

Book Summary - “The Authentic Leader” by Robert P. Crosby (compiled by Noreen Watson 1999)

There is no freedom without structure. Movements and fads fade away unless a balance is achieved between structure and involvement, between the leader's business objectives and employee initiative, between authority and consensus.

LEADERSHIP:

Rule #1: The leader leads *To lead means to ‘stay the course’ in the face of resistance to change.*

Rule #2: The leader communicates

Rule #3: The leader initiates a self-renewing process in all intact groups (boss and employees) and in cross-functional groups (projects and task forces where members report to different bosses).

Discussion topics for supervisors and employees:

What's working.

What's not working.

What the supervisor needs more or less of from her/his direct reports.

What the direct reports need more or less of from their supervisor.

Which processes need to be re-examined, and, if necessary, re-engineered by them.

What needs to be delegated to reduce redundancy and dependency and increase effectiveness.

Leadership is about clarity. If the head leads, the body will follow.

If the leader is clear - stays the course - stays in touch -

People will choose to come along with their own clarity

About their own piece of the pie, their own part in the dance.

The psychological function of leadership is to define limits and, in doing so, create enough structure for employees to feel safe.

Authentic Leaders are people who are (reasonably) in touch with their

•Guts - emotion, intuition

•Head - thinking, making meaning, clarifying

•Heart - passion vitality, caring

•Spine - courage, decisiveness, taking a stand, choice makers, creators and visionaries who:

- set clear goals that stretch themselves and others

- stay the course against resistance

- create alignment and become and stay connected with their followers

- move strategically, avoid fads

- nudge those holding a victim stance toward assuming responsibility for their lives

- develop the capacity to be non-blaming (hold judgments to oneself) and non-anxious

- experience sadness in those moments when they believe they must wisely choose inauthentic behaviors.

AUTONOMY AND PRODUCTIVITY:

Principle #1: Authority cannot be eliminated.

Principle #2: Movement towards autonomy is what effective leadership is all about.

Principle #3: Be careful what you ask for.

Principle #4: Don't move every unit at the same speed or expect all groups to look the same.

Principle #5: Be wary of the word team. (team is a method, not an end).

Principle #6: Encourage the movement toward more autonomy within a larger strategy.

Moving toward increased employee autonomy:

Conversations supervisors have with direct reports can include questions like these:

What is and isn't working well?

Are there times when your work is delayed because you have to check with me?

Are there certain decisions you would like to make yourself?

Do you need additional training, information or resources to do this?

Will you help me think through appropriate boundaries and checks and balances so that I can discharge my supervisory function effectively while giving you more autonomy in your work?

Delegation (delivering power to subordinates) must be prefaced by determining the readiness with four initiatives: Assessment (for single point accountability), Training, Boundary Specification, and Checks and Balances.

Decision Matrix: Make a list with the following columns before delegating:

Working Issues Requiring decisions	Who Decides	Who is consulted Prior to decision	Who carries Out the action	Who needs to be informed

9 Step Program for Successful Organization Change and Management

1. Set goals and state them clearly
2. Help direct reports get aligned with the goals and be open to feedback.
3. Work closely with all staff to promote understanding of goals and plans.
4. Communicate the goals across the organization in small groups with dialogue.
5. Based on the goals set forth, expect the leaders of intact or cross-functional groups to sharpen goals for their units.
6. Cascade the goals and process work downward through all intact groups in the organization.
7. Work with the company's most important cross-functional (matrixed) projects to achieve task component clarity.
8. Develop a critical mass of strategic employees who have high interactive skills, that is, the capacity to take a stand, be decisive, stay the course against resistance and stay connected.
9. Develop a cadre of key people early in the process who will help sustain the shift in culture and the alignment around the leader's goals.

Key Elements of Consultant Authenticity in Effective Conflict Utilization:

1. Bring oneself to the work. (show up as striving for authenticity, not as a technique pusher.
2. Listen without defending.
3. Maintain perspective - separate judgment about quality and substance of what is said.
4. Keep the consultant role clear. (the problem and its solution remains with the parties.
5. Refuse to buy into 'interpretation' by parties to the conflict.
6. Reflect the emotional level. (avoid appearing clinical).
7. Constantly move toward a future focus. (the future is influenced by current negotiation.)
8. Follow steps in effect conflict utilization (e.g. See pg. 79 and the VOMP model in appendix G)

Questions to ask in any change strategy:

1. How does it fit in organization strategy? (**adapt, NOT adopt**)
2. What does sponsorship look like?
3. How is it being lead? What is the character of the leader?

“We spend our whole lives working back to the state of self acceptance we were naturally born with.”
- Deepak Chopra

TWELVE CHANGE PRINCIPLES:

1. Don't push a packaged program.
2. Energize and focus from the leader's vision.
3. Integrate and align the change process on all fronts.
4. Aim at intact work groups.
5. Don't ignore the explosive emergence of cross organization work.
6. Whatever the change is, don't name it - do it!
7. Don't make it a program.
8. Don't hire motivational or inspirational consultants.
9. Avoid the self-managed consensus trap.
10. Don't confuse training with change.
11. Culture can change.
12. Start with yourself.