

Uprooting the Leadership Tradition

What is this author's point of view?

What Apps sees as missing in leadership is a "whole person" approach, an approach that combines both thinking and feeling. He currently sees mostly a technical approach and believes this has never worked. The evidence, which has informed his opinion, is based on several hundred conversations with adult and continuing education leaders and extensive research of literature, which he sites in this chapter. His bias is that the key to building leadership capacity is through the development of a well-understood and well-developed philosophy of leadership, including the knowledge of one's personal beliefs and values.

What evidence do I see in my organization

What I see in our organization that everyone talks about accountability and communication but no one understands what this means. There is very little conversation around the mission, vision, and values and very little of this framework enters everyday conversations and meetings. I see lots of management of complexity but little of leading change. There is a lot of talk about employee development but the efforts mostly fall into organized training efforts from the OD and Training group. I see little in the way of coaching and mentoring and almost no conversation as a means to help build self-organization.

How do 13 perspectives differ from mechanical approach

1) We are in a new time and most leaders know this whether

they act as though they are or not.

- 2) Any one studying Covey knows the importance of defining one's one values and vision. Most corporate executives I would propose have studied Covey. Most probably have integrated this to some extent.
- 3) I do not feel that it is a new revelation that leadership and management are different.
- 4) Paradox is not a new concept for those who have emerged from the last decade.
- 5) Local vs. global is not a new concept in leadership or in management.
- 6) Those who have lead in the last decade know that they are leading into the unknown. The only fault I would find with this group of leaders is that they forgot this and thought that the unknown was known and failed to change and innovate.
- 7) The need for leaders to invent and reinvent themselves is not part of the past paradigm. I feel that most leaders depended on their own model and went forward with it regardless of its impact on the result.
- 8) This is not new news. Most leaders probably study leadership but depend on their own styles.
- 9) Story and metaphor have been with us in business books for years and new metaphors are still emerging.
- 10) The joining of arts, humanities, and sciences in emerging in the study of living systems in particular. There has been some movement in this direction, however,

this will start emerging in a big way now.

11) I believe that many leaders have been involved in these types of reflective activities. This is not new but may be developed more as we move forward.

12) Transformation is talked about but few take it seriously as a personal mission.

13) If people do try to transform, yes this will create stress in all of their relationships.

Personally I find that Apps insights are not very insightful. Of major concern to me is the position almost all leaders take, that of creating wholesale change. The major change in leadership is the move to self-organization and this demands a complete shift in the power structure and most leaders are not able or willing to make this shift. Apps did not even touch on this.