

# CULTIVATING LEADERSHIP TO ACHIEVE RESULTS

Washington State Government Lean  
Transformation Conference

---

Paul Horton and Mike De Luca



# Learning Objectives

- Discuss and illustrate the applications of both Lean and Participatory Leadership
- Highlight principles, tools and concrete examples
- Help leaders not only cultivate results, but sustain and continue to build on them over time

# Agenda

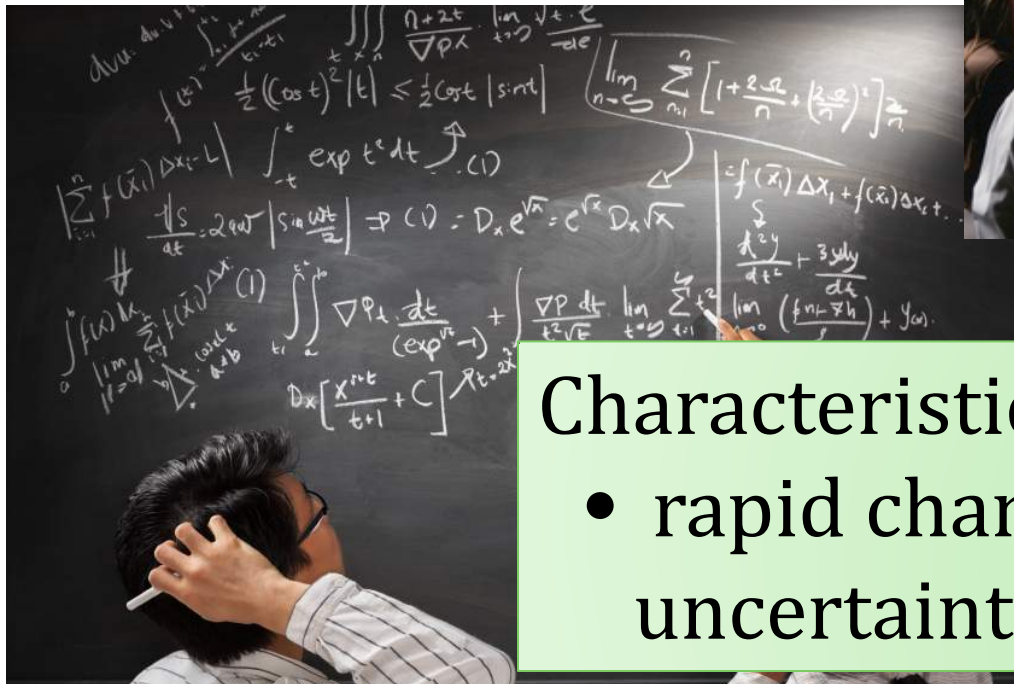
- Leadership – why is this important now?
- Case example outline
- Leadership models - overview and application
- Opportunities to integrate in your leadership practice
- Q&A

# Why is this important now?

- Difficult to implement and sustain improvement work
- Inconsistent staff engagement
- Low social capital within many of our organizations
- We're entering a time of high complexity

# Welcome to the Era of Complexity

Many modern social challenges are highly complex in nature



Characteristics of complexity:

- rapid change, uncertainty/volatility, surprise

# Working in Complexity Requires Adaptive Capacity

4 essential dynamics of adaptive capacity:

- Diversity
- Learning
- Self-organization
- **Social capital and trust**

(Missimer 2013)



# Social Capital Success Factors

- High levels of trust
- Healthy norms of communication and working
- A robust, open flow of information and knowledge
- A large number of high quality social connections
- Positive outcomes

# Case Example

- Target condition: Organization's strategic plan is universally understood. All work is aligned toward achieving the plan's objectives. Staff is engaged and understands how its work supports the plan and impacts plan outcomes.
- Actual condition: Staff is focused on accomplishing the work but fails to see the connection to strategy. In fact, it doesn't seem to understand the strategic plan. When progress toward strategic objectives is not made or sustained, it's not clear what action to take. Leaders try to resolve the disconnect but find themselves in the same situation. Staff and leadership are increasingly frustrated.



# Participatory Leadership (aka, Art of Hosting)

The Art of Participatory Leadership is a *dialogue-based*, participatory process architecture for engaging groups working on complex and interconnected challenges

Participatory Leadership is designed to help build social capital and adaptive capacity

# Core Methodologies

**Open Space  
Technologies**

**Circle practice**

**World Cafe**

**Pro-Action Cafe**

**Story Telling**

**Collective Mind  
Mapping**

**Appreciative  
Inquiry**

**Action Learning**

# Principles Basic to all Methodologies

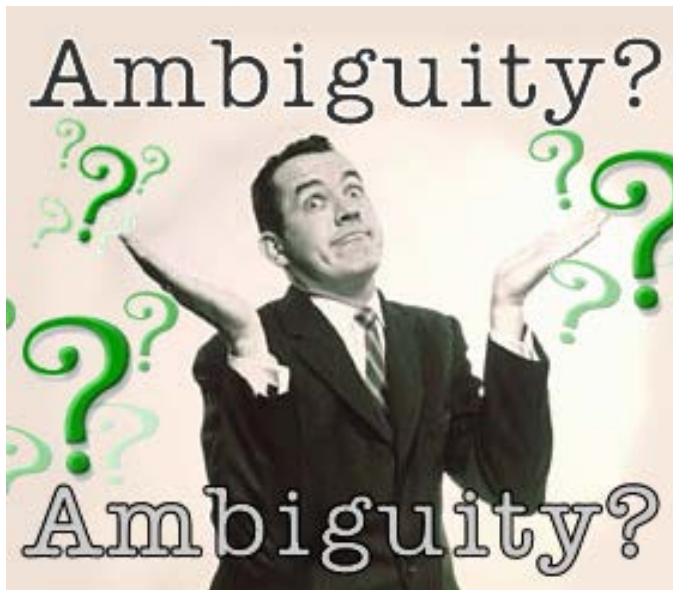
**The wisdom is in  
the room**



**Self-organization** – *the power to add, change, or evolve system structure*

# Principles Basic to all Methodologies

**Collective clarity of purpose** – *the invisible leader*



**We can learn to be OK with not knowing**

# Participatory Leadership Builds Social Capital

Social capital (and in particular, trust creation) – common denominators in the successful outcomes and almost viral-like spread of Participatory Leadership in places such as:

*Columbus Ohio, the European Commission, Northern Europe, and Halifax Nova Scotia*

# Meta Success Factors

- Changes towards a more open/supportive leadership style:
  - willing to let go of some level of control and encourage shared leadership
  - admit to not knowing all the answers
  - willing to slow down the decision-making process to allow solutions to emerge
- Participatory Leadership as an “operating system”

# Lean Leadership

- Lean is principle-based (Flow, Pull, Value, Value Streams, Perfection)
- Grounded in ideals (continuous improvement and respect for people)
- Manifested through habits (improvement and coaching)
- And drawing on many tools (gemba walks, process observation, Kaizen, VSM, 5-why, visual management, A3s, etc.)

# Go See

WHY	HOW
<p>Staff know the work best.</p> <p>Learn to see process.</p> <p>No substitute for direct observation.</p> <p>Learning occurs where the work is done.</p>	<p>Go to where the work is done.</p> <p>Ask to observe.</p> <p>Stay curious.</p> <p>Go regularly and consistently.</p>



# Ask Why

## WHY

Unleash staff creativity/capability. Learn *why* we do *what* we do, *the way* we do it. Problems are golden. Create a culture of problem-solvers.

## HOW

Make it easy to *see* and *solve* problems. Coach and support safe inquiry. Create a learning organization. Consistently model the behaviors.

# Show Respect

WHY	HOW
<p>Build trust. Encourage inquiry. Make it easy and safe to see and solve, and learn from mistakes. People are our most important asset.</p>	<p>Listen. Consistently model the behaviors <i>and</i> principles. Develop people.</p>

# Integrating into your leadership

- Lean and Participatory Leadership practices to consider starting with
- Exercise – How and when will you begin?  
How will you check/adjust? Who can support you (“workout buddy”)?
  - Journal
  - Share with one person
  - Report outs

# Q&A

- Can you make a commitment to starting after the conference?
- What else do you need to get started?
- What else do you need to understand Lean and Participatory Leadership - how they fit together and support your ability to cultivate results?

# Selected Readings – Lean Leadership

- “Why Lean Programs Fail.” Mike Rother and Jeffrey Liker. Lean Enterprise Institute ([www.lean.org](http://www.lean.org)), Feb 2011.
- “Learning to Lead at Toyota.” Steven J Spear. Harvard Business Review, May 2004.
- “How to Change a Culture” Lessons from NUMMI.” John Shook. MIT Sloan Management Review, Winter 2010.
- “Exploring the ‘Respect for People’ Principle of the Toyota Way.” Jon Miller. Gemba Panta Rei ([www.gembapantare.com](http://www.gembapantare.com)), Feb 3, 2008.
- “Decoding the DNA of the Toyota Production System.” Steven Spear and H. Kent Bowen. Harvard Business Review, Sep-Oct 1999.

# Selected Readings – Participatory Leadership

- [www.artofhosting.org](http://www.artofhosting.org)
- “Baldwin, Christina & Linnea, Ann. *The Circle Way - A Leader in Every Chair*
- Brown, Juanita & Isaacs, David, et. al. *The World Cafe: Shaping Our Future through Conversations that Matter*
- Cooperrider, David and Srivastva. *Appreciative Inquiry: Rethinking Human Organization Toward a Positive Theory of Change*
- Corrigan, Chris. *The Tao of Holding Space*
- Holman, Peggy. *Engaging Emergence: Turning Upheaval into Opportunity*
- Holman Peggy, Cady, Steve & Devane, Tom (eds). *The Change Handbook: Large Group Methods for Shaping the Future.*
- Kaner, Sam et. al. *The Facilitator’s Guide to Participatory Decision Making*
- Lindahl, Kay. *Practicing the Sacred Art of Listening*
- Owen, Harrison. *Open Space Technology: A User’s Guide*
- Block, Peter. *Community: The Structure of Belonging*
- Scharmer, Otto. *Theory U*
- Senge, Peter. *The Fifth Discipline*
- Senge, Peter, Scharmer, Otto, Jaworski, J., Flowers, Betty Sue. *Presence*

# Contact Us

- Paul Horton: [paulh@athenaplace.com](mailto:paulh@athenaplace.com)
- Mike De Luca: [miked@athenaplace.com](mailto:miked@athenaplace.com)