

Developing a Networked Mindset: Systemic Leadership in Action



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Network Dynamics - Terms

- Networks, Internet, connectivity, integrated, interdependent
- Hierarchies, broadcast, fragmented, autonomous



Networks vs. Broadcast

- Not controllable
- Source of intelligence shifts to receiver
- Choice

New Skill needed: Active engagement

- A mindset of action
- Purposeful influencing



Whole System vs. Parts

- Understanding comes from the whole
- The whole is more than the sum
- Fragmentation = less understanding
- Hierarchical structure works against a systems perspective

New skills: systems thinking, diversify perspectives



Everything is Connected

- Your value is based in your connection to the network
- Autonomy hurts you
- No more independent variables
- Emotions and information flow through networks
- Blurred boundaries

Everything is Connected - Skills

New Skills

- New ways of relating
- Emotional competence





Spiral of Connectivity

- Connectivity creates dynamic movement within a system,
- Which increases the level of complexity in the system.
- This requires learning on both individual and organizational levels.
- Generative learning becomes necessary for the organization's ability to thrive within the turbulent environment.



Spiral of Connectivity: Implications

- Increased flux
- Collective intelligence is needed
- Generative learning and innovation create the competitive edge
- Let go at the top

New Skills: New ways of learning

- Integrated Learning environments
- Internal coherence



Collaboration Becomes Economically Efficient

- Facilitates understanding of whole system
- Builds shared purpose
- Accelerates growth of collective intelligence
- Influence can only be created by multiple people intentionally influencing from different directions

New Skills: Developing leader-full organizations

- Diversify perspectives
- Empathy and understanding



Change happens differently

- Attraction vs. push
- Nudge and wait
- Force creates resistance
- The system helps
- Tension resolution systems
- Significance precedes momentum
- Organic images of change
- Leaps and stalls (not incremental)



Images of Organic Change

- Wet sand – resistance and force
- Birds on a wire – fluctuations and change
- Yeast – the need for active ingredients
- Greenhouses – support and protection are sometimes needed at the beginning of change
- Gardening – pruning, diversity, beauty, whole view

Images of Organic Change

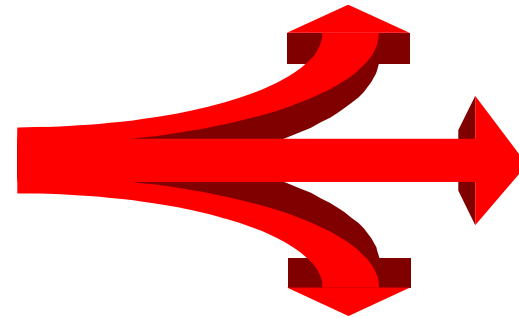


- Beneficial viruses – how change spreads through a networked system
- Suspense novels – dynamic tension resolution
- Weather systems – sensitive dependence on initial conditions
- Traffic jams – pacing the system



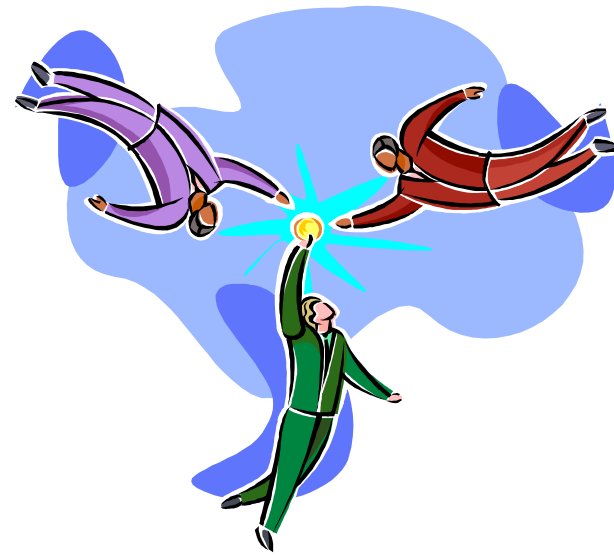
Change happens differently: Skills

- New ways of influencing change
- Identify points of leverage
- Diffusion of an innovation – Everett Rogers' work
- Implicit knowing



New Forms of Cohesion

- Core values
- Strange attractors
- Fractals
- Optimizing tensions
- Self regulation





New Forms of Cohesion: Skills

New skills: New ways of leading

- Systemic leadership
- Internal coherence
- Stewardship for the whole

Overwhelmed????

“To achieve greatness, start where you are, use what you have, do what you can.”

- Arthur Ashe.



Influencing Outward and Upward

“And she said, come to the edge, and they said – it’s too far.

And she said, come to the edge, and they said – it’s too high.

And she said, come to the edge, and they did, and she pushed, and they flew!”

