

[Alison W:](#) Hi, everybody. This is Alison Whitemire with Learning in Action and I'm super excited to be with you today to talk about Analytic-Network Coaching and Developing Eco-Leadership, with my special guest, Dr. Simon Western, who I'll give a proper introduction to in just a minute.

[Alison W:](#) I'd like you to meet my amazing and supportive and incredibly resourceful team. Kris Harty, she's the person who makes all these podinars happen from beginning to end. Hi, Kris.

[Kris H:](#) Hey, Alison. Hey, everyone. Thanks for joining us.

[Alison W:](#) Kris is going to be moderating, as she always does. Sometimes behind the scenes and sometimes popping in to let us know what you all are talking about. And Corrie, Director of Training. Thank you, Corrie.

[Corrie W:](#) Hi, everyone.

[Alison W:](#) Corrie's also going to be behind the scenes. She's going to be attending to questions you have to the extent she's able to address them. If you have technical issues, you're not sure. I see a raised hand by William; that's always cool. So, we're here to attend to you and so excited that you're here. So, thank you, team. We'll be back to you in a bit.

[Alison W:](#) And if you've never attended one of our podinars, [inaudible 00:01:25] and if you are, that's okay, because we made it up. We call it a cross between a podcast and a webinar. It's interview-style, so it's not so formal, not so presentation-oriented, like a podcast. And it's interactive with your audience, like a webinar. And that's what makes it great. At least, we think.

[Alison W:](#) And you might be asking, "Why does Learning in Action do these podinars?" It's because we genuinely want to support you, our community of people who work with leaders, who work as catalysts throughout the world, doing what you do to help people and organizations do their best. And we want to create content, experiences, that inspire and inform you. That's why we do what we do.

[Alison W:](#) And we'd love for you to interact with us. If you'd like to chat, you just want to say "Hey," from wherever you are in the world, you want to engage with the rest of the people in the [inaudible 00:02:27] clicking on the chat button. And if you want all the attendees and not just us panelist, you'll want to make sure you change the little arrow right here to say all panelists and attendees and everyone can see what you have to say. If you have a question for Simon or I, you can put that in the Q & A box. You'll find that if you move your cursor around, you'll see a little box that says Q & A in it. And if you can put your questions there, we'll see them really clearly and cleanly and out of filter of the chat.

[Alison W:](#) And, from time to time, we'll be doing polls for you. And what you do to participate in a poll, is you just see the poll and click the answer that best fits your response. So, we're going to launch a poll right now. Kris, let's put that poll up. And the poll is, as you can

see, how familiar are you with eco-leadership? So, if you all join [inaudible 00:03:30] and respond to that, and I am going to happily introduce my guest.

Alison W: Simon Western. Simon, I'm so happy for you to be here. My guest is Dr. Simon Western. He is the author of many books and blogs. We'll name all those books at the end of our podinar today. He's the President of the International Society for the Psychoanalytic Study of Organizations. So proud of myself, I got that. He's an adjunct for the University College of Dublin and he's the creator and founder and Chief Executive of Analytic-Network Coaching. And he has this really rich, myriad background as being a factory worker, a general and psychiatric nurse, a family therapist, manager, academic. He's got all these different [inaudible 00:04:24], so appreciate about his background is this rich and textured background that [inaudible 00:04:34]. Simon, welcome. So glad you're here.

Simon W: Good to be with you, Alison and everybody. How are you?

Alison W: Really good. So, if you can start by maybe telling us a little bit about how you came to this work and perhaps how your background informs it?

Simon W: Yes. So, my background, I've been on a long journey. I got through and out of school when I was 16 years old. I ended up working in a factory. I got encouraged by friends to go into nursing. They said I'd be good working with people. So, I went on this journey through general nursing, psychiatric nursing, psychotherapy, family therapy. And once I was engaged with the [inaudible 00:05:14] work, which I loved, I was also looking at the bigger systems and the organization and getting pretty frustrated, to be honest, why the health system didn't perform better, why the leadership was not as good as it could be. I met some good leaders along the way, but I also met some very troublesome organizational [inaudible 00:05:33] study.

Simon W: And I decided to study it from the position of the unconscious because it seemed to me that reading the management books, we had a lot of the rationale truths. We kind of knew how to do this stuff. Or, for some reason, we weren't doing it. So, I started to study the unconscious psycho-analytic thinking about how our relational dynamics work. And that kind of got me into coaching. I became the Coaching Director of Lancaster University Management School. I did a PhD studying leadership in the management school. I'm really just trying to understand how organizations work, how we can improve them. So, my determination is just trying to make these things better, get past frustrations.

Alison W: Yeah, yeah. And, Lord knows, there's a lot of frustrations in organizations. So, let's look at our results from the poll. Looks like 57% of the audience isn't familiar with Eco-Leadership at all, 17% barely. 20%, somewhat. We've got a great [inaudible 00:06:38] for this.

Alison W: So, my understanding is one of the constructs around this idea of Eco-Leadership is that the models of leadership for the last 100 years have changed dramatically. Can you

share more about that? Now I'm going to pull up a slide to kind of anchor your points here.

[Simon W:](#) So, my PhD and post-doctorate research is really to try and understand leadership and I read leadership theory over the last 100 years. And really started to think about how this could be categorized. And the four categories I came up with were, what I call, discourses of leadership. And the first category, I'm going to race through these. There's a lot of depth to these, so you'll need to find these books and read them to get any depth to it.

[Simon W:](#) But, very briefly, controller leadership was born in the Industrial Revolution, where the leadership of industry and manufacturing, people really thought that the way to [inaudible 00:07:38] efficiency and productivity. So, it was really that kind of forwardism and Taylorism and how kind of management control could improve efficiency. So, we divided up the labor and we kind of got to mass production. We got production lines. It was incredibly successful. Make no mistake, this was an incredibly successful thing that transformed society. We got mass consumption, mass production, living standards are raised. And, at the same time, it's critiqued because there was some anti-humanism in it. People were treated like cogs in the wheel of the machine. And controller leadership stays with us. If you see the curve on this chart, it started to demise. It stays with us. It's an important part of what we do. We do want efficient organizations, we do want to control resources. But, we don't want to be dehumanizing.

[Simon W:](#) Around the year 2000, it starts to rise again and this is where we have algorithmic management. We got people are being thrust upon targets all the time. We have targets, goals. We're controlled by a machine, we're measured by the machine. We're [inaudible 00:08:55] to a beta all the time. So, controller leadership is compact in a new way. It used to be the supervisor looking over your shoulder, now it's the technology measuring you all the time. So, that's what the controller looks like. And, like I said, it's good, it's useful, we need that in balance.

[Simon W:](#) In the post-war years, people wanted a more democratic society. They wanted a more humane way of working in the offices and the factories and the therapist discourse majored that. This is really about relationships and motivation. And you've got psychologists coming in to the workplace, you've got Maslow's Hierarchy of Needs, you've got Human Resources and personnel departments coming for the first time. As a shift from trying to control the workforce to motivate the workforce. So, leaders are shifting on how people thought about how to motivate workers, and business schools taught therapy leadership as a major forced alongside some controller leadership.

[Simon W:](#) That was very successful during the 20th century until around 1980, when there was a big slump in the economy in the USA and in the West. And the USA looked over its shoulder and [inaudible 00:10:11] economists were winning again. So, Toyota was outperforming Ford. And people started to study the Japanese way of doing things, the Asian way of doing things. And they realized that collective cultures were very important. So, the individualistic culture, the therapist leader who motivated individuals and teams, wasn't seen as being as productive as these collective cultures, where they

work with [inaudible 00:10:35] and they work with quality circles to improve productivity throughout the whole organization.

[Simon W:](#) In the US, the business schools starting coming out with Messiah leadership. So, you get a charismatic leader who tries to create this strong collective culture in the organization. And a lot of the language in organizations started to shift into culture. How do we improve the culture? How do we get a strong culture? And then [inaudible 00:11:04] people were loyal to the leader and loyal to the vision. So, you've got a charismatic leader, a Steve Jobs character, said that a very strong and powerful vision and the workforce works very hard, the [inaudible 00:11:16] supervisor are coerced and motivated. They work because they have faith in their leader and faith in their leader's vision.

[Simon W:](#) So, that was the 20th century. At the turn of the 20th century, we had the digitalization of society. We had the IT revolution, we had hyper-globalization, and we had environmental changes. And the prefix eco starts to come up in the business world a lot. Because people realized they were shifting from a machine metaphor, which is a control, a therapist, [inaudible 00:11:47] more productive, into thinking that organizations are ecosystems within ecosystems. Organizations are connected to the [inaudible 00:12:00] society, political change to climate change to environmental change. And inside organizations, we have to break down silos, we have to really think about how we manage our organizations as if they are ecosystems.

[Simon W:](#) So, I breezed through a bit but that's kind of a quick review of the four discourses of leadership over the last century.

[Alison W:](#) So, what I think I'm hearing you say is that none of those prior methods of leadership were necessarily wrong. I'm not hearing you say right, wrong; they're just not enough, individually.

[Simon W:](#) That's right. They're all necessary and they're all still there, they're still present, they're still necessary. You need great therapist leaders and managers, you need good people who manage in organizations. You need people controlling resources [inaudible 00:12:51]. And you need strong cultures. If one dominates too much, you have a problem. So, if you get a therapist leader, you can get a great people organization, but they take away all our efficiency and they don't work with a vision, they become inward focused. If you just have controlled leadership, you become dehumanizing. So, it's about balancing things. And Eco-Leadership is a kind of meta-leadership which tries to balance these other three and the wider ecosystem.

[Alison W:](#) So, I'm curious about your use of the word discourse here. Can you say more about that?

[Simon W:](#) Discourse in academic language, what it is, is taken for granted notions. We call them norms. So, the controller discourse was the norm during the early 19th century. That's what people expected in factories. Nobody questioned it, that was a norm. Therapist leadership became the dominant norm. [inaudible 00:13:52] became the norm. So,

taken for granted norms. We don't think in these terms. When we talk about leadership, we think about [inaudible 00:14:01]. And it's very interesting. The listeners can think about their own organizations and their own work. How can we talk about leadership and what are they talking about? Are they talking about Messiahs? Are they talking about therapists? Are they talking about management control? What are they talking about [inaudible 00:14:18]? This is not a definitive, descriptive leader. It's a way to help us discuss leadership, to select how we think about leadership.

Alison W: Got it. And, so, what I understand is that each of these styles of leadership or discourses of leadership align with a certain kind of organizational structure. Can you speak to that?

Simon W: Yes. So, this slide you put up shows this. So, the controller leadership, traditionally is a hierarchy. [inaudible 00:14:53]. We have the triangle.

Simon W: Therapist leadership is very much about a leader and a small team. So, it's about relationships and about people and it's about the leadership and a team around them. It doesn't really go beyond into the whole organization. So, you get great therapist leaders but they don't really think strategically across the whole. And this is where you can get some silos formed.

Simon W: Messiah leadership is man or woman on a wire. So, you get a leader with a very strong [inaudible 00:15:27] message and you can get rid of these layers of management, supervisors, and staff. And you have a flat hierarchy because it's all about culture control. I work for this company because I believe in the vision and I'm self-motivated. And it's all about peer surveillance, people watch each other, see who leaves early from work, see who's not working, see who's not being loyal to the leadership. So, you don't need a big structure. A flat structure with a charismatic leader [inaudible 00:15:58].

Simon W: An eco-leadership, as you can see, is a network, where you try and distribute leadership everywhere. You want the leadership at the edges, the center, at the top. You have a network of leadership. It leads you to become [inaudible 00:16:10] phenomena. It's not just the top board, it's spread throughout the whole organization and that makes it very, very different.

Alison W: Are there companies that you could name or feel comfortable naming that would give us a name to some of these organizational forms?

Simon W: So, controller leadership is your classic bureaucratic office or your factory. And, these days, it's also part of some high tech companies as well. So, Messiah leadership is often [inaudible 00:17:00]. It's where you get a strong leadership and you get people working fluidly within. So, companies like Apple kind of structure themselves in this way. So, you get a strong leadership message and then people find their way in the company and they work in changing teams, fluid teams. Therapist leaders are very often found in education, in hospitals, in public sector places where people really value people skills. So, they organize the organization around that kind of model. And eco-leadership is found in avant-garde organizations at the moment. We have two types of eco-

leadership. In the latest edition of the book, we have two types. We have an ethical leadership and we have a commercial leadership. So, if you look at Amazon, Amazon will be a commercial eco-leadership. They understand ecosystems better than anybody else in the retail sector [inaudible 00:18:03]. They know [inaudible 00:18:05] to sell things and they're hugely successful. And then you have people who use the same way of thinking internally in the organization to create ethical organizations, which are very, very dynamic. And they try to unleash leadership everywhere, across the whole organization.

Simon W: So, [inaudible 00:18:24] of a very ethical stats on leadership. So, they think about how they organize themselves within the company and they think about how they impact on the environment, on taking [inaudible 00:18:37] responsibility for others. So, eco-leadership goes beyond the company boundary.

Alison W: Okay. So, in other words, what I'm trying to grapple with is, it's not like commercial leadership is not ethical, in that ethical leadership can't not be commercial. The way I think I'm hearing you say it, is ethical leadership might be more outward-focused. Is that what [inaudible 00:19:05] in the world's society system? And maybe commercial, it leans more towards this is a for-profit entity and we've got to make money at the end of the day. And, at the end of the day, it's about the gain to the company. I'm just trying to figure out how I put those two together, ethical and commercial.

Simon W: So, those two things have been separated in the past. What I'm trying to do with eco-leadership is bring them together because, actually, if you think an ethical [inaudible 00:19:34] it drives your purpose and your meaning. You want to empower your own workforce as well as do good in society. And to empower your own workforce, you want to make sure that leadership can flourish throughout the whole organization. You want people to stand up and be leaders. You want them to fulfill their potential. Not just be followers, to be dependent. You want them to fill their potential. So, you work in this way. Eco-leadership works inside and outside the organization. The model of eco-leadership [inaudible 00:20:06]. This is ethical and it's commercial. [crosstalk 00:20:14]

Alison W: The intersection.

Simon W: It drove success.

Alison W: Right, that feels right. So, can you talk to us about the qualities of eco-leadership?

Simon W: Yes. So, there's four core qualities when I analyzed it. When we talk about systems [inaudible 00:20:32] and complexity, and all these buzz words, we often miss out the humanity. So, connectivity and interdependence are the basis of eco-leadership. We're all connected to the environment, to each other, global business. We have to think about partnerships and collaborations. Things erratically change and we have to be more connected and realize our interdependence is really something we can't escape, we have to address that.

[Simon W:](#) Leadership spirit is about the human spirit in all of this. Let's never forget the human spirit, let's never forget our human potential. Let's never forget trying to make our organizations human and make our [inaudible 00:21:12] human.

[Simon W:](#) Systemic ethics is taking ethics one step further than saying, "Let's just do good in the workplace, I'm not a bad person." Systemic ethics is about how does my downstream employees, how do my employees in China and Bangladesh, how does the waste products from my company affect the environment? How are we treating the wider system? How do our ethics of how we're working in this factory or in this production plant or this technical building, how do we account for the wider system? So, Apple makes phones in China, they had a lot of problems a few years ago with people jumping out of buildings and stuff. That's systemic ethics. It's saying, "It's no good selling iPhones and saying we're a great company if there's people really suffering at the other end of the line." It's about taking a systemic position and saying we need to account for our engagement with people and with the environment, as well as in our own business dealings.

[Simon W:](#) And [inaudible 00:22:16] into local and global communities. Because for awhile, they escaped. They weren't paying their taxes offshore, they were not feeding back into local communities, and, globally, they just say in their own little world, doing their stuff, getting huge profits, the successful ones, and not giving enough back. And this is not just by them giving back, there's actually a joy to this. So, if you're running a company and you're isolated offshore and you're not really engaged in, you're not getting a sense of belonging, your workers don't get that sense of belonging, either. It's about bringing organizations back to where they actually engage with their local communities, where they are, where they're situated and virtually with their clients, their customers, the local society. So they actually start belonging to society again. And you can see that there's been quite a shift. You can see this movement in organizations. It's quite exciting. I think they're really taking this on board at the moment.

[Alison W:](#) That's super exciting. So, [inaudible 00:23:15] eco-leadership, I can see how ethical and commercial interests can work together. Alright, we've got a couple questions from our audience. Linda Sabo-- sorry if I'm butchering your name, Linda-- is asking a question. She's saying she works almost completely with the US government. Can eco-leadership be used? Can you imagine it being used in the military or in a government setting?

[Simon W:](#) Yeah, I've done some work with people in the military and it's a good example. The military, for a long time, were based on command and control and you obey your orders and you follow. When they go to Afghanistan and other places like Syria, modern warfare needs a very agile approach. You want people to be able to think on their feet, who can be adaptive, who can relate to the locals. So, you need leaders everywhere in the military [inaudible 00:24:20] need some command and control, some clear vision and things. You also need to seek leadership where people are working and taking up leadership at the edges, in a much more fluid way than they used to. In a public sector, we have to be more agile in our House systems, in our public systems. These are very complex ecosystems and they need eco-leadership approaches, but, quite often, they're a long way from it.

[Alison W:](#) Yeah. And so, Linda, if you want to check out the book Team of Teams. I can't remember the author right now. But that is all about the lessons learned from the military and Afghanistan, Iraq. How the forces there learned that they had to be more nimble. If they waited for a top down approach, it wasn't going to work. So, anyway, that's a good one. Any other resources that you would suggest [inaudible 00:25:20]? [inaudible 00:25:22] research books around this, so they can get their head around this?

[Simon W:](#) There's lots. Margaret Weekly started talking about this many years ago [inaudible 00:25:35]. Often, these resources get put into an ethical or utopian thinking. What my work tries to do is try to bring this into a real-time. So, you got Frederic Laloux's book on organizations, that's another reimagining organizations. He gives some good examples of eco-leadership, but it's ground in kind of an utopian idea where you just flatten the hierarchy and everything kind of works. He gives some good examples of organizations [inaudible 00:26:04], but, actually, it's a lot more tricky than that. I think it takes a lot of resilience and a lot of thinking to make this work.

[Alison W:](#) So, Lisa Orwick has a question that says are there examples of eco-leadership where there are not charismatic [inaudible 00:26:24] organically imprinted all over the culture and allow the workforce to break away from the mothership?

[Simon W:](#) Yes. So, a lot of my studies from [inaudible 00:26:35], it comes from social movements. Society changes usually through social movements, your grassroots movements. You think about the right to vote for women or civil rights. These are grassroots social movements. So I study social movements in current times, the Al Capone movement, the Arab Spring movement. I did a paper on the Arab Spring movement. And these are movements where it's hard to even name where the leaders are because they're bubbling up and they're disappearing, they're popping up on the Internet and they're sharing information. They take leadership and they withdraw from leadership. I call it autonomous leadership. It's where everybody can take up leadership depending on their skills and their energy and that stuff. And you see that in [inaudible 00:27:24] a lot [inaudible 00:27:25]. Even with the command and control, where we think leadership is. Actually, leadership's often done by a quiet women who's getting stuff done on the side or the quiet one in the corner who kind of gets stuff done. So, we often have a lot of invisible leaders who are acting in this way. And eco-leadership is very much about harnessing that invisible, hidden leadership.

[Alison W:](#) Yeah, you know, what's coming up for me, this is going to sound terrible, but it seems like mafias is kind of structured this way, which is totally unethical. But, is there some informal leadership structures that get this righter than the really formal ones or at least aspects of this?

[Simon W:](#) Well, if you look at radical religious groups, Al Qaeda, they organize in a viral way. They organize in this viral way.

[Alison W:](#) That's what was coming up for me, is that [inaudible 00:28:27] about.

[Simon W:](#) Eco-leadership is not necessarily just for good. This could be used for ego as well. But, their example, they don't want to get led or put all their leaders in one place because they're going to get busted. They get this viral approach of leadership. It's very hard for conventional military. This is why the military had to change its way of working. To fight modern warfare, you have to echo this way of working. So, social movements are very good examples, for good or for bad, how leadership flourishes at the edges, how it kind of grows, how it can bubble up through. And it's about harnessing that for the good, it's about harnessing that for the company you work for, for the society we live in.

[Alison W:](#) Melody [inaudible 00:29:21]'s asking a question. When working in a hierarchical system that's encouraging leadership at every level, but have problems using it across the organization, what do you suggest?

[Simon W:](#) That's my life.

[Alison W:](#) Yeah, I bet that's your life.

[Simon W:](#) My life's work is working in these organizations. It's really about understanding the only thing about eco-leadership is that you get a lot of people very disillusioned, they'll say that people at the top, they'll never change and we can't change anything. The nice thing about eco-leadership is you look for nodes or for clusters and you start to implement small changes lead to bigger changes. Viral change can take place. You look for connecting people who've got some energy, put them together, and you start to working in parallel, subserving these vertical, hierarchal, dominating structures. You don't have to try and change the big structure, you can get these pop-up groups, you get this fluidity, and it's a very nice way of working it. When I worked in hospitals and health systems in particular, it really liberates people. They feel, yeah, we can [inaudible 00:30:31] in our own little groups. You change patient care here and then that way it will spread throughout your whole hospital.

[Alison W:](#) Yeah. So, what I'm hearing you saying is the idea of trying to change a top down organization from the top down might not be the way to go. It's like, create these little groups whose performance proves that. All eyes will go to them when they prove they're doing something amazing.

[Simon W:](#) That's right. And I usually try to work on both. I don't ignore the top, I try and get some resources to these small groups to do some stuff. I try and get them to change their mindset to allow this to start happening. They're not going to suddenly change. [inaudible 00:31:15] this is a process and, to be honest, we're all learning how to do it. None of us really know how to do it. I'm kind of a leading eye or a theorist on this, a practitioner. But, I'm still learning. I learn from every organization I go in. I'm learning how to do this along with everyone else. This is how we [inaudible 00:31:34] organizations.

[Alison W:](#) Cool. We've got one more question. Actually, from the audience. Let me go to one of the questions that was asked in advance. So, Sandra Harris asked a question, how is eco-leadership transformational in terms of leadership development?

[Simon W:](#) Okay, so, when I'm working with HR and OD people, I talk about the attraction and ideology. And the ideology is individual behaviors. So, what they do when they think about leadership is how can we change the individual behaviors? And they crawl up in that kind of way of thinking, they get trapped in that way of thinking. That's what they've been trained to do, basically. Eco-leadership says don't think about that so much. I mean, individuals are important, but think about networks. Think about creating spaces for leadership to flourish. Think about ways you can build networks.

[Simon W:](#) [inaudible 00:32:38] leadership [inaudible 00:32:41] is a leadership exchange, where we take groups of leaders, we train them into how to observe, how to give feedback, how to be reflective. And then we match them up across the organization. So, we'll get a finance officer working with a salesperson. We'll get a chief executive working with someone in the retail sector. And they'll observe each other. They'll observe each other, they'll visit each other, reciprocally. They'll observe each other, have this exchange, and they give each other feedback on tips, what they've learned. And what you're doing there, you're doing individual development and you're doing network and eco-leadership development. You're creating networks across the organization, you're breaking down silos, you're building real relationships. And people come back and they say, "This is the most important things I've learned in years." Because they actually got feedback on how they were as leaders, they got tips from watching other teams work.

[Simon W:](#) So, that's the sort of thing we do, building networks and relationships. That's the idea [inaudible 00:33:42] leaders and training them on how to behave differently.

[Alison W:](#) Great. Well, let's go to Kris and hear what the audience is chatting about.

[Kris H:](#) Lots of great comments and Melanie [inaudible 00:33:57] has another follow-up question. She says she's curious as to how you encourage folks who are personally limited by their own mindset about leadership, they have deferred to others their entire lives and were taught to respect authority. So, the organization's encouraging distributed leadership, but people inside the organization are running up against themselves in trying to deliver it.

[Simon W:](#) Yeah, it's hard work. The reality is that the only thing about eco-leadership is, we're not trying to impose one way of doing it to everybody. So, some people are just good controller leaders and you try and [inaudible 00:34:38] where controller leaders [inaudible 00:34:41]. Some people are good [inaudible 00:34:41] do that really well. You try and work with people who have eco-leadership capacity and capability, who can change that mindset. Because if you spend your time trying to change everybody into these eco leaders, it's not going to happen. And we need the other forms of leadership. So, it's getting the balance right. Some people won't change, some people need some encouragement, support, and creative environments so they can change. We have loads of creative exercises [inaudible 00:35:11] exercises you do. I take them to art galleries, I take them outside their normal habitats and I take them to nature. I do lots of really interesting and dynamic things with people to break up traditional mindsets and see things differently. But, some people are very attached to a way of being and it's about

accepting that and working with smaller groups who are going to be progressive and lead change in your organization.

[Alison W:](#) What else, Kris?

[Kris H:](#) We have another questions from Adam [inaudible 00:35:48]. He says are there any good examples or bad examples of distributed leadership [inaudible 00:35:56] environments? His context is UK health systems, where there's a lot of anxiety at all levels of the organization.

[Simon W:](#) Could you repeat the question? So, it's about eco-leadership in health systems. What was his point?

[Kris H:](#) He's looking for either good or bad examples of how distributed leadership could occur in high stress environments, where there's a lot of [inaudible 00:36:21] at all levels.

[Simon W:](#) So, I worked for 3, 4 years in a hospice. It was pretty high stress environment, working with dying all the time, a lot of emotion, a lot of stress. And we weren't there to turn the hospice inside out. That hospice was winning prizes for being the best hospice. They were only working with 15 to 20 patients. And we were thinking about, what about all the other people outside the hospice who are dying in their homes and in other hospitals? How can we reach them? So, we [inaudible 00:36:55] a lot more in a community. We got 500 hospice neighbors, volunteers, who'd knock on doors of the dying, they'd run errands for them, they'd walk their dog for them, they'd be companions for them. So, it's about really re-imagining what you can do in these places and, again, starting up with a small example of what works. We did a lot smaller of an example that worked and we built on that and built on that. Small changes lead to bigger changes. When people see change, then it changes their anxiety and they start engaging. So, it's really about small changes, create bigger changes, find the few people who've got the energy, create something, making it happen, and that will virally start to spread.

[Alison W:](#) That's beautiful. Anything in the chat we should attend to, Kris, before we move on?

[Kris H:](#) There is one comment here from Lesley Goldenburg and she says maybe Zappos is a good business example of eco-leadership.

[Simon W:](#) [inaudible 00:37:59]. Yeah, there's quite a lot of companies now, popping up, doing this in quite a radical way and being quite successful with it. So, yeah, that's a great example.

[Kris H:](#) Super.

[Alison W:](#) Thank you, Kris.

[Alison W:](#) Okay. So, transitioning into the next piece. We've established leadership is changing. Ideally, we want to look toward eco-leadership which requires a distributed form of leadership. So, what does all this mean in terms of how we people who work with or

coach leaders need to change to now reflect the changing nature of leadership across the world?

Simon W: So, this is my experience was I wrote these theories of eco-leadership and I do keynotes in the banking sector, in the retail sector, the engineering sector, [inaudible 00:39:01] sector, [inaudible 00:39:02]. When you get this idea, we know we're working with these kind of challenges you're describing, how do we do it? So, this is why I formed Analytic Network Coaching. I designed a training methodology which really addressed this question. So, should we go on to those slides?

Alison W: Yeah, let's do that.

Simon W: So, this slide shows you how you can use a meta leadership and the other leadership forms within your organization remain there, they don't disappear.

Simon W: Let's go on to the network slide. This is my company and we started five years ago now. We began with an ethical purpose. Coaching leaders to act in good faith to create the good society. This basically means getting leaders to work in the best way they can with clear purpose, to really create the good society. That's [inaudible 00:40:04] questions, like climate change and being socially responsible. It does mean that as well, but it also means creating a society in every workplace, in every meeting you go to. It means getting people to really work to the best of their ability, collectively. So, whenever I start a meeting or a training, I say, we have a choice. Are we going to have a meeting where we're going to moan, where we're going to be disruptive, where we're not going to help each other. Or are we going to create a good society here? Are we going to create a meeting where we can work together in the here and now? So, it's very much about that way of thinking, about acting in good faith to create a good society on a local and a global level. That's the [inaudible 00:40:47] thoughts.

Simon W: What I found is that people needed a framework to work on. So, what it made me think about the work I've been doing over the last 20 years, really, and at Lancaster University when I was Director of Coaching, I started to work on this and I [inaudible 00:41:05]. In order to move from the individual to whole system to the network to the ecosystem, you can't just jump into the ecosystem. One of the mistakes of management theory [inaudible 00:41:18] systems and complexity is that people just go straight for that. And they start doing diagrams and loops of communication and they miss the individual. So, I always start with the individual.

Simon W: The first piece of work is a depth analysis. So, coaches need to start to think about how the individual links to the team, links to the diverse [inaudible 00:41:43], methodologies we work with. And then how we work with the networks, the ecosystems, and we need to give people a way into this. A way in for us is we start with a depth analysis and it's really about working on the inner self. Who you are, what your purpose is. Some of you are blind spots, some of you are blocks. What makes you happy? What do you struggle with? And people [inaudible 00:42:09] workplace [inaudible 00:42:12]. And they really start gaining some insights into what their motivation is. One of my favorite questions as coach is I ask people when I first meet them, what is your desire? And it kind of confuses

people, they say, "What do you mean?" And I repeat the question. What is your desire? And people start really thinking quite deeply about the question, what is my desire? What do I really want? What do I want out of my life? What do I want for myself? What do I want for my family? What do I want from my workplace? And we start to explore that in some real depth. And then some of the blocks which get in the way.

Simon W: We then move on to relational analysis. Once we clarify some of the blocks and we get some clarity on purpose, we then think about how you relate to others and how others relate to you. We're all shaped by relationships, from our formative relationships as infants, from other mother, from our families, through to our workplace relationships. So, the relational self is really important. How do I relate to others? How do I relate [inaudible 00:43:13]? [inaudible 00:43:13] be a good team player? How do you get drawn into certain dynamics with certain people? Your mother daughter relationship gets played out at work or your authority relationships get played out in certain ways. So, we do some work with individuals on all that piece of work, how they relate to others.

Simon W: Then we do a leadership analysis and people use my questionnaire, which is www.hiddenleadership.com. And it goes through those discourses. It gives you a map as to where you are on those discourse. And it's not saying you're one or the other, we all have all of those within us. Are you more a therapist leader, eco leader, Messiah leader, controller leader? Where are you now? Where would you like to be? If you could progress in your career, if you could progress in your personal life, for you to fulfill your purpose, where would you like to be on that map? How can you become more of an equal leader? How can you become more of a therapist leader? Whatever you need to develop in yourself. And we coach you through the process. And [inaudible 00:44:16] do our mapping.

Simon W: We get people to put themselves inside, on a great big piece of paper, a flip chart piece of paper with pens, and we have a model I use. We have some technology we use where we can map power, relationships, creativity, conflict, how we relate to our networks. And it can be not just individuals, it could be departments. So, if you're working in the bank, it can be the finance department, the sale department, the chief executive's office. You might not even notice people but you have a relationship in the network to them because of the way of their regulations have an impact on my work. It creates a block in me. So, we start mapping the whole network and it's a fascinating exercise. It's an unusual exercise because we talk about power, we talk about conflict, we talk about [inaudible 00:45:18] as well as a normal stakeholder analysis stuff. We go beyond that. And people are really blown away by it. At least overseas. Based on their network, who they should connect with to make changes. Who should be connected on that network to get a small cluster of people where change can start to take place? And we ask these questions, where on that network is there informal leadership? Where in that network can a cluster of people get together to really create the change we need to make to make a start? People get really liberated and engaged and it's very powerful.

Simon W: And then the last analysis is to look back on those four frames and say, let's get a strategy. A strategy for yourself and a strategy for your workplace. So people get a

personal development strategy. I need to [inaudible 00:46:03] in this way, I need to do this work, this what I'm going to do next. And then they get a workplace strategy.

[Simon W:](#) And those frames take you from the individual to the team to the [inaudible 00:46:17]. And it allows people to connect this notion of eco-leadership and how they approach it.

[Alison W:](#) So, when you're doing an engagement using this methodology, who's your client and how many people in an organization do you do? Can you just give me a sense of what an engagement might look like?

[Simon W:](#) So, I do open trading. I just came back from Australia, we had 30 people sign up for an open trade in there. And that would be a mixture, say 40-50% individual coaches, a few consultants. There'd be a couple professors turn up because they like my work. And then you'll get people in house. You'll get a few HR people, you'll get a few managers who are really interested in these ideas. So, we'll get a spectrum when we do open house trainings like that. It's a majority of coaches, [inaudible 00:47:19] people in house, [inaudible 00:47:21]. And then I go into companies and I do a lot of work with global OD departments. So, leadership and development and organizational development departments, they bring me in so I can work with them. I've been working with Microsoft in Seattle there and other big organizations in the banking sector in the UK. The health sector, [inaudible 00:47:45], and they take me in [inaudible 00:47:47] level. I start sharing these ideas, we start to think about how, we take people through this workshop methodology. Then we think about how we can tailor it and deliver it in their wide organization.

[Alison W:](#) So, when an organization engages with you, what are they saying they want? What's the problem they're having or why do they say, we really need someone here to teach us eco-leadership?

[Simon W:](#) Someone's usually read some of my work, will come across my work, and [inaudible 00:48:25] the notion of eco-leadership is important. And then they come to me and they say, look, we've been successful over the last 50 years, but we're really struggling. We've really got to learn how to change from this top down management style to really think about we work with our partners more, with our stakeholders more. Our customers are demanding much more, they want personalization. How do we personalize, whether it's health care or there's sending cards? Everybody wants a personalization model. How do we create platforms to deliver this? How do we do this thing? And we want to be more ethical. We know if we're more ethical, we'll retain our staff, we'll recruit better. We know this. How do we do it timely? We know we've grown up in this way of working, this machine method way of working, and now we need to deal with these ecosystems we live in. We know we live in them, they're complex and difficult. Can you help us with this?

[Alison W:](#) That's fascinating. [inaudible 00:49:24] or maybe just how these things relate to each other?

[Simon W:](#) I go through these frames but, really, they're all connected. They kind of blur into each other. If I'm doing a coaching session or working with some senior leaders, we often start with a depth analysis in the center. We work the relational, the leadership analysis, the network [inaudible 00:49:49], then we [inaudible 00:49:52]. And, for me, it's always about there's no personal development without organizational development. I never [inaudible 00:49:58] if we just work with the individual or within the organization, it's always both. If I'm doing OD stuff, I'm [inaudible 00:50:05] individuals. If I'm doing individual stuff, I'm also thinking about OD. And this is how we work. We work through this framework. What it does, it gives us this way of working and we pass it on to our quiet group. They internalize this and they can make and see when they're doing some work, look, guys, we're focusing far too much on the depth analysis [inaudible 00:50:26] network. Or we're just in the network, we haven't done anything on the leadership. It's no good to the network analysis [inaudible 00:50:35]. We have to do some work [inaudible 00:50:38]. So it gives them kind of an inner supervisor to work with, it gives them a framework to think about how they're doing their own work.

[Alison W:](#) Cool. Alright, well, let's see what questions our audience has. So, we got some audience questions in advance. This is from Karen Burden Brown. Is hierarchy necessary in distributed leadership? I guess Zappos would say no in their holacracy, but I'm curious what you would say.

[Simon W:](#) I think it's getting balance. If you draw two lines, North South, East West. You have hierarchy top down and you have lateral, horizontal networks and, usually, there's both. [inaudible 00:51:32] often tell a narrative that there's not both, that we got rid of all that. It's usually there in some way. You still have to ask some shareholders or somebody. There's always somebody to answer for, so regulators, some government structure. So it's about getting the balance and some places, you can do a lot more on a lateral and some places still quite a bit of vertical. And it's about working between the two.

[Alison W:](#) Yeah, that's my experience, too, is that when things get too vertical, people feel too strained, too restricted. And when things get too horizontal, people are like, wow, where are the boundaries? So, there's some kind of balance, middle path.

[Simon W:](#) In those examples that we give in social movements or organizations which have gone very flat, usually they're not that sustainable and they're usually a hidden dynamic underneath the surface. There's usually different ways leadership and authority are taking place within [inaudible 00:52:33]. There's always power being played out, there's always some powerful groups who are maneuvering within these systems. And it's about being open. The more open we can be about it, the better.

[Alison W:](#) So, Angie [inaudible 00:52:50] asked the question and I'm unclear exactly how it fits in this frame but I'm curious about your answer. What's your distinction between character and behavior?

[Simon W:](#) Maybe she got that from one of my books. I write a bit about that. I try and get HR people to break away from the idea of individual behaviors. So, people say, we must get

a behavior change. For me, that's a bit too techni-classic. It's a bit like treating people like robots. If we fix this bit, get your coaching toolbox out, fix this bit, change the behaviors. When I was a psychiatric nurse, I worked with what they call token economy. They get mentally ill patients and they reward them with cigarettes. It's pretty shameful, really, what went on. [inaudible 00:53:34] reward for doing this, doing that.

[Simon W:](#) But character's different. Character's really about who you are, how you [inaudible 00:53:44]. It comes from a deeper level and that's what I want to work with. I want to work with character.

[Alison W:](#) Work from the inside out.

[Simon W:](#) Yeah.

[Alison W:](#) Yeah. When the inside's different, the outside changes. So, a couple of questions, we're just in the last few questions. So, to the extent you can give us relatively quick examples. An example of an company where you and your group have worked and the change you've seen occur. What was the before state and what was the after state? And how long did that take?

[Simon W:](#) So, I worked with a national education leadership center in the UK who is in charge [inaudible 00:54:37] college sector in the US. And we were in charge of developing leaders throughout the whole thing. And the organization who was developed [inaudible 00:54:47] had it's own mindset, had it's own top down mindset. And so, working with about 300 people, we transformed that organization, which was then going to transform the FE sector, the further education sector. And the way we transformed it was I engaged the whole organization. I engaged them in focus groups, small groups. We created these clusters, these networks, and we got these conversations and we really inverted the leadership.

[Simon W:](#) So, every year, they'd have an annual meeting and usually the chief executive would create the agenda and lead this meeting. We got the administrative staff to do it. So, we empowered the administrative staff and they were kind of freaked out at first, but they got some support. And after three years, they were [inaudible 00:55:40] organization. They loved it. They loved organizing this, taking leading on it, it was fun, it was dynamic. And the whole thing changed the [inaudible 00:55:49]. There was a conversation going through the whole organization and it created this huge dynamic of energy. And that was transferred to the work they were doing. There was this powerful process. You don't just focus on the big [inaudible 00:56:02]. Transform this group and then the work they do is going to be kind of informed by that experience.

[Alison W:](#) That sounds really rich.

[Simon W:](#) I left after 3 years, but in over a 3 year period, that was a real big transformation.

[Alison W:](#) So, here, we're about to come to a close and I want to make sure people know more about your work here. So, first of all, we love feedback. Kris is going to put up a poll, let you chime in on how we did today. Kris, if you could go ahead and launch that poll.

[Alison W:](#) So, in [inaudible 00:56:44] talked about today, the various discourses of leadership, eco-leadership, the five frame model. You can learn more about that at his 3 day advanced coach training. You can find out more about that on his website, analyticnetwork.com. And if you're interested in his trainings that are occurring in this year, in Denmark, London, or Seattle, for our mini Seattle [inaudible 00:57:10] Northwest contingent there, contact Simon. His information is all right here. You can email him directly and find out all about it.

[Alison W:](#) And if you'd like to learn more about Simon's work on eco-leadership, you can find out more in his books. His book, *Coaching and Mentoring: A Critical Text*, is in its third edition, so you know it's in demand. It's in its third edition, which is great to see. And [inaudible 00:57:45]

[Simon W:](#) Yes, correction. The Leadership is in its third edition, the Coaching is its first edition.

[Alison W:](#) Oh, sorry about that. Okay.

[Simon W:](#) The Leadership book is going to be out in about two weeks. It's on Amazon. You can buy all of these on Amazon. The Global Leadership book's very interesting, very interesting culture. We have twenty perspectives on leadership across the globe on global leadership. The coaching is an in-depth theory of coaching and practice and the leadership does all the eco-leadership work for me.

[Alison W:](#) Nice. Thank you so much. And if you'd like to learn more about what we do at Learning in Action, you can enroll in one of our free Introduction to Relational Intelligence classes and Kris is going to put a link to that in the chat box and you can find out more about that. That's on March 22nd. That's 7:30 Pacific, 10:30 Eastern. And then you can see [inaudible 00:58:47] more about it at Learninginaction.com. We have EQ Certification classes, Master classes, and things coming up in Seattle. Work with teams, our relatively new team certification. Super excited about that. And if you just want to learn more about analytic network coaching, the work that Simon's doing, here's all of his contact information. You can find out more about all of that by connecting with him and his organization here. If you'd like to connect with me or anyone at Learning in Action, you can do that here. I'm on LinkedIn and Twitter. You can email me. You can email us at Learning in Action, follow us there.

[Alison W:](#) And our next podinar is coming up. We do this monthly. April's podinar is on April 26th with Steve Romano. Super excited about this. It's going to be on the topic of Mindful Coaching and what he calls the new MBA, Mastering Being and Awareness. I love the idea that we don't have to do, do, do all the time. And that's on Friday, April 26th. You'll get a link to sign up for that podinar when you get the recording of this one. So, we'll be sending out to you probably today or tomorrow the recording of this and all the resources that were mentioned, as well as Simon's e-mail and website and a link to sign

up for the next one. So, until then, thank you very much. Thank you, Simon. So appreciate you sharing all your amazing wisdom with us today. Super interested, really valuable. Thank you, Corrie. Thank you, Kris. Thank you everyone who attended. Take care. Bye, Bye.

[Simon W:](#) Take care. Bye, bye.