

LEADERING

A power tool for leaders

Leadering™ → Leader Drives not Leader Skills

LEADERING™ LEADERSHIP

Maximize, advance, integrate, adapt, co-evolve, and capitalize on human systems to achieve synergistic goal realities



Metaphor 1: the electrons and nucleus of an atom form an integrated system defined by a single information structure.

- System-Based
- Core-Based, Talent-Based, & Internally Referenced
- Flow-based
(a system's peak-performing, peak-advancing state)
- Extending nature's systems maximization dynamics: a multi-system approach:
 - oportunistic synergy, adaptation, co-evolution
 - quantum leap advancement and problem resolution
 - expansive perspective
- A single systems maximization toolkit* applied to all human systems including one's own.

* The Leadering™ toolkit includes an integrated system of meta-competencies, drives, reflexes, belief systems, identities, dynamics from nature's systems maximization process,** a quantum-leap operating style, and peak-performing, peak-advancing flow states.

** Metaphor 2: how nature maximizes and advances systems within the human body.

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Figure 1

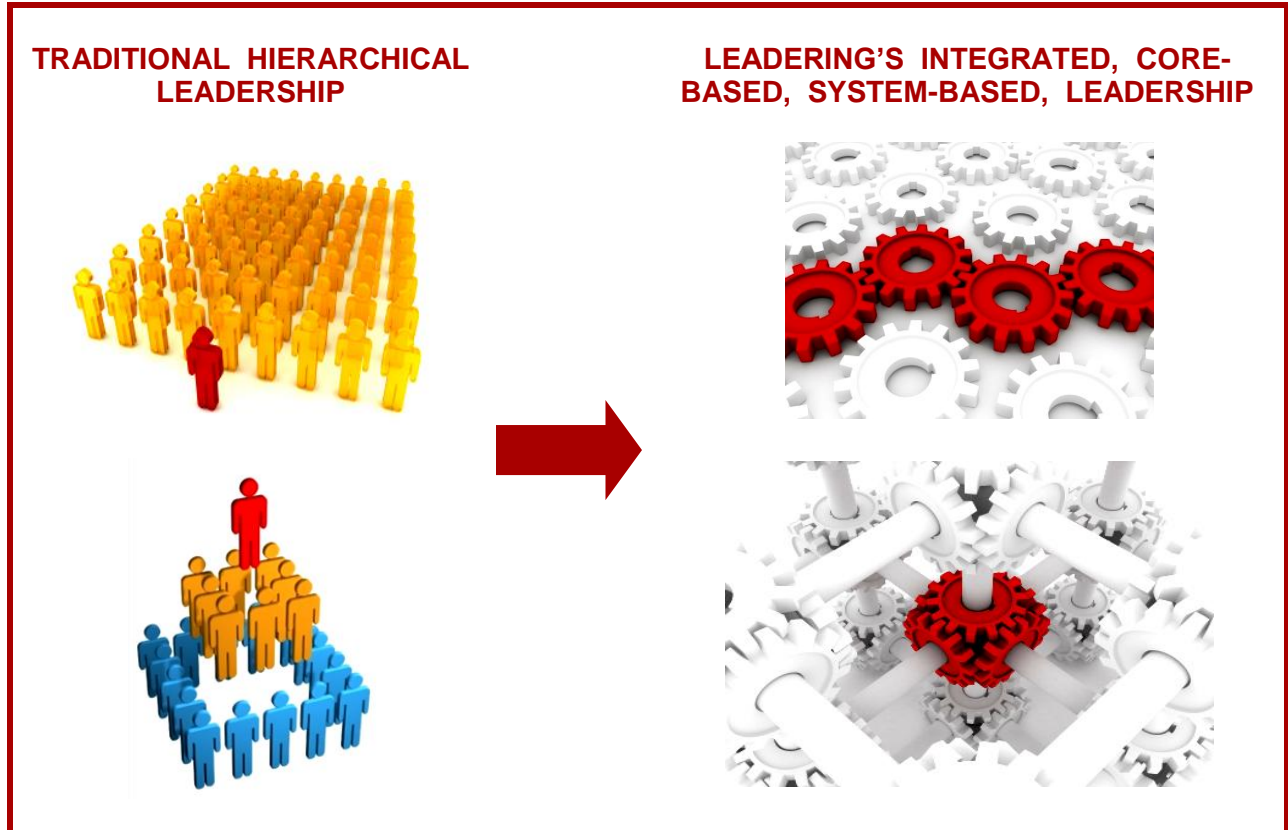
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Maximizing Human Systems

LEADERING™

one toolkit to maximize
any human system

Leadering™ → Leader Drives not Leader Skills

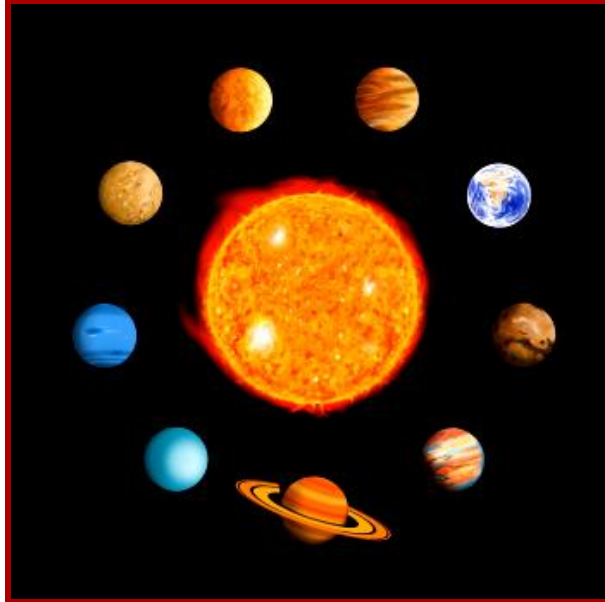


Maximizing Human Systems

LEADERING™

an astounding breakthrough

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Traditional Leadership

Metaphor:

the sun-planet relationship

The sun controls planet positions but does not define their cores nor benefit from them nor is the sun improved by them.

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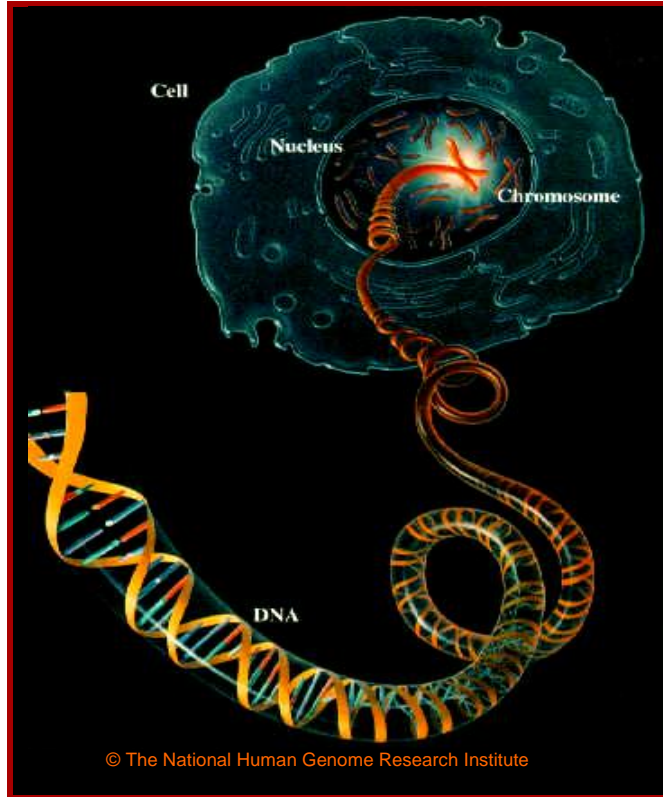
Figure 3

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Maximizing Human Systems

Leadership is life-changing

Leadering™ → Leader Drives not Leader Skills



Leadering's Leadership

Metaphor:

the DNA or genes defining a human cell.

Example:

A leader's beliefs and decision-making systems are replicated in individual or organizational systems so that their natural operation will result in achieving a goal in the same way the leader would.

Rather than a leader acting on others, leaders and followers operate as a single integrated system with a single distributed leadership system.

Maximizing Human Systems

LEADERING™

a power tool for
individuals, leaders
companies, and countries

Traditional leadership-development targets

COMPETENCIES and SKILLS	
<ul style="list-style-type: none">develop and deliver valuecommand and controlplanning (strategic, tactical, vision)trend analysisfinancial managementmarketing/sales managementcustomer relationship mgt - CRMIT managementoperations managementproject managementperformance improvementorganization learning	<ul style="list-style-type: none">risk managementdecision-makingproblem resolutionprocess managementbusiness process reengineeringchange managementHR managementteam buildingrelationship building / maintenanceconflict resolutionglobalization

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Figure 5

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Maximizing Human Systems

LEADERING™

installs the

drives and **meta-skills**

shared by

**adept leaders, entrepreneurs,
innovators, and high achievers**

META-COMPETENCIES and DRIVES

shared by leaders, entrepreneurs, innovators, and high achievers

Systems-Based and Core-Based Operation

systems thinking, relational thinking, big-picture thinking, conceptual skills, belief system management, model development and application, system co-evolution and adaptation, leadership (advancing human systems in opportunistic synergy)

Accelerating and Continuous Development

- conditioned reflexes installed to trigger multi-front, life-long advancement and leadership development.
- addictive drives installed to pull one to growth.
- learning to learn, mental agility, adaptivity, expanding self-expression and self-awareness, belief engineering, expanding consciousness

Improved and Improving Cognitive Capabilities

- thinking: conceptual, inductive, deductive, abstract, big-picture, relational
- learning to learn, mental agility, pattern recognition, internally referenced, emotional intelligence, use of models, theories, and inferences

Expertise with Ambiguity and the Unknown

- **pioneering**: penetrating the unknown
 - **creativity/innovation**: bringing unknown into being
- systems thinking, informationless decision-making, abstract thinking, conceptual skills, pattern recognition, trend perception, change detection, environmental scanning, problem reframing, ambiguity resolution

Improved Performance

flow (our peak performance state), enhanced functionality, systems-based operation, accelerated implementation through quantum leap change management

Addictive Drives cultivated and capitalized upon by Leadering™

(the more you use them, the more you want to use them):

- Drives to: learning, pioneering, creativity, innovation, meaning, positive emotions, adaptivity, creativity, learning knowledge, achievement, flow, (the optimal experience), self-expression, self-knowledge, advancement, unity, growth
- Drives to using and improving your key talents - a must for operating at your full potential

Meta-competencies or enduring competencies are systems of knowledge, skills, and strategies which facilitate the acquisition and use of competencies.

Traditional leadership development addresses competencies and skills
Leadering™ addresses leader dynamics and meta-competencies.

Traditionally, leaders are developed bottom up skill by skill

Leadering™ uses a single paradigm shift to install an integrated system of meta-competencies, drives, reflexes, and beliefs.

Traditionally, senior leaders use different meta-competencies.
Leadering™ offers a single systems maximization toolkit for use by everyone on every human system thus unifying organizations around a single culture and modus operandi. Leadership becomes distributed.

Maximizing Human Systems

LEADERING™

launches accelerating growth

Leadering™ Targets

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LEADERING™ AMPLIFIES LEADER DRIVES

Manager	Transitional Change Leader	Transformational Change Leader	Creational Leader / Frontiering Leader
Run an existing business as is	Linearly advance an existing business <ul style="list-style-type: none"> • Incremental upgrades • Harvest 	Nonlinearly advance an existing business <ul style="list-style-type: none"> • Turnarounds • Explosive Growth • Merge 2 existing businesses 	Create the unknown <u>or</u> Penetrate the unknown <ul style="list-style-type: none"> • Business startups • Pioneering / Frontiering • Re-engineering • New ventures • Innovation
As leader drives strengthen, leader impact increases: ⇨ INCREASED DRIVES to change – creativity/creation – frontiering ⇨ INCREASED BELIEF CHANGES MADE ⇨			
Systems maintenance	Increasing systems 	advancement	Systems creation: including new systems from re-grouping existing systems

Managers run existing systems ⇨⇨⇨⇨ **Leaders create and advance human systems**
 As individuals advance along the leadership development continuum, their ability to advance reality increases.
 If there is no change on reality, leadership has not occurred.
 The magnitude of change is the measure of leadership in the Leadering™ paradigm.

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Figure 7

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Maximizing Human Systems

LEADERING™

merges

leading
leadership development
talent development

personal development
and career development

into a single integrated process

Leadering™ Targets

Integrated Leadership and Organizational Development

One Leadering™ Systems Maximization Toolkit* for every human system

Individuals, emerging leaders, world leaders, and leaders at every level use the same toolkit. Organizations can therefore use Leadering™ to unify around a single culture and modus operandi from top to bottom.

- The Leadering™ toolkit includes an integrated system of meta-competencies, drives, reflexes, belief systems, identities, dynamics from nature's systems maximization process, a quantum-leap operating style, and peak-performing, peak-advancing flow states.

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Figure 8A

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Leadering™ Targets

Integrated Leadership and Organizational Development

One Human Systems Development Continuum and Process

Individual Development = Leadership = Leadership = Organizational = Career / Talent Development

- The natural development continuum for individuals and leaders is the same.
- Advancing one's own system is the same process as leading/advancing other systems
- Leadering™ launches several natural growth continuums and mechanisms which continuously advance individuals, leaders, and organizational human systems over their lifetime.

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Figure 8B

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Leadering™ Targets

Integrated Leadership and Organizational Development

Motivated Leadership and Organization Development

Because leadership development and individual development are the same systems maximization process in the Leadering™ paradigm, leadership development becomes a byproduct of pursuing one's natural growth continuums. Self-motivation for personal advancement thus inadvertently pulls individuals to meet organizational needs for leadership development.

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Figure 8C

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Maximizing Human Systems

LEADERING™

re-activates leader drives,
reflexes, and meta-skills

Leadering™ Targets

Leadering Re-activates Leader Drives

**We are all born with the drives
That energize natural leaders**

Drives for

**creativity, innovation, frontiering, advancement, learning, achievement,
adaptation, self-expression, and talent-based flow**

Our drives hook us to nature's endless evolutionary flow with all the other successful living systems.

**All are drives for penetrating the unknown or
bringing the unknown into existence
— the essence of leadership —**

A NASA test for hiring innovative engineers and scientists was given to 1,600 children as they aged:

Leader drives at age 5:	98%
Leader drives at age 10:	30%
Leader drives at age 15:	12%
Leader drives of 280,000 adults:	2% . . .

Leader drives are culturally deterred.

**The Leadering™ paradigm shift reactivates the drives
underlying natural leadership**

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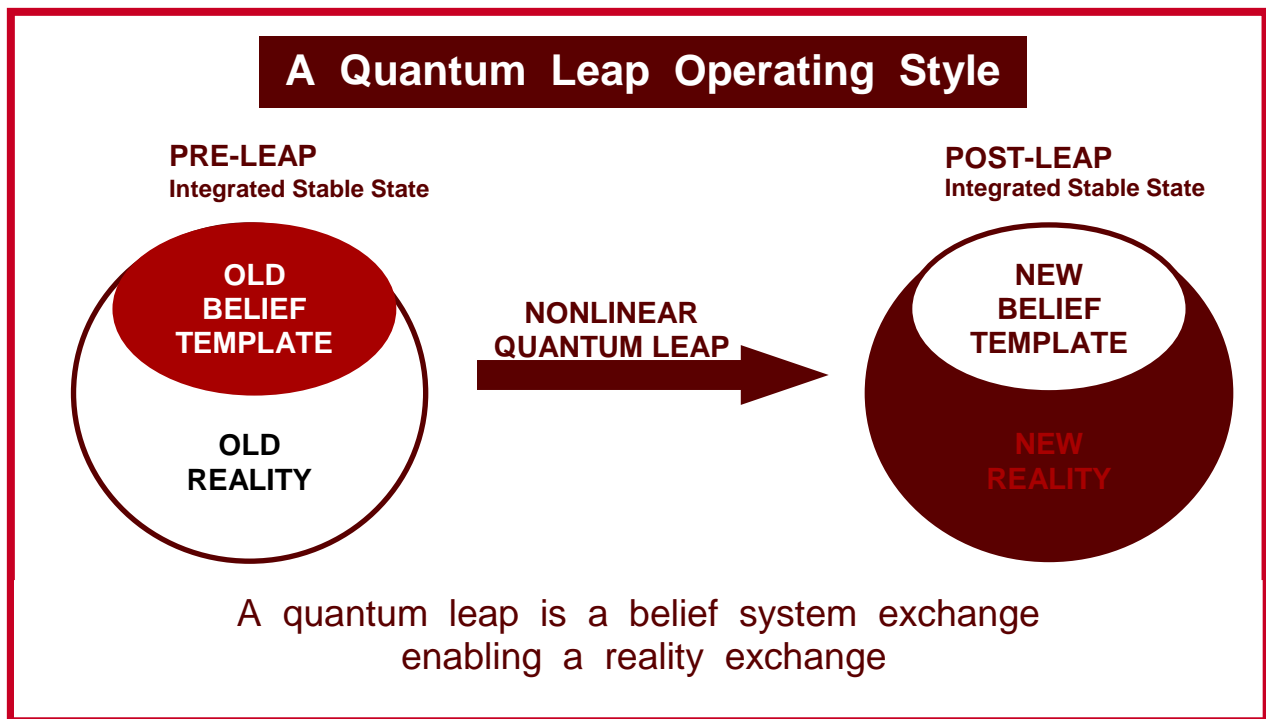
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Figure 9

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LEADERING™

re-writes
change management
and
management science



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individuals, leaders
companies, and countries