

Thoughts on Leadership 2039

Contributing to a generative dialogue on Leadership

Joep C. de Jong

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Agenda

1. Questions

2. Questions

3. Questions

Framework for leaders in the coming decades

*Together we are the holders of the space in which
we might find our respective gifts!*

Appreciative Inquiry & Problems

1. Appreciative Inquiry is the cooperative, co-evolutionary search for the best in people, their organizations, and the world around them. It involves systematic discovery of what gives life to an organization or a community when it is most effective and most capable in economic, ecological, and human terms. (David L. Cooperrider & Diana Whitney, 2005)

2. A problem is nothing more or less than a frustrated dream, whereby we understand that the dream was there first. So let us beware of the frustrated dreams – the positive cores - and look at the stories that give life to these dreams. (Joep C. de Jong, 2009)

Leaders (& coaches) hold ‘the space’
offering the opportunity to review our
basic imprint, our calling, and to
‘become who we truly are’

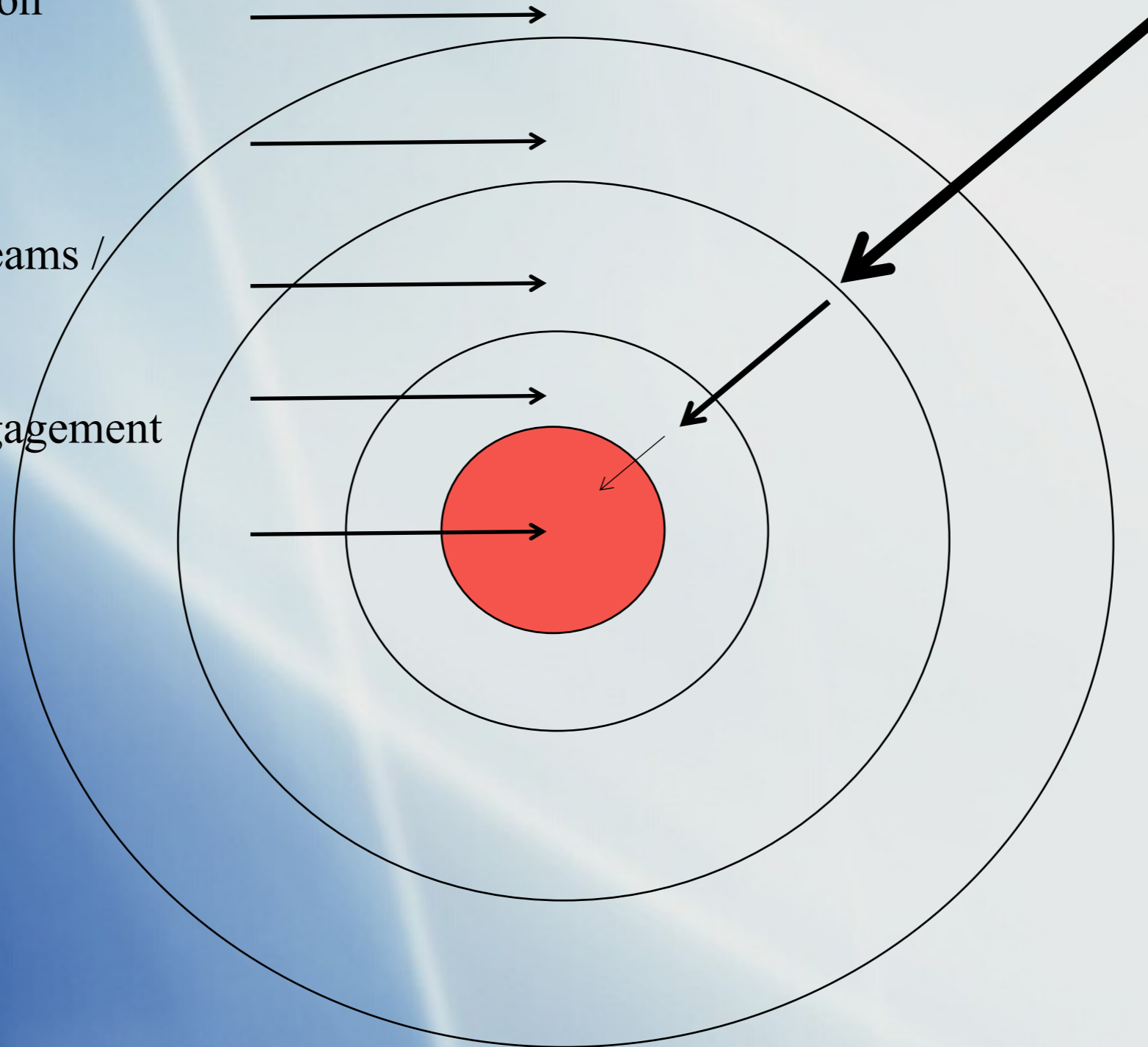
(Joep C. de Jong)

Agenda

2. An Appreciative Leader also becoming an appreciative researcher in search of the Core (Soul)

The Journey

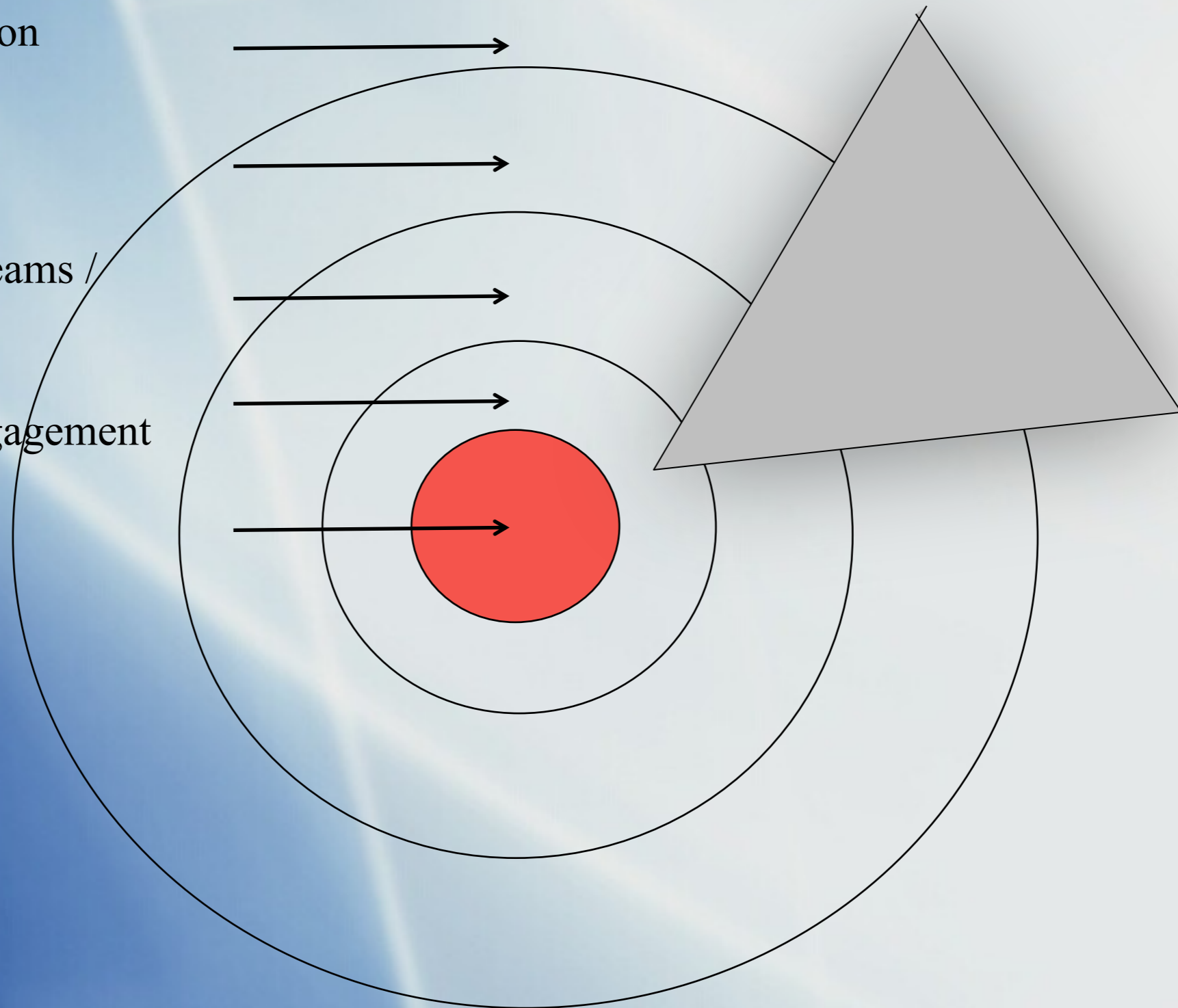
- Mission / vision
- Values
- Collective dreams / Inspiration
- Purpose / Engagement
- Soul / Calling



The Journey

organizational perspective (the manager)

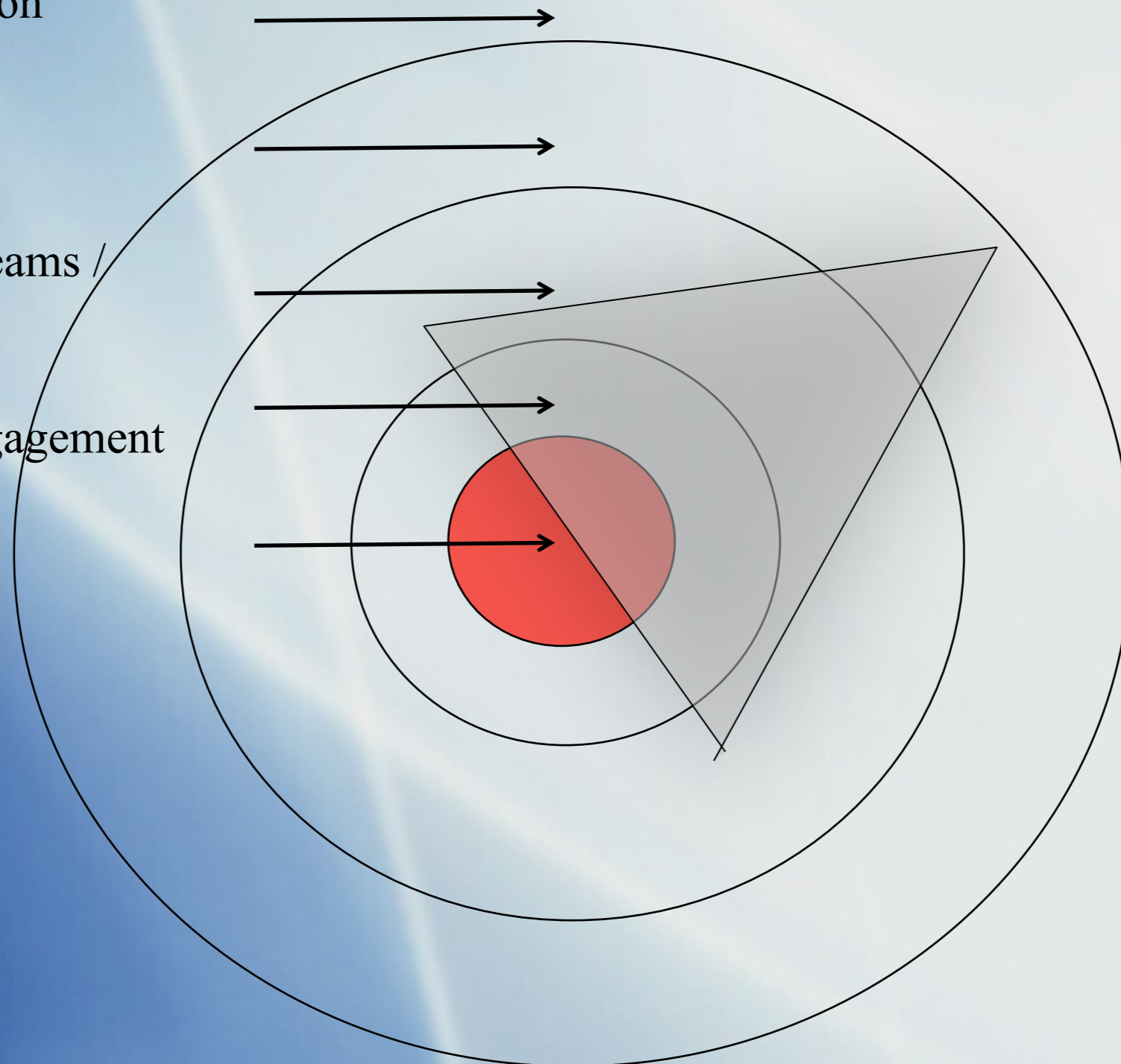
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The Journey

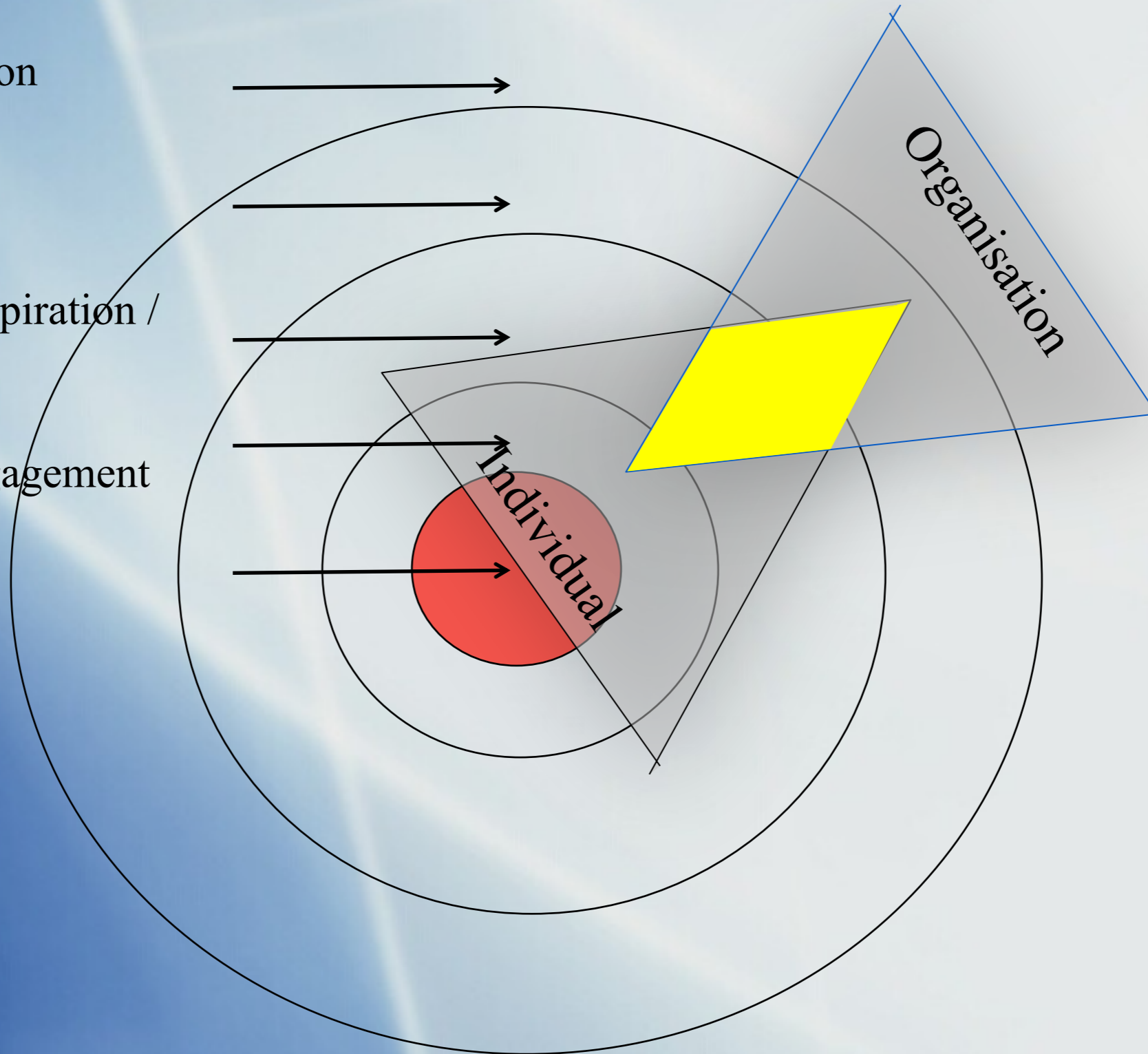
personal perspective (the leader)

- Mission / vision
- Values
- Collective dreams /
Inspiration
- Purpose / Engagement
- Soul / Calling



Meeting of the 'old' and 'new'

- Mission / vision
- Values
- Collective Inspiration / Dreams
- Purpose / Engagement
- Soul / Calling



Value chain

Data

Information

Knowledge

Experience

Wisdom

Wholeness

Operator

Strategist

Visionary

Manager: skills & competencies ('hard & soft')

L
e
a
d
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Value chain

Data Information Knowledge Experience Wisdom Wholeness



L
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a
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personal

Brain / discussion

Heart / dialogue

Soul / silence

economical

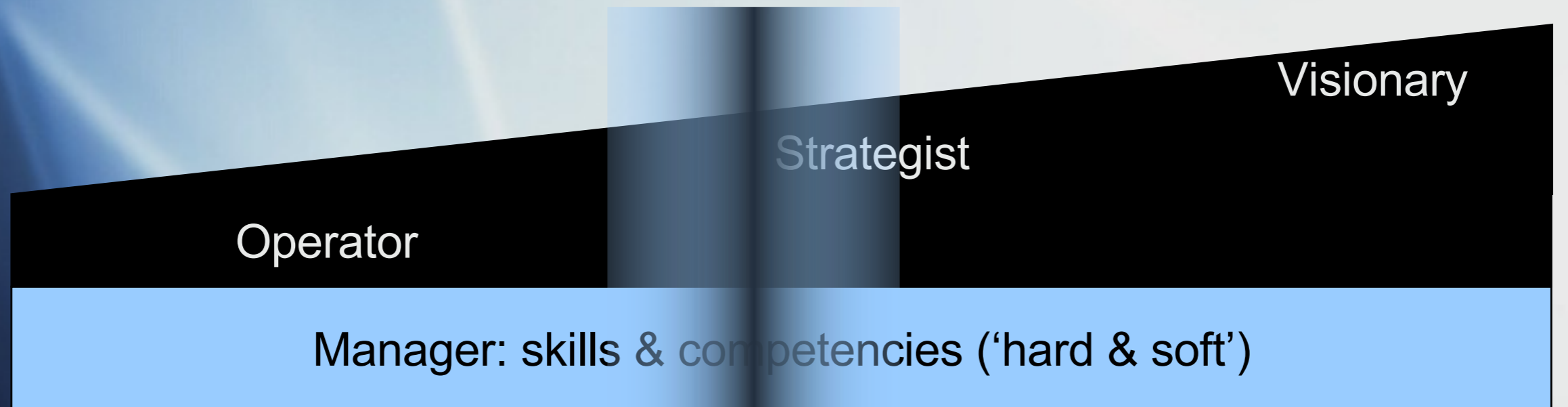
Single Bottom line

Triple Bottom line

Holistic

Value chain

Data Information Knowledge Experience Wisdom Wholeness



L
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a
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Geoffrey Moore

Operational

Operational
Product

Operational
Product

Customer >>> Partners

Connect (frame & embrace)

Connect & Share

Connect, Share &
(Co-)Create

Transformation from:

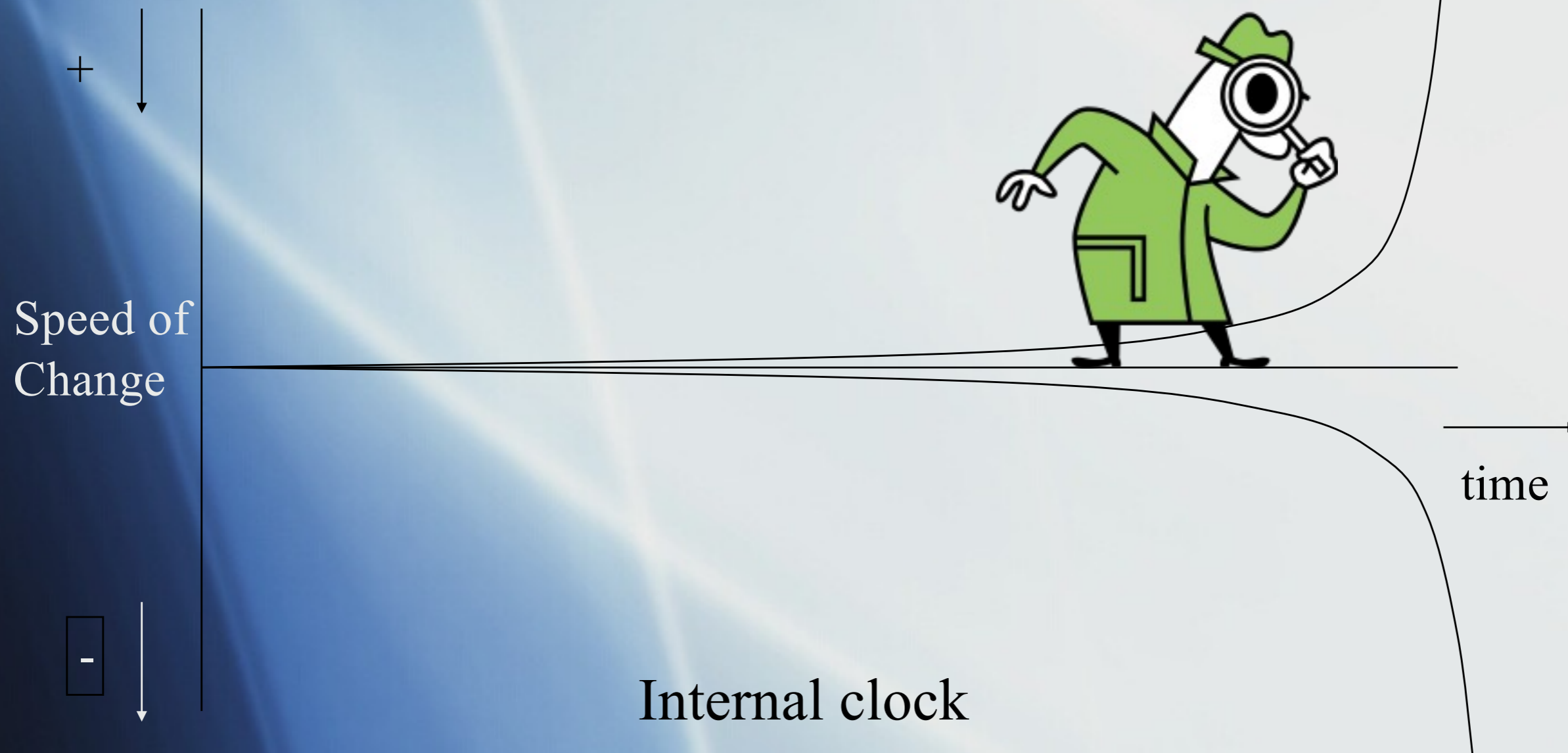
- Knowledge is Power
(The expert)

To:

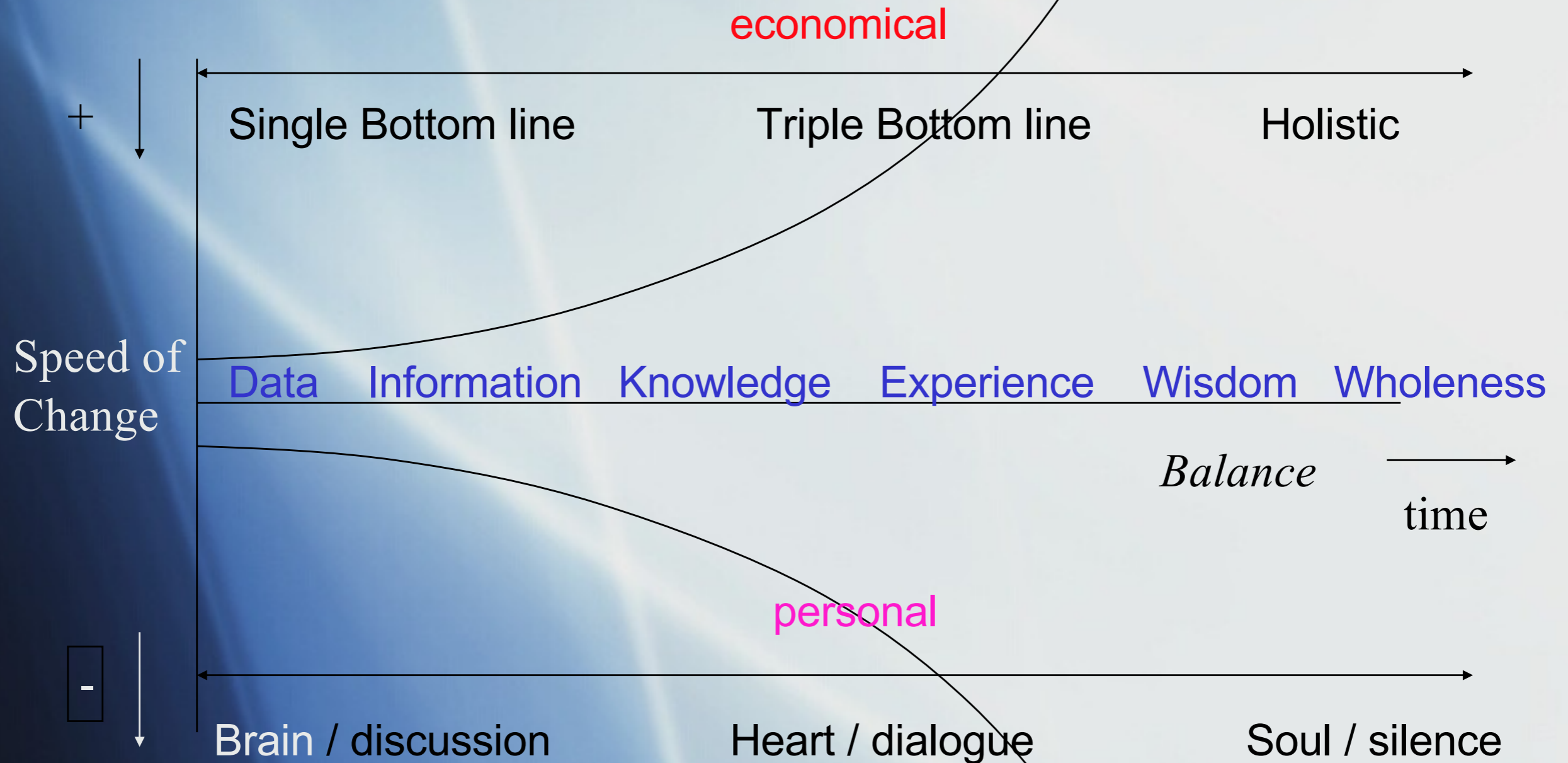
- Shared Knowledge & Shared Experience will be(come) the Competitive Edge and create Strength

Our external & internal clock

External clock



Our external & internal clock



Perspective of Appreciative Leaders on our external and internal clocks

- Today's business environment
 - Ever increasing speed of change (external clock)
- Tomorrow's leaders challenge
 - Assuring balance between external and internal clock
 - Staying connected with the 'wider' community
 - Understanding that it is all about relationship

Thoughts for the Appreciative Leader of the 21st Century (1)

- Practice of Presence
 - Presence requires an open-minded perception of what-is
- Practice of Interconnectedness / Relationship
 - Leaders are profoundly connected to the bigger whole: the community, the world
- Practice of Humility
 - Leaders know they don't know
- Practice of Discipline / Commitment
 - Discipline concerns taking seriously what is really important for you in life, and go for it
- Practice of Courage
 - Courage meaning applying a combination of the above and to connect, share and co-create

Thoughts for the Appreciative Leader of the 21st Century (2)

- **Practice of Integrity (Authenticity)**
 - The endless search of who you really are and how to serve those entrusted to you
- **Practice of Appreciation**
 - Appreciated what is contributed by others and regard it as part of the meaning making
- **Practice of Reflection / Be Silence**
 - Reflection on what comes on our path; What have I learned today? What was the gift today?
- **Practice of Transparency**
 - Being open around what motivates you, what inspires you, what is the soul of your leadership

• source: For the first 4 practices Positive Leadership Leading and Learning through Essence by Dr R. van den Nieuwenhof & Dr S. de Weerd. The last 5 practices have been formulated by Joep C. de Jong, based on his work around Appreciative Leadership

Agenda

3. Thoughts on the development of AI

Development AI

1. *Methodology*
2. *Set of 6 principles*
 1. *Social constructionist*
 2. *Simultaneity*
 3. *Poetic*
 4. *Anticipatory*
 5. *Positive*
 6. *Wholeness*
3. *A way of being – a philosophy*

Workplace trends and AI

1. *Shortage of skilled labour*
2. *Management also accountable for 'human orientation' & 'flourishing'*
3. *Less hierarchy, more 'informal leadership' (teams → collective effort)*
4. *From vision and mission statements to 'The story of our organization' (Storytelling)*
5. *More priority for T&D – cooperating with impact*

One of the key questions towards 2039:

Might leadership that holds 'the space' lead to a quadruple bottomline ($P+P+P=P$) and flourishing organisations in the coming decades.

Development AI

1. *Relational Leading – generative conversations*
2. *Dialogic Organizational Development*
3. *A Relational Constructionist Approach – research as Future Forming*
4. *Back to ‘the most beautiful thing we can experience is the mysterious’ (Einstein → DC in his reflection on his original article AI in Organizational Life (DC & Srivasta, 1987))*



On September 25th 2015, countries adopted a set of goals to **end poverty, protect the planet** and **ensure prosperity for all** as part of a **new sustainable development agenda**. Each goal has specific targets to be achieved over the next 15 years.

For the goals to be reached, everyone needs to do their part: governments, the private sector, civil society and people like you.



Muchas Gracias!