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“Leading from Not Knowing” An Exploration in Leadership

September 7, 2004

What is Expected of Leaders?

Leading in the Old World

- **Learn the ropes**
- **Gain experience**
- **Get promoted to leadership position**
- **Control based on what you know**
- **Manage the process**
- **Have the answers**

What happens

At the

Margins

Matters

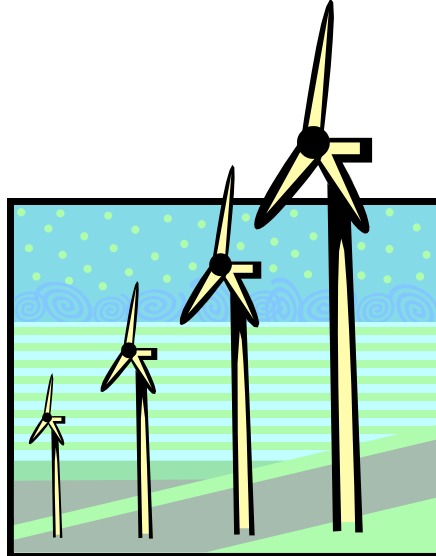
The New Economy



90% of all scientists are
Alive Today

The New Economy

75% of GE Revenues



from financial, information and product related

services

The New Economy

VOLVO



70% of the value of a
new car
is in the intangibles

The New Economy

1998 -

**3,300
business books
launched in the U.S.**

The New Economy

MBA'S

1965

5000

2000

125,000

The New Economy

MBA Programs in U.K.

1967

2

2000

130

% of World Population Living in a Market System

1905	10%
1970	40%
2000	90%

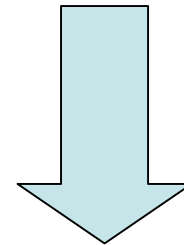
1960-1999: Changes in Trade

Trade Volumes

1500% Increase

Tariffs

50%



3.8%

The Changing World of Work

- **Most of the 20th century**
 - Average: one job and one career
- **Today**
 - 2 careers and 7 jobs
- **30 years ago had to learn one new skill a year.**
 - Today 1 per day
 - Tomorrow 1 per hour?

The New Economy

“3 Billion People Want Everything
AND THEY WANT IT NOW”

Technological
Innovation

Institutional
Control

Slow
Controlled
Diffusion

Social
Acceptance
And Change

1875-1975

Technological
Innovation

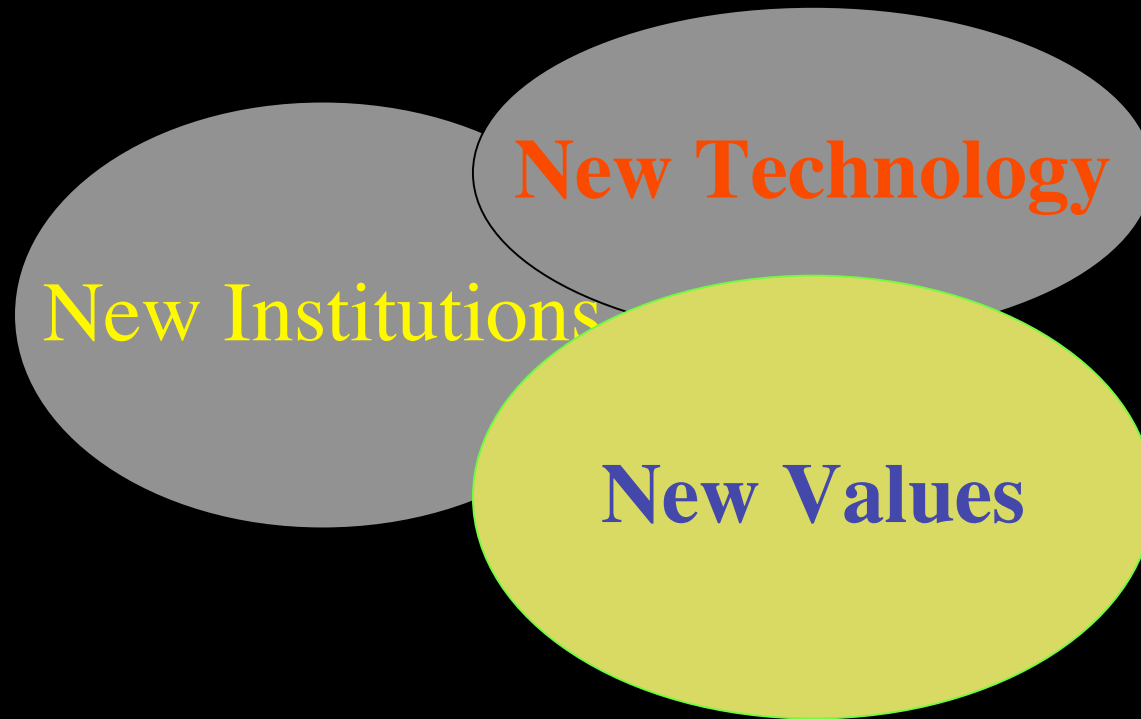
Rapid
Market
Diffusion

Social
Acceptance
And Change

Institutional
Acceptance

1975-Present

The New Economy

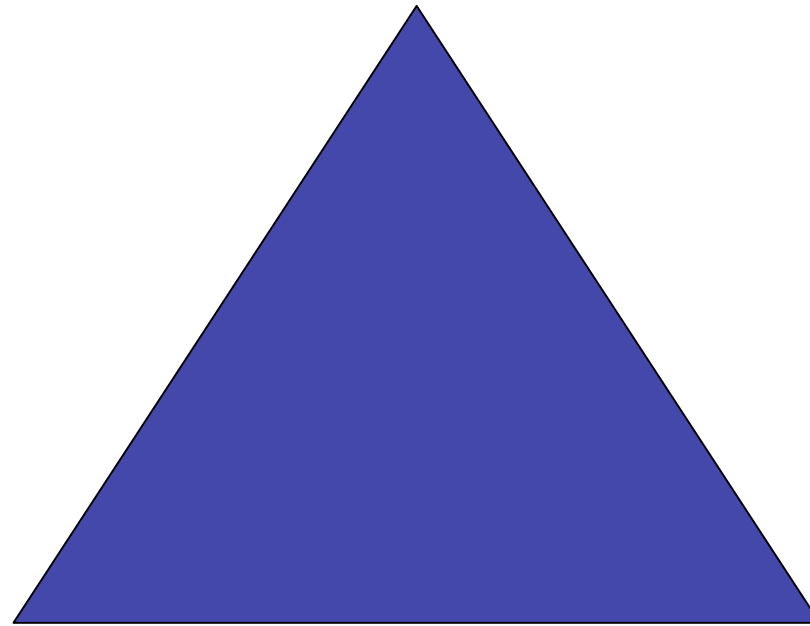


2 Major Trends

- **Rise of the Knowledge Worker**
- **Organizations Moving into Uncharted Territory**
 - Operating at the Margin

Principles for Operating At The Margin

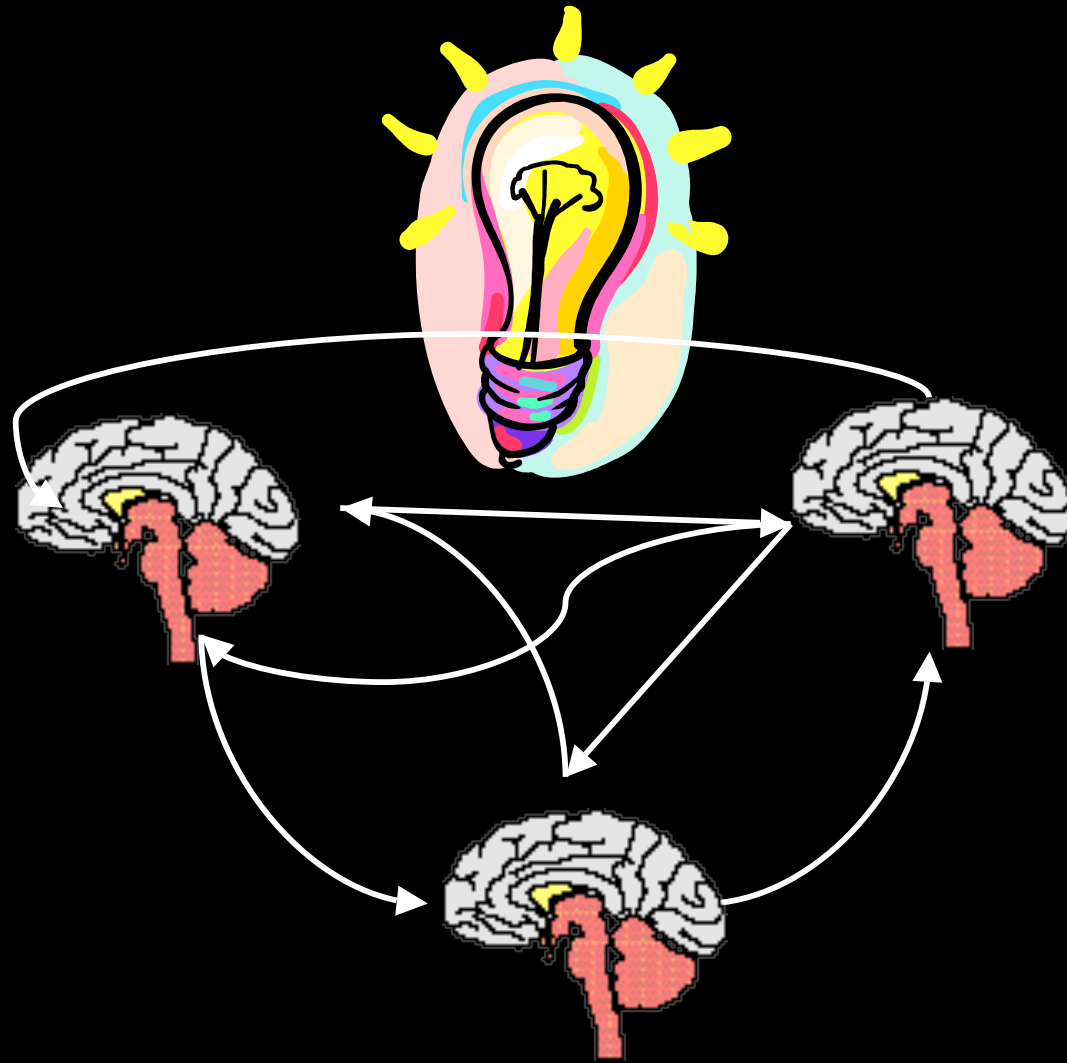
What Needs to Happen



Emergent
Wisdom©

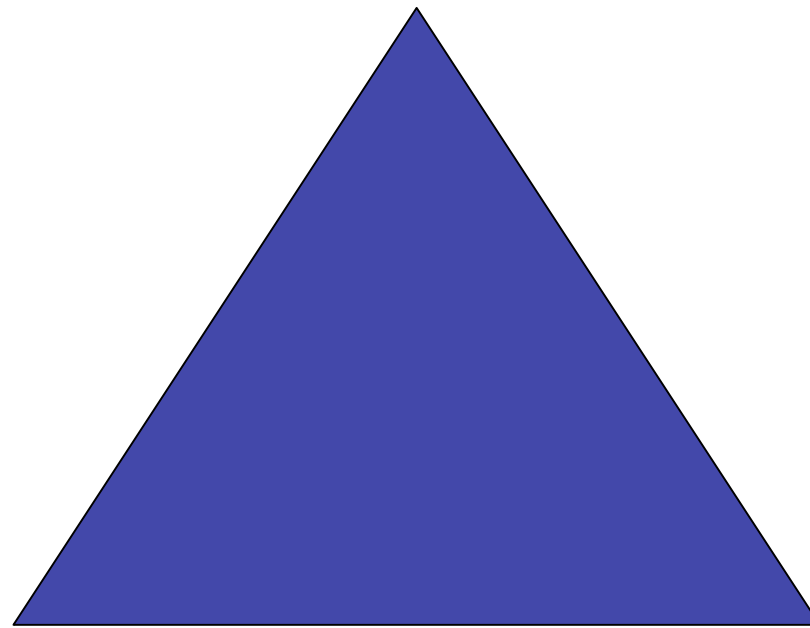
Collective
Intelligence ©

Emergent Wisdom



What Needs to Happen

Enhanced BrainEquity©



Emergent
Wisdom©

Collective
Intelligence ©

Role of the Leader

- **Ensure Good Questions Get Asked**
- **Bring Groups Together**
 - Work on problems
 - Solve those problems
- **Facilitate collaboration and communication process**

The Leader - Generating Results at the Margin

- **Be vulnerable**
- **Share the problem**
- **State the unknowns**
- **Articulate the dilemmas**
- **Task the team (knowledge workers) with creating direction and solutions**
- **Communicate a sense that A SOLUTION CAN BE FOUND.**

Leader as Facilitator

- **“Hold the space”**
 - Allow people to learn
 - Allow people to communicate
 - Make it safe for people to contribute
- **Ensure the process is working i.e.**
 - Goal/vision is being set
 - People are aligned with the vision
 - Criteria and measurement is being discussed
 - Good questions are being asked
- **Embody the values that allow wisdom to emerge**
 - Listen respectfully
 - Don't impose ONE approach
 - Ask good questions
 - Communicate when you change your mind i.e. when you learn something new

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