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*ASTD-SCW 2014 Learning Summit*



# LEADERSHIP IN AN AGE OF PERMANENT WHITEWATER

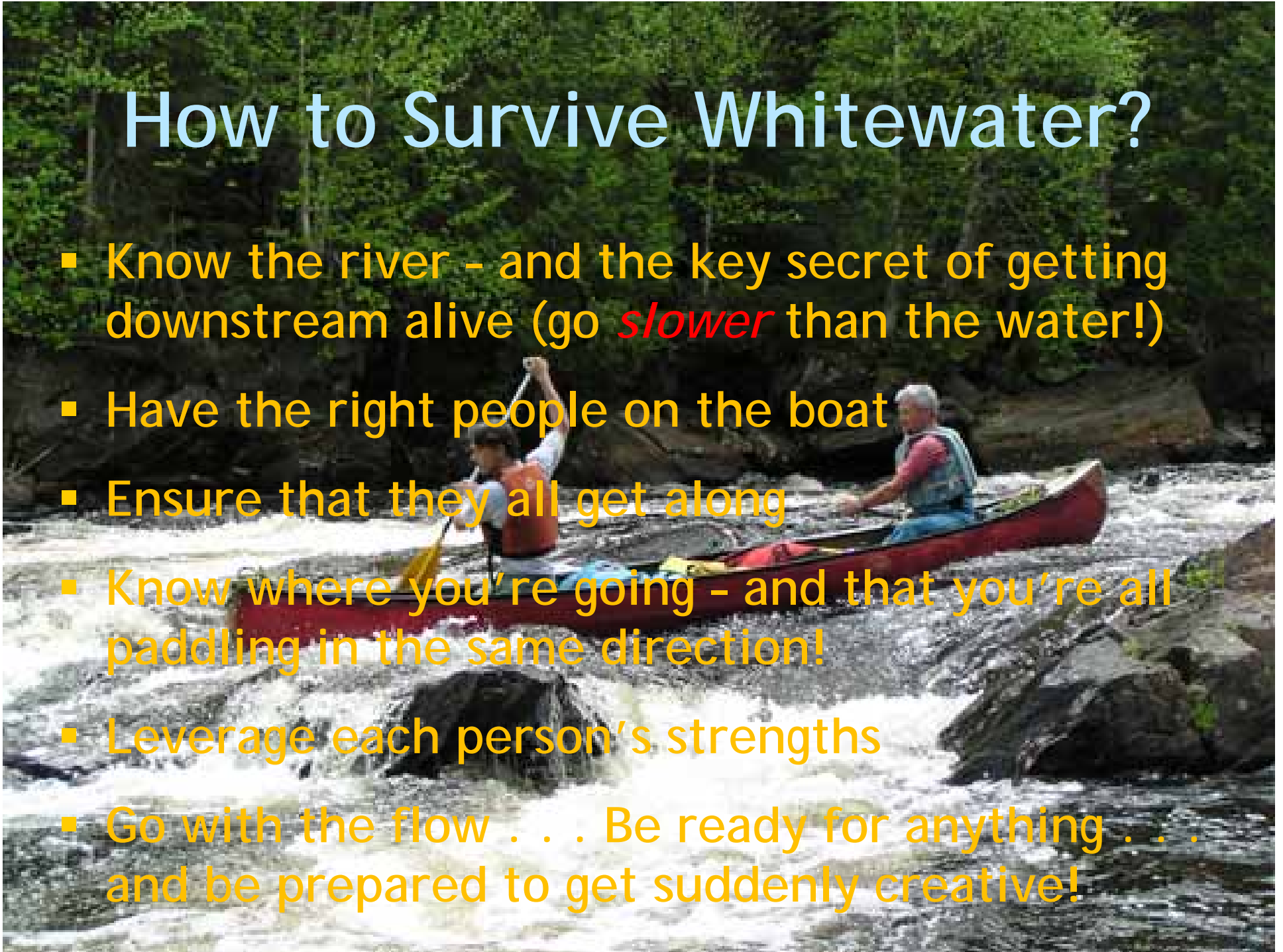
Strategies for Guiding Others During  
Times of Turbulence and Uncertainty



With Jeff Russell  
Co-Director

# How to Survive Whitewater?

- Know the river - and the key secret of getting downstream alive (go *slower* than the water!)
- Have the right people on the boat
- Ensure that they all get along
- Know where you're going - and that you're all paddling in the same direction!
- Leverage each person's strengths
- Go with the flow . . . Be ready for anything . . . and be prepared to get suddenly creative!



# Leadership Means . . .

“to go before or with to show the way; to influence or induce” and  
“an act or instance of leading;  
guidance; direction.”

Lake Minocqua Sunset

The first responsibility of a leader is to define reality. The last is to say "Thank you!" In between, the leader is a servant.

— Max DePree, Author  
*Leadership is an Art*

# The ABCs of Leadership

- **A – Attitudes** . . . The beliefs, values, and the overall mindset of the leader.
- **B – Behaviors** . . . What others see the leader doing. The observable manifestation of the leader's actions.
- **C – Characteristics** . . . Attributes that lie deeper than behaviors; broad qualities that enable the leader to build strong relationships with others.

# The Best Leaders . . .



1. Have a vision of an ideal future.
2. Exhibit a passion for achieving that vision.
3. Inspire others in pursuit of the *shared vision*.
4. Are willing to challenge the status quo.

# The Best Leaders . . .



5. Have an enduring *hunger* for learning.
6. Display *integrity* in relationships with others.
7. Enable others' *success*.
8. Engage in critical *reflection* and demonstrate a high level of self-*awareness*.
9. *Communicate* effectively.



Adriatic Sunset - Rovinj, Croatia

Success is not final. Failure is not fatal.  
It is the courage to continue that makes  
the difference.

— Winston Churchill

# Leading in Permanent Whitewater

- Leading an age of permanent enables you and others to walk steady on uneven ground.
- Effective leaders approach uncertainty by first leading themselves . . . pursuing their passion . . . And then guiding others through the wild rapids!

# In Whitewater, a Leader is a . . .

- Sense-Maker — Helping others find meaning.
  - Involving others in **creating shared meaning**
  - Helping to sort out an **holistic truth** from the “noise”
  - **Telling stories** that represent healthy responses to our challenges
  - **Leveraging insight and intuition** to enable others to see more clearly
  - **Valuing paradox** in discovering meaning
  - Actively seeking out information from **diverse sources**
  - Having awareness of and helping self and others **move beyond current mental models** and stereotypes.

# In Whitewater, a Leader is a . . .

- Visionary – Mapping what's possible; finding the deeper purpose and meaning.
  - Establishing a **shared vision**
  - **Inspiring others** to excellence
  - Demonstrating **passion** for a higher purpose
  - Finding **common ground**
  - **Imagining** what seems impossible
  - Helping others see the **big picture** and rise above the daily challenges/setbacks
  - Thinking for the **long term**
  - Using **stories** to paint a vivid picture of the future state
  - **Embodying the vision** in one's thoughts, words, and actions.

# In Whitewater, a Leader is a . . .

- Convener – Bringing people together; building community.
  - Focusing people's energy on **challenges and opportunities**
  - Actively **listening**
  - Creating an environment of **inclusion and openness** that honors all voices
  - **Exploring differences** with curiosity
  - Discovering **intersecting interests** and finding common ground
  - Building **consensus**
  - Facilitating **free and informed choices** by others
  - Helping to create structures that build and sustain **community**
  - Celebrating **successes** (no matter how small).

# In Whitewater, a Leader is a . . .

- **Capacity Builder** — Strengthening others; creating ownership; empowering others.
  - Enabling people to find their **purpose**
  - Developing others' **resilience**
  - Enabling others to realize and **leverage their strengths** to achieve their purpose/goals
  - Assisting others in **learning from their past**
  - Guiding people in linking their personal purpose to **meaningful work**
  - Facilitating a sense of personal responsibility and ownership (“**I am responsible for my own success!**”)
  - Investing in others' **learning/growth**
  - Helping people tell their **success stories**
  - Facilitating personal insight in others through **skillful questions**.

# In Whitewater, a Leader is a . . .

- A Change Catalyst and Creator — Driving change; creating new structures.
  - Being an **agent of change** and builder of new possibilities
  - Challenging the status quo; **slaying the sacred cows**
  - Provoking people to **action**
  - Reducing others' **learning anxieties**
  - Identifying the **possibilities**
  - Inviting people to creatively **explore the future** together
  - Being open to **alternative futures**
  - Willing to hear **dissident voices**
  - Creating **clear pathways** toward the future state
  - Exploring new and innovative ways of **working together**
  - Helping people **learn from setbacks** as they construct the new.

# In Whitewater, a Leader is a . . .

- Relationship Builder – Forging meaningful, trusting, and enduring relationships.
  - Being **authentic**
  - Bringing **emotional intelligence** into every relationship
  - Speaking and acting with **integrity**
  - Being **situationally aware**
  - **Suspending judgment** and testing assumptions
  - Displaying **empathy and compassion**
  - Enabling others' **self-healing** through active listening
  - Being aware of and taking responsibility for one's own **biases**
  - Inquiring into **others' reasoning and intentions.**




Follow the three "R's"

- Respect for self
- Respect for others
- Responsibility for all your actions

— Dalai Lama

# Integrating Principles

1. Be authentic.
2. Listen without judgment.
3. Appreciate difference and diversity.
4. Focus on creating meaning and clarity of purpose
5. Build community.
6. Dream big.
7. Share power (focus on influence, not control)
8. Develop people.



Be who you are and say what you feel,  
because those who mind don't matter and  
those who matter don't mind.

— Dr. Seuss

A scenic photograph of a coastline. In the foreground, there are dark, jagged rocks protruding from the water. The middle ground shows a rocky shore with some trees and a misty or foggy atmosphere. In the background, there are rolling mountains under a clear blue sky. The overall tone is serene and natural.

The master doesn't talk, he acts. When his work is done, the people say "A mazing! We did it all by ourselves."

— Lao-Tzu

Chinese poet and philosopher



Somebody has to do something . . .  
and it's just incredibly pathetic that  
it has to be us.

— the late Jerry Garcia  
(of the Grateful Dead)

# Thank you!

Good luck in with leading  
in *your* wild river!

