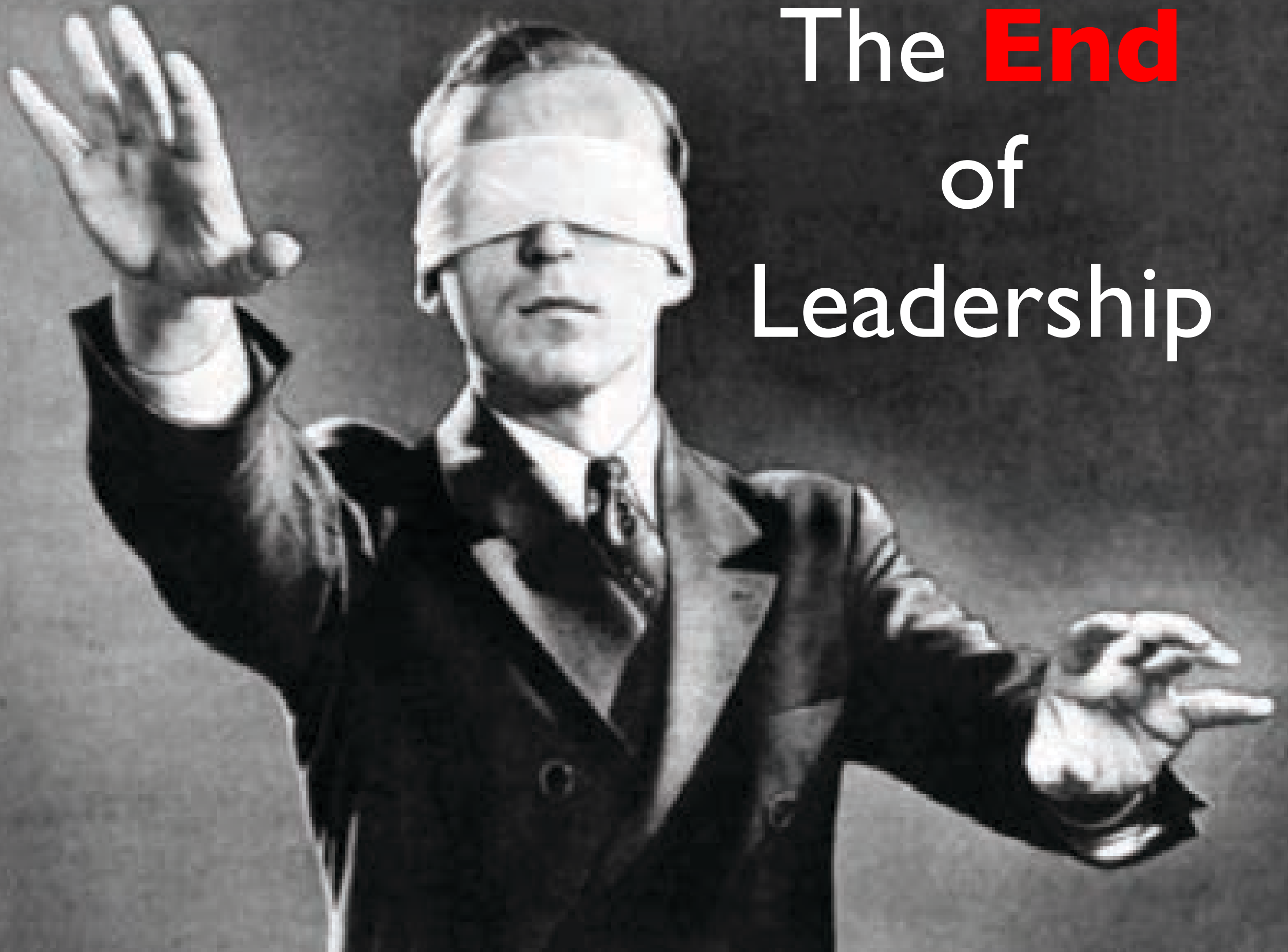


Developing Leaders

Warwick Jones
Australian Institute of Police Management



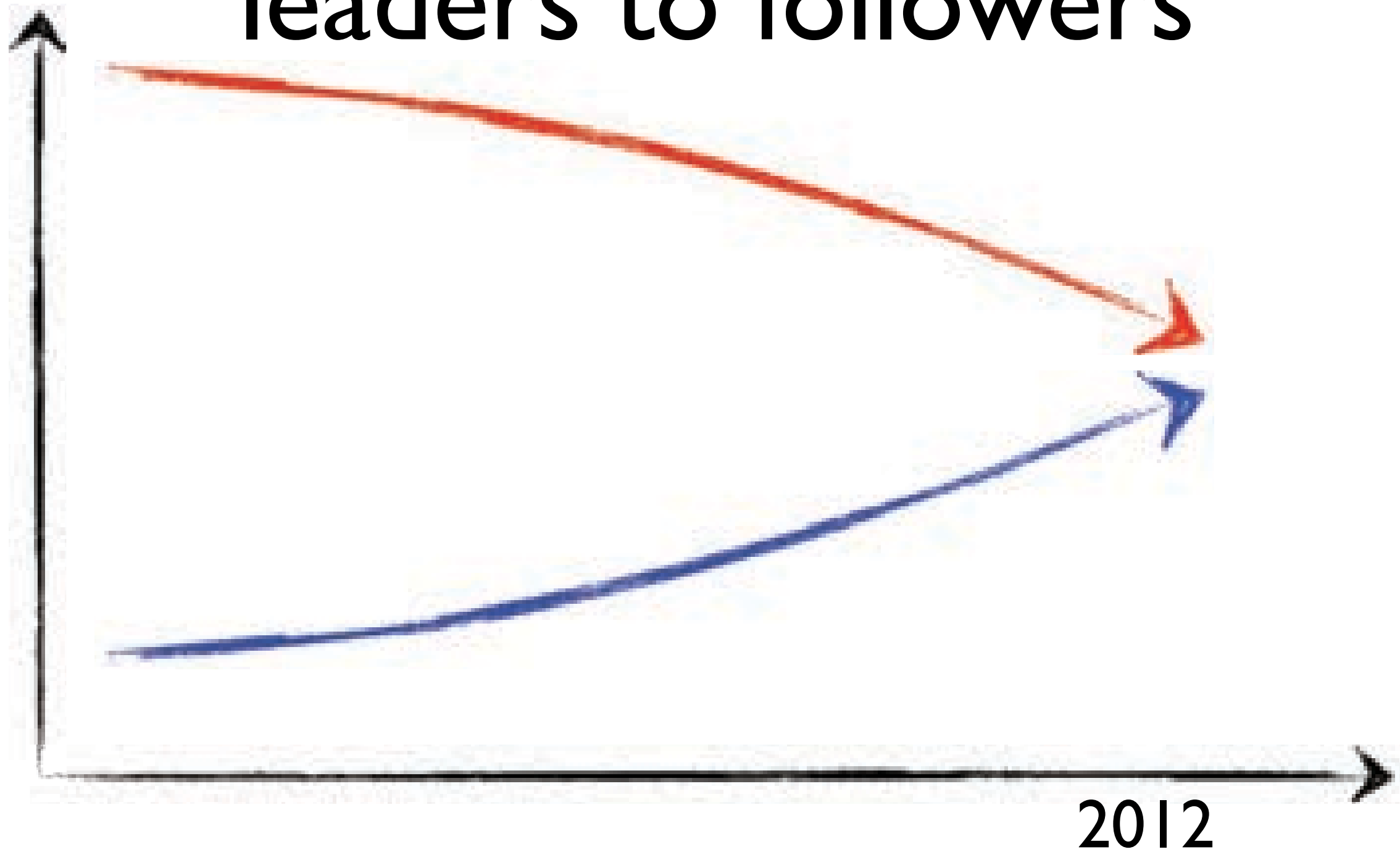
The **End** of Leadership



“whatever the (leadership) industry’s
small generally narrow successes,
humankind writ large is suffering
from a **crisis of confidence** in those
who are charged with leading wisely
and well”

(Kellerman, 2012)

Relative importance of leaders to followers



“part of the problem is with mistaken assumptions. We think that leadership can be learned quickly and easily and that one form of leadership can be taught, simultaneously, to different people in different situations - a stretch at best.”

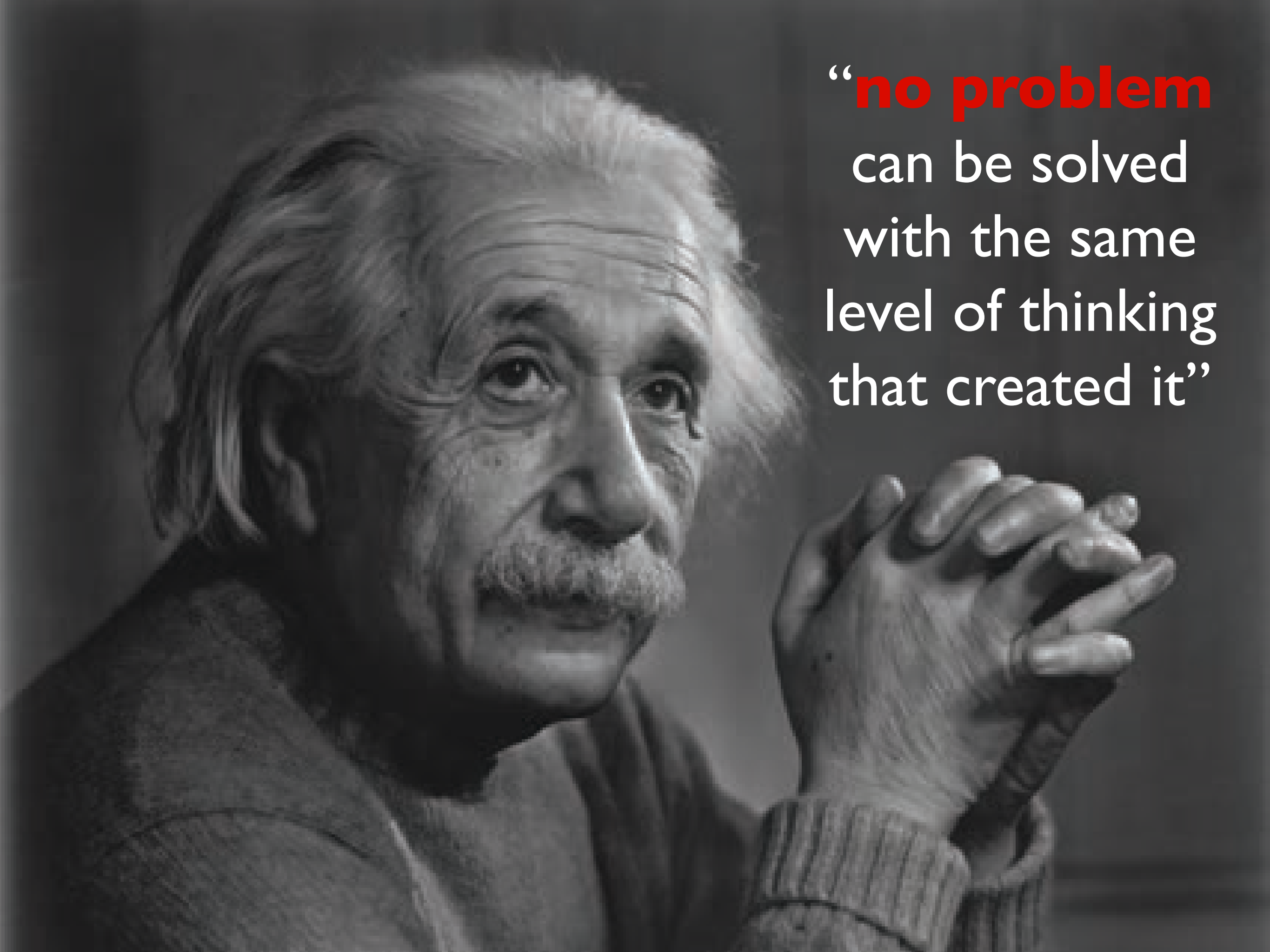
(Kellerman, 2012)

Complexity



“Even deep expertise is **not enough**
to solve today’s complex problems”

(Harford, 2011)



“no problem
can be solved
with the same
level of thinking
that created it”



**The Problem
with many of our
systems**

НАШТАН ЕТРАНАМ КОМТОМ
НАШТ НАМ ОУ КОСЛОМ
И КОСЛОМ

- The **more senior** we become:
- “We are **used to having the answers** to more and more things,
- We become surrounded, more and more, by others who are **used to being right** or would like to appear so,
- Our authority **can be difficult** to challenge by those who report to us or who might have confronting yet valuable information to give us.”

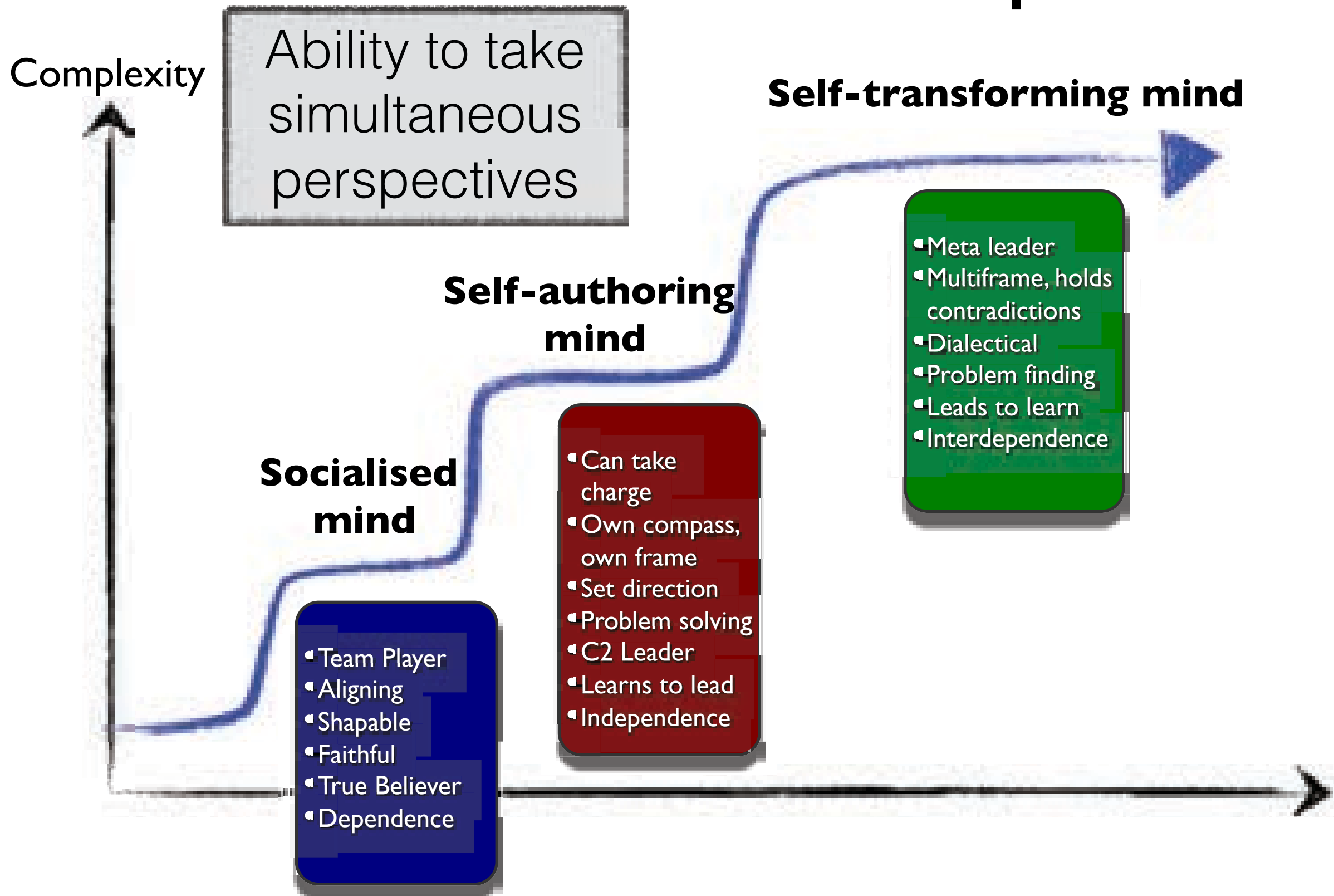
(Aigner, 2011)

“Trial and error is a tremendously powerful process for solving problems in a complex world, **while expert leadership is not.**”

(Harford, 2011)

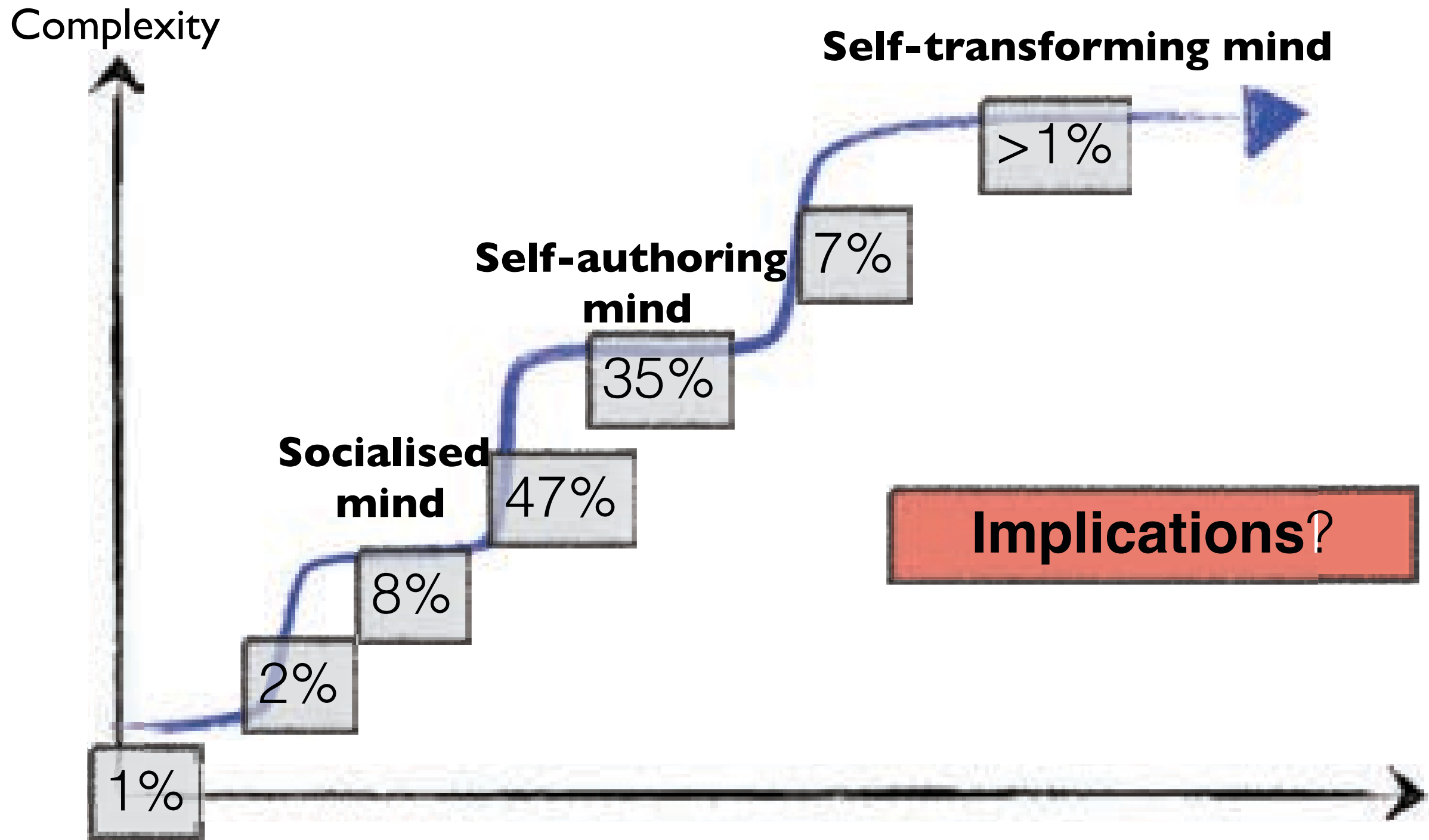
Moving from fail safe
organisations to safe fail
experimentation

Adult Mental Development



(Kegan, 2009)

Adult Mental Development



(Kegan, 2009)

70

20

10



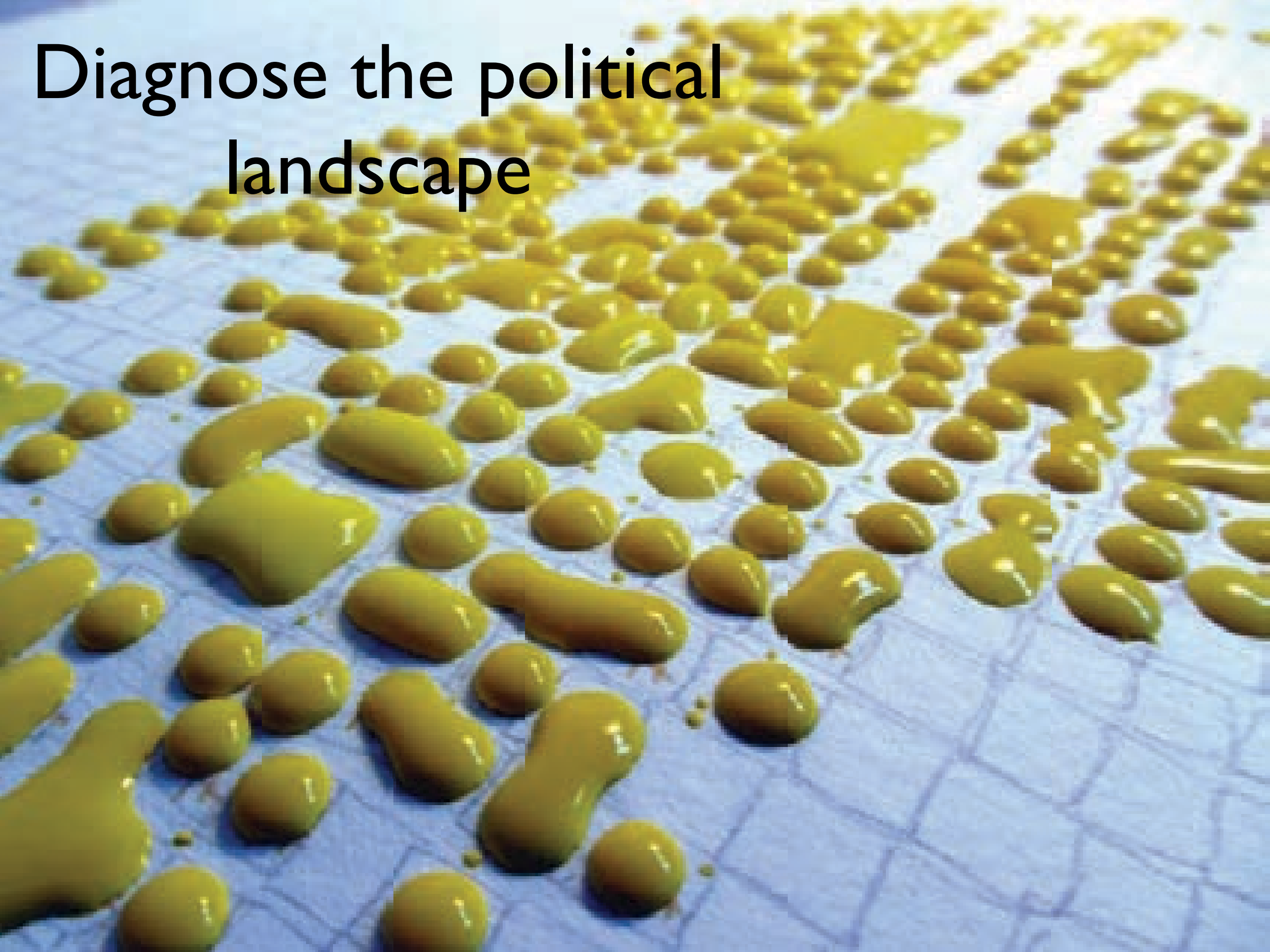
“**Think** and
act anew”

Mindshift One

Distributing leadership



Diagnose the political landscape



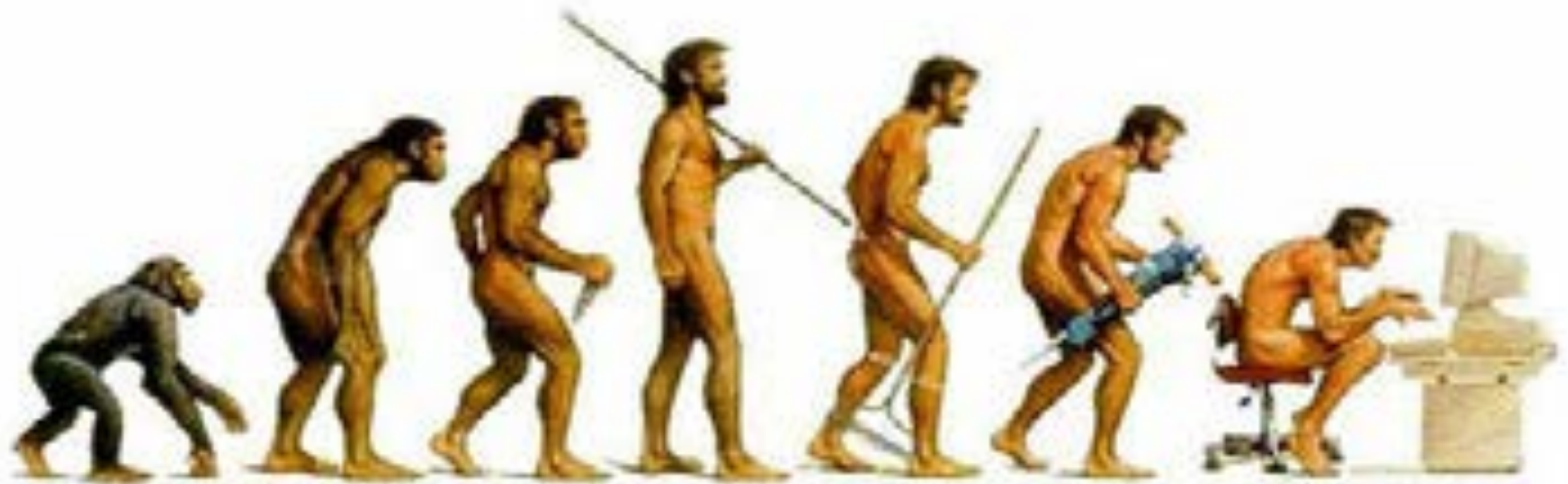
Authority is not
the same
as **leadership**





“Leadership and learning are indispensable to each other”

John F. Kennedy, 1963



Adaption



**Technical
and
adaptive
work**

Mindshift Two

Collaboration and trust

“Collaborative leadership works best if there are systems in place that allow its ready exercise.”

(Shanahan, 2011)

“Collaboration is about much more than simply making information available. It’s about action that leads to results.”

(Bratton and Tumin, 2012)

Keep?



Remove?



Add?



Your thoughts.....

