

The Transformational Dimension of Leadership

Accessing the Inner Place from which We Lead

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The Changing Nature of Organizations



Organizational life is becoming more complex and complicated

Some contributing factors:

Culture

The way we work

Globalization

Scale

Technology

Examples of change in our lifetime

- Diversity
- 2009 Female workforce majority
- Multiple careers
- Job insecurity
- Workdays/hours 24/7 due to technology
- Global emphasis
- Families that dispersed geographically
- Impersonal communication – phone, text, email, blogs, videoconference
- Education – significant increase online

On a Global Scale

*“anomie, the loss of norms and values, and
atomie, the breakdown of social structures “
Johan Galtung*

- Global Economy
- Recession
- Climate change
- World poverty

3 billion at
poverty level

15% of GNP

The impact of a changing world on leadership

John Kotter 1995 (HBR) Why transformation efforts fail in spite of smart management, flawless planning, carefully crafted strategies

Kathleen Reardon 2007, (HBR) The impact of attitudes and beliefs - Courage as a skill

Peter Senge 2006 – (The Fifth Discipline) Commitment versus compliance

Otto Scharmer 2009 Leading from within as a leadership strategy

Chris Lowney 2009 – The need for great minds great hearts, great spirits in organizations

How does this impact us as women leaders?

We propose a framework for leading through these changing times based on the writings of Otto Scharmer and Chris Lowney. Both focus on leadership from within.

Scharmer (2009)

"The quality of our leadership depends on *HOW* we show up and the quality of our attention to the situation"

Lowney (2009)

"A changing world forces us to confront fundamental questions about our identity"

Leading From Within...Dr. Otto Scharmer

How we Learn:

- Experiential Mode-reflecting on the past
- Learning from the Future as it emerges

We Respond by:

- Reacting
- Redesigning Processes and Structures
- Reframing Values and Beliefs – systems thinking, mental models – Peter Senge's work

These are great tool kits but do they reach our deepest needs?

A BLINDSPOT exists in our approach to Leadership

Possibilities ...Dr. Otto Scharmer

- Focus on the quality of attention and intention
- Shape and shift how individuals or groups attend or respond to a situation
- Learn to recognize your habits of attention
- Organizational Culture

Emerging Possibilities

-Dr. Otto Scharmer

Four Levels of Listening:

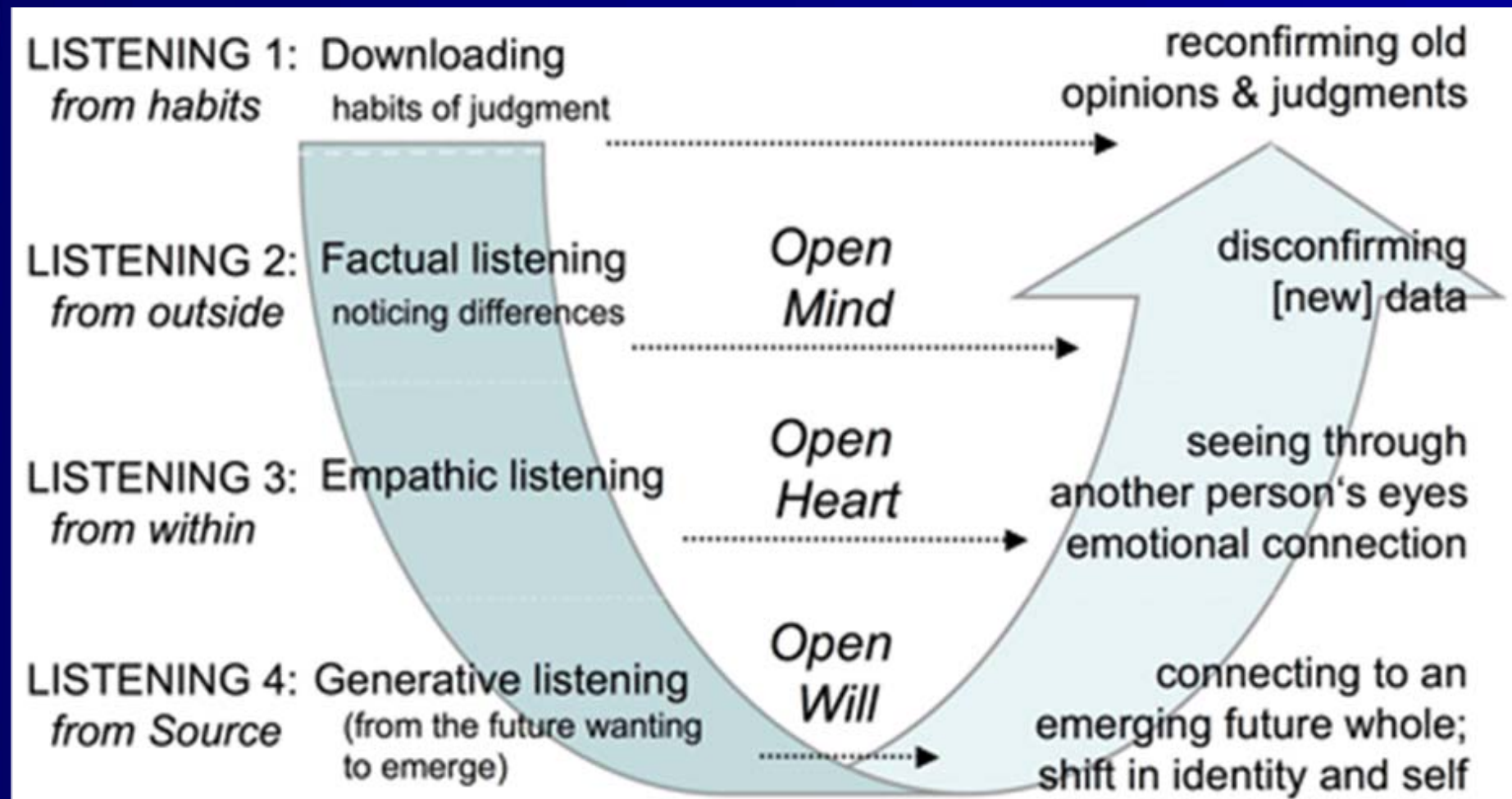
Downloading – “yeah, I know that already..” re-confirm what I already know.

Factual – pick up new information...factual, debates, speak our mind

Empathic – see something through another person’s eyes, I know exactly how you feel. Forget my own agenda

Generative – “I can’t explain what I just experienced”

Theory U ...Dr. Otto Scharmer



Chris Lowney – Heroic Leadership

Based on a 469 year old tradition of leadership founded by Ignatius of Loyola



- Ignatius of Loyola
- Born in 1491 Basque region of Spain
- Courtier – wounded in Pamplona while defending Spain against France
- Is inspired while reading the lives of the saints
- Pens the “Spiritual Exercises”
- Formal education begins at age 33
- 1540 Founded the Jesuit order (age 49)

Lessons from the Jesuit tradition



- How to lead from within and how to be authentic leaders
- Which questions are important
 - Who am I?
 - What purpose do I want to serve?
- As a heroic leader we are defined by the qualities exemplified (strength, courage, nobility), not by how widely celebrated we are
- The need for great ideas, great strategies, great hearts, great spirits
- Authentic leadership requires a personal transformation

Lessons from the Jesuit tradition

- The importance of reflection: "to face the facts about ourselves and compare our present reality to our deepest beliefs and aspirations about who we should be and what we want our world to be"
- The importance of listening. Developing the art of listening more than speaking
- Knowing when to give up control
- Being grateful, now, tomorrow, every morning, every evening. Gratitude impacts how we feel about life, our effectiveness and productivity
- Cicero - "*For Gratitude not merely stands alone at the head of all the virtues, but is even mother of all the rest*"

Summary

- Parallels between the ancient wisdom of Ignatius of Loyola and some of the foremost thinkers in leadership today.
- Taking the time to identify values and purpose
- Reflecting on goals and regularly examining how well we are doing
- Carefully discerning what is driving our decisions
- Choosing a higher level focus in life - others
- Collectively seeing how we attend, that is becoming aware of our inner places (our intellect, heart, spirit) and leading from within
- Ask Questions. Listen. Reflect. Be Open.

Conversation Starters

- Where do you feel the future is calling you right now?
- How might you take a practical next step towards the future that's calling you?

- What values in others do you most admire?
- What values do you embody?

- What do you really want?
- What about this is important to you?
- What is your individual essence?

References

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