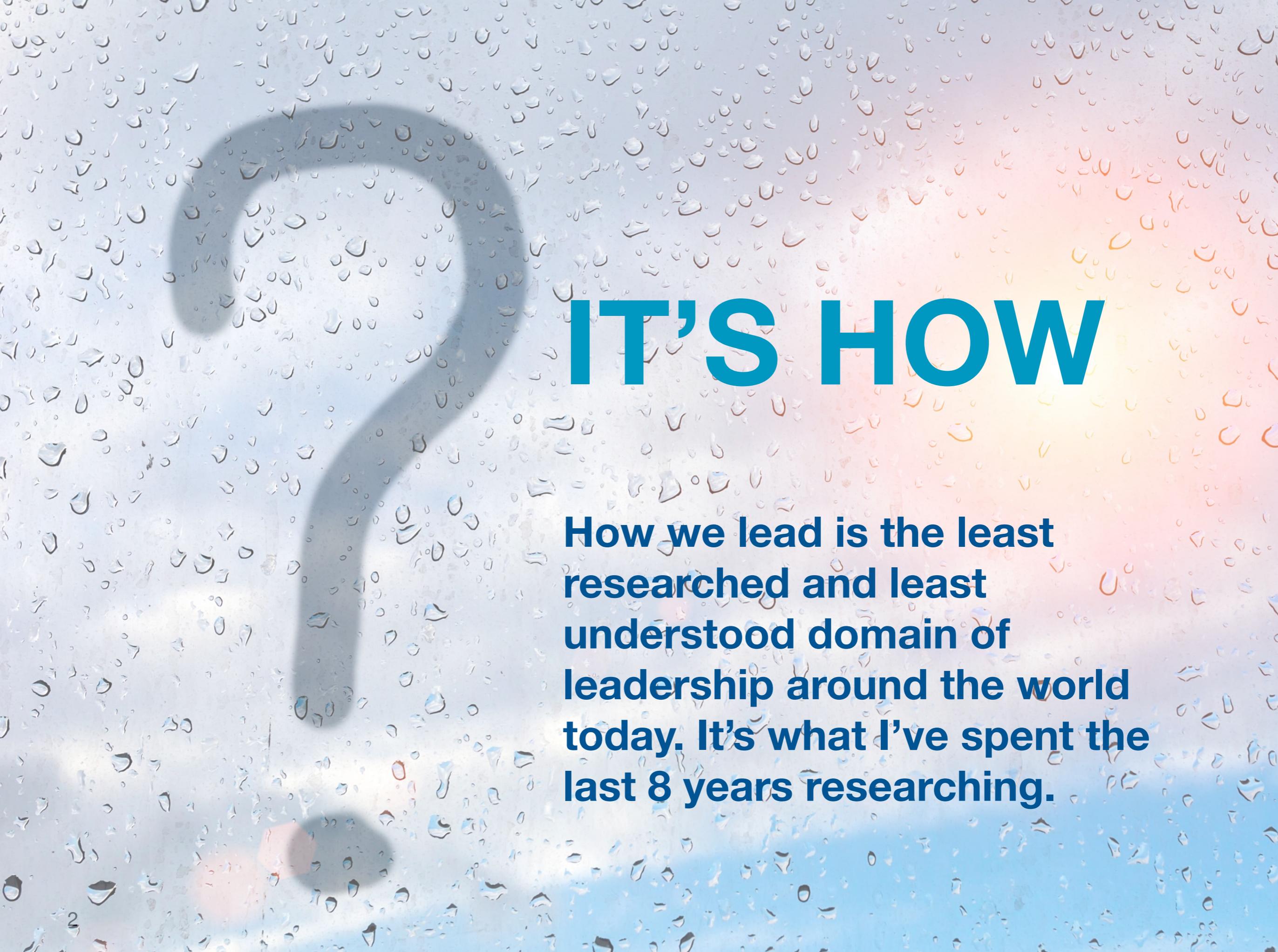


**LEADERS
NEED
TO ASK
A
NEW
QUESTION**



Jill Birch, Ph.D.

**The Future is
Relational**



IT'S HOW

How we lead is the least researched and least understood domain of leadership around the world today. It's what I've spent the last 8 years researching.

How do you learn to lead?

I've asked 100's of leaders this question.



The leader's lament: *"I don't have the time and even if I did, I wouldn't know where to begin"*.



What's keeping them up at night: the unanticipated impact of technology on their leadership.



Leaders shared: *"I need to make better sense of our disruptive world; I need to better appreciate others to do this"*.



Leaders want to learn new methods: *"I need reliable, consistent processes and practices"*.



Leaders confessed: *"Things are becoming more and more impossible"*.



Breathing space
Maneuvering space
Planning space
Connecting space
Process space
Quality space

Possibility space

Leaders are under more pressure, navigating multiple layers of complexity. They have reached a *shatter point*: a no turning back moment where they must take action even if they don't know how things will turn out.

Imagine if you had a system at your disposal to see the big picture more clearly, connect the dots faster, facilitate and amass collective and connective intelligence. Imagine if there was a way in leadership to help you find the “*possible*”.



We need to become relational leaders

Many people think relational leadership (RL) is about “being nicer”. While being nice, is, well, nice, RL is a pragmatic, results driven process accelerating our understanding of context and culture through appreciation of others. Relational leadership is all about HOW leadership happens.

As my research on relational leadership progressed, I developed a system of 5 dynamic, organizing practices supporting leaders to gain hindsight, insight and foresight using structured & disciplined methodology.

Relational leadership's moment has arrived

As I explored this flexible form of leadership, I saw how much it was meant for our times. Let's face it, leadership is in disarray. With the rise of political strongmen, ethical lapses in business, global warming, and the erosion of socio-economic pillars, we need a new way to define leadership and develop leaders.

Principles of leadership

I didn't come to this conclusion in a wild leap of faith. In addition to asking leaders how they led, I also asked them, "*What is your philosophy of leadership?*" .

I was surprised how few leaders were able to respond to this question. Some told me they were "*authentic*" but when I asked them to explain this, they often were at a loss for words. They used other words like "*transformational*", some told me they were "*change agents*".

But what do these terms really mean? They may be aspirational, they're certainly inspirational. But are they instructional? How does this jargon really

The 3 foundations of relational leadership

Principles: leadership becomes *a way to be, not a thing to do*

Process: leadership becomes *a purposeful discipline not a gut exercise*

Practices: leadership develops *new found muscles we*

Leader insight: "If only I would have asked more questions. The answer was right in front of me but I didn't see it."

help leaders learn to develop their leadership and the capabilities of others?

Processes and Practices

Ask a leader about their processes and many shared that *experience* and *gut* are their teachers. Some said they got a few "tricks and tips" from blogs and colleagues. In the next breath, they

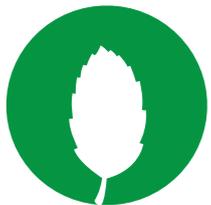
confessed they'd made some bad decisions because they fell back on instincts that become quickly stale dated.

A new set of leadership muscles need to be exercised if we're going to change behaviour and ways of leading. What we've been relying on simply isn't enough anymore.

A new language for leaders



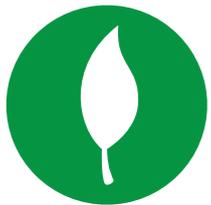
Critical Reflexivity - bending back on ourselves to get to culture



Barbell intelligence - connecting small, medium and large networks



Edge walking - gaining perspective socially, politically, emotionally & cognitively



Inclusivision - melding inclusivity and visualization informs decisions



Change Wizardry - harnessing 8 different forms of change illuminates context





The 5 systems form an interdependent system of relational processes. Within each process, an embedded practice supports that with enough exercise become automatic. These are the new muscles of leadership. This is the “new yoga” of leadership.

Do you know there are **eight different kinds of change** you likely working with every day in every strategy or project you work on?

1. **Continuous change:** the every day hum in our organizations as people, technology and systems change.
2. **First order change:** occurs when we take a stable concept and add value to it.
3. **Second order change:** an entirely new situation we know little of (the impacts of AI is an example)
4. **Manufactured change:** fake news & alternate realities are part of every day organizational life
5. **Anticipated change:** contain long, well-established declines



Many leaders view change as an “amorphous blob”. But there are actually eight different kinds of change. Understanding the kind of change we’re facing, accelerates positive outcomes.

6. **Unanticipated change:** destabilizing, steady in-coming surprises
7. **Disruptive change:** shatters existing business models and paradigms
8. **Crisis change:** prolonged, cataclysmic shock waves requiring resilient agility



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Dr. Jill Birch is a leadership advisor, researcher, keynote speaker and facilitator. As a CEO and C-Suite executive, she felt something was missing in leadership and became increasingly concerned about the current state of leadership around the world today.

Jill founded BirchGrove Inc. to help leaders and support organizations to accelerate strategy, make more informed decisions and redefine how they lead and develop others.

Relational leadership is proven to create not only real and meaningful change but more importantly, it fosters happier, healthier workplaces.