



iQ MANAGEMENT

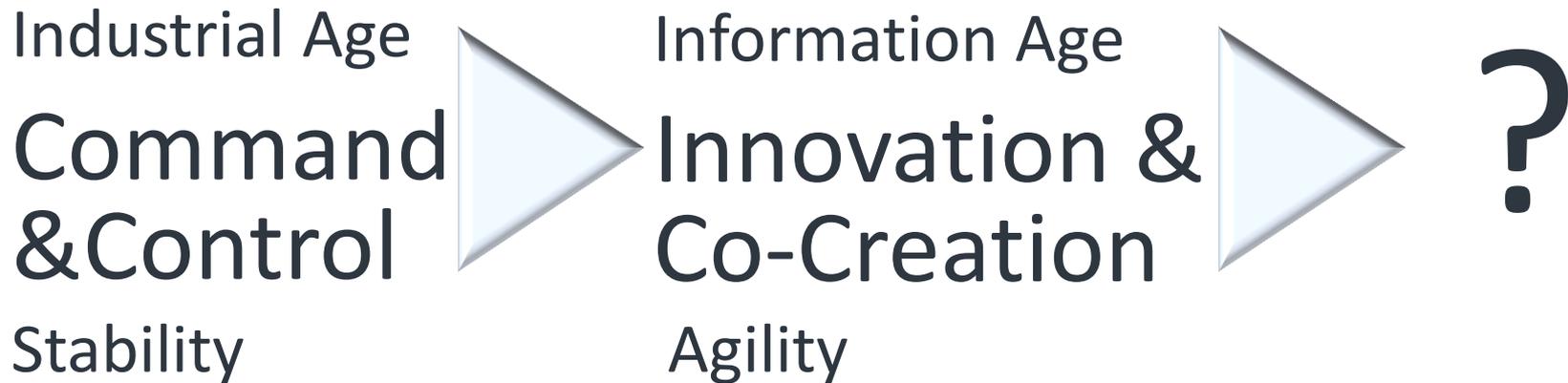
Transformation Leadership Event
The Agile Corporation
September 26th, Calgary
TELUS Spark Science Center

Agility Oriented Leadership

The Art of Leverage in the New Millennium Organization

Dr. Linda L. Miller, IQ Management

Evolutionary leap demands a new way of working

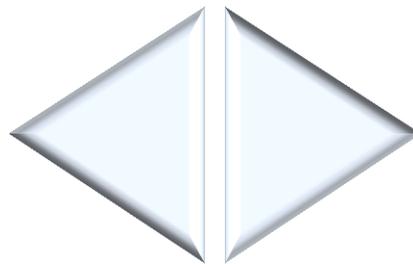


Resolve ambivalence by resolving conflicting belief systems

Industrial Age

Conformity &
Competition

Fear



Information Age

Participation
& Collaboration

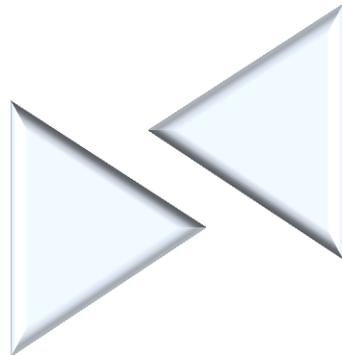
Appreciation

Serving up information only goes so far to enable agility...



Two-way communication & thought exchange 'leading from behind'

Ask
More Than
Tell



- when responsibility is not accompanied by authority
- in highly ambiguous situations
- where many experts are required to do the job
- when working in the future rather than the past

Shift your leadership style

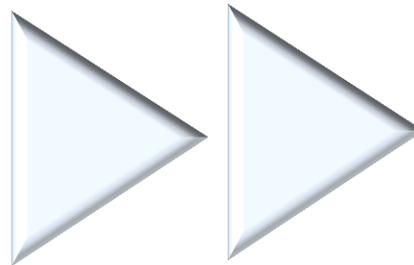
Industrial Age

Transactional Leadership

Information Age

Transformational Leadership

Do This
For Me



Make this Leap
With Me

Transactional Leadership

- Incentive and Punishment
- Rigidly defines success and failure
- Goal is specific and clear, meaning is not required
- Requires fixed circumstances and stability of interpretation of information as fact
- Takes corrective approach in developing people to meet specific characteristics
- Switch to Transactional when work becomes cookie-cutter in nature or about 70% 'known
- *Pushes* change through with the *acceptance* of all affected
- Cultivates competitiveness

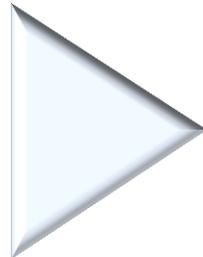
Transformational Leadership

- Inspires with vision and individualized meaning
- Nurtures intelligence and opposing points of view
- Extracts direction from circumstances and experiences
- Allows for people-development in the midst of shifting ground
- Requires the leader to connect in a meaningful way with others
- Is comprised of two-way expression and acceptance of thought
- *Pulls* change through into realization with the *active cooperation* of all affected
- Cultivates mutual acceptance of thought

Speed of adaptation trumps *control* as a business risk in the new millennium

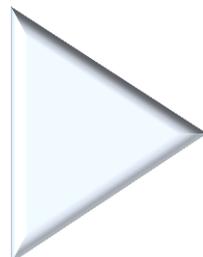
As a transformational leader

Bypass the
5 stages of loss



... by motivating a
leap of faith

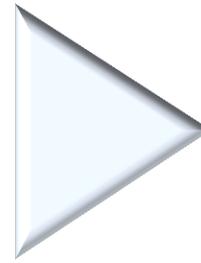
Compress the
5 stages of change



... by behaving in a
genuinely participative
manner

Leap of Faith Leverage

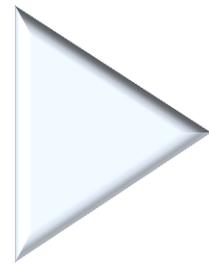
- Bypasses the 5 stages of loss
- Crystallizes what is important in a hurry *at all levels* – less backlogged change
- Lifts thought to the meaning, purpose and strategy
- Ingenuity is triggered
- Innovation arises
- Connectedness learning becomes obviously essential and natural
- Fits the speed and scale of context switching required for agility
- Courage replaces fear of punishment associated with Industrial Age methods



Elicited by
Transformational
Leadership

Participative Leverage

- Compresses the 5 stages of change
- Opens a space for individuals to apply all their personal resources
- Loosening control frees collaboration and improves speed
- Valuing non-financial definitions of ROI inspires needed creativity
- Reduces territorial tendencies, and competitive withholding of thought
- Magnifies accountability and responsibility without hierarchy
- Makes two-way communication and ingenuity maintainable



Directed Through Transformational Leadership

Evolutionary leap ...the next move



THANK YOU

Questions?

- *“When a company sets out on the journey of reinvention, it must uncover and then alter the invisible assumptions and premises on which its decisions and actions are based. This organization context is the sum of the past and dictates what is possible for the future. When managers reinvent themselves and their companies, they create a new context that leads everyone to embrace a seemingly impossible future.”*
- *“Achieving [agility] means managing the conversation between the people leading the change effort and those who are expected to implement the new strategies; creating an organizational context in which change can occur; and managing emotional connections, which have traditionally been banned from the workplace but are essential for a successful transformation.”*
- *“...we Westerners have few mental hooks or even words for excursions into ‘being’. The Japanese chart the journey across life in terms of perfecting one’s inner nature, or being... In contrast, Westerners typically assess their progression through adulthood in terms of personal wealth or levels of accomplishments. To the Japanese, merely doing these things is meaningless unless one is able to become deeper and wiser along the way... Many Western CEOs will undoubtedly say that all this smacks of something philosophical or, far worse, theological and therefore has presumably little relevance for managers. But an organization’s being determines its context, its possibilities. Remarkable shifts in context can happen only when there is a shift in being.”*

– John P. Kotter, Harvard Business Review on Change 1998