The Leader’s Journey:

Finding Your Way in a Complex World

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Begin at the End

- Brood Creatively Over Purpose
- Convert Problems into Opportunities
- Inspire People to Make Commitments
- Serve a Purpose That Transcends Self Interest
WHAT IS A LEADER?

“Someone with followers.”
– Peter Drucker
WHAT IS A LEADER?

“Someone with followers.”
– Peter Drucker

“A person of influence.”
THREE DIMENSIONS OF LEADERSHIP

THE COMPLETE LEADER

POSITION
THREE DIMENSIONS OF LEADERSHIP

POSITION

EXPERTISE

THE COMPLETE LEADER
THREE DIMENSIONS OF LEADERSHIP

POSITION

EXPERTISE

CHARACTER

THE COMPLETE LEADER
Is your external world complex?

- Economics
- Health & Wellness
- Legal Issues
- Governance
- Politics
- Competitors
- Privacy & Security
- Quality
- Demographics
- Regulatory
- Globalization
- Constituencies
- Technology
- Safety
- Strategic Partnerships
- Networks

THE COMPLETE LEADER
Is Your Internal World Complex?

✓ People
✓ Processes
✓ Profits
Finding Your Way in a Complex World
“96% of all recurring problems are caused by bad systems, not bad people.”

“Blame the system, not the person!”
FOUR LEVELS OF A SYSTEMS VIEW

LEVEL 1. EVENTS
Results, headlines, real happenings which we observe
Conclusions stated as facts
“The problem is...”

LEVEL 2. PATTERNS OF BEHAVIOR
Events, behaviors or variables that change over time
The system’s “memory.”

LEVEL 3. STRUCTURES
Cause and effect relationships between variables
procedures, laws, reporting relationships, usually
Event generators

LEVEL 4. MENTAL MODELS
Internal thinking, assumptions, beliefs
“The way the world is”
The reason for the structure

1 Ref. The Fifth Discipline Fieldbook, pgs 97-112
Finding Your Way in a Complex World

Living in a VUCA World

- Vulnerability
- Uncertainty
- Complexity
- Ambiguity
“Some problems are so complex that you have to be highly intelligent and well-informed just to be undecided about them.”

Laurence J. Peter

“Some things are unknown and unknowable.”

W. Edwards Deming
THE LEADER’S JOURNEY
THE LEADER’S JOURNEY

LEADERS ARE CLEAR THINKERS

1. FUTURISTIC THINKING
2. CONCEPTUAL THINKING
3. PLANNING & ORGANIZING
4. CREATIVITY
5. CONTINUOUS LEARNING
6. PROBLEM SOLVING
7. DECISION MAKING

THE COMPLETE LEADER
THE LEADER’S JOURNEY

LEADERS MANAGE THEMSELVES

1. SELF MANAGEMENT
2. PERSONAL ACCOUNTABILITY
3. FLEXIBILITY
4. RESILIENCY
5. GOAL ACHIEVEMENT
THE LEADER’S JOURNEY

LEADERS ARE AUTHENTIC

1. UNIQUE STYLE
2. COURAGEOUS DEVELOPMENT
3. THINKING WITH INTEGRITY
4. DOING WITH INTEGRITY
5. RELATING WITH INTEGRITY
THE LEADER'S JOURNEY

LEADERS ARE CLEAR THINKERS

LEADERS LEAD OTHERS

LEADERS LEAD THEMSELVES

LEADERS ARE AUTHENTIC
How can you get **10% better** in the next 90 days?

How can your team get **10% better** in the next 90 days?

How can you leverage your organizational relationships in 2015?
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