

**Developing Generative Change Leaders  
Across Sectors:  
A Global Exploration of Integral Approaches**

**EBBF Annual Conference**  
**September 20, 2008**

**Alain Gauthier**

**Core Leadership Development  
& Global Leadership Network  
[Alain@coreleadership.com](mailto:Alain@coreleadership.com)**

# Our **focus** today

**How to best develop the **integral** capacity  
of **change leaders** to address **generatively**  
– and collaboratively **across sectors** – the  
most challenging issues of our times?**

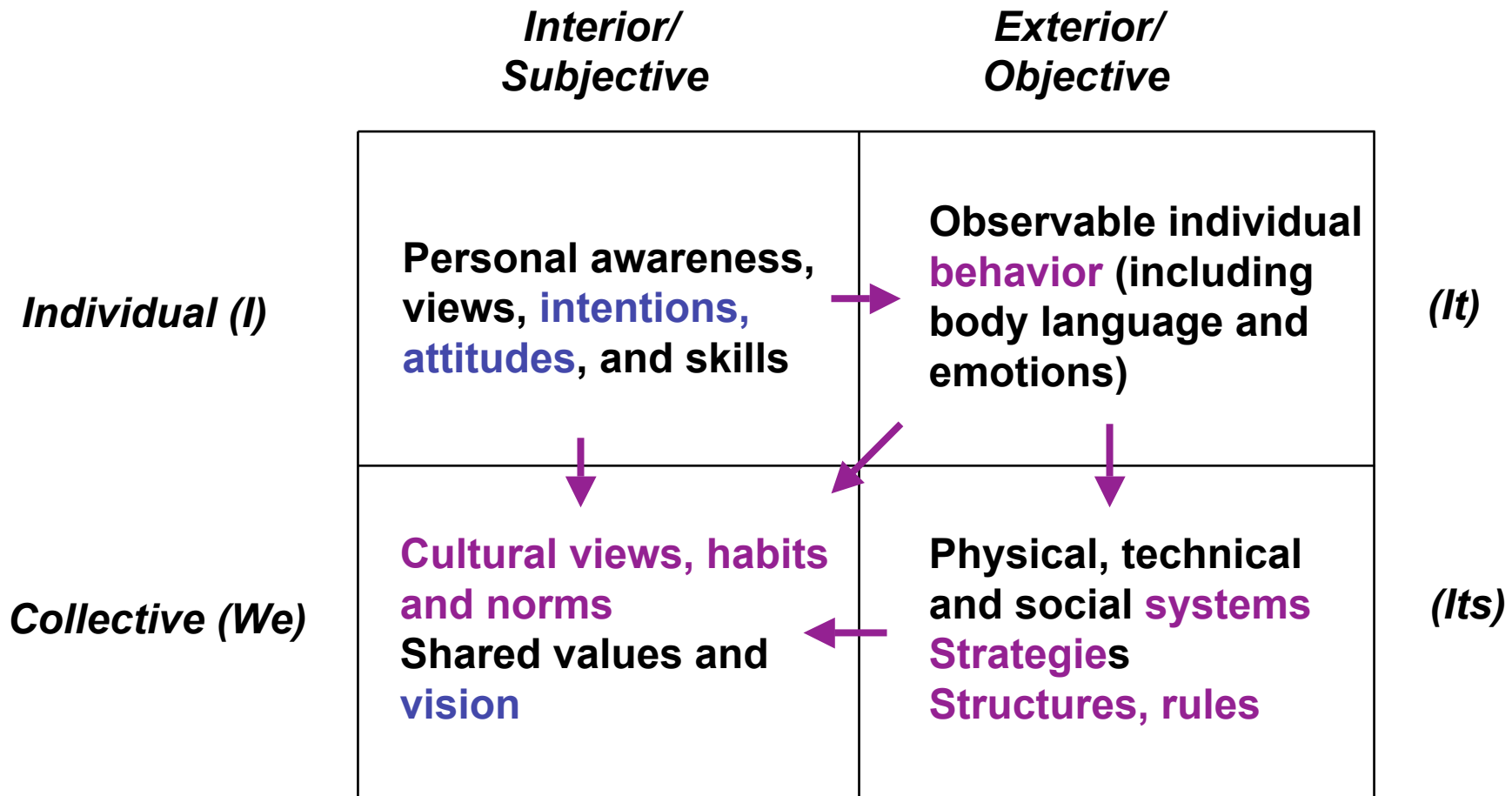
# What is **generative** leadership?

- Being **creative** and responsible for the whole
- Moving from **'heroic'** to **'partnering'** leadership
- **Transcending** widely-accepted worldviews and practices that do not lead to **sustainability**
- **Enabling** people to accept personal responsibility for **changing** their own attitude and behavior

# An **integral** framework for profound and sustainable change

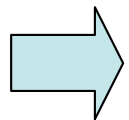
	<i>Interior/ Subjective</i>	<i>Exterior/ Objective</i>	
<i>Individual (I)</i>	<b>Awareness/ intention</b>	<b>Behavior</b>	<i>(It)</i>
<i>Collective (We)</i>	<b>Culture</b>	<b>Structure</b>	<i>(Its)</i>

# Leaders influence culture through personal example and by changing strategies, structures and systems



# Objectives and scope of the exploratory study

1. **Identify** which change leader development programs most effectively **integrate** generative practices at all levels – from individual to societal
2. **Understand** some common characteristics, questions, and unmet needs among them
3. **Connect** their directors in a **global learning community** to deepen & expand this emerging field



**Global scope**, with emphasis on both cultural/sectoral diversity and universal principles & practices

# Criteria used for screening programs

1. **Primary audience:** leaders and other change agents who work in and across sectors
2. **Substantial degree of integration** among personal, interpersonal, and systemic components
3. **Understanding and practice** of integration by designers/ facilitators/coaches
4. **Innovative design features**
5. **At least a few months long** to facilitate meaningful transformative outcomes
6. **Post-program evaluation** results

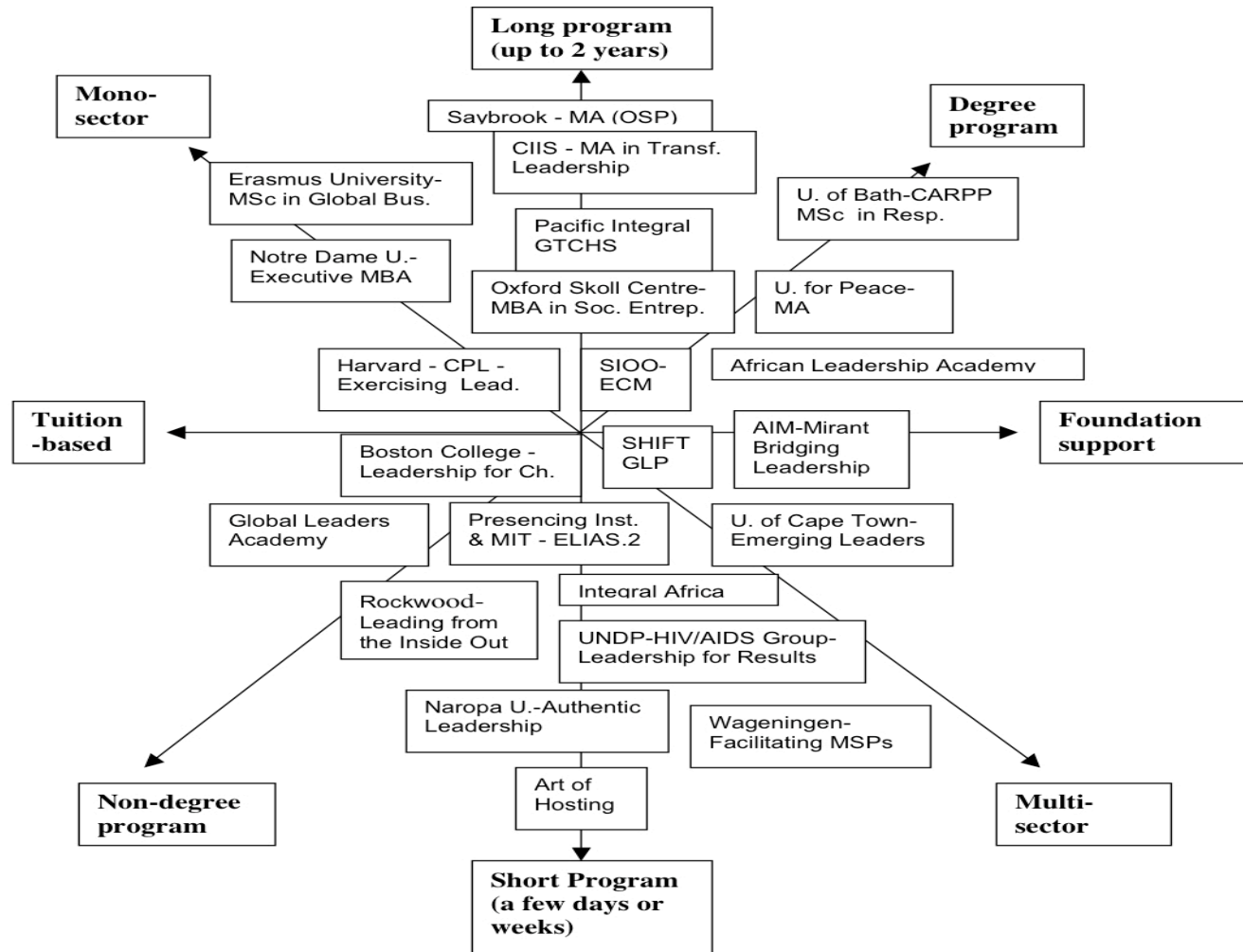
**Selected programs span the leadership development field\* on five continents**

<p><b>Degree</b>  <b>Close to 2 years</b>  <b>Tuition based</b>  <b>Mono-sector</b></p> <p style="text-align: right; color: purple;"><b>9</b></p>	<p><b>Degree</b>  <b>Close to 2 years</b>  <b>Foundation support</b>  <b>Multi-sector</b></p> <p style="text-align: right; color: purple;"><b>4</b></p>
<p><b>Non-degree</b>  <b>Less than one year</b>  <b>Tuition-based</b>  <b>Mono- or multi-sector</b></p> <p style="text-align: right; color: purple;"><b>5</b></p>	<p><b>Non-degree</b>  <b>Less than one year</b>  <b>Foundation support</b>  <b>Mono- or multi-sector</b></p> <p style="text-align: right; color: purple;"><b>7</b></p>

\* Except corporate universities

**Appendix 2**

**POSITION OF SELECTED PROGRAMS ALONG DIMENSIONS OF THE LEADERSHIP DEVELOPMENT FIELD**



# Forces enhancing generative change leader development

1. Growing emphasis on collaborative leadership and particularly on **tri-sector partnerships**
2. More courses in business schools on **CSR and sustainability (principles for responsible mgt. education)**
3. Growing number and impact of **CSOs and social entrepreneurs**, connected by international networks
4. Growing proportion of **'cultural creatives'** and of **'post-conventional'** leaders
5. Beginning shift from a 'domination' to a **'partnership' paradigm**, with the growing influence of women
6. Growing interest for meditation and other **spiritual practices** in some organizations and domains

# **Forces opposing/constraining generative change leader development**

1. **Short-term focus and increasing time pressures on leaders (little time for reflection)**
2. **Majority of business schools emphasizing financial and quantitative approaches in last two decades**
3. **Few transformational development programs accessible to social entrepreneurs and social activists**
4. **Limited number of change practitioners/educators capable of guiding integrative change work**
5. **Western-centric view of leadership: left-brain and individualistic**
6. **'Domination paradigm' still firmly entrenched ('elite globalization')**

# Shared emerging views on generative leadership development

1. Addressing complex challenges calls for:
  - new types of leadership ('post-heroic social artists')
  - new organizational forms ('living networks')
2. Developing this new type of co-leadership requires a congruent mix of methodologies and facilitators/coaches who walk the talk
3. Developmental methods/tools need to be diverse enough and culturally appropriate
4. An integral framework is most useful in assessing both intangible and tangible results, individually and collectively

# Common characteristics of innovative leadership development programs

1. Length (4-24 months) to facilitate inner and outer change
2. **Small cohorts** (15-25) for interactive and coaching work
3. **Attentive selection** of candidates to ensure fit and diversity
4. **Alternating** retreats, coaching, and field learning activities
5. **Multiplicity** of approaches
6. Peer learning and community building
7. Variety of **innovative** personal and interpersonal practices
8. **Evolving** design and program activities

# A variety of **innovative** practices

- **Self-reflection** practices, including in nature
- **Use of arts** for self-expression and communication
- **Deep dialogue** and circle rituals
- **Use of class as a laboratory** in exercising leadership
- **Hands-on 'prototyping'** and **experimentation**
- **Peer shadowing** and **learning journeys**
- **Wide menu** of methodologies and tools

# Key design questions

(How to...)

1. **Reduce time demands for accessibility?**
2. **Complement individual program with intact group work and capacity development?**
3. **Build a community of practice among various cohorts?**
4. **Better evaluate the program's individual and social impact?**
5. **Democratize and adapt programs to local needs?**

# Some **unmet** needs

1. Promoting a **more integrative** leadership education **in mainstream** business schools and executive education
2. Increasing the number of programs that attract leaders **from multiple sectors**
3. Connecting graduates of various programs in **communities of practice of cross-sector change agents**
4. Devoting **more research and development** efforts to
  - integrate practices across four levels (individual to societal)
  - simplify and scale up programs
  - extend programs to future leaders
  - complement with informal, action-learning education
5. Developing **new funding models** to democratize programs and keep them sustainable
6. **Connecting directors/designers in a learning community**

# Questions to ponder

- How do we **adapt** integral development approaches for **busy leaders** in the field?
- How do we **develop educators and coaches** capable of teaching these concepts and practices to others?
- How do we **accelerate our learning** in these domains?