

October, 2019 In The Know Summary

## Scaling Leadership

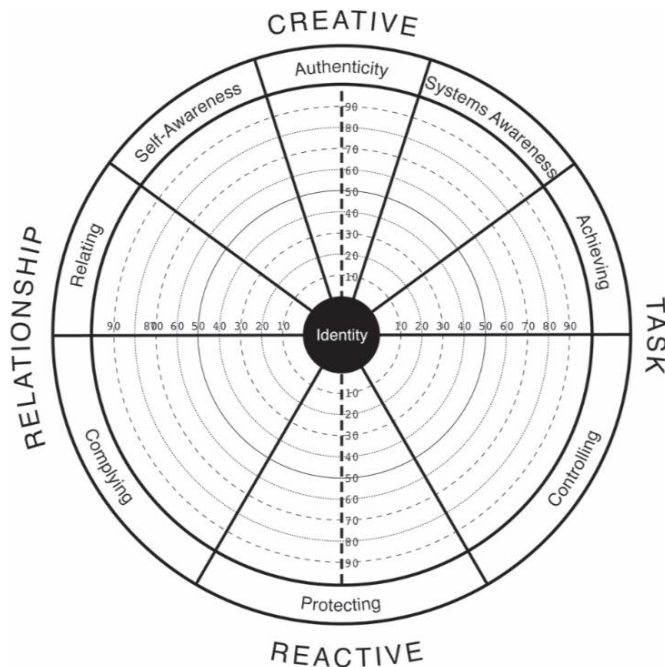
**Building Organizational Capability & Capacity to Create Outcomes that Matter Most**

by Robert Anderson & William Adams

**Discussion Facilitator:** [Ian Cook](#)

**About the Book** | The book [Scaling Leadership](#) is designed to help leaders understand how they must grow and evolve, and it provides a framework to help the reader situate their own behaviors and understand how to develop. Per the authors, Leadership Development is about “becoming higher versions of ourselves.” They refer to leadership “operating systems” and how we must adjust our operating systems to the world around us. For example, in a VUCA environment, you must be flexible and agile. Today’s challenges are complex and require us to operate at the “creative” level, yet few leaders know how to do so. Throughout the discussion, there are many parallels with discussions of adult development theories. Per the authors, the more grounded you are, the better a leader you will be.

**The Leadership Circle Model** | The book discusses the Leadership Circle model, which is a circle comprised of 29 leadership competencies (i.e., the wedges). It’s divided into two hemispheres.



For more about the Leadership Circle Model, visit <https://leadershipcircle.com/en/products/leadership-circle-profile/>.

- The bottom half of the circle represents the behaviors of a **“reactive” leader**—complying, protecting, and controlling. This is someone who is cautious and concerned about relationships. A “reactive” leader would think, “I won’t make that decision because my boss will be upset if I do.” When you are “reactive,” your vision is not usually your own. It’s someone else’s vision. (After all, it’s a scary thing to declare a vision!). There are three types of “reactive” leaders
  1. Complying: “I am going to be nice of people so they will approve of me.”
  2. Protecting: “I will become smart. I will read books, and may never be caught up. I will know everything. They will like me for the wisdom.”
  3. Controlling: “I am going to micromanage. Then everything will go my way, and it will be safe. Delegation is dangerous.”
- The top half represents characteristics of a **“creative” leader**. As you move forward and develop as a leader, you become more self-authored. You may think, “I have my relationships. They do not have me.” Also, “my worth is not based on my achievements.” There is a predominance of relationship skills in “creative” leaders. A “creative” leader will learn to read people and care about people, but not so that they like him/her—rather, so they can help the people develop and grow.
- There are few leaders who have attained the level above “creative,” which is called **“integral.”** Most leaders are in “reactive” place. Also important: even if you are in the “creative” level, you may behave in a “reactive” way, depending on the circumstances.

### Discussion Highlights

- **Reactions to the model:**
  - One participant commented that the top half is “leadership” and the bottom half is “management.”
  - Being “reactive” is not bad! It just “has a ceiling” to it. There’s only so far you can go.
- **How much of your leadership style is innate (i.e., to the person), and how much is affected by a culture or situation?**
  - Keep in mind that leadership is a mindset, as well as competencies.
  - If you are in an intelligence organization or law enforcement organization, there may be organizational pressure to be in “reactive” vs. “creative” ways. However, if you are in a start-up, you could be “creative” and thrive.
  - If you are entry level or at the beginning of your career, you are likely “reactive.” If you work in an organization that is controlling, it will likely reinforce where you are as a person. It will be hard to grow or develop as your assumptions are reinforced by what you see in the organization.
- **How do you help an organization evolve?**
  - If you are a consultant to a “reactive” organization that is having a sense it has reached its limits, you could shift the culture. To do so, first work on yourself. (Grow and become vulnerable.) Then, roll it out to the immediate leadership team.
- **How do you help someone make a shift?**
  - First, explore assumptions. “You are micromanaging.” (Look at reasons why.) Then, “What would you learn if you delegated?”
  - You move up along the sides of the circle. For example, you move from Controlling to Achieving, and from Complying to Relating.
  - Choose a strength and work with it. Make it your “one big thing.”
  - Be intentional about shifting, for example:
    - FROM Authored by Others TO Authored by Self
    - FROM (concern for) Safety TO Purpose [you can’t satisfy both; you must choose]

- FROM Ambition TO Service
  - What if you drive goals of organization? You use same “reactive” strength (controlling), but you do it in service of the organization vs. of your own self-preservation.
- **Conditions that must be present in a “creative” organization**
  - The top leadership has to be at “creative” level as leaders.
  - Leaders must genuinely care about the people they lead (You see this in the “relating” dimension—they keep relationships).
  - Leaders must be “radically human” with one another. That addresses vulnerability to get feedback. Be open to new ideas.
  - Leaders must be open to changing. Exercise fierce humility and vulnerability. “Be a learner on a journey with other learners.”

### Related Resources

- Laura Mendelow’s [blog](#)
- Bob Anderson wrote a thought leadership piece for ODN’s monthly [Network News](#)
- *Scaling Leadership* builds on the authors’ earlier book, *Mastering Leadership*. [Summary here](#)
- Bob Anderson’s summary of the Leadership Circle model, in an [18-minute video](#)
- Bob Anderson’s keynote at the 2018 Conscious Capitalism conference ([1-hour video](#))

\*The Chesapeake Bay Organizational Development Network (CBODN) Book Club is a monthly session, open to all learners. Each month, a presenter shares highlights from a book related to leadership, business, or coaching. There’s no obligation to pre-read the book. The session summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. [Register here](#) for upcoming events. For a listing of Book Club summaries, [click here](#).