

## Item 3 “Round Robin” of ‘gives and gets’ sharing information and best practice.



### Gives: Sharing information and best practice

No	Provided by	Gives: Sharing information and best practice
1	Ian Whiting (Chair)	<p>I have been reading a newly published book. <a href="#">Leading beyond the Ego, How to become a transpersonal leader Knights, J et el (2018) Routledge</a>. One part of a paragraph particularly resonated with me.</p> <p>“Some of these experts tend to quote “what top leaders do” as an implied suggestion that is what all developing leaders should do. <b>The reality is that most “top leaders” have been better at getting to the top than actually leading successfully when they get there.</b> We need to move beyond the hero and celebrity leader phenomenon and for organisations to identify and develop leaders that are going to be excellent when they get to the top. (Page 4).</p>
2	Beth Lloyd (Aston)	<p>I’ve just finished ‘<b>Alive at Work</b>’ - Dan Cable. <a href="https://www.essentic.com/alive-at-work">https://www.essentic.com/alive-at-work</a></p> <p>Key premise of the book: The brain has evolved an emotional “Seeking System” which creates a natural impulse to explore our worlds, to learn about our environments, and to extract meaning from our circumstances. The industrial revolution was not good for our Seeking Systems, as organisations were set up to eliminate experimentation and sense of purpose. Today, because change happens more frequently, many organisations are failing because they switch off the part of employees’ brains that produce the emotions and behaviors they need to adapt.</p> <p>Some ways to activate people’s Seeking Systems:</p> <ul style="list-style-type: none"> <li>• Express unique strengths and perspectives;</li> <li>• Prompt curiosity and learning through exploration;</li> <li>• Find a story about the why of work beyond the money.</li> </ul> <p>Im looking at using some of his simple suggestions into the work we do.</p>

3	Rie Lane (Loughborough)	<p>Rie recommends the following  <b>Neurodiversity at Work (CIPD)</b>  <a href="https://www.cipd.co.uk/Images/neurodiversity-at-work_2018_tcm18-37852.pdf">https://www.cipd.co.uk/Images/neurodiversity-at-work_2018_tcm18-37852.pdf</a>  Neurodiversity is, ultimately, a biological fact of the infinite variety of human neurocognition. Now, the same term 'neurodiversity' is also being used to represent a fast-growing sub-category of organisational diversity and inclusion that seeks to embrace and maximise the talents of people who think differently.</p> <p><b>The Transformation Curve (Towards Maturity) (Released January 2018)</b>  <a href="https://towardsmaturity.org/2018/01/31/transformation/">https://towardsmaturity.org/2018/01/31/transformation/</a>  New analysis of the Towards Maturity Index has identified a series of transformation curves, four distinct stages that signpost the journey towards organisational learning maturity:  Stage 1 – Optimising training  Stage 2 – Taking control  Stage 3 – Letting go  Stage 4 – Sharing responsibility  The report identifies six key dimensions that shift at each of these stages. In order to move on, a holistic approach is needed across all six dimensions.</p>
4	Ian Whiting (Chair)	<p><b>Listen. Learn. Liberate. Dan Cable,</b>  <b>London Business School Review, January 2018, Vol 29 No 1, pp 6-9.</b></p> <p>Positional power tends to be accompanied by treating people as a means to achieving desired goals, where more is attempted to be squeezed out of them to meet outcomes, rather than giving them space to explore and learn. But this is counter-productive, since people are more motivated by intrinsic factors such as</p> <p>Humble leadership is about stepping outside the comfort zone of control and certainty, taking risks in order to unlock employees' potential. The story of 'humble leader' Jungkui Choi of Standard Chartered in China reveals a positive impact on employee performance.</p>

Positional power tends to be accompanied by treating people as a means to achieving desired goals, where more is attempted to be squeezed out of them to meet outcomes, rather than giving them space to explore and learn. But this is counter-productive, since people are more motivated by intrinsic factors such as sense of purpose and ownership than outcomes like KPIs or rewards. So they'll do their best work when they really believe in it