Redesigning Leadership Journeys

IDM Teleseminar 2nd of April 2014

Based on the book:
Leadership: Mind(s) Creating Value(s). Developing Deep Thinking to Better Manage Complexity and to Create Possibilities (2014).

Jan De Visch

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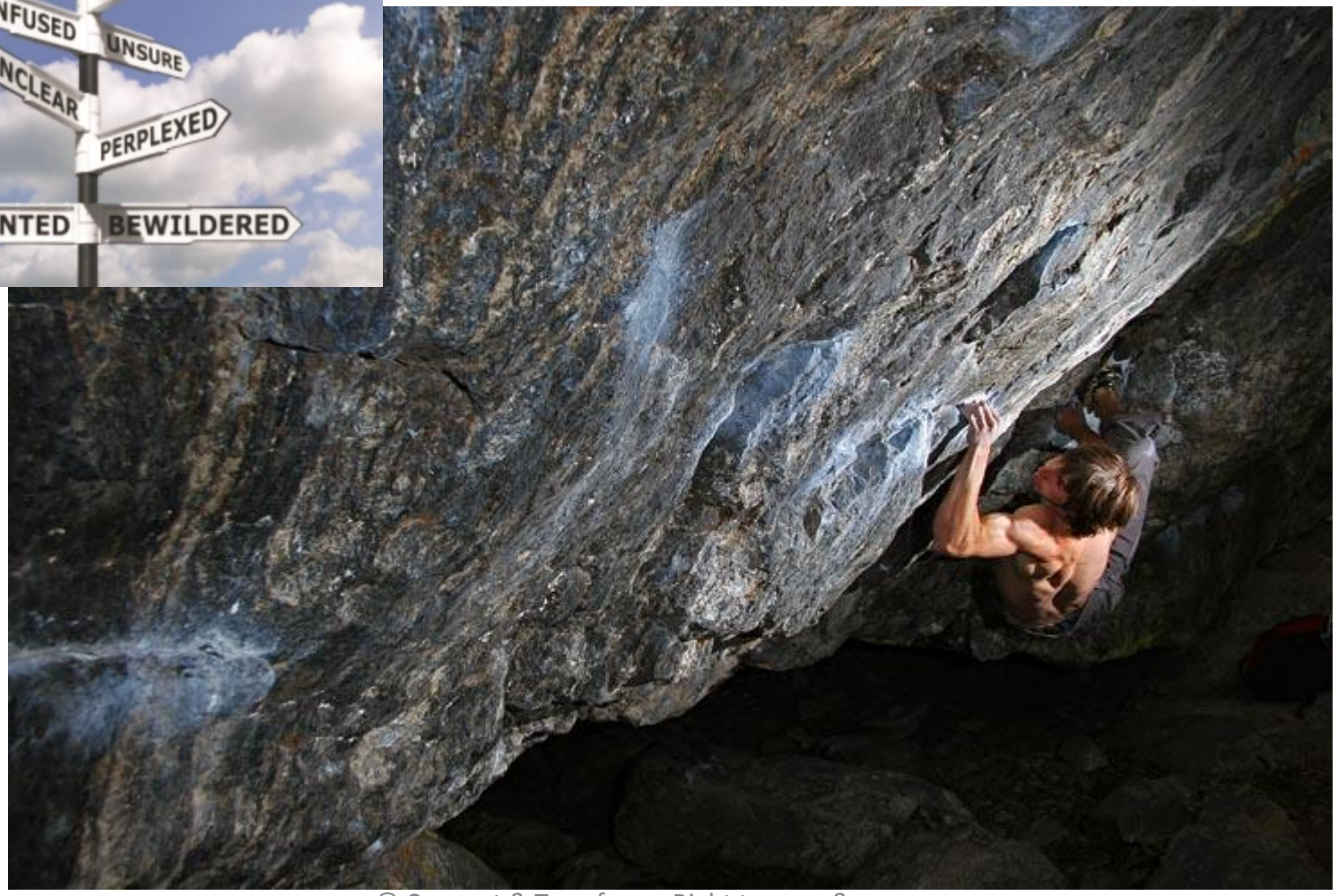
What makes leadership journeys so difficult?



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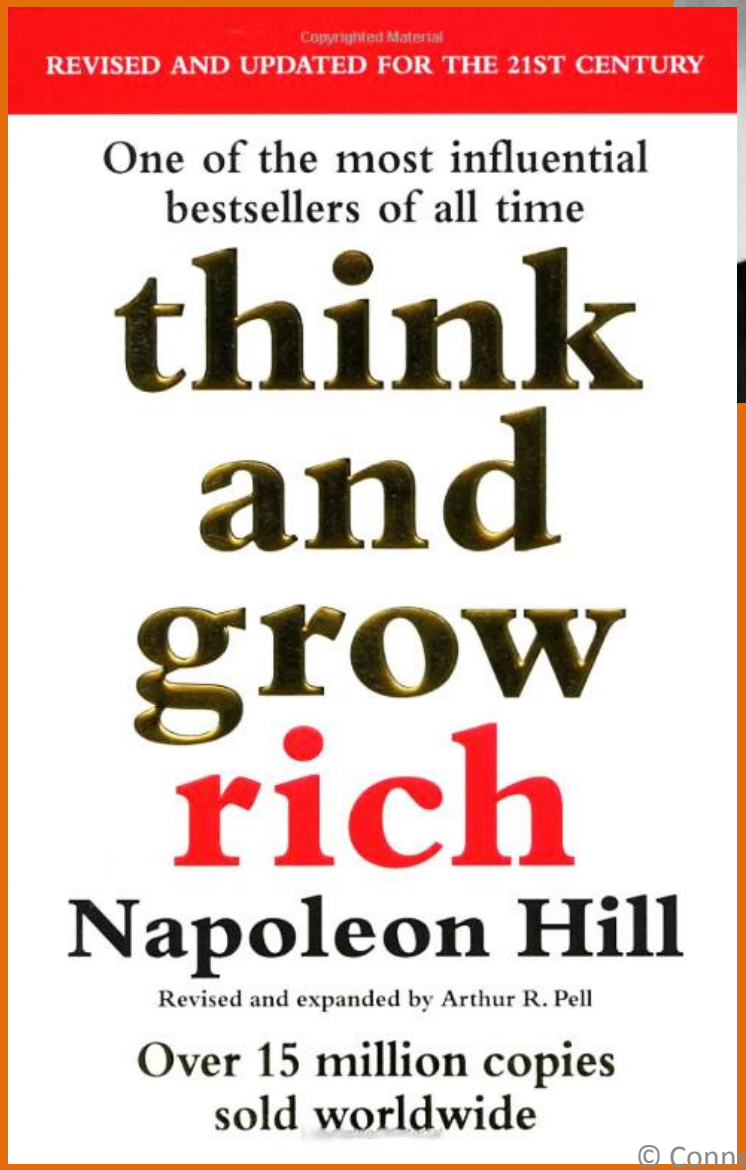

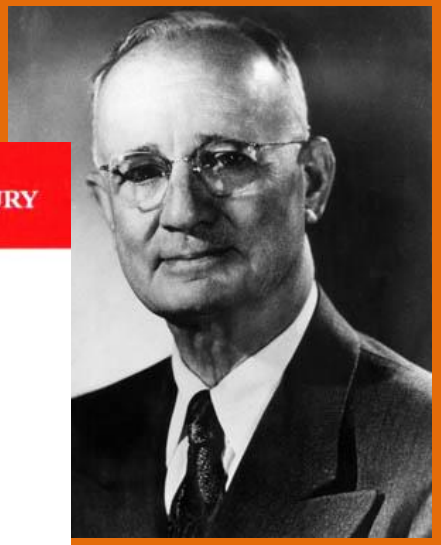

Doing the right things
→ thinking → WHAT

Doing things right
→ competencies → HOW

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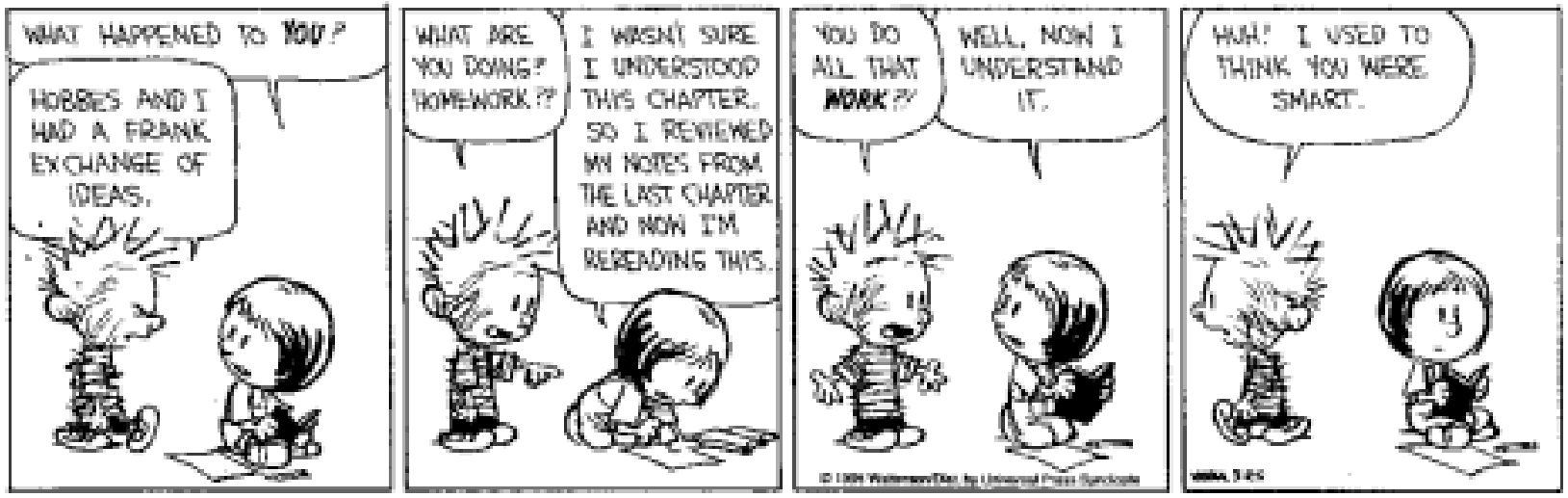

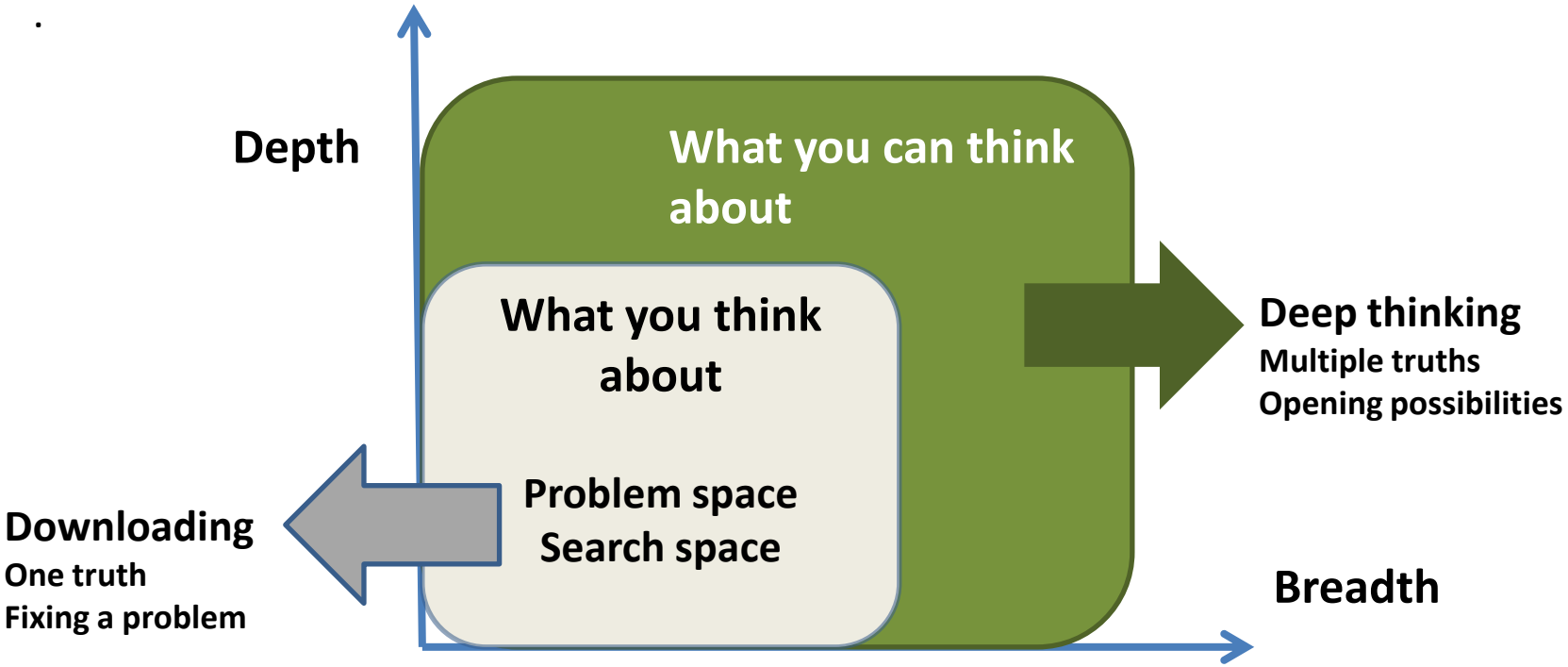

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The case of Robert B.

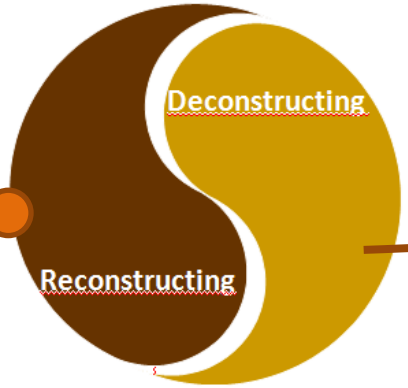
Masters Cum Laude

Corporate High Potential at 28 years

MBA

35 years Major Lean implementation project

Cognitieve Assessment (D.E.S.T.I.N.Y.)



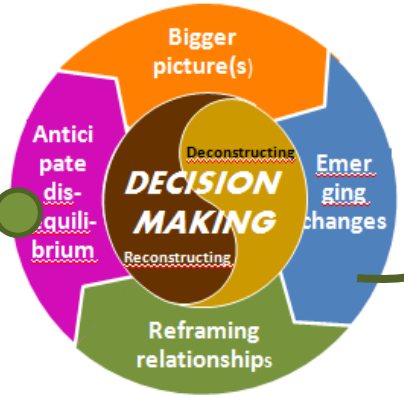
Outcomes (what)

Process (how)

Source (thinking)

Downloading
"one truth"
"fixing a problem"
"content"

Deep thinking
"multiple truths"
"opening possibilities"
"mind structure"



Mind opening questions

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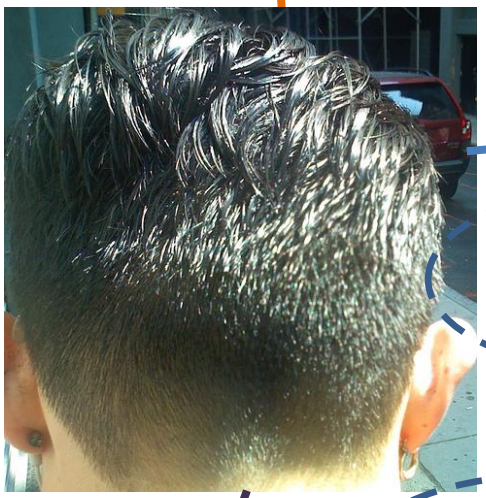
The case of Robert B.



Mind opening questions

Welcoming disruptive information

More inclusive growth assignments

Enduring reflective commitment

Decision making

Defixation as intervention principle

Create co-sensing spaces

Co-evolve from the emerging whole

Gearing between optimal conflict levels

Dialogue

Developmental journeys

Bridging metaphors & windows

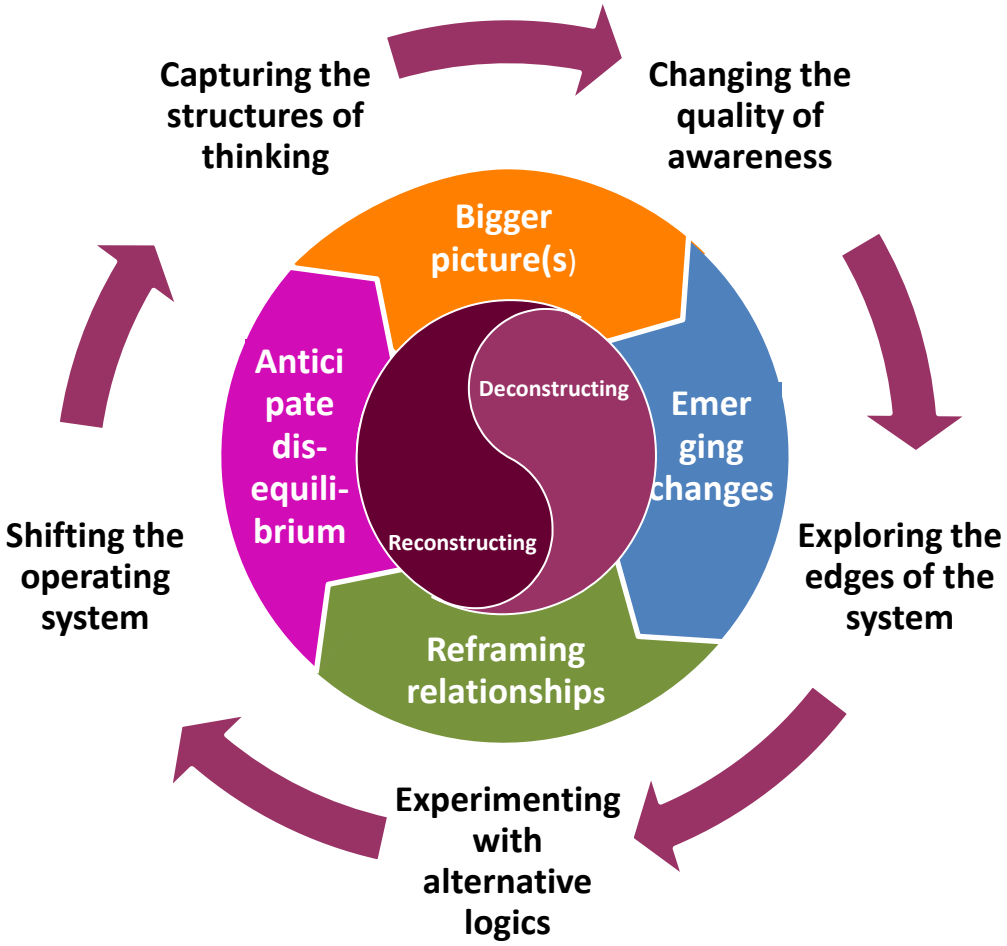
Connecting with movements

Attention driven structures

Coordinating

Changing quality of awareness	Experimenting with other logics	Exploring the edges of the system	Shifting the operating system

Ingredients of leadership development



Decision making
Dialogue
Coordination

Individual
Organizational
Society

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Opening question for the dialogue

- Key in the process of leadership development is questioning unexamined beliefs and awaken the consciousness of what is missing in the way they construct their world and how they perceive themselves. According to you, dear listener, what is missing in the presented leadership development model?

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Geography: Emerging Markets and Europe
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Mondays and Wednesdays,
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18h00 – 19h30 **CET**

Taught by Jan DeVisch

To register:
http://www.interdevelopmentals.org/schedule.php

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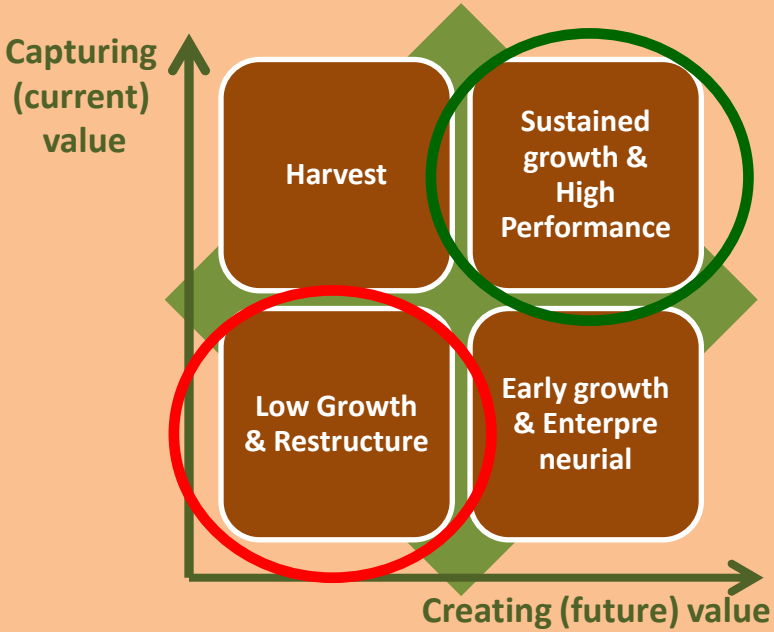
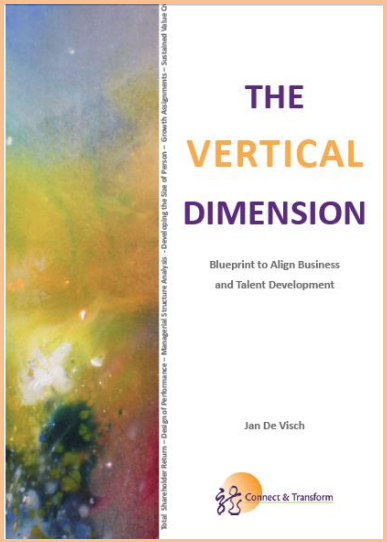
What? Background



2010



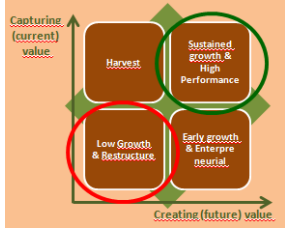
Managing complexity

2014

Mastering complexity

Both available on: www.connecttransform.be

Comparative analysis of 'consciousness': thought structures used in annual reports



Which documents are comparable?

- Similar year (2012)
- Similar reporting jurisdictions

Which reliable text selection procedure was used?

- Forward looking statements ('believe', 'expect', …) in connection with any discussion of future operating or financial performance
- Sustainability reporting - Max 5000 words

Which coding system allows quantifying and comparing the selected data?

28 possible thought forms

Emerging change	Context	Common ground	Transfor-mational
1	8	15	22
2	9	16	23
3	10	17	24
4	11	18	25
5	12	19	26
6	13	20	27
7	14	21	28

Used thought forms by text bit (fictitious)

BITS	Emerging change	Context	Common ground	Transfor-mational
01		10		
02		8		
03	7			
04		12		
05				28
06			21	
07		8		
08		9		
09			16	
10	6			
	2 x	4 x	2 x	1 x

Coding system

Emerging change	Context	Common ground	Transfor-mational
1	8	15	22
2	9	16	23
3	10	17	24
4	11	18	25
5	12	19	26
6	13	20	27
7	14	21	28

Fluidity/diversity = 32%

9 of the 28 thought forms are used

Emerging change	Context	Common ground	Transfor-mational
2 x	4 x	2 x	1 x
7	7	7	7

8/21 1/7

Whole systems break-through thinking = 26 %

(8/21 + 1/7)/2

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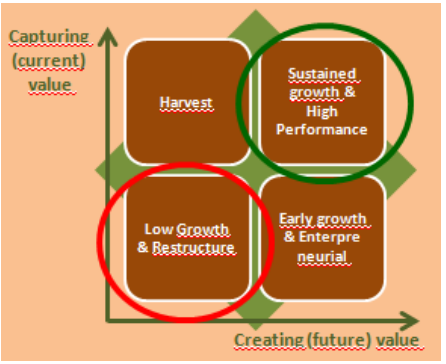

	Low Growth Companies	Sustainable Growth Companies
(Average) Fluidity/diversity score	26,8%	58,5%
(Average) Whole systems breakthrough thinking index	30,9%	41,75%

Key point: The 'thinking' of CEO's/CFO's in sustainable growth companies, as reflected in the language used in annual reports, points to an operating from a 'higher level of consciousness'.

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