



Transformational Leadership in Complex Organizations

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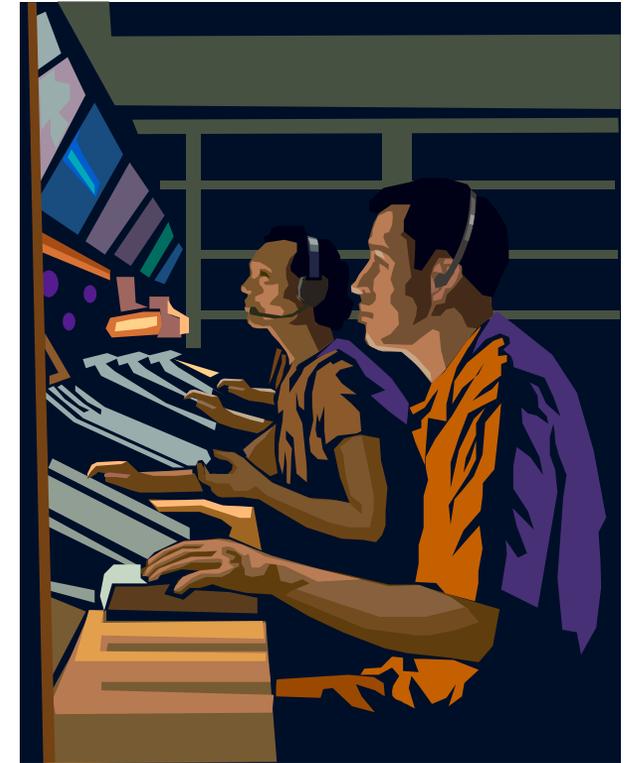


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WHAT IS COMPLEXITY?

Airplanes are complicated.



Air Traffic Control is complex.

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WICKED PROBLEMS



Predicaments that cannot be definitively resolved — and attempts to fix them often generate more trouble.

- *Horst Rittel and Melvin Webber*
- 

COMPLEXITY REDUCTION & CONTROL

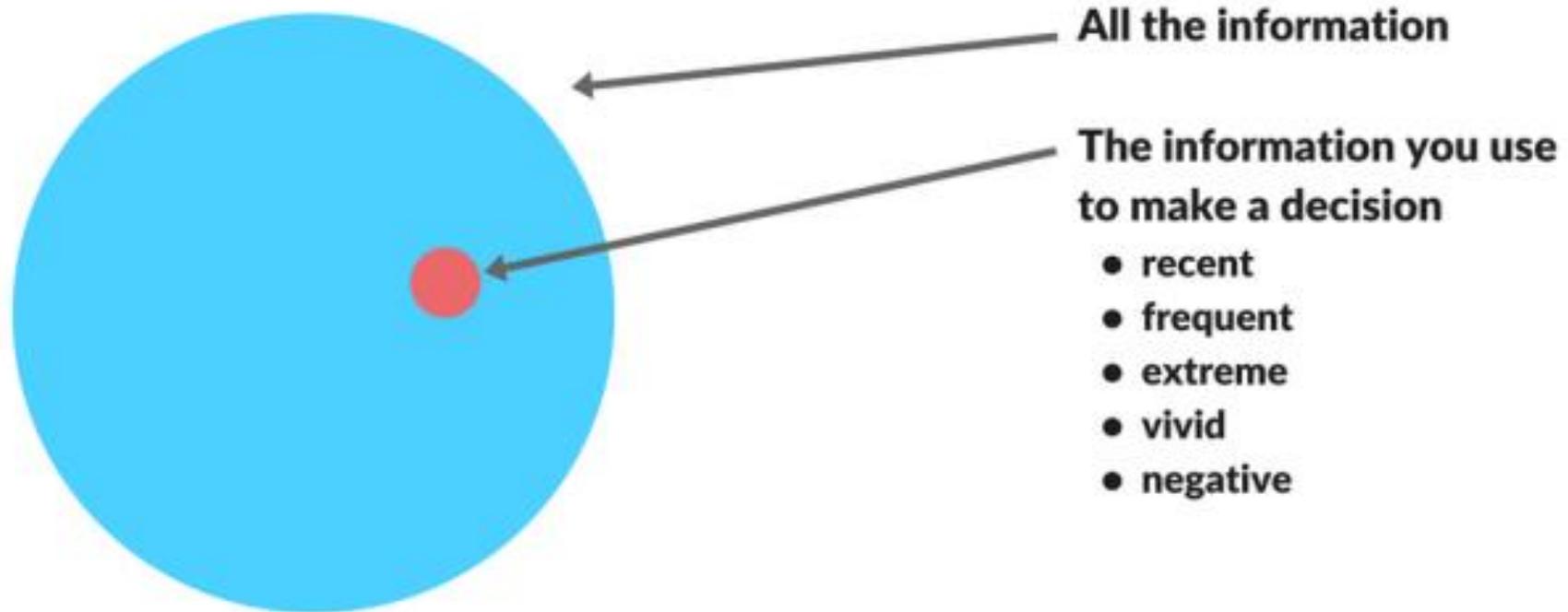


We are unable to control what we do not understand or cannot predict. So we simplify to feel in control.

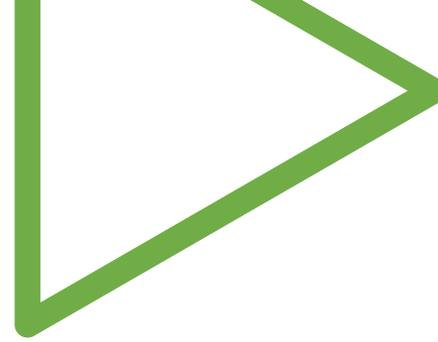


Most leadership tools are built for the purpose of being in control, to establish control or appear to be in control. That's why higher levels of complexity create anxiety and stress among most people including leaders.

The availability heuristic

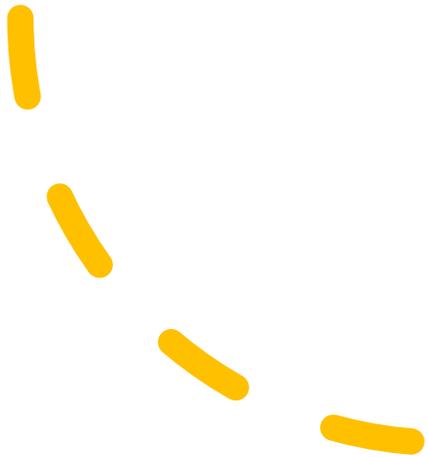


THE CYCLE OF PERPETUAL ACTIVITY



PERILS OF MULTITASKING

- HAMPERS CREATIVITY
- RAISES ANXIETY
- SLOWS US DOWN



LEARNED HELPLESSNESS?

- Martin Seligman and Steven Maier research involved delivering electric shocks to dogs.
 - **Dogs who learned they couldn't escape shocks stopped trying, even when it became possible to avoid the shock by jumping over a barrier.**
- Seligman later developed the concept of learned optimism: By explaining events to ourselves in a constructive manner and developing a positive internal dialogue, people can break free from their cycle of helplessness.



SO, WHAT DO YOU DO?

Shift from finding solutions to improving problem solving abilities

Bravery among decision makers

Think through a problem – do you know what it is?

Are you applying the right type of solution?

What story are the participants telling themselves?

Strive to become less wrong. Seek to be “Directionally Correct”





Lead

Lead others who have expertise you don't.



Operate

Operate in fiscal situations you did not foresee



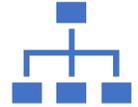
Evaluate

Evaluate opportunities which are uncertain



Respond

Respond to a pandemic



Be

Be ready to take responsibility for that which you cannot control.

BEYOND UNDERSTANDING: Managing Complexity Effectively

TRANSFORMATIONAL LEADERSHIP



People Matter
Most



Meaning
Matters



Inspirational
Motivation



Catalysts



In and Among



TO BE A BETTER LEADER, BE A BETTER PERSON

- Who YOU are Matters
- Deal with yourself & Know Thyself
- Don't Kick the Can
- North Stars
- Shoot Sacred Cows
- Seldom Use Power



FOCUS – Break down complexity

- Clarity of purpose
- Emphasize principles and values around how we operate
- People are key; ensure people understand their roles and purpose
 - they can innovate because they have context
 - Understand incentives



FILTER

- Set realistic time frames.
- Some problems become unfathomable when we set short deadlines for finding a solution.
- Some problems take decades to resolve.

FORGET

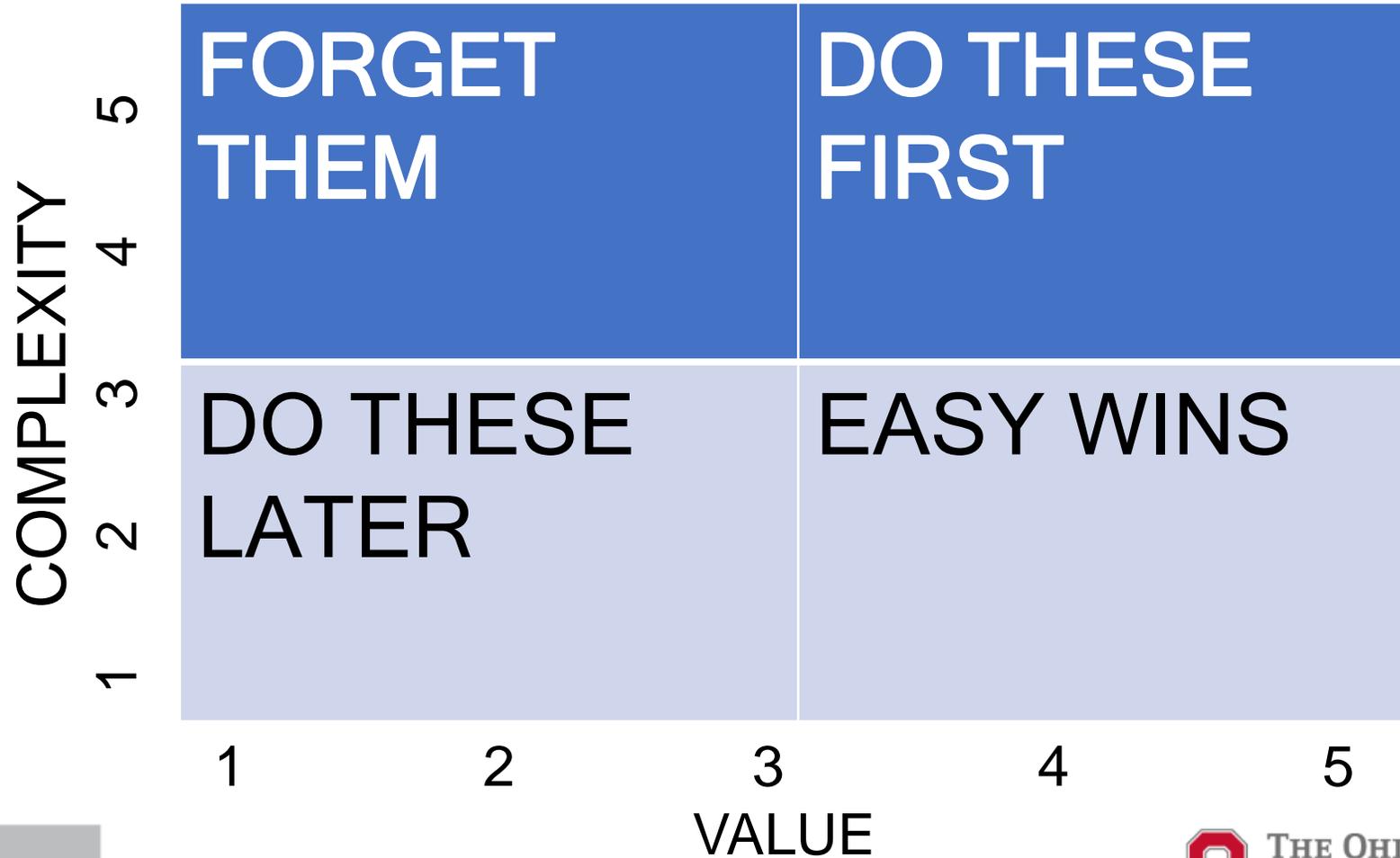


Old ideas rarely solve new problems.



Get comfortable with ongoing experimentation.

VALUE/COMPLEXITY MATRIX



MOST IMPORTANT QUALITY IN CONFRONTING COMPLEXITY

Persistent Focus

PRINCIPLES FOR LEADERSHIP



What do you believe you do?
What's the outcome of your work?



How will you make decisions?



How will you engage and interact with others?



How will you manage the unexpected or undesirable?

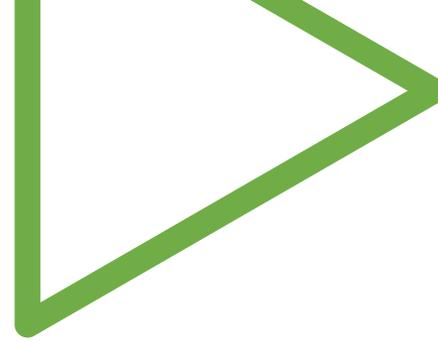
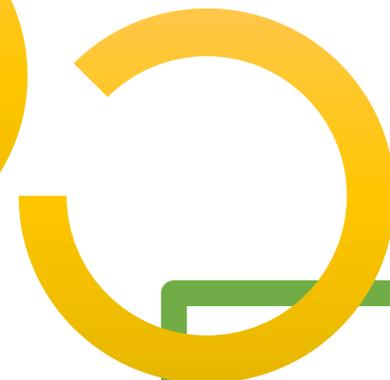
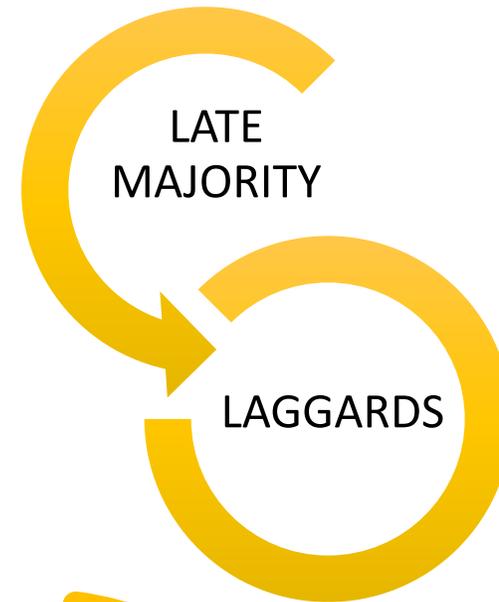
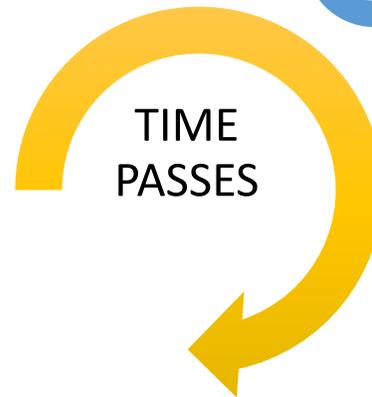
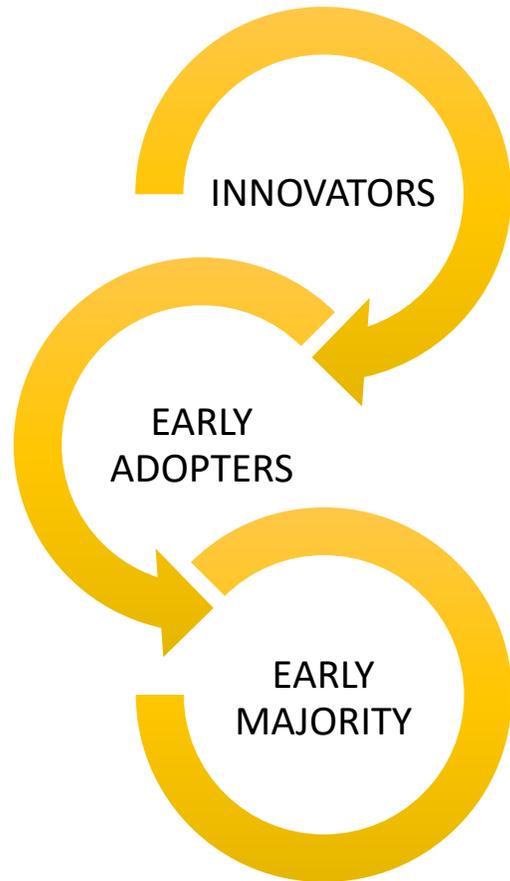


Where do you need to keep improving?

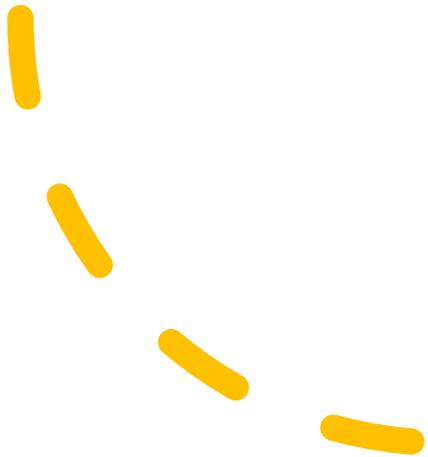


How will you balance yourself?

HOW CHANGE HAPPENS

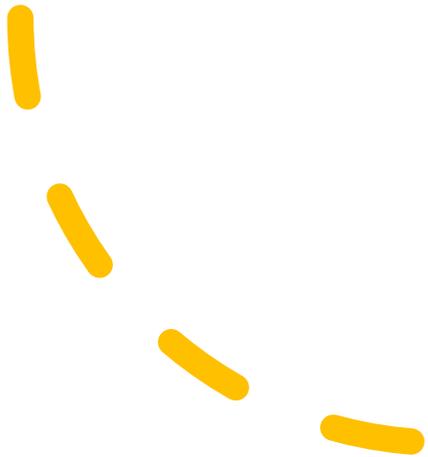


**IDEAS, MESSAGES, AND
BEHAVIORS SPREAD
JUST LIKE VIRUSES
AND EPIDEMICS DO**



Fold a piece of paper 50 times— How tall will the final stack be?

- The size of a phone book for a mid-sized city
- The distance from your nose to the end of your finger when your arm is extended
- The height of a refrigerator
- The distance from the earth to the sun



EPIDEMIC PROGRESSION

25 folds =
33,554,432 layers of paper

1



50 folds...could reach the sun
The end result (reaching the sun) seems
far out of proportion with the cause
(folding one sheet of paper).

INPUT & OUTCOME

We are trained to believe that what goes into any change must be directly related in intensity and dimension to what comes out.



THE LAW OF THE FEW

- 80% of outcomes come from 20% of inputs
- 80% of work is done by 20% of the people

In creating change, a small percentage of people do the majority of the work.

WHAT'S GOING ON?

We spend a lot of our energy at work trying to establish meaning.

- What's going on around here?
- Where are we heading and why?
- What's my role?
- What's in it for me?

According to Karl Weick, leadership is mainly about facilitating, creating, and communicating meaning.

POWER OF CONTEXT

- We are heavily influenced by our environment
- Getting people to change lies with small details of immediate surroundings
- People assume you can explain events based on personal issues rather than context



THE KETCHUP STORY

- High School with 36% minorities
- Fistfights literally every day at lunch
- 5 story building; 22 minutes for lunch

DOING A LOT WITH A LITTLE



Cultivate unique skills to translate between Innovators and the Majority.



Focus efforts on the small, practical, and personal.



Stay focused on priorities

WHAT IS YOUR JOB AS A LEADER?



TO MANAGE AN OFFICE?



TO HIT METRICS?



TO MEET DEADLINES?



TO RAISE MONEY?



TO COORDINATE SCHEDULES?



TO PREPARE BUDGETS OR REPORTS?

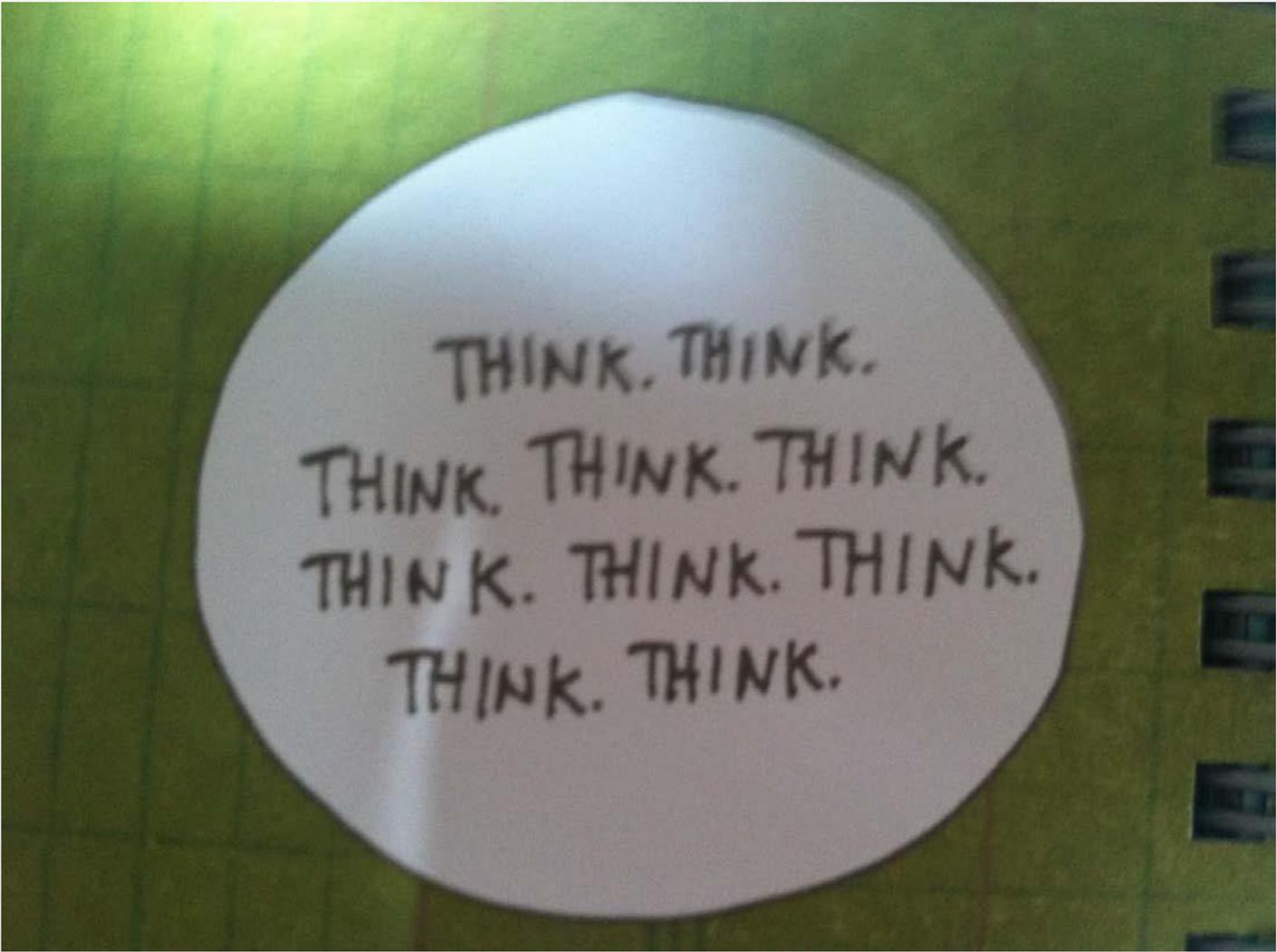
NO. THESE ARE TASKS.

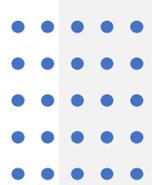
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YOUR JOB AS A LEADER IS TO:

- BE A GUARDIAN AND CHAMPION OF A MISSION.
- HELP PEOPLE DO WORK THEY NEVER IMAGINED THEY COULD DO.
- INSPIRE PEOPLE TO LIVE UP TO THEIR TALENTS AND DO THE BEST WORK OF THEIR LIVES.
- YOUR JOB IS TO UNDERSTAND STORIES.

THINGS TO KEEP IN MIND

- It helps to keep a “Beginner’s Mind”
- No longer a “doer”
--Now think in terms of “who” not “how”
- Have at least one thing that gives you hope
- Human beings have an innate need to belong- but they want to belong to something special.
 - **Valued member**
 - **Of a significant team**
 - **On an inspiring mission**

UNDERSTAND YOURSELF

- What is important to you?
- Who do you want to be? (Write your credo)
- How do you want to engage with others?
- What do you want to create, build, shape, share or give?
- Not knowing weakness is often worse than weakness

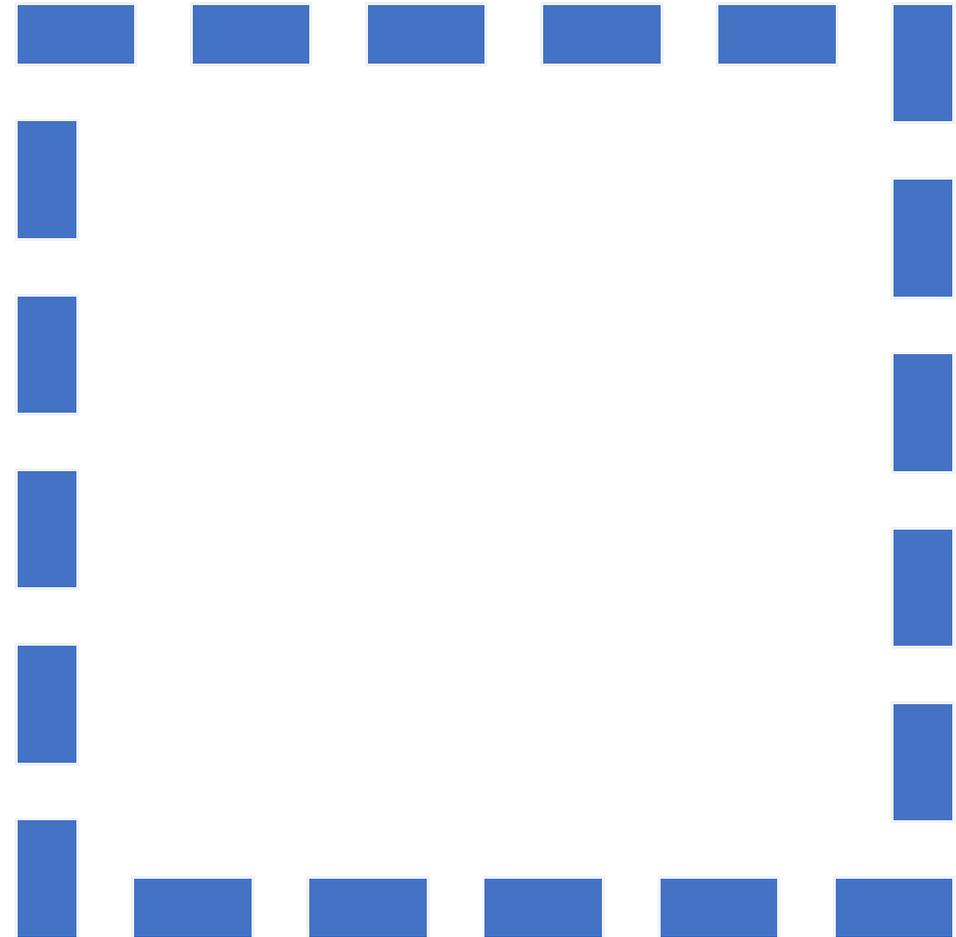
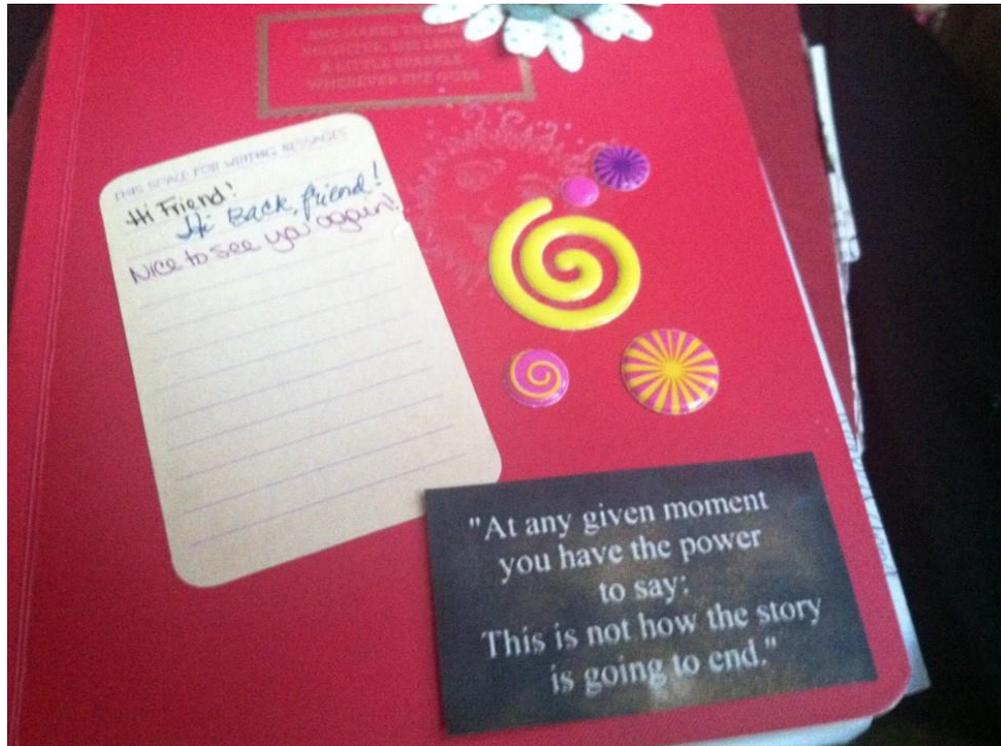




REFLECTIVE PRACTICE

KEEP A JOURNAL

REFLECTIVE PRACTICE



COMMONPLACE BOOK

- HEALTH IS THE GREATEST POSSESSION.
- CONTENTMENT IS THE GREATEST TREASURE.
- CONFIDENCE IS THE GREATEST FRIEND.
- --LAO TZU

WHY?



PROCESS EVENTS (WHAT HAPPENED?)



CLARIFY THINKING (DISENTANGLING THOUGHTS)



UNDERSTANDING CONTEXT (LIFE HAPPENS QUICKLY) NOTICE FEELINGS



CONNECT WITH WHAT'S IMPORTANT RECORD "AHA'S" AND LESSONS



ASK IMPORTANT QUESTIONS

CREDO

I believe leadership is about strengthening people.

I believe in public institutions and the land grant mission.

I value student-centered learning and believe education is a lifelong process.

I believe in intellectual freedom and courteous tolerance toward the views of others.

I value discovery and impact.

I believe processes need to continuously be reviewed and adapted.

I value partnerships.

I believe that diversity and inclusion make us stronger.

I believe in doing work that matters.

PLAN FOR FRICTION

- Impatience
- Disappointment
- Desperation
- Aggression
- Hurt
- Loyalty over Truth
- Power
- *Know your breaking points.*

COINS OF STRENGTH

Not separate “strengths” & “weaknesses”

- Two sides of one coin

When we are tired, stressed, fearful, etc. – we flip to the problematic side of the coin-

- Creative....Impulsive
- Organized...Rigid
- Persistent...Stubborn

Both for ourselves, and those we lead—
how do we keep their coins face up?



BEHAVIOR REVEALS BELIEFS



WHINE ALL DAY AND YOU REVEAL
THAT YOU ARE POWERLESS.



PROVIDE WORK WITH TYPOS AND
ERRORS AND EXPRESS AVERAGE
IS COOL WITH YOU.



MISTREAT OTHERS OR GOSSIP
AND YOU REVEAL THAT YOU ARE
INSECURE AND DISCONNECTED.

**TODAY, AND EVERY DAY FOR THE REST OF
YOUR LIFE- EACH DAY IS AN OPPORTUNITY FOR
YOU TO MAKE THE WORLD A LITTLE BETTER.**

BY MAKING YOURSELF A LITTLE BETTER.

WE NEED YOU.

