



LEADING
INNOVATION

LEADERSHIP
SKILLS FIT FOR
FUTURE



CARL STARENDAL

1. Leadership & Innovation
2. Leadership, lets define it!
3. Fit for Future leadership skills?



LEADERSHIP &
INNOVATION?

- ▶ Relentless Learning ..
- ▶ Authentuc ..
- ▶ Emotional Competence..
- ▶ Courage ..
- ▶ Growing others..
- ▶ Decentralization of desicions..

LEAN-AGILT LEADERSHIP ..

- ▶ Guides people in problem identification and decision-making ..
- ▶ Creates an environment of mutual influence ..
- ▶ Empathizes with others ..
- ▶ Encourages the personal development of teams ..
- ▶ Persuades rather than uses authority ..
- ▶ Applies systems thinking ..
- ▶ Supports the commitments made by the teams ..

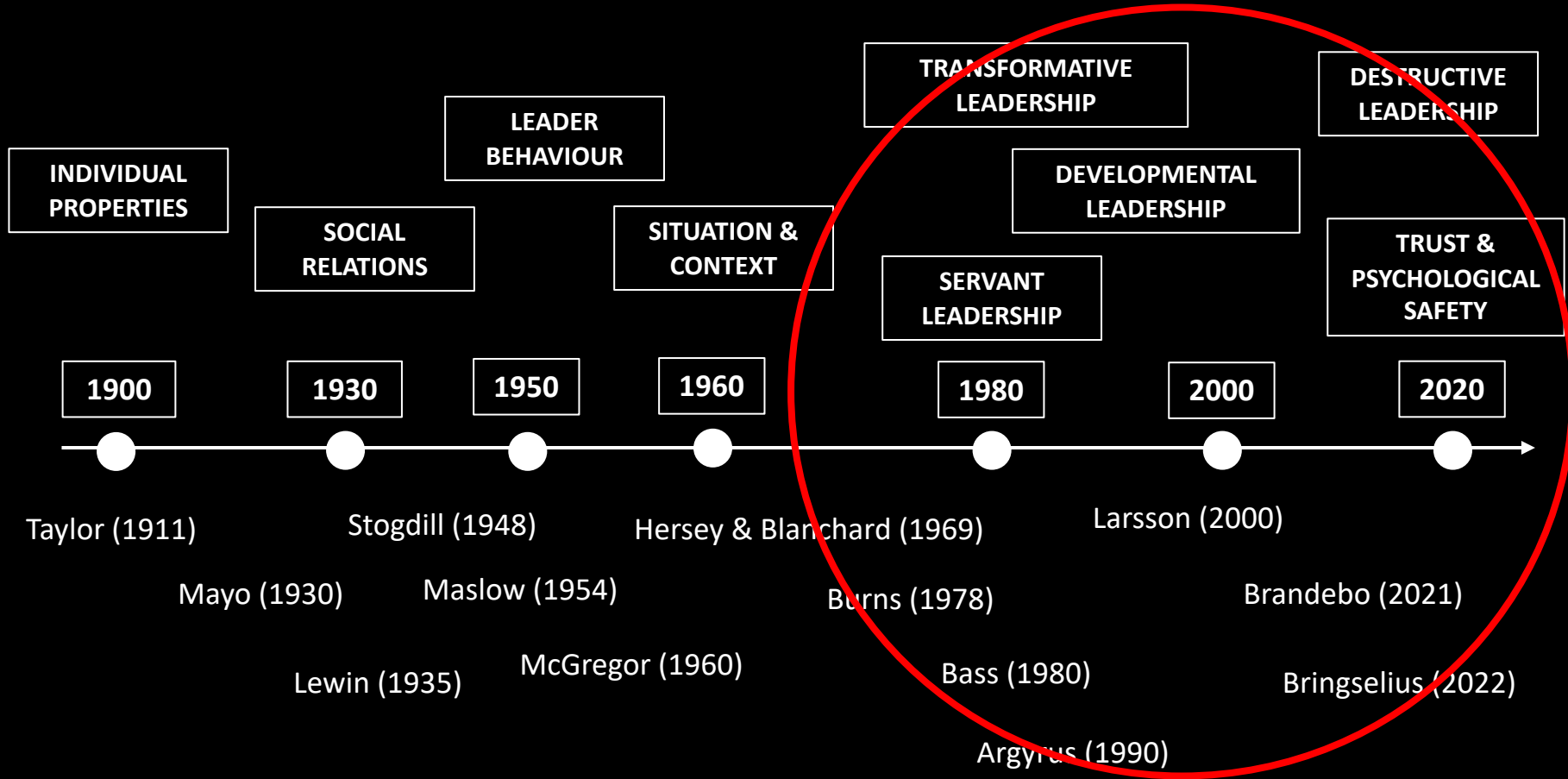
SERVANT LEADERSHIP



LEADERSHIP
THEN ...?

HOW IS A LEADER ON THIS BOAT?





Leadership

a complex system of relationships between leaders and followers, in a particular context, that *provides meaning* to its members.

— General Stanley McChrystal

New York Times bestselling author of *TEAM OF TEAS*

GENERAL STANLEY
McCHRISTAL

U.S. Army (retired)

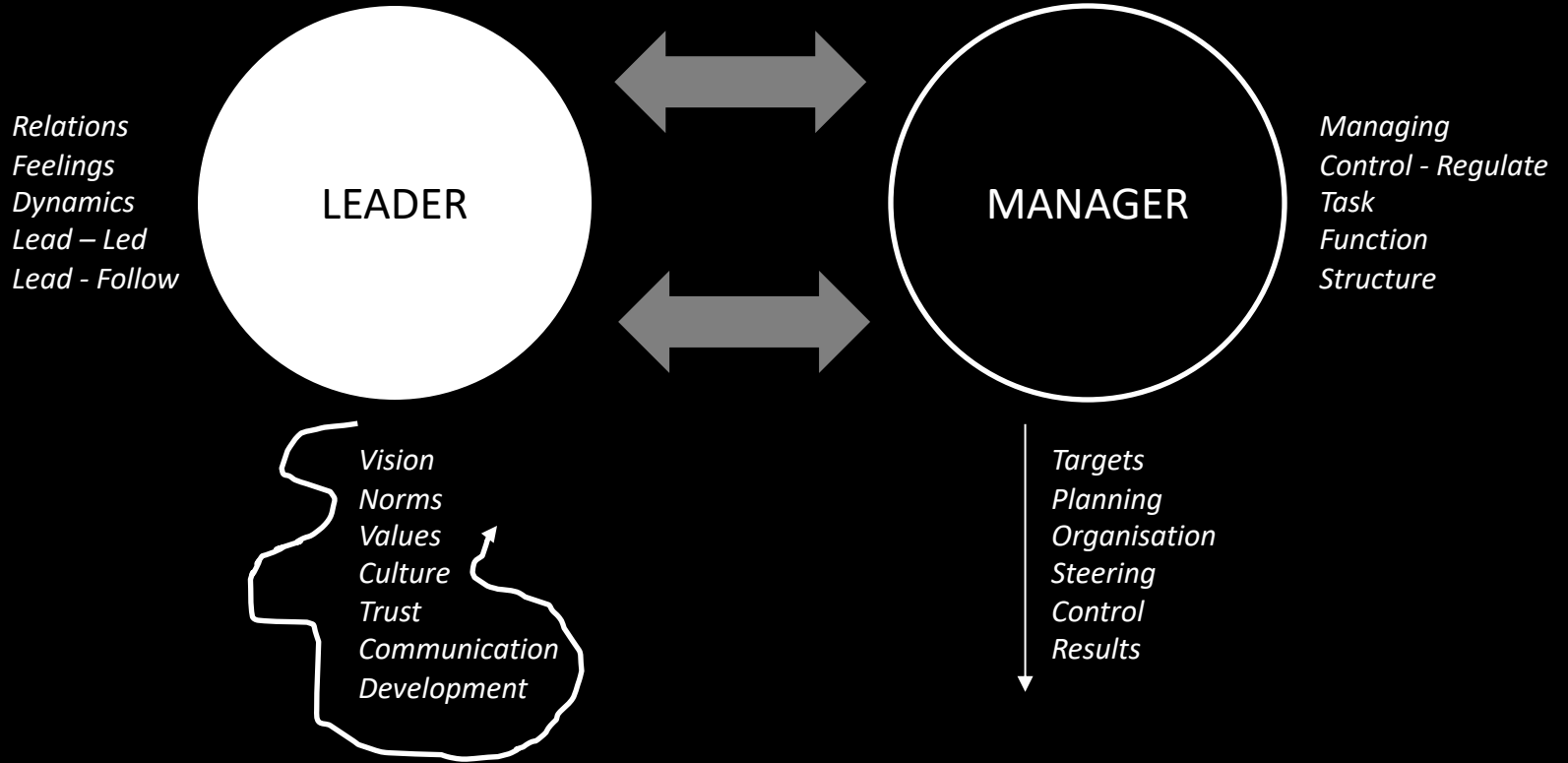
JEFF EGGERS and JASON MANGONE

LEADERS

MYTH AND REALITY



*"Leadership is shaped through
an interplay between the
characteristics of the leader
and the external social and
cultural context."*

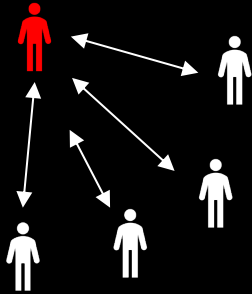


(Inspired by Försvarshögskolan – Utvecklande Ledarskap)



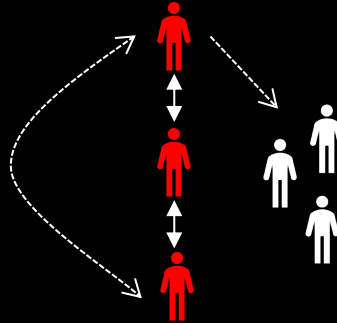
IN PRACTICE
THEN?

DIRECT LEADERSHIP



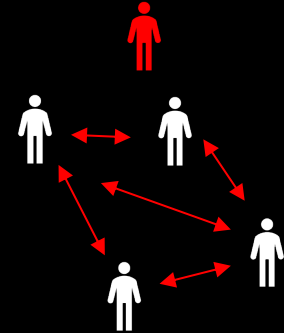
- Direct Relationships
- Self-awareness
- Group dynamics
- Interpersonal skills

INDIRECT LEADERSHIP



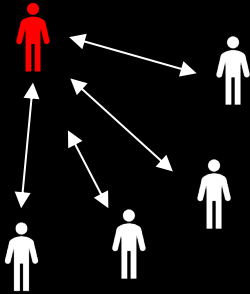
- Image/perception awareness
- Working *through* others
- Boundary spanning
- Mental Models / structure

EMERGENCE



- Trust/Hope/Fear
- Emergent behaviors
- Constraints/Enablers
- Complex Adaptive Systems (CAS)

DIRECT LEADERSHIP



- "Look in each others eyes"
- Communication / Dialogue
- Personal relationships
- Clarify information
- Questions – Answers
- Possibility to react to observed behaviours
- Developmental Leadership

Swedish Defence University:

"The Leadership Model"

“Your own perception of your
leadership is based on your
intentions”

“Others perceive your
leadership based on
your *behavior*”

— Carl Starendal

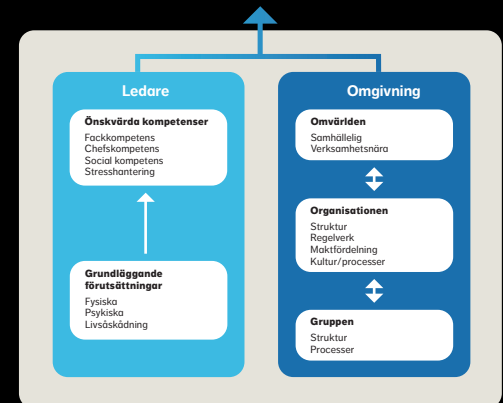
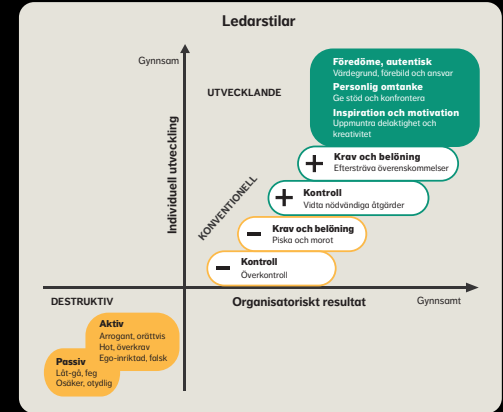


THE LEADERSHIP MODEL – IN A NUTSHELL

Empirically validated Leadership Model for acting under complexity, uncertainty and in a high-change context.

Based on the substantial international research done on Transformational Leadership and today the direct leadership approach as used by the Swedish defense and the most used leadership model in Sweden overall.

- ▶ *High-quality research performed on both civilian and military organizations*
- ▶ *Gives concrete guidance on how to act in context*
- ▶ *Very practical and useful in a high-change context*



THE LEADERSHIP MODEL – KEY TAKEAWAYS 1

▶ Bad is unfortunately stronger than good

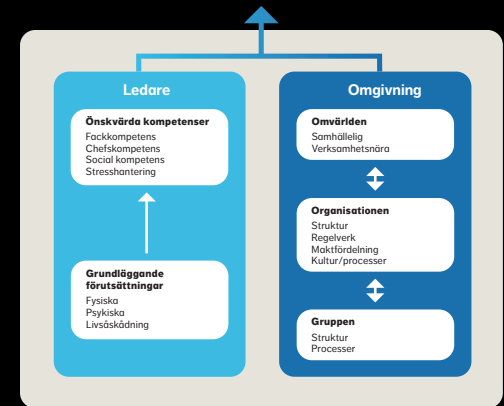
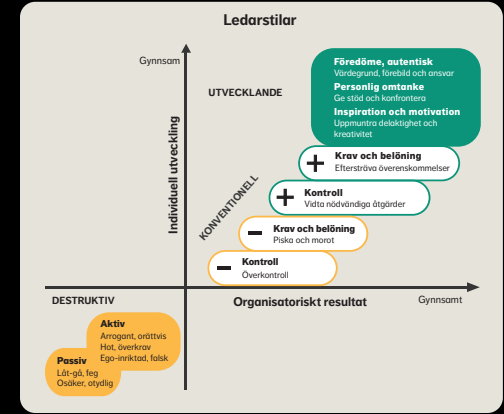
- Identifying active and passive Destructive Behaviors as early as possible is key. Dampening these just a little can have a very big positive impact.

▶ Individualized Consideration is a key enabler

- Finding time to connect, say hi and building a little bit of 1-to-1 relationship whenever possible can make all the difference. Fika is a great opportunity for this in Sweden.

▶ Don't be afraid to seek agreements and take necessary action when needed

- To avoid overcontrol & carrot and stick, ask the people you lead in advance to tell you if when happens.



THE LEADERSHIP MODEL – KEY TAKEAWAYS 1

- ▶ **Try to start with “how do you suggest we solve this?”**
 - It’s super easy to be the leader with all the answers. In most situations you can always ask them for the solution first and listen before you talk/act.

- ▶ **Be clear in your accountability towards others**
 - All things that happen at the team/team-of-teams are things you are accountable for. It’s never their fault/problem it is ours.

- ▶ **Words mean nothing without your actions**
 - So walk the walk, don’t just talk the talk, everyone is watching you.

