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Ágrip erinda aðalfyrirlesararanna Dr. Margaret Wheatley og Dr. Carolyn Crippen.

Dr. Margaret (Meg) Wheatley

Leadership in Turbulent Times: From Hero to Host

How do leaders deal with the new reality of constant challenges and frequent crises while not losing direction, focus or enthusiasm? How do they lead in a way that inspires people to contribute, to act responsively and intelligently, to maintain motivation and good relationships? How do they persevere? Dr. Wheatley has been working for several years with leaders dealing with disruptions and crises on several continents. From those experiences, she notes that leaders only create more problems when they act as heroes, when they hold power close and fail to engage others in decision-making and planning. In fact, their attempts to deal with chaos through command and control approaches only create more chaos. To create personal and organizational responsiveness, to solve complex problems quickly and to create resiliency requires *leaders to assume a new role, that of host, not hero*. A leader-as-host establishes the conditions for staff to think well together, to resolve complex problems, to learn from experience and thus develop the capacity to respond intelligently and effectively in an environment of continuous change and frequent crises.

Key topics:

1. *The powerful dynamics of this time that influence leadership*
2. *In times of difficulty and stress, what leadership brings out the best in people?*
3. *What do we believe about people? Are we inherently selfish or altruistic, greedy or generous, dull or creative?*
4. *What's happening to our relationships as we deal with exhaustion, distraction and anxiety?*
5. *If we continue with our current behaviors, will we be able to persevere over the long-term?*

Process: The session will be a combination of lecture and small group conversations where participants will explore their own leadership experiences and come to their own conclusions.

Dr. Carolyn Crippen

Seven Pillars of Servant Leadership: An Action Plan

The goal of the philosophy of servant leadership (Greenleaf, 1970) is the creation of caring, inclusive, respectful communities? How is this accomplished? Are there specific qualities or competencies needed to build a foundation that nourishes servant-leaders? How will these qualities transfer to all types of environments and institutions? How can people personally monitor their professional growth, strength, and development as servant-leaders while facilitating the philosophy within their organizations? Dr. Crippen has been involved over 30 years in responding to these questions locally, nationally, and internationally. Her research and experiences validates the importance of aspiring servant-leaders to know themselves first, through ongoing and consistent self-reflection; second, by listening to feedback and engaging in conversation with colleagues; and finally, by investing in others through the development of relationships. It is important that we treat all people as valuable, capable, and responsible. Servant-leaders know the stabilizing effects of integrity, humility, and trust in organizations. By putting the needs of others first, while supporting diversity and creating a sense of belonging, organizations are able to negotiate conflicts and build strong collaborative teams. Together, we shall use the Seven Pillars of Servant Leadership (Sipe & Frick, 2009) to frame an action plan for the implementation of the servant leadership philosophy into our lives and organizations. These working pillars are weight-bearing units that can be seen, touched and measured. Without pillars, the superstructure (servant leadership) would collapse (p. 7).

Critical Actions:

- Make insightful, ethical, & principle-centered decisions.
- Help others meet their highest priority development needs.
- Listen earnestly & speak effectively.
- Strengthen relationships, supports diversity, & create a sense of belonging.
- Imagine possibilities, anticipate the future, & proceed with clarity of purpose.
- Think and act strategically, lead change effectively, & balance the whole with the sum of its parts.
- Worthy of respect, inspire trust & confidence, & establish quality standards for performance.