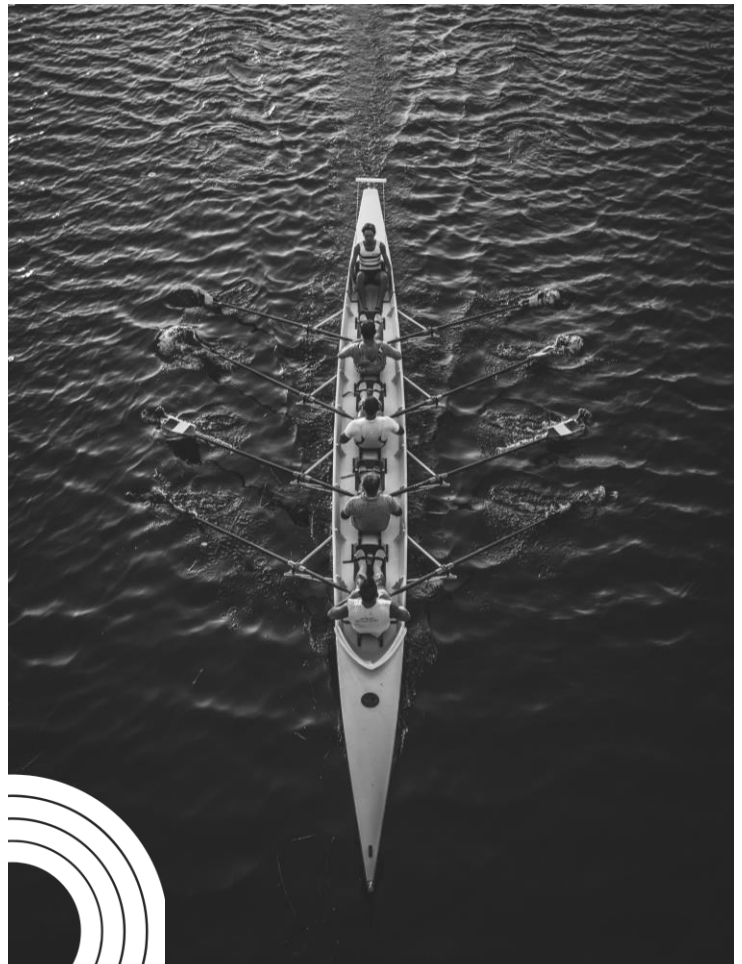




# TRANSFORMATIONAL LEADERSHIP HANDOUT

**key**<sup>2</sup>advance  
*Team*

# TRANSFORMATIONAL LEADERSHIP HANDOUT



## ABOUT

The aim of this handout is to give a deeper understanding of leadership beyond the surface level of behaviours and beliefs, into the core of the human mindset. Inside this handout are the tools you need to take your leadership to the next level and become an effective transformational leader.

## INSIDE

### **PG. 3-5 THE LEADERSHIP EVOLUTION MODEL**

How has leadership evolved historically? How can you take these leadership theories and perspectives and see them in a larger framework?

### **PG. 6-16 THE THREE MINDSETS**

What are the assumptions, the leadership styles and the structures of each mindset? Where do we see it in practice? What are the lessons and limitations?

### **PG. 17 THE CORE OF TRANSFORMARTIONAL LEADERSHIP**

What exactly is transformational leadership? Why is it difficult in practice?

### **PG. 18-25 THE TOOLBOX**

How can you put transformational leadership into practice? Tips and tricks on how to take your leadership mindset to the next level.



# KEYS TO UNDERSTANDING AND CHANGING LEADERSHIP

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## Real change happens at the level of mindset

It is tempting to talk about leadership on the behavioral level. Although that level can be helpful, real change happens at the level of MINDSET. Your mindset is the underlying structure that holds your beliefs and behaviors together. Think of your mindset as a building and your beliefs and behaviors as the furniture. Sure, some new of furniture can be nice, but if you want to make a real change, you will have to change the structure of the building. In this handout we will give you the tools to renovate your building, but the manual labor will have to be done by you.

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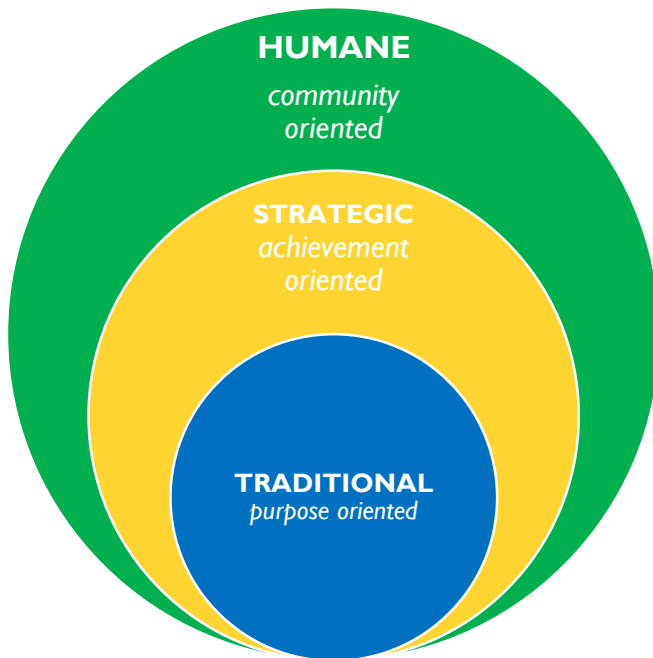
## Effective leadership is contextual

Leadership has become a complex topic. There are many perspectives and theories that claim to understand what it means to be an effective leader. The key to making sense of these, sometimes contradicting, views, is to understand that good leadership is highly contextual. As the context evolves, as we as humans evolve, so too does leadership require new ways of looking at the world. This means that leaders must be flexible in their approach, and adapt to the context they are in. We will look into what it requires to be an effective leader in the different contexts leaders face today.

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## Changing leadership mindset requires ownership

All the tools and theories necessary can be provided, but at the end of the day, only the leader can make a change. That is why during the change process, you have to take full responsibility for how you lead. Making a change at the level of mindset means turning inwards. Humble curiosity and honesty from the leader's end are prerequisites, allowing for self-reflection. There is no one that can do that for you.



# THE LEADERSHIP EVOLUTION MODEL

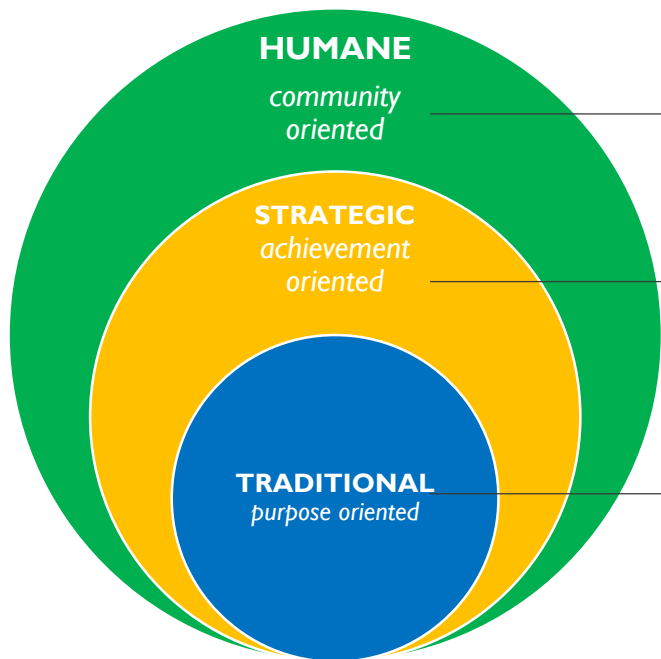
The “Leadership Evolution Model” is a comprehensive model that describes three core mindsets, which help put the various leadership theories into context. It explains how the three most relevant leadership mindsets act, evolve, and build on each other. The leadership evolution model will incorporate lessons from each mindset while setting stage for the next step in your practice towards the transformational leadership mindset.

The Leadership Evolution Model is comprised of a combination of diverse sources. The main framework comes from Spiral Dynamics. Founders Claire Graves, Don Beck and Christopher Cowan spent decades studying the human psyche, discovering that human cognitive structures evolve through predictable stages. They compiled their scientific research into an elaborate model that is now applied by political and business leaders around the globe.

Based on their understanding of cognitive evolution, we have looked at the evolution of leadership. Combining Spiral Dynamics with other scientific research, practitioner models, business tools, and work from the Arbinger Institute, allows for a meta-perspective on leadership.

The upcoming pages will be spent explaining what the model is, how it works, and how it can help you to take your leadership to the next level.

# THE LEADERSHIP EVOLUTION MODEL



## THE THREE STAGES

This mindset allows us to relate on a human to human level, strengthening connections and creating a positive environment together.

This mindset enables goals to be achieved by letting the individual's drive flourish.

This foundational mindset enables order and stability for the collective through clear rules and regulations.

## What do you need to consider?

### Assumptions determine the mindset's core

At the core of each mindset lay several assumptions; hidden beliefs about how the world works or should work. The tricky thing about these assumptions is that they are taken for granted, thus difficult to reflect on, and even harder to change. The assumptions are like the foundation of the building we call "mindset". On top of these assumptions lay the values, beliefs and behaviors of the leader.

### The mindsets build on each other

It is important to understand that each mindset has its own value. When leaders evolve to the next stage in a healthy way, they incorporate the most important lessons of the previous mindset. Evolving to the next mindset is about expanding on the previous mindset and acknowledging the limitations it has. It can also be useful to revisit some of the older mindsets to strengthen your current perspective. Think of it as a skyscraper. Each floor is needed to build a high building. The strategic mindset needs the stability and order from the traditional mindset to be stable and secure in its individual expression. The humane mindset needs the resources and achievements from the strategic mindset to build a community.

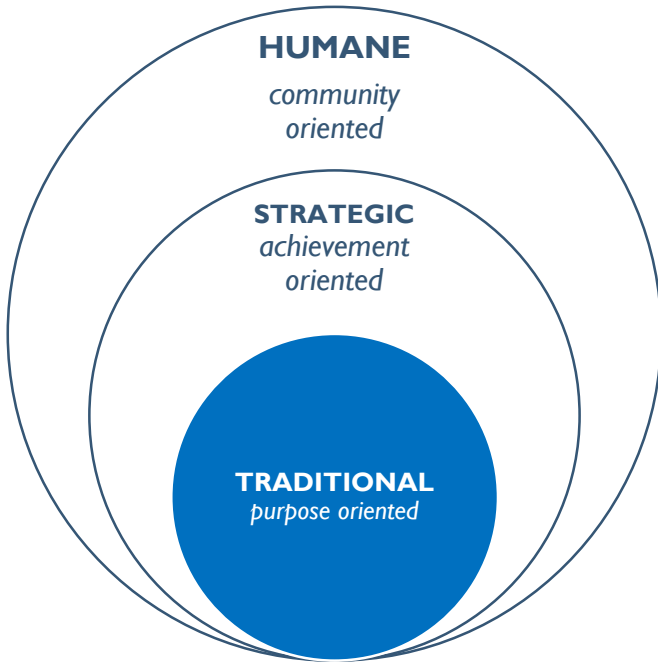
### What is the right mindset?

Which mindset will be the most effective will depend largely on the circumstances. Teams must be ready to be led from a certain perspective, and the environment must be conducive to change. Going back to our skyscraper metaphor, it is clear that having workers on the eight floor whilst the third floor is incomplete is not practical. The leader must be attuned to the needs of the environment. We will discuss key strategies for effective leadership in European and North American markets towards the end of the session, in the "Transformational Leadership" unit.



# TRADITIONAL MINDSET:

## BASICS



### Assumptions

- There are pre-determined rules, duties and standards that all should obey. These rules should be followed without questioning.
- Each person should adhere to their assigned role strictly.
- Individuals should be judged on their ability to follow the assigned rules and principles.
- The right approach, the truth, is clear. It is up to us as a collective to carry it out.

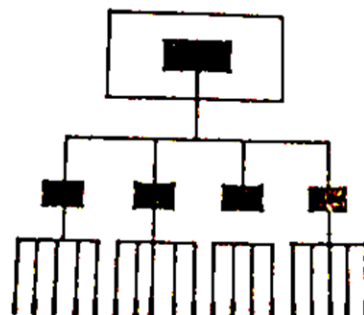
### Leadership Behavior

- The objective of leaders is to create order and stability.
- Leaders have a strong moral compass. They possess a strong sense of right and wrong. They set out strict rules and boundaries that followers are expected to adhere to.
- Leaders judge both themselves and others based on the rules. Leaders are often predictable in their approach. Punishment may await those who do not follow.
- Leaders often appeal to a higher purpose, such as truth, respect and honour, to motivate followers and maintain authority.
- Commitment and discipline are highly valued.
- Leaders like to set clearly organized schedules.

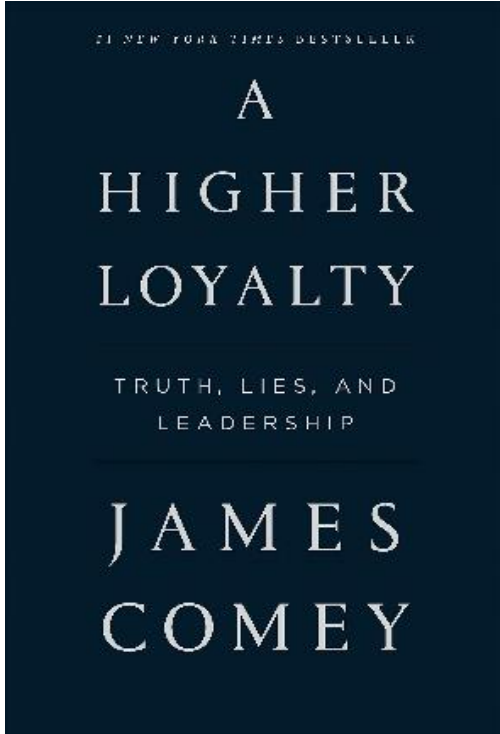
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### Structure

This leadership mindset prefers hierarchies wherein members have solidified positions with little room for change. There is a clear chain of command that everyone should follow. Moving up or down in this system is challenging, because your position is often pre-determined through certain personal characteristics.



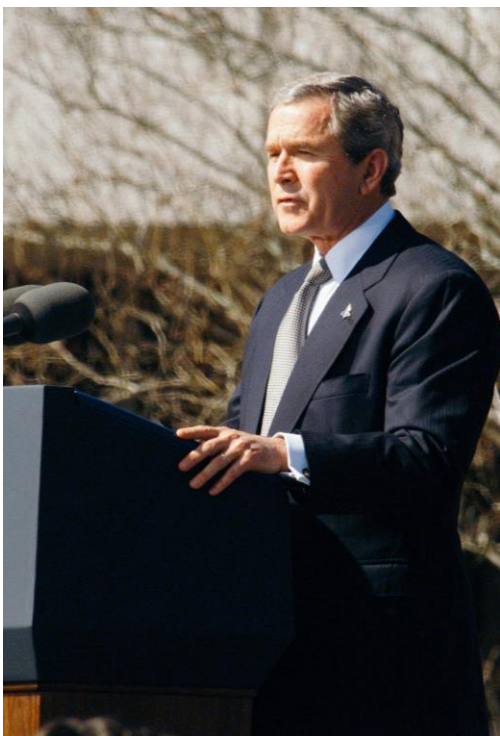
# TRADITIONAL MINDSET: IN PRACTICE



James Comey's book "a higher loyalty" is a good example of a healthy expression of the traditional mindset. In the book, James Comey asserts the importance of telling the truth as a leader. From his perspective, effective leadership is predicated upon following certain norms, principles and rules. These are the hallmarks of the traditional mindset.

## 40%

of world population  
operates from this mindset



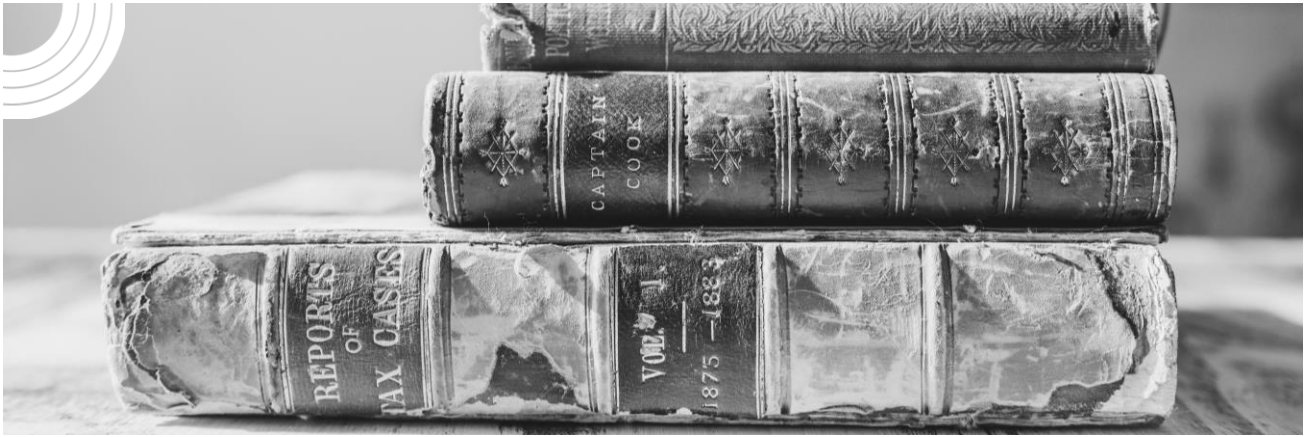
“*Better safe than sorry!*”



“*Practice what you preach!*”

The text is flanked by two world maps. The map on the left is mostly grey, representing the 60% of the world population that does not operate from the traditional mindset. The map on the right is mostly blue, representing the 40% of the world population that does operate from the traditional mindset.

George W. Bush's "Axis of Evils" speech displays aspects of the traditional mindset. After the 9/11 attacks, America was shocked. In his speech, George W. Bush restores stability and order by stating moral principles that bring the American people together as a collective. He gathers forces by appealing to the higher purpose of gaining justice. Justice based on the, to him and his followers, clear truth.



# TRADITIONAL MINDSET:

## KEY LESSONS

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### Enablers:

When the traditional mindset is properly integrated, and expresses itself in a healthy way, it can help leaders to:

- Create order, a safe environment, clarity and purpose.
- Create a collective cohesion and a sense of belonging for teams.
- Reinforce certain behaviour from the community.
- Ensures hard work and disciplined towards shared objectives.

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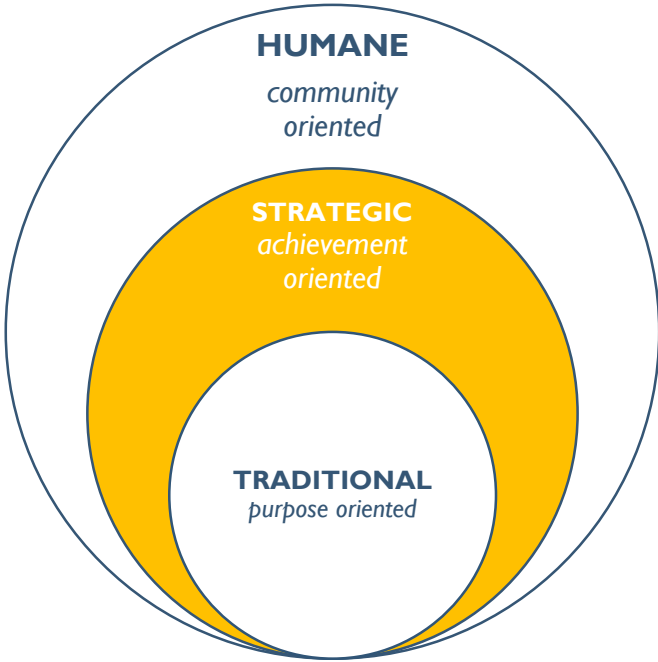
### Limitations & Transcendence

There are limitations to the traditional mindset which leaders must acknowledge if they hope to transcend them and evolve towards the strategic mindset:

- Perhaps “the truth” or “what is right” is not as obvious and set in stone as one thinks.
- Being overly strict, rigid and hard can create suffering and inefficiency.
- Bureaucracy and fixed hierarchies can be limiting to individuals.
- Cold judgement and punishment can create problems in the long run.
- Not everything can be done collectively. Giving the individual space to flourish can have benefits for both individuals and the collective.



# STRATEGIC MINDSET: BASICS



## Assumptions

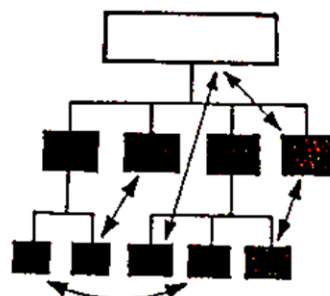
- Each person's primary focus is, and should be, taking care of their own well-being.
- Individuals are passive organisms that need to be motivated by external forces and rewards.
- There is an objective world that can be understood through rational investigation.
- Progress is crucial to happiness. Competition leads to progress.

## Leadership Behavior

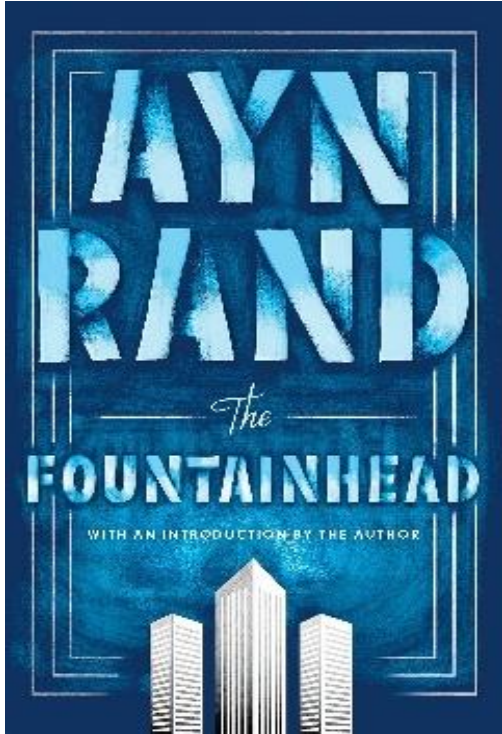
- Leaders stimulate and encourage individual initiative. They challenge individuals to be the best version of themselves. This may be done by creating competition within the organisation.
- Leaders set out goals. They are focussed on results and how to achieve them. Leaders instruct teams on how to achieve the organization's goals.
- Leaders motivate their teams through rewards that appeal to their self-interest. These can be financial, promotional, reputational and more.
- Leaders like to make decisions based on data, logic, objectivity and rationality.

## Structure

This leadership mindset prefers dynamic hierarchies wherein members have room to grow to higher levels based on performance. Leaders have authority and status based on their expertise and experience. Individuals with this mindset value promotions, productivity and growth.



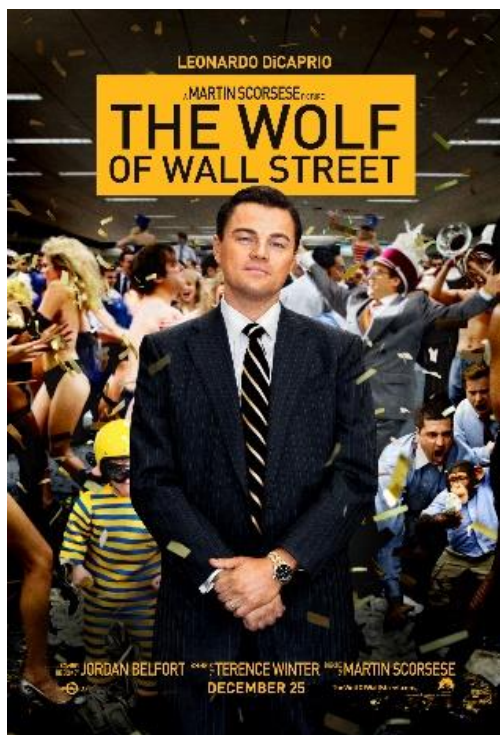
# STRATEGIC MINDSET: IN PRACTICE



Ayn Rand's Famous book "The Fountainhead" is one of the various expressions of the strategic mindset. The call to objectivity and rationality are hallmarks of the strategic mindset. It also displays a shift away from the collectivism found in the traditional mindset, towards free expression of the individual's desires and ideas, which the strategic mindset values highly. This is not to say that everyone in the strategic mindset must support Ayn Rand's philosophy, but it does showcase the underlying assumptions of the perspective well.

## 30%

of world population  
operates from this mindset



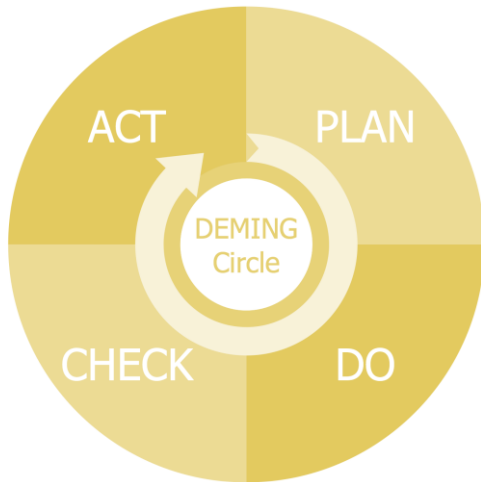
*“Just do it!”*



*“The sky is the limit.”*

In the movie "The Wolf of Wallstreet" Leonardo DiCaprio plays Jorden Belfort, displayed as a savvy businessman with only one goal in mind: personal success. The movie paints a good picture of what the caricature of the strategic mindset looks like, when it is taken to its extreme. In reality, most of Wallstreet operates from the strategic mindset. However, in most instances, from a more nuanced and healthy way.

# STRATEGIC MINDSET: IN PRACTICE



Management is a broad concept that transcends one particular mindset. However today, management we see is predominantly an expression of the strategic mindset. Strategic management may consist of cost/benefit analysis', top-down management, cost cutting, lean management, etc.; as taught in most business schools around the world. It is an expression of the hierarchy and drive for performance which the strategic mindset values most.

## 30%

of world population  
operates from this mindset

*“The facts, only the facts!”*



*“Nothing ventured, nothing gained.”*

Transactional leadership is often cited as the opposite of transformational leadership. Under the transactional leadership perspective, it is the leader's job to keep everyone in line with the strategic goals of the organization, which are perpendicular to the individual's self-interest. The leader compensates members for their contributions with (mostly financial) rewards. This theory builds on the strategic mindset's assumption that people are passive organisms that need to be motivated by external forces. Bonus structures, promotions and reputational acknowledgement are the name of the game.





# STRATEGIC MINDSET:

## KEY LESSONS

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### Enablers:

When the strategic is properly integrated, and expresses itself in a healthy way, it can help leaders to:

- Set goals and achieve them. Make fast progress. Create material abundance.
- Express leader's and follower's individuality. Encourage personal responsibility.
- Create an entrepreneurial environment that stimulates innovation.
- Can overcome challenges through strategic thinking, using data and rationality.

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### Limitations & Transcendence

There are limitations to the traditional mindset which leaders must acknowledge if they hope to transcend them and evolve towards the humane mindset:

- Not all problems can be solved through individual effort. Some challenges must be faced collectively.
- Rationality and logic have their limits. Emotions and intuition also have their place.
- Success and material abundance are not the only ingredients for happiness.
- Competition is not always effective and has risks, such as disrupting group cohesion and creating burnout.
- Not everyone can be at the top. There is an underlying inequality that is created by the system. Taking personal responsibility will not solve all problems.

# HUMANE MINDSET: BASICS



## Assumptions

- Sharing and inclusion lead to better results.
- Emotions and intuition should be considered.
- Everyone is of equal worth.
- Collective well-being is important.
- Every perspective has some merit.

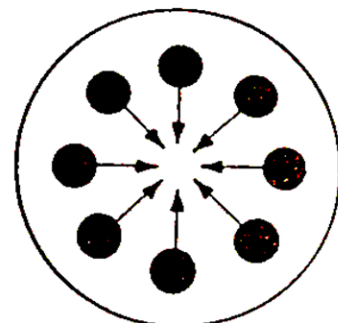
## Leadership Behavior

- Leaders facilitate more than they give directions. They include the perspectives of their team as often as possible.
- Leaders try to align the goals of the individual with the goals of the organization. They tap into followers intrinsic motivation.
- Leaders try to establish a community wherein all members feel appreciated. From a place of trust, they encourage mutual sharing of information and emotions.
- Leaders communicate with others on a human-to-human level. They see members of their team as fellow human beings, equal to them.
- Leaders often care about the impact they are having on their employees, clients, society and the environment. Their circle of concern is large.

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## Structure

This leadership mindset prefers flat hierarchies wherein members are of equal value. There can be still leaders, but they are not seen as more important or better than other organizational members. Positions within the organization become more flexible. Titles and status become less important.





# HUMANE MINDSET: IN PRACTICE



Although Bill Gates was oriented towards efficiency during the creation and growth of Microsoft, he portrays a different mindset with his work on the Bill & Melinda Gates Foundation. This is an example of someone who has learned all the important lessons from the strategic mindset and has transcended with them into the humane mindset. Their slogan “All lives have equal value” sums it up nicely. This does not mean all humane organizations have to become nonprofit but highlights the mindset behind it.

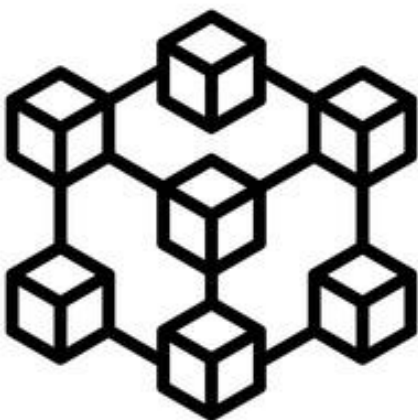
## 10%

of world population  
operates from this mindset

“*Happiness is only true  
when it is shared.*”

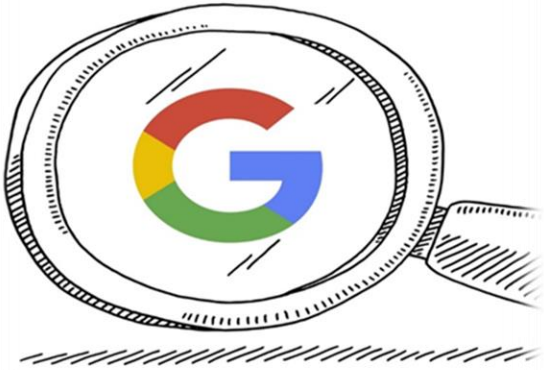


“*Be the change you wish  
to see in the world.*”



A variety of popular academic theories are centered around the distribution of power in leadership hierarchies. Theories such as distributed leadership, shared leadership, and collective leadership, paired with the popularity of self-managing teams, all stem from the humane mindset. In these approaches, leadership is seen as a collective effort. Hierarchy and centralized power are not the only options for organizing.

# HUMANE MINDSET: IN PRACTICE



Project Aristotle & Oxygen

Google did internal research to investigate what it means to be a good manager. They found 10 traits which overlap substantially with the humane mindset. At the top of the list, was the desire for managers to be good coaches, followed by the need to empower the team and create an inclusive environment. Google's research shows how the humane mindset can not only create a positive atmosphere, but can also add to productivity. It is important to note that although this works well in Google's context, leaders with these characteristics might face challenges in a traditional or strategically minded environment.

*“We are all in it together.”*



*“Love conquers all.”*

# 10%

of world population  
operates from this mindset



Bob Marley's famous song "One love" is an expression of the humane mindset. The call to community, heart, feeling and love are trait marks of the humane mindset. "Let's get together and feel alright", as Bob Marley sang, hits the core of what the humane mindset adds on top of the strategic mindset.



# HUMANE MINDSET:

## KEY LESSONS

---

### Enablers:

When the humane mindset is properly integrated, and expresses itself in a healthy way, it can help leaders to:

- Create a harmonious community wherein people feel at home and valued.
- Understand team member's perspectives. Use this understanding to increase both efficiency and relationships.
- Get in touch with feeling and intuition. These previously mostly ignored capabilities can help solve challenges that the mind alone cannot.
- Create balance and equality.

---

### Limitations & Transcendence

Although the humane mindset is the last mindset in the leadership evolution model, it is by no means the final stage of leadership. Spiral Dynamics already shows the next stages that are on the horizon. Leadership will most likely keep evolving. There are limitations to the humane mindset which leaders must acknowledge if they hope to transcend them and evolve towards the next mindset:

- Being overly inclusive can become ineffective for decision making.
- In the effort to be humane, one might avoid conflict or tough conversations.
- The pendulum can swing too far towards collectivism.

It is important to understand that although there are limitations to the humane mindset, one must first go through it to learn the lessons necessary to transcend it. It can be tempting for people looking at these limitations to use these as excuses not to change. That would be a mistake. Making the step to include the humane mindset can offer tremendous value when operating from the strategic mindset.

# TRANSFORMATIONAL LEADERSHIP

Now that we understand the different mindsets and their expressions, we come to transformational leadership. Transformational leadership combines the key lessons from the traditional, strategic, human mindset, with Bass's 4 I's framework, into an approach that fits well with today's business climate. The figure on this page shows the different puzzle pieces that together make up effective transformational leadership.



All of these puzzle pieces seem to be intuitive and achievable, so why is it so difficult in practice to be a transformational leader?

Because there is often something more important:

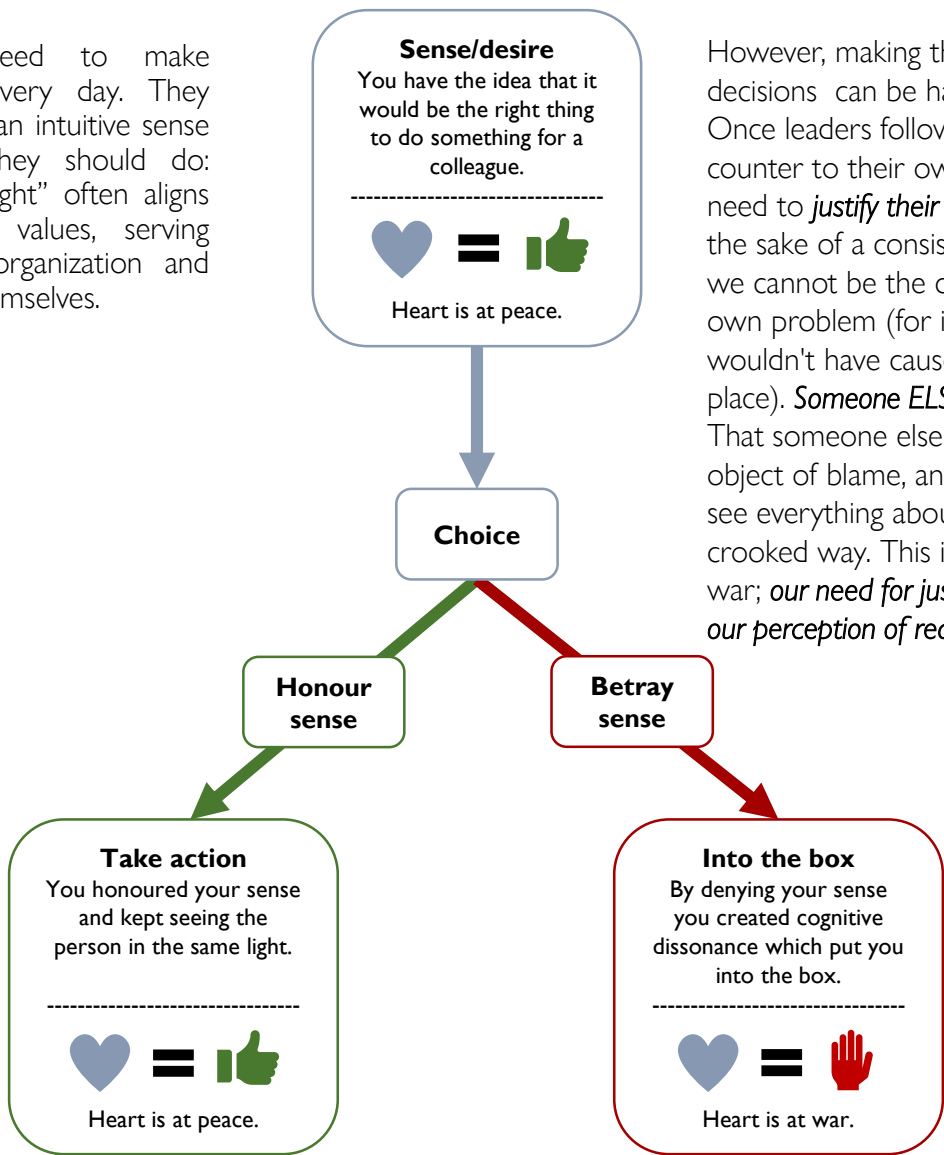
## Being right!



# GETTING INTO THE BOX

One of the major obstacles to embodying transformational leadership, is the reality that it is often more important to us to be right than to be follow our inner sense of what is just. The Arbinger Institute calls this self-deceived position being “in the box”. So what does it mean to be “in the box”? How do leaders get themselves into the box?

Leaders need to make decisions every day. They often have an intuitive sense of what they should do: What is “right” often aligns with their values, serving both the organization and themselves.



However, making the right decisions can be hard! Once leaders follow a way that is counter to their own sense, they need to *justify their self-betrayal*. For the sake of a consistent self-image, we cannot be the cause of our own problem (for if we were, we wouldn't have caused it in the first place). *Someone ELSE has to be*. That someone else becomes an object of blame, and we begin to see everything about him in a crooked way. This is the seed of war; *our need for justification distorts our perception of reality*.

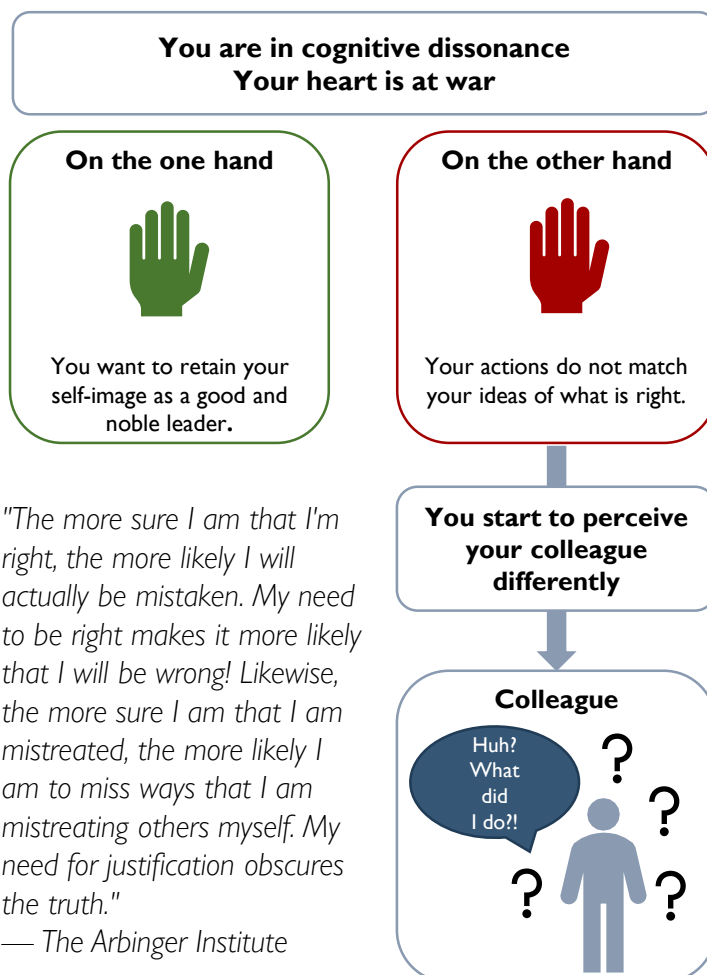


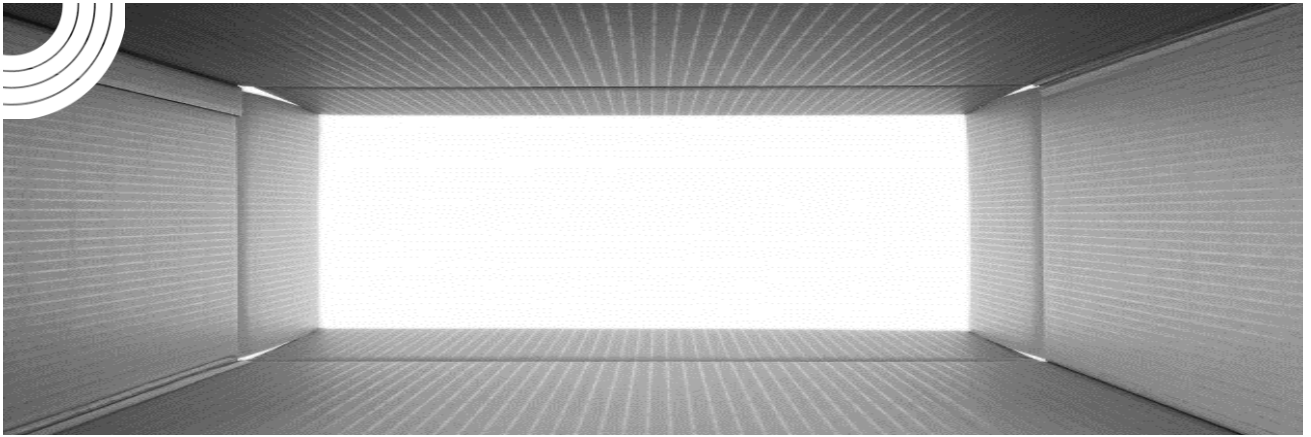


# WHEN **IN** THE BOX

The decision to betray their inner sense of the right action, puts the leader into a bind. On the one hand you know deep down that you made the wrong decision. You know you are at fault.

However, on the other hand you want to BE RIGHT. You want to keep your self-image of being a good and noble leader. These two opposites put you in a state of cognitive dissonance. To ease the tension from the dissonance, it is easier to start looking at your colleagues in a different light.

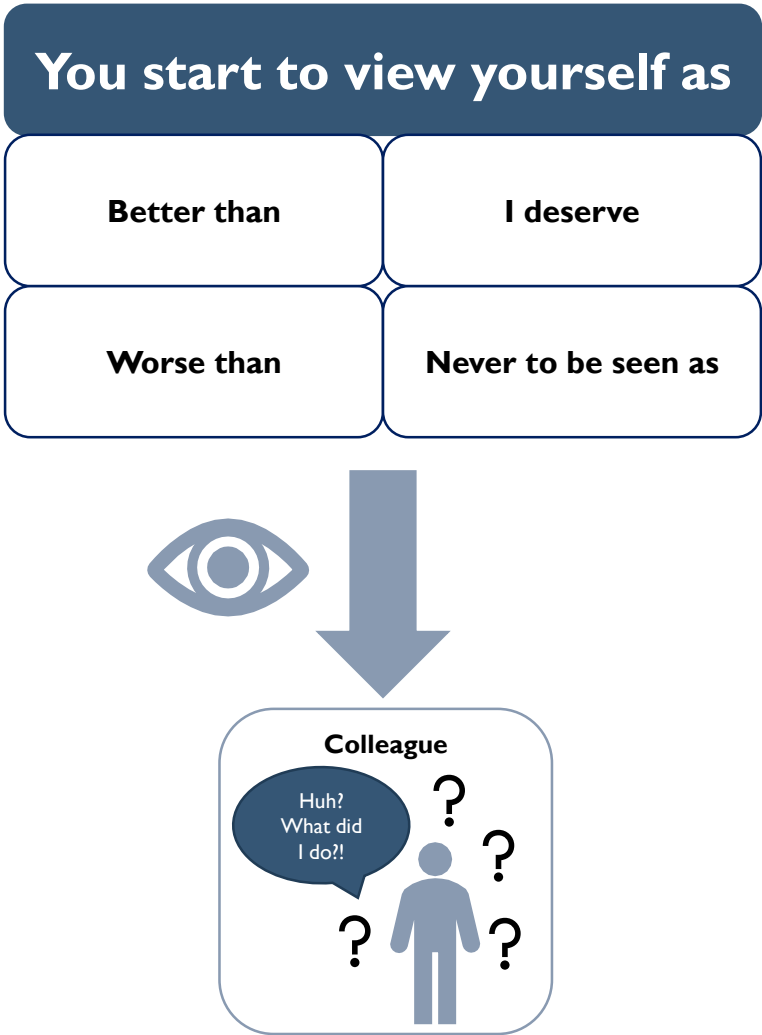


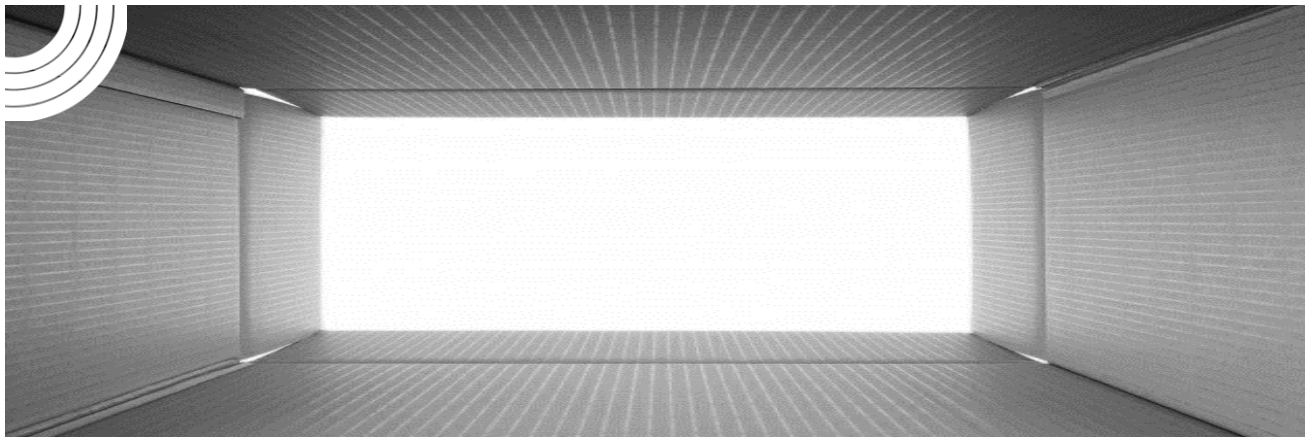


# SEEING FROM THE BOX

When in the box, you are no longer able to function from the Humane Mindset.

Look at the choice diagram. When I choose to betray my sense, my feelings, my view of myself, my view of others and my view of the world changes. Because I choose to feel justified, my whole worldview shifts, and I begin to live in a resentful (or unfair/competitive/mediocre/etc.) world. Metaphorically, we can say that we see the world through a box. The world I see becomes determined by my box. No wonder there are so many destructive conflicts in teams - people don't see the same reality in the first place!





# SEEING FROM THE BOX

There are different styles of boxes, or patterns of distorted views. We all have several or all of them to some degree, even though we may orient to one or two more often. They are pictured in the following diagrams.

Depending on the moment, the people, the circumstances, we may use different boxes, or no box at all. Remember that every relationship, and every moment, is an opportunity to make a different choice - to honor or betray our sense.

**THE BETTER-THAN BOX**

|  |  |
|--|--|
| <b>View of Myself</b><br>Superior<br>Important<br>Virtuous/Right | <b>View of Others</b><br>Inferior<br>Incapable/Irrelevant<br>False/Wrong |
| <b>Feelings</b><br>Impatient<br>Disdainful<br>Indifferent        | <b>View of World</b><br>Competitive<br>Troubled<br>Needs me              |

**THE I-DESERVE BOX**

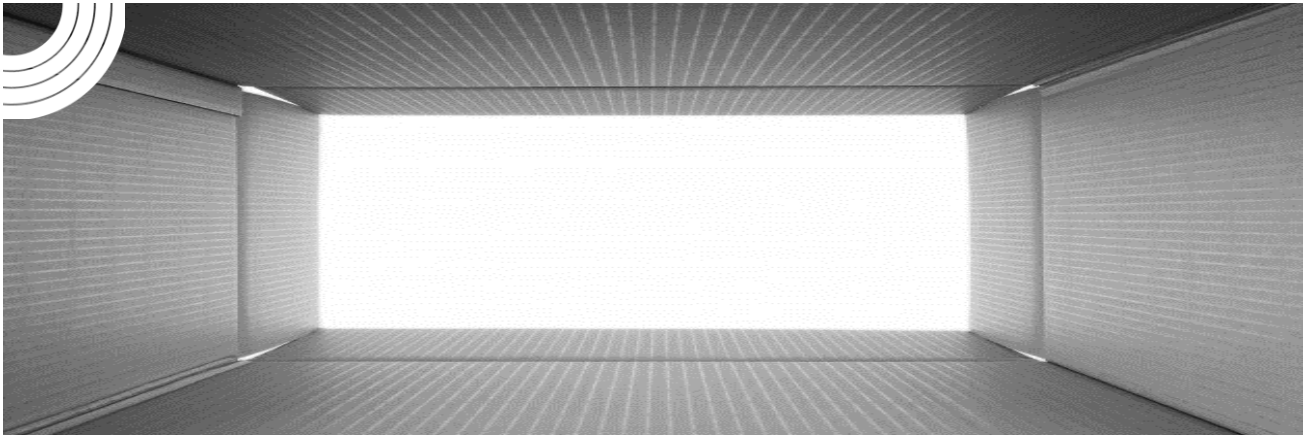
|  |  |
|--|--|
| <b>View of Myself</b><br>Meritorious<br>Mistreated/Victim<br>Unappreciated | <b>View of Others</b><br>Mistaken<br>Mistreating<br>Ungrateful |
| <b>Feelings</b><br>Entitled<br>Deprived<br>Resentful                       | <b>View of World</b><br>Unfair<br>Unjust<br>Owes me            |

**THE MUST-BE-SEEN-AS BOX**

|  |   |
|--|---|
| <b>View of Myself</b><br>Need to be well<br>thought of<br>Fake     | <b>View of Others</b><br>Judgmental<br>Threatening<br>My audience |
| <b>Feelings</b><br>Anxious/Afraid<br>Needy/Stressed<br>Overwhelmed | <b>View of World</b><br>Dangerous<br>Watching<br>Judging me       |

**THE WORSE-THAN BOX**

|   |   |
|---|---|
| <b>View of Myself</b><br>Not as good<br>Broken/Deficient<br>Fated | <b>View of Others</b><br>Advantaged<br>Privileged<br>Blessed        |
| <b>Feelings</b><br>Helpless<br>Jealous/Bitter<br>Depressed        | <b>View of World</b><br>Hard/Difficult<br>Against me<br>Ignoring me |



# SEEING FROM THE BOX

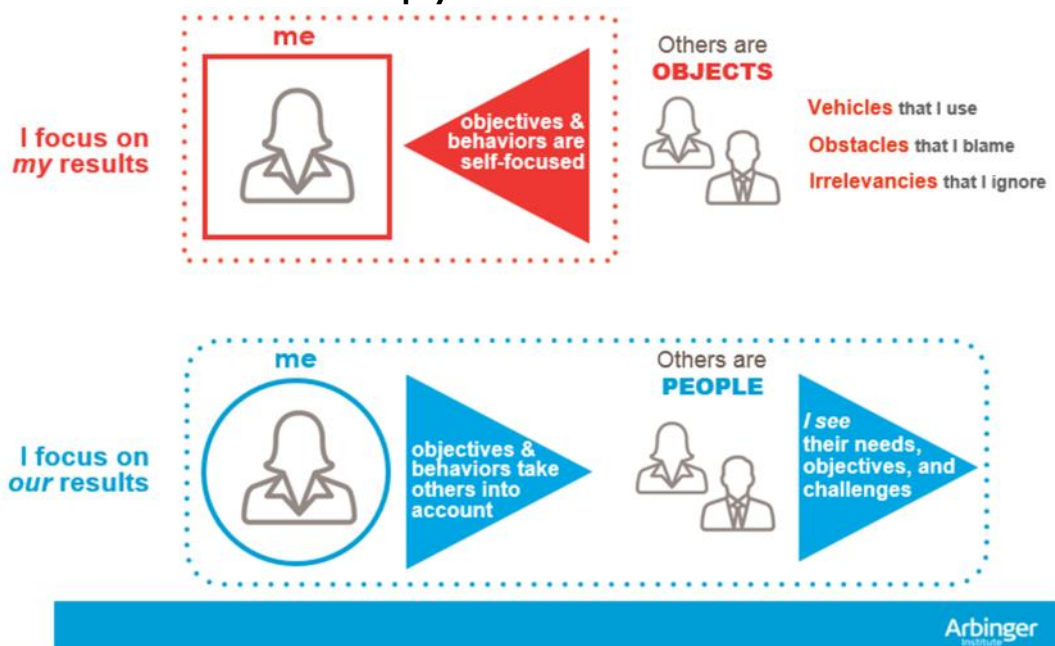
The image from the Arbinger Institute below demonstrates the difference between a leader that has an inward versus outward mindset.

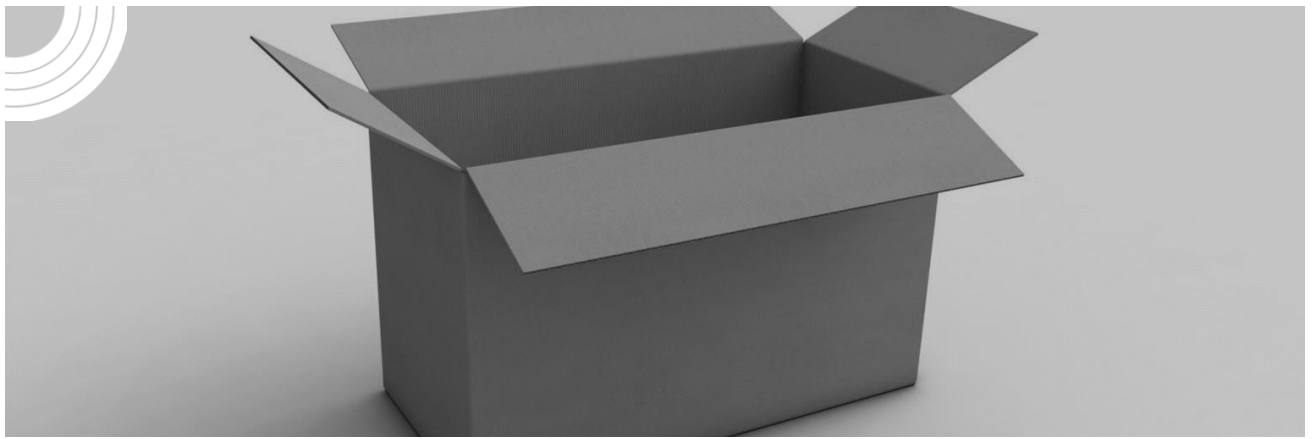
There are two ways of seeing others: as persons (leads to a heart at peace), or as objects (leads to a heart at war).

**As persons:** we see people as persons when we recognize their uniqueness just like ours, with their flaws and qualities, just like ours, with desires, hopes, doubts and concerns, just like ours - in short, when we acknowledge all the richness of their humanity.

**As objects:** we see people as objects when we "de-personalize" them, for example when we reduce them to a category (Corporate, Operations), to a role (a Guest, a Leader, a GM), or just to a quality (a Jerk, an arrogant colleague, an inconsiderate owner). There are three ways of seeing a person as object: as an obstacle ("my demanding boss is making my life a burden!"), as a vehicle ("this owner will hopefully sign the contract and make me secure my bonus."), or as an irrelevancy ("I never bothered talking to this GM"). What determines which way we see someone?

Simply, our choice!





# GETTING OUT OF THE BOX

Getting out of the box can be a challenging and counter-intuitive process. Remember, you had a reason to go into the box in the first place; you wanted to be RIGHT.

Step 1: Look for the signs of the box (blame, justification, horribilization, common box styles, etc.)

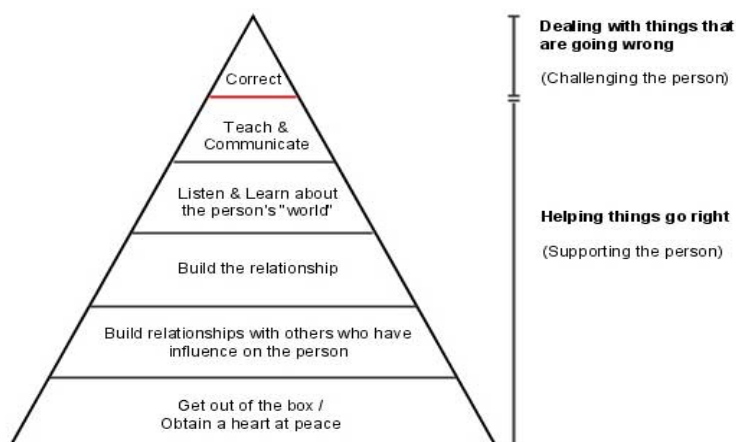
Step 2: Find an out-of-the-box place (out-of-the-box relationships, memories, activities, places, etc.).

Step 3: Ponder the situation anew (i.e., from this out-of-the-box perspective).

Ask yourself:

- What are this person's or people's challenges, trial, burdens, and pains?
- How am I, or some group of which I am a part, adding to these challenges, trials, burdens, and pains?
- In what other ways have I or my group neglected or mistreated this person or group?
- In what ways are my better-than, I-deserve, worse-than, and must-be-seen-as boxes obscuring the truth about others and myself and interfering with potential solutions?
- What am I feeling I should do for this person or group? What could I do to help?

## THE PYRAMID OF CHANGE



If it doesn't work, look deeper

The secret of the Peacemaking Pyramid is that it prompts us to look for solutions to a problem at a deeper level than the one the problem seems to be at. The answer to a problem at one level of the pyramid lies at the level below.





# TOOLS FOR BECOMING A TRANSFORMATIONAL LEADER

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## Diving deeper into the literature

It can be helpful to understand the components that are most useful to you on a deeper level. On page 26 of this handout, we have compiled the most important literature that laid the foundation for this handout. For more about the structure behind the leadership evolution model, look into Spiral Dynamics. For more about self-deception and getting out of the box, literature from the Arbinger Institute is recommended. Other sources on academic theories can also be found there.

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## Using facilitation tools

One of the hallmarks of a transformational leader is their ability to take the team members' perspectives into consideration. Today, we have technologies that allow us to gage the opinions of others. Examples are; Mentimeter, Poll Everywhere, and Kahoot. Using such tools can allow for a more democratic process in which team members feel included.

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## Coaching

A coach may be useful on your way to becoming a transformational leader. Although tools like 360 degrees feedback can help in some situations, it is challenging to receive honest feedback. A coach can bring the outside perspective and expertise to help you set the next step in your leadership progression, without the challenges that come with internal options.



# TOOLS FOR BECOMING A TRANSFORMATIONAL LEADER

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## Looking from the other's perspective

One of the most important steps for transcending the strategic mindset into the humane mindset, is the ability to understand the value of perspectives different than your own. To help yourself make this step it can be helpful to do deliberate exercises. Empathy maps can be a great tool for this. Empathy maps were originally developed Dave Gray to help teams see the perspective of their customers but can also be used on an individual level within an organization.

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## Incorporate feelings as well as arguments

Next time you are in a meeting, try to ask your team members how *feel* about the issue at hand, beyond what they *think* about it. You might be surprised to find that it helps you to get to the core of the issue faster than through rationality alone. For more on this you can look into the work of Marshall Rosenberg, the founder of non-violent communication.

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## Connect with followers on a personal level

One of the pillars of transformational leadership is individual consideration. Individual consideration means that the leader has a genuine interest in the individual. Attempting to understand team members on a deeper level can help you to put things in perspective and strengthen your professional relationships. A simple question centered around how the individual is doing unrelated to the task at hand can start this process.

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# INSPIRATIONAL QUOTES

For difficult days!

- "Leadership is not a position or a title, it is action and example." - Donald McGannon
- "if your actions inspire others to dream more, learn more, do more and become more, you are a leader." – USA President John Quincy Adams
- "A good leader is a person who takes a little more than his share of the blame and a little less than his share of the credit." – American author and speaker John Maxwell
- "Only three things happen naturally in organization: friction, confusion and underperformance; everything else requires leadership." – Peter Drucker
- "The master doesn't talk, he acts. When his work is done, the people say, 'amazing; we did it, all by ourselves!'" – Tao Te Ching
- "Leader don't create followers; they create more leaders." – Tom Peters

# QUESTIONS? CONTACT US!



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