

Lisa Haneberg, Editor

The ASTD
**MANAGEMENT
DEVELOPMENT
HANDBOOK**

Innovation for Today's Manager

With contributions from:

Meg Wheatley • Jeffrey Pfeffer • Kevin Eikenberry • Wally Bock
David Weinberger • Sally Hogshead • Ellen Weber
Steve Farber • Raj Setty • Tony Schwartz
Terry "Starbucker" St. Marie • Karen Hough • and others

Foreword by Betsy Myers

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DEVELOPMENT
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Alexandria, Virginia

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ASTD Press is an internationally renowned source of insightful and practical information on workplace learning and performance topics, including training basics, evaluation and return-on-investment, instructional systems development, e-learning, leadership, and career development.

Ordering information for the print edition: Books published by ASTD Press can be purchased by visiting ASTD's website at store.astd.org or by calling 800.628.2783 or 703.683.8100.

Library of Congress Control Number: 2011944557 (print edition only)

Print edition ISBN: 978-1-56286-824-6

PDF e-book edition ISBN: 978-1-60728-758-2

2012-1

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Foreword

Betsy Myers

Today is a time of immense challenge to leadership and management. Radical changes sweeping the environment—economic, technological, social, demographic—have left scarcely any business or organization untouched or unchanged. Happily, this current of challenge and crisis brings with it an even greater opportunity: the opportunity to bring fresh ideas and approaches, new blood, and new passion to what we do as leaders and managers.

The book in your hands is a remarkable compendium of fresh perspectives on management and leadership. As richly diverse as these authors and approaches are, they have one thing in common: They all are aimed at helping you become better at bringing out the best in yourself and the people around you.

Part of the challenge of leadership and management has to do with learning *things*—content, information, know-how, specific skills, and abilities. The extraordinary leader-managers I have had the privilege to know and work with, from President Bill Clinton and Donna Shalala, to Erskine Bowles and Georgette Mosbacher, to David Gergen and Warren Bennis, are all voracious learners who have a seemingly endless appetite for more knowledge.

But the larger part of effective leadership and management has to do with being open to learning about the people around us, with having an appetite not just for *knowledge* but also for *connection*. Feeling connected to others is what gives our lives meaning and fuels our sense of belonging. It speaks to our desire to identify with and feel part of something bigger than ourselves, a shared goal or mission. This is why we make the effort to attend school and family reunions and root for our favorite sports teams; it is why we can become so passionately engaged in a cause we identify with or the community we live in. In the best of circumstances, it is the power source that great leaders tap into and evoke in others.

What would our world look like if all our leaders and managers were able to stir in others that sense of connection to their business, organization, or community? Wouldn't it make sense for *every* organization to strive to create this feeling in its members?

In fact, many organizations pour thousands and even millions of dollars each year into trying to increase employee engagement. In the United States alone, we spend more than \$15 billion a year on leadership development programs. So why do so many people—from 50 to 95 percent, depending on which studies you read—feel disconnected and disengaged from their workplace? Are these programs simply not working, or is it that our leaders and managers are focusing on the wrong things?

This is a huge problem with enormous economic consequences. One study found that disengaged and disenchanting workers bring down workplace morale, fuel accelerated turnover, and take a staggering annual toll of some \$350 billion in the United States, with comparable figures abroad (Athey, 2004).

Furthermore, this report pointed out, the quality of workplace relationships was a critical factor in the discontent: “Emerging research suggests that workplace toxicity may trump other factors when it comes to employee morale and performance. The number one reason people leave comes down to *their relationship with their boss* [emphasis added].”

A recent Gallup poll showed that only 27 percent of U.S. workers were “engaged” at work, while 69 percent were either “not engaged” or “actively disengaged” (Gallup, 2006). According to a 2011 survey by Right Management, a subsidiary of the job-placement firm Manpower, 84 percent of employees planned to seek a new position in 2012, and that figure was up from 60 percent in 2009. Only 5 percent—down from 13 percent just two years earlier—said they planned to stay in their current position. That's just one in 20 (Right Management, 2011).

Sometimes when people are unhappy at work, just marking time until the next weekend, holiday, or vacation, it's because they're in an environment where they don't feel connected. They don't feel they belong there, that their contribution matters, or that they are valued as part of the team. When people don't feel connected, they disengage, tune out, or act out.

In a way, this is similar to how children feel sometimes. Why do children have tantrums? Often it's because they're frustrated that they don't have a voice, that they are not being heard, understood, or included. Adults have tantrums, too, and for the same reasons; we just do it in different ways. We may shut down in a meeting, or speak up aggressively, or

join in the watercooler gossip and talk about people behind their backs, or treat them badly. We call in sick or spend the day on the Internet; we drink, overeat, rage, lie, or withdraw.

It doesn't have to be this way—not if we are willing to be conscious and recognize that engagement begins with the simple human desire to feel connected.

Hewitt Associates, a leading provider of human resources outsourcing and consulting, recently conducted a fascinating study to help understand what motivates top talent to deliver their best. They looked at seven Fortune 500 companies across a range of industries, collecting data from nearly 750 respondents. One of the most intriguing findings was that today's high performers don't simply want to be managed; they want to be *mentored*. Top athletes and artists, the studies' authors pointed out, typically rely on individual guidance inspiration, and personal coaching to grow and develop. "It's no different," they add, "in the world of business" (Verma, et al., 2007).

This is more than a matter of the sheer transmission of know-how or teaching of skills. When people are mentored they feel cared about. It seems so simple—but it is a key driver to employee satisfaction and engagement in the workplace. Personal mentorship is the essence of effective leadership. Again: *connection*.

Savvy leader-managers know they need to get outside the bubble of their own experiences or comfort zones and discover what is happening in the lives of people around them. I saw a powerful example of this in Donna Shalala, who believes in a very personal, immediate version of what Tom Peters and Robert Waterman called "management by walking around." As president of the University of Miami, she makes a practice of driving around the campus and dropping in on students and faculty, just to visit and check in with them. She is known for visiting the fraternities and sororities on Saturday nights just to stay connected, and the students love her for it. Donna brought that same commitment to connection to the White House when she served as President Clinton's Secretary of Health and Human Services. In fact, this has been a key aspect of her leadership in every position she has held. As she says, "You have to make time in your schedule to listen and understand the community. That's where you learn" (Myers, 2011).

In her course on the U.S. healthcare system Donna tells her students: "If you know only the experience of people who grew up in Ivy League homes, this is a disaster for policy. You *have* to make time to sit down and learn about people's lives from different perspectives. Ask everyone who provides a service for you what their healthcare is like. Ask the guy at the gas station, at the dry cleaners, at the grocery store. Get their stories so you can understand the variety of people's experiences."

Advanced degrees, years of experience, an important title, or access to power do not guarantee that you will be a successful leader. Effective leadership is about how you make people *feel*—about you, about the project or work you’re doing together, and especially about *themselves*. Why? Because it is often when people feel good about themselves and what they’re doing that they also do their best work. When people feel valued, appreciated, heard, supported, acknowledged, and included, they are motivated to bring their best selves forward. This is how initiatives get launched, profits are made, and the work gets done. It’s not just about being nice, it is about being effective.

Most of us don’t think of feelings as being the key to success in leadership or management. It seems almost counterintuitive. But think for a moment about the times in your life when you have been most productive: Were not those also the times when you felt the most valued, supported, and appreciated?

If I were to recommend a single leadership and management skill to any organization, public or private, large or small, it would be this: Put your focus on whether your leaders and managers are bringing out the most productive feelings of their people. How do you know? You’ll know because when they are, you’ll see an organization full of people who feel a deep sense of connection and commitment to the organization and its mission, who are willing to take the lead and go the extra mile.

Often we don’t live as consciously as we could. It is so easy to slip into autopilot and forget that the people we meet along our path are human beings with emotions like ourselves. It sometimes puzzles me to see people in leadership positions—people whose words and actions will have a lasting impact on many others—being tone-deaf to the actual effect their behavior has. What does it take to change that? It simply takes the commitment to live consciously, to make ourselves aware of the people around us personally and professionally and how we affect them, for better or for worse. And that can make the simple difference between engagement and disengagement, profit and loss, success and failure.

I hope not only that you’ll enjoy this book, but also that you’ll use it. You can make a big difference in other people’s lives, and *The ASTD Management Development Handbook* will help you do so more effectively and powerfully.

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About the Author

Betsy Myers is one of the world's foremost thinkers and speakers on the changing nature of leadership. Her book *Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You* was selected by Tom Peters as the "best leadership book for 2011." She served as the first director of the White Office on Women's Initiatives and Outreach during the Clinton administration, executive director of the Center for Public Leadership at Harvard's Kennedy School of Government, and chief operating officer for Barack Obama's 2007–08 presidential campaign, and is currently founding director of the Center for Women & Business at Bentley University. She lives with her family in Massachusetts.

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Into the Future We Go

Managers are the engines of our organizations, the critical link that connects the strategic intentions of leadership and the daily performance of teams. Being in the middle is not easy, and especially not today. *Change, complexity, global, networks, four generations, hyper-competition, agility, and engagement* are all terms that hint at the challenges and opportunities that modern managers face.

When ASTD Press asked me to sign on as editor for this *Management Development Handbook*, I eagerly jumped at the chance and then pondered—with double martini in hand—the approach I could take to make this book insanely helpful to managers and management trainers. There are other fine management compendiums out there, and more will surely be published. “How,” I asked myself, “do I want this book to stand out?” The answer lies in the above paragraph and the phrase *modern managers*. The vision for this book has been to bring together dozens of great management thinkers and practitioners—people active in their fields *today* and people who are innovating *today*. I took on the role of curator—one who seeks out and brings together the greatest treasures. Modern managers face unprecedented challenges, and we need to look under many different rocks to find relevant guidance, perspective, and inspiration. This book explores management through the lenses of many different disciplines, mindsets, and opinions.

I have to give the folks at ASTD Press a lot of credit for supporting this vision because it was not the safest route. This book addresses topics you would expect and many that you might not. You will surely recognize several contributing authors but will likely not have heard of most. Their work is emerging in popularity and coming from the fringes of what might be considered managerial sciences. I love this aspect of the handbook!

This book offers many voices and stories, and I have made no attempt to ask contributors to structure their chapters with a consistent structure or treatment. There are longer chapters and several very short pieces. Some of the chapters are written in the first person and told as a story, while others offer an academic review of the latest research. Some of the chapters use graphics and pictures; others do not. Many of the contributors are also bloggers, and their conversational style shines through in their pieces—things like shorter paragraphs and an informal flow. Some of the chapters are excerpts from larger works, and many were written specifically for this book. When contributors asked me for the guidelines for the book, I told them that I wanted their work to be written in their most natural style and voice and that the chapter should express the ideas and recommendations that they felt would be most helpful to today’s managers. I have not grouped the chapters by style or in any particular order except within the following four sections:

- Section I: Fundamental Ideas for Managers
- Section II: Managers as Culture Builders
- Section III: The Goal: Team Members Who Do Their Best Work Together
- Section IV: Management Is a Social Act

In Section I, you will learn about several fundamental concepts that will help you do your job. These meta topics and themes include complexity, energy, power, service orientation, irreverence, learning, and the brain physiology/performance connection. The contributors in this section will arm you with important and helpful belief sets and actions that will help you in all aspects of your work.

Section II focuses on the manager’s role in creating and transforming organizational culture. Topics in this part of the book will enable you to create better workplaces that catalyze your hopes and intentions. Get ready to learn more about how to create workplace cultures where love, authenticity, openness, quality, community, happiness, and recognition flourish.

The title of Section III, “The Goal: Team Members Who Do Their Best Work Together,” is an homage to Eli Goldratt’s classic book, *The Goal*. In it, the essential question of “What is the goal?” is asked and answered. For management, the bottom-line goal is to help one or more teams of people do their best work in the service of organizational intentions. Managers, first and foremost, should enable team success. This section will help you achieve this goal by improving partnership, managing performance, building great teams, enhancing accountability, helping team members grow, launching and running effective projects, and engaging your team.

Section IV investigates how managers use conveyance to build performance and success. Here you will learn how to utilize the social context of work to create more inspiring, engaging, and productive workplaces. We will apply this social lens to how you manage information, use technology for learning and collaboration, and tap into your team's diversity and unique talents.

I hope this book invigorates and informs your managerial practice and that you enjoy getting to know more about each topic and our contributing authors. I also hope that you will continue to follow their work and seek out other emerging thinkers and doers. In the reference section at the end of the book, you will find a listing of their blogs, books, videos, and websites so that you can learn more about the topics that most interest you.

I have been a management author, trainer, and consultant for over 25 years. Even so, I would hesitate to call myself an expert (scholar, or learner, is more like it). There is no “been there, done that” when it comes to the new management acumen. We must all learn from and nudge each other to stay relevant, happy, and successful. Management is one of the hardest jobs out there—and it is both a burden and a privilege to be given the responsibility to shepherd talent for a living. I would love to hear your thoughts about this book and your managerial innovations.

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Section I

Fundamental Ideas for Managers

"The route to profit was an oblique one."

—John Kay

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Complexity and Perseverance

Margaret Wheatley, EdD

Editor's Note

I asked Meg Wheatley if I could share the following three short pieces with you because I felt they helped kick off this book with a compelling context from which great management arises. Many of you might know of Meg's work from her now classic bestselling book, Leadership and the New Science. Being a manager is a messy thing because the human condition is complex and unpredictable. And yet, small actions can make a big difference when they come from our intent to serve, and when they are applied again and again.

It's Your Turn

Throughout human existence, there have always been people willing to step forward to struggle valiantly in the hope that they might reverse the downward course of events. Some succeeded, some did not. As we face our own time, it's good to remember that we're only the most recent humans who have struggled to change things.

Getting engaged in changing things is quite straightforward. If we have an idea, or want to resolve an injustice or stop a tragedy, we step forward to serve. Instead of being overwhelmed and withdrawing, we act.

No grand actions are required; we just need to begin speaking up about what we care about. We don't need to spend a lot of time planning or getting senior leaders involved; we don't

have to wait for official support. We just need to get started—for whatever issue or person we care about.

When we fail, which of course we often will, we don't have to feel discouraged. Instead we can look into our mistakes and failures for the valuable learnings they contain. And we can be open to opportunities and help that present themselves, even when they're different from what we thought we needed. We can follow the energy of "Yes!" rather than accepting defeat or getting stuck in a plan.

This is how the world always changes—everyday people not waiting for someone else to fix things or come to their rescue, but simply stepping forward, working together, figuring out how to make things better.

Now it is your turn.



Leadership in the Age of Complexity: From Hero to Host

(With Debbie Frieze)

For too long, too many of us have been entranced by heroes. Perhaps it's our desire to be saved, to not have to do the hard work, to rely on someone else to figure things out. Constantly we are barraged by politicians presenting themselves as heroes, the ones who will fix everything and make our problems go away. It's a seductive image, an enticing promise. And we keep believing it. Somewhere there's someone who will make it all better. Somewhere, there's someone who's visionary, inspiring, brilliant, trustworthy, and we'll all happily follow him or her. Somewhere...

Well, it is time for all the heroes to go home, as the poet William Stafford wrote. It is time for us to give up these hopes and expectations that only breed dependency and passivity, and that do not give us solutions to the challenges we face. It is time to stop waiting for someone to save us. It is time to face the truth of our situation—that we're all in this together, that we all have a voice—and figure out how to mobilize the hearts and minds of everyone in our workplaces and communities.

Why do we continue to hope for heroes? It seems we assume certain things:

- Leaders have the answers. They know what to do.
- People do what they're told. They just have to be given good plans and instructions.

- High risk requires high control. As situations grow more complex and challenging, power needs to shift to the top (with the leaders who know what to do).

These beliefs give rise to the models of command and control revered in organizations and governments worldwide. Those at the bottom of the hierarchy submit to the greater vision and expertise of those above. Leaders promise to get us out of this mess; we willingly surrender individual autonomy in exchange for security.

The only predictable consequence of leaders' attempts to wrest control of a complex, even chaotic situation, is that they create more chaos. They go into isolation with just a few key advisors, and attempt to find a simple solution (quickly) to a complex problem. And people pressure them to do just that. Everyone wants the problem to disappear; cries of "Fix it!" arise from the public. Leaders scramble to look like they've taken charge and have everything in hand.

But the causes of today's problems are complex and interconnected. There are no simple answers, and no one individual can possibly know what to do. We seem unable to acknowledge these complex realities. Instead, when the leader fails to resolve the crisis, we fire him or her, and immediately begin searching for the next (more perfect) one. We don't question our expectations of leaders; we don't question our desire for heroes.

The Illusion of Control

Heroic leadership rests on the illusion that someone can be in control. Yet we live in a world of complex systems whose very existence means they are inherently uncontrollable. No one is in charge of our food systems. No one is in charge of our schools. No one is in charge of the environment. No one is in charge of national security. No one is in charge! These systems are emergent phenomena—the result of thousands of small, local actions that converged to create powerful systems with properties that may bear little or no resemblance to the smaller actions that gave rise to them. These are the systems that now dominate our lives; they cannot be changed by working backwards, focusing on only a few simple causes. And certainly they cannot be changed by the boldest visions of our most heroic leaders.

If we want to be able to get these complex systems to work better, we need to abandon our reliance on the leader-as-hero and invite in the leader-as-host. We need to support those leaders who know that problems are complex, who know that in order to understand the full complexity of any issue, all parts of the system need to be invited in to participate and contribute. We, as followers, need to give our leaders time, patience, and forgiveness; and we need to be willing to step up and contribute.

These leaders-as-hosts are candid enough to admit when they don't know what to do; they realize that it's sheer foolishness to rely only on them for answers. But they also know they can trust in other people's creativity and commitment to get the work done. They know that other people, no matter where they are in the organizational hierarchy, can be as motivated, diligent, and creative as the leader, given the right invitation.

The Journey From Hero to Host

Leaders who journey from hero to host have seen past the negative dynamics of politics and opposition that hierarchy breeds, they've ignored the organizational charts and role descriptions that confine people's potential. Instead, they've become curious. Who is in this organization or community? What skills and capacities might they offer if they were invited into the work as full contributors? What do they know, and what insights do they have that might lead to a solution to this problem?

Leaders-as-hosts know that people willingly support those things they've played a part in creating—that you can't expect people to buy in to plans and projects developed elsewhere. Leaders-as-hosts invest in meaningful conversations among people from many parts of the system, and see that as the most productive way to engender new insights and possibilities for action. They trust that people are willing to contribute, and that most people yearn to find meaning and possibility in their lives and work. And these leaders know that hosting others is the only way to get complex, intractable problems solved.

Leaders-as-hosts don't just benevolently let go and trust that people will do good work on their own. Leaders have a great many things to attend to, but these are quite different from the work of heroes. Hosting leaders must:

- provide conditions and good group processes for people to work together
- provide resources of time, the scarcest commodity of all
- insist that people and the system learn from experience, frequently
- offer unequivocal support—people know the leader is there for them
- keep the bureaucracy at bay, creating oases (or bunkers) where people are less encumbered by senseless demands for reports and administrivia
- play defense with other leaders who want to take back control, who are critical that people have been given too much freedom
- reflect back to people on a regular basis how they're doing, what they're accomplishing, how far they've journeyed
- work with people to develop relevant measures of progress to make their achievements visible

- value conviviality and esprit de corps—not false “rah-rah” activities, but the spirit that arises in any group that accomplishes difficult work together.

Challenges From Superiors

It's important to note how leaders journeying from hero to host use their positional power. They have to work all levels of the hierarchy; most often, it's easier to gain support and respect from the people they lead than it is to gain it from their superiors. Most senior leaders of large hierarchies believe in their inherent superiority, as proven by the position they've attained. They don't believe that everyday people are as creative or self-motivated as are they. When participation is suggested as the means to gather insights and ideas from staff on a complex problem, senior leaders often will block such activities. They justify their opposition by stating that people would use this opportunity to take advantage of the organization; or that they would suggest ideas that have no bearing to the organization's mission; or that people would feel overly confident and overstep their roles. In truth, many senior leaders view engaging the whole system as a threat to their own power and control. They consistently choose for control, and the resultant chaos, rather than invite people in to solve difficult and complex problems.

Leaders who do know the value of full engagement, who do trust those they lead, have to constantly defend their staff from senior leaders who insist on more controls and more bureaucracy to curtail their activities, even when those very activities are producing excellent results. Strange to say, but too many senior leaders choose control over effectiveness; they're willing to risk creating more chaos by continuing their take-charge, command-and-control leadership.

Re-engaging People

Those who've been held back in confining roles, who've been buried in the hierarchy, will eventually blossom and develop in the company of a hosting leader. Yet, it takes time for employees to believe that this boss is different, that this leader actually wants them to contribute. It can take 12 to 18 months for people's perceptions to change, when they come from systems where people have been silenced into submission by autocratic leadership. These days, most people take a wait-and-see attitude, no longer interested in participating because past invitations weren't sincere, or didn't engage them in meaningful work. The leader needs to prove him- or herself by continually insisting that work cannot be accomplished, nor problems solved, without the participation of everyone. If the message is sincere and consistent, people gradually return to life; even people who have given up on the job, who are just waiting until retirement, can come alive in the presence of a leader who encourages them and creates opportunities for them to contribute.

Leaders-as-hosts need to be skilled conveners. They realize that their organization or community is rich in resources, and that the easiest way to discover these is to bring diverse people together in conversations that matter. People who didn't like each other, people who discounted and ignored each other, people who felt invisible, neglected, left out—these are the people who can emerge from their boxes and labels to become interesting, engaged colleagues and citizens.

Hosting meaningful conversations isn't about getting people to like each other or feel good. It's about creating the means for problems to get solved, for teams to function well, for people to become energetic activists. Hosting leaders create substantive change by relying on everyone's creativity, commitment, and generosity. They learn from firsthand experience that these qualities are present in just about everyone and in every organization. They extend sincere invitations, ask good questions, and have the courage to support risk-taking and experimentation.

Are You a Hero?

Many of us can get caught up acting like heroes, not from power drives, but from our good intentions and desires to help. Are you acting as a hero? Here's how to know. You're acting as a hero when you believe that if you just work harder, you'll fix things; that if you just get smarter or learn a new technique, you'll be able to solve problems for others. You're acting as a hero if you take on more and more projects and causes and have less time for relationships. You're playing the hero if you believe that you can save the situation, the person, and the world.

Our heroic impulses most often are born from the best of intentions. We want to help, we want to solve, we want to fix. Yet this is the illusion of specialness, that we're the only ones who can offer help, service, or skills. If we don't do it, nobody will. This hero's path has only one guaranteed destination—we end up feeling lonely, exhausted, and unappreciated.

It is time for all us heroes to go home because, if we do, we'll notice that we're not alone. We're surrounded by people just like us. They too want to contribute, they too have ideas, they want to be useful to others and solve their own problems.

Truth be told, they never wanted heroes to rescue them anyway.



Edge Walking

People who persevere walk the undulating edge between hope and fear, success and failure, praise and blame, love and anger.

This difficult path often feels razor sharp and dangerous, and it is. Scientists call it the edge of chaos. It's the border created by the meeting of two opposite states. Neither state is desirable. In fact each must be avoided, no matter how enticing or familiar it appears. Possibility only lives on the edge.

Security is not what creates life safety, safe havens, guarantees of security—none of these give life its capacities. Newness, creativity, imagination—these live on the edge. So does presence.

Presence is the only way to walk the edge of chaos. We have to be as nimble and awake as a high-wire artist, sensitive to the slightest shift of wind, circumstances, emotions. We may find this high-wire exhausting at first, but there comes a time when we rejoice in our skillfulness. We learn to know this edge, to keep our balance, and even dance a bit at incalculable heights.

Walking on the edge never stops being dangerous. At any moment, when we're tired, overwhelmed, fed-up, sick, we can forget where we are and get ourselves in trouble. We can lapse into despair or anger. Or we can get so caught up in our own enthusiasm and passion that we lose any sense of perspective or timing, alienate friends, and crash in an exhausted mess.

The edge is where life happens. But let's notice where we are and not lose our balance.



About the Author

Margaret Wheatley, EdD, has been a bestselling author, consultant, and speaker since 1973. She taught graduate students at Cambridge College and Brigham Young University and is co-founder and President emerita of The Berkana Institute. Her website is www.margaretwheatley.com. See the recommended resources section for a partial list of her books.

“It’s Your Turn” and “Edge Walking” are excerpted from *Perseverance*, by Margaret Wheatley, Berrett-Koehler, 2010. “Leadership in the Age of Complexity: From Hero to Host” by Margaret Wheatley with Debbie Frieze was originally published in *Resurgence Magazine*, Winter 2011. Parts of this article are excerpts from *Walk Out Walk On: A Learning Journey into Communities Daring to Live the Future Now* (Berrett-Koehler). Reprinted with permission.