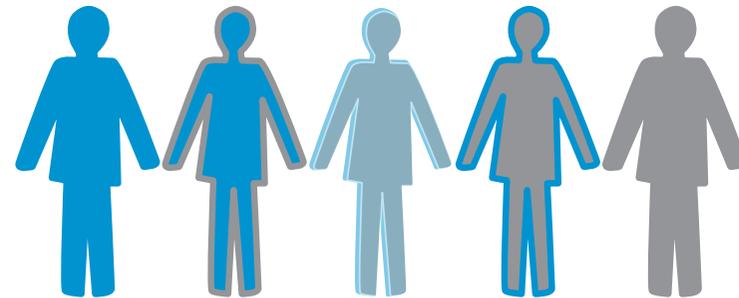
Discuss each point. Is this true? Is this useful? How could you apply this today?

THE THREE LEVELS OF LEADERSHIP

Discuss this diagram. Which levels do you focus on? How much time should you spend on each level?



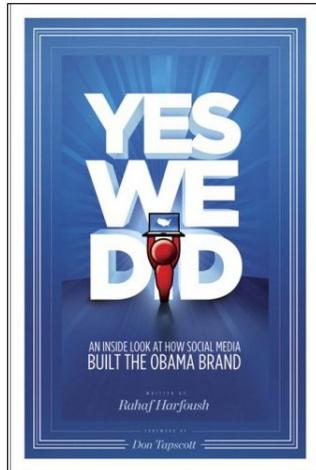
LEAD YOURSELF



LEAD OTHERS



LEAD THE WORLD



SOCIAL MEDIA AND LEADERSHIP

In 2008, Barack Obama became US President based on a decentralized fund-raising campaign and a social media platform.

Rather than the traditional route of scoring big donations from key players, Obama broke fundraising records through receiving thousands of small donations of under \$200.

Obama's path to becoming a world leader remains a powerful benchmark for what can be achieved through social media.

Rahaf Harfoush documents her experience on this campaign in *Yes We Did*.

How do you lead online with social media? And, how is this similar or different to how you lead in face-to-face situations?

WHAT'S THE OPPOSITE OF LEADING?

When leadership is based on authority, you either have it or you don't. You're either the leader or the follower. It's black and white.

When leadership is decentralized, as in social media, the difference between leading and following blurs. It's a grey scale.

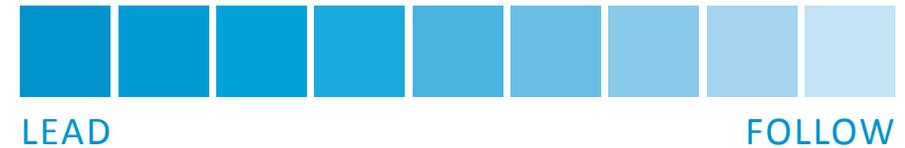
To determine your role, there are two questions:

- 1 Am I going to participate?
- 2 At what level am I going to participate?

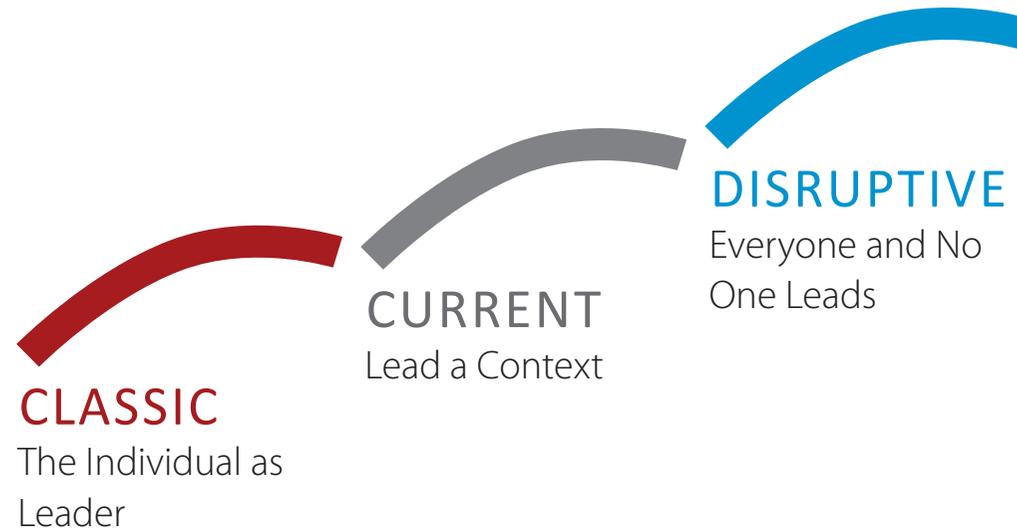
Once you choose to participate you are choosing a position on the lead-follow continuum. Consider, a volunteer who chooses the level of responsibility they take on.

Saying 'no' can be leading too. I say no to joining ISIS. The opposite of lead is not follow - it's avoid.

It's avoiding the decision to participate.



ANOTHER ONE-PAGE SUMMARY



Discuss this diagram. How else would you map the past, present and future of leadership?



PERSONAL LEADERSHIP

Lead Yourself



Sources

Lead through conversation

BOOK RAPPER

THE SOURCE

At *Book Rapper* we take the big ideas from the best business brains on the planet and distill them so you can devour each one in 30 minutes. We've rapped over 50 important business books, including the ten leadership books featured in this document.

To create this book:

- 1 We've reviewed the key leadership books to select the best ones.
- 2 We've distilled and summarized the top ten as individual Book Rapper issues.

BookRapper.com/Leadership

- 3 We've connected the dots so you can see the overall pattern of change. That's what this book is - the past, present and future of leadership.

BookRapper.com

THE AUTHOR: GEOFF MCDONALD



A former architect who helps business experts and organisations create their next big thing.

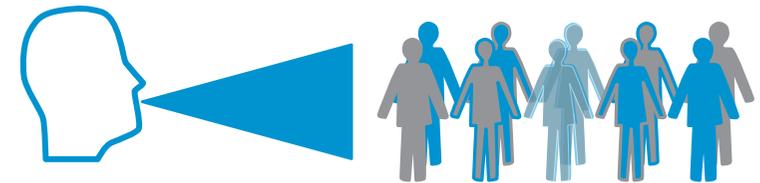
Author of five books, international presenter and master facilitator.

Email me to:

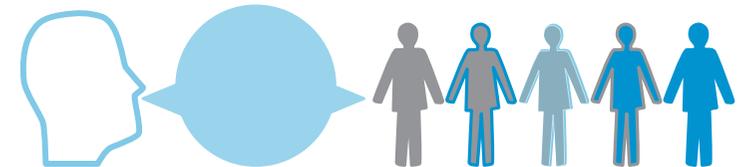
- 1 Present at your conference or in-house.
- 2 Discuss these ideas with your team of leaders as a group conversation or leadership program.
- 3 Individually coach your best to make them even brighter.

Geoff@GeoffMcDonald.com

GeoffMcDonald.com



KEYNOTES



CONVERSATIONS



COACHING

CONTRIBUTIONS

Many thanks to the following people for their generous insights, feedback and suggestions for improving this book.

James Gillespie

Lauchlan Mackinnon

Paul Wilson

Yvonne Collier

Steve Francis

Mike Allen

Mark Friedin

REVIEWS

Brilliant! Powerful visuals bring the ideas and concepts alive. Love the journey from the past to the present and the future of 'leaderful' leadership.

Yvonne Collier YvonneCollier.com

Awesome! Love your ability to simplify, summarise and present in a clear and easy to digest format.

Steve Francis SteveFrancis.net.au