IIBA Chapter Meeting
April 27th, 2017

Transformational Leadership in the Millennium Age

Dr. Linda L. Miller
iMind Transformation
Stating the Problem
A History of Becoming More Lean & Agile…

- We took the ‘Company’
- Added hierarchical authority and accountability structure early in the Industrial Age to streamline throughput
- Added cross functional teams in the ‘80s and ‘90s responding to need for a more holistic approach to solutions
- Added matrix management in the ‘90s into 2000s to trace accountability and ownership in ever flattening environment
By the 2010s we ended up with ...
“When a company sets out on the journey of reinvention, it must uncover and then alter the invisible assumptions and premises on which its decisions and actions are based.

When managers reinvent themselves and their companies, they create a new context that leads everyone to embrace a seemingly impossible future.”

Harvard Business Review on Change
To transform we have to...

Navigate this

- Formalized and Separated Interpersonal Relationships
- Rigid Procedures and Communication Channels
- Anonymity in the Face of Challenges
- Command and Control Change implementation
- Stasis Bound and Certainty Oriented
- Hierarchical Decision Making With Little Collaboration
  Top Down

To create this

- Dynamic and Interconnected Interpersonal Relationships
- Flexible, Technology and Knowledge-Enabled Framework
- Individual Leadership & Role-Based Accountability
- Synchronous Communication & Shared Co-Creation
- Navigate a Sea of Unknowns With Ingenuity and Innovation
- Participative Decision Making
- Interchangeable Teams and Task Forces
Speed of change exponential year over year – it’s an evolutionary leap to an end we can not predict
Millennium Age Principles Give us a Glimpse

People needs before business needs even if it costs
Leverage individual time by using technology
In-person conversations are deeper and more meaningful but focussed attention is harder and harder to get
The fuller the experience the more loyalty is earned
Speed of change will increase exponentially year over year
Ambiguity is the ‘norm’, learn to navigate the sea of unknowns
If you are not experiencing breakdowns you are not changing fast enough for the Millennium Age
Where Information Age Sits

- A bridge between the Industrial Age and the Millennium Age
Where the Information Age Sits

Industrial Age
- Separate, Command & Control
- Stability

Information Age
- Common Knowledge & Collaboration
- Mobility

Millennium Age
- Individual Contribution, Constant Connection & Co-Creation
- Agility
# The Shifts From Age to Age

<table>
<thead>
<tr>
<th>From</th>
<th>Through</th>
<th>Into</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Age, “Patriarchal”</td>
<td>Information Age, “Opportunist”</td>
<td>Millennium Age, “Efficacy”</td>
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<tr>
<td>Command and Control, Top Down, Fear Based</td>
<td>Distribute Command Across a Matrix, Control Via Consensus (Processes and Tools), Detached</td>
<td>Synchronous Co-Creation, Influence and Inspire, Appreciation Based</td>
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<tr>
<td>Separate and Divide by Withholding Information</td>
<td>Close Gaps and Enable with Information</td>
<td>Collaborate and Connect to Both Consume and Generate Information</td>
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<tr>
<td>Competitive and Coercive</td>
<td>Analytical and Evidence Oriented</td>
<td>Compassionate and Edgy</td>
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<tr>
<td>Weakness Correction = Growth</td>
<td>Knowledge and Information = Growth</td>
<td>Strengths Contribution = Growth</td>
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<tr>
<td>Individualized Fault and Blame</td>
<td>Distributed Accountability</td>
<td>Learn from the Experience</td>
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<tr>
<td>Rigid Thinking and One Right Way</td>
<td>Knowledge Informs the Right Way</td>
<td>What Matters Now is Right</td>
</tr>
<tr>
<td>Status Quo = Success</td>
<td>Status Quo = Barrier</td>
<td>Status Quo = Failure</td>
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In Simple Terms...

Control → Allow

Separate → Connect

Compete → Co-Create

Focus on What I Don’t Want → Focus on What I Do Want
Straddling conflicting belief systems causes paralysing ambivalence to transformation

Industrial Age
Conformity & Competition
Fear

Millennium Age
Individuality & Group Genius
Appreciation
“Achieving [agility] means managing the conversation between the people leading the change effort and those who are expected to implement the new strategies; creating an organizational context in which change can occur; and managing emotional connections, which have traditionally been banned from the workplace but are essential for a successful transformation.”

Harvard Business Review on Change
Two Context Changing Leadership Remedies
Remedy #1 - Break the Addiction to Industrial Age Thinking

1. Future success can not be predicated on the past – really!

2. Reverting to command and control when the unexpected happens, and natural breakdowns occur just makes things worse
We tried filling the growing gap between executive and management, management and worker with masses of data
- to enable collaboration, co-creation and delegated decisions...
Remedy #2 - Change Your Predominant Leadership Style

Industrial Age Transactional Leadership

Make this Leap With Me

Millennium Age Transformational Leadership

Do This For Me
“Achieving [agility] means managing the conversation between the people leading the change effort and those who are expected to implement the new strategies; creating an organizational context in which change can occur; and managing emotional connections, which have traditionally been banned from the workplace but are essential for a successful transformation.”

Harvard Business Review on Change
Transformational Leadership is all about positive emotional connection

MEANING AND PURPOSE DRIVEN
• Personal strengths and team oriented
• Pulls change through rather than pushes

FLEXIBILITY AND GROWTH
• What’s in it for me actually benefits you
• Reverse effect on stress (-0.63) vs. (2.0)

ABSENCE OF COMPETITION
• Thought and purpose are aligned
• Withholding of self non-existent

NAVIGATE THE SEA OF UNKNOWNS
• Clarity and conviction the rudder
• Doing what matters now

Suspend punitive perceptions or it doesn’t work!
Transformational Leadership is spherical in nature – has most impact in ‘sphere of influence’ form
Recognizing and Developing Transformational Leadership Techniques
Four techniques of great Transformational Leaders
Technique #1 – Individualized Consideration

• Everyone makes a difference
• Be a thought partner for interpreting changing ‘truth’
• Empathetically attend to needs of your people
• Follow a
  \[self > self-fulfillment > greater \text{ than } self\]
  dialogue pattern
Technique#2 – Ignite Intelligence

• Elicit innovative thinking and ingenuity
• Connect the talents, wisdom, abilities of your people
• Facilitate collaboration and co-creation of change
• Challenge assumptions
Technique #3 – Inspirational Motivation

- Articulate vision as a target in relevant terms
- Crystalize purpose to generate energy needed to rise to challenge
- Dialogue the contextual meaning for the task at hand
- Elicit investment of self
Technique #4 – Idealized Influence

• Be a role model for high performance
• Generate belief in the outcome and that it will happen
• Embrace the error part of trial and error for yourself and your people
• Project pride and honor and ethical behavior
“Many [executives] will undoubtedly say that all this smacks of something philosophical or, far worse, theological and therefore has presumably little relevance for managers. But an organization’s being determines its context, its possibilities. Remarkable shifts in context can happen only when there is a shift in being.”

Harvard Business Review on Change
✓ Pick a technique that suits you and work on it
✓ Companies are looking for great transformational leaders
✓ Learn enough to know what you are looking for when you hire

Let’s be Real

👋 This is work!
🍴 What does it buy me?
Ambivalence is *deadly*, especially when agility is demanded.

Enable the Shift
– any time, all the time, by everyone, at all levels

**Industrial Age**
Command & Control
Fear Stability

**Shift**

**Millennium Age**
Contribution & Co-Creation
Appreciation Agility
Leverage Change Capacity & Capability

Speed of adaptation trumps control as a business risk in the new millennium

Bypass the 5 stages of loss
- denial
- anger
- bargaining
- depression
- acceptance

... by motivating a leap of faith

Compress the 5 stages of change
- precontemplation
- contemplation
- preparation
- action
- maintenance

... by behaving in a genuinely participative manner
Leap of Faith Leverage

- Bypasses the 5 stages of loss
- Crystalizes what is important in a hurry at all levels – less backlogged change
- Lifts thought to the meaning, purpose and strategy
- Ingenuity is triggered - innovation arises
- Connectedness learning becomes obviously essential and natural
- Fits the speed and scale of context switching required for agility
- Courage replaces punitive perception associated with Industrial Age methods

Elicited by Transformational Leadership
Participative Leverage

- Compresses the 5 stages of change
- Opens a space for individuals to apply all their personal resources
- Loosening control frees collaboration and improves speed
- Valuing non-financial definitions of ROI inspires needed creativity
- Reduces territorial tendencies, and competitive withholding of thought
- Magnifies accountability and responsibility without hierarchy
- Makes two-way communication and ingenuity maintainable

Directed Through Transformational Leadership
A Word About Demographics
Demographics

<table>
<thead>
<tr>
<th>Pre-Millennium (over 35)</th>
<th>Millennium (under 35)</th>
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<tbody>
<tr>
<td>Depression Era</td>
<td>Y-Generation</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>Millennium Babies</td>
</tr>
<tr>
<td>X-Generation</td>
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- What are the risks when business is led by Pre-Millennium executives and managers?
- What happens when rapid change affects people who are Pre-Millennium?
- What friction points do you anticipate when a customer base or staff compliment is made up of a mix of Pre-Millennium and Millennium?

In 2015 the Millennials population exceeds the Baby Boomers population globally.
X-Gener’s Role

No matter your demographic use this to your advantage!
From Message to Meaning

A Transformation Analogy About Commitment and Conviction
Message to meaning ...

- 1% cash rewards on all purchases
- Earn 1 SCENE point for every $1 you spend
- I will owe $10 less for every $1000 spent
- I will enjoy a free movie for every $1000 spent
- I can better afford to take my family out
- I can give my points to my kids and their friends
Summary
Make the Evolutionary Leap

Transformational Leadership

Leap of Faith

Genuine Participation

Industrial Age
Command & Control
Stability

Information Age
Common Knowledge & Collaboration
Mobility

Individualized Consideration
Intellectual Stimulation
Inspirational Motivation
Idealized Influence

Leap of Faith
Genuine Participation

?
Great Transformational Leaders...

New York mayor **Rudolf Guiliani** In response to 9-11 crisis was Knighted personally by Queen Elizabeth “The Queen believes [he] was an inspiration to political leaders around the world as well as to his city.”

**Prophet Muhammad**
"On a journey, a leader is the servant of the followers"

**Herbert D. Kelleher** : SouthWest Airlines Boss
“Nurture a corporate culture of liberty and freedom”

**Jack Welch** : Manager of General Electric
“Make sure everybody counts and everybody knows they count.”

While there are exceptions such as **Lou Gerstner**, most CEO's of Fortune 500 companies are not transformational. Decades spent obeying corporate rules to get to the top, typically creates hesitation when it comes to changing those rules.

**Steve Jobs**
Healed an unhealthy culture upon returning to Apple
THANK YOU

Questions?