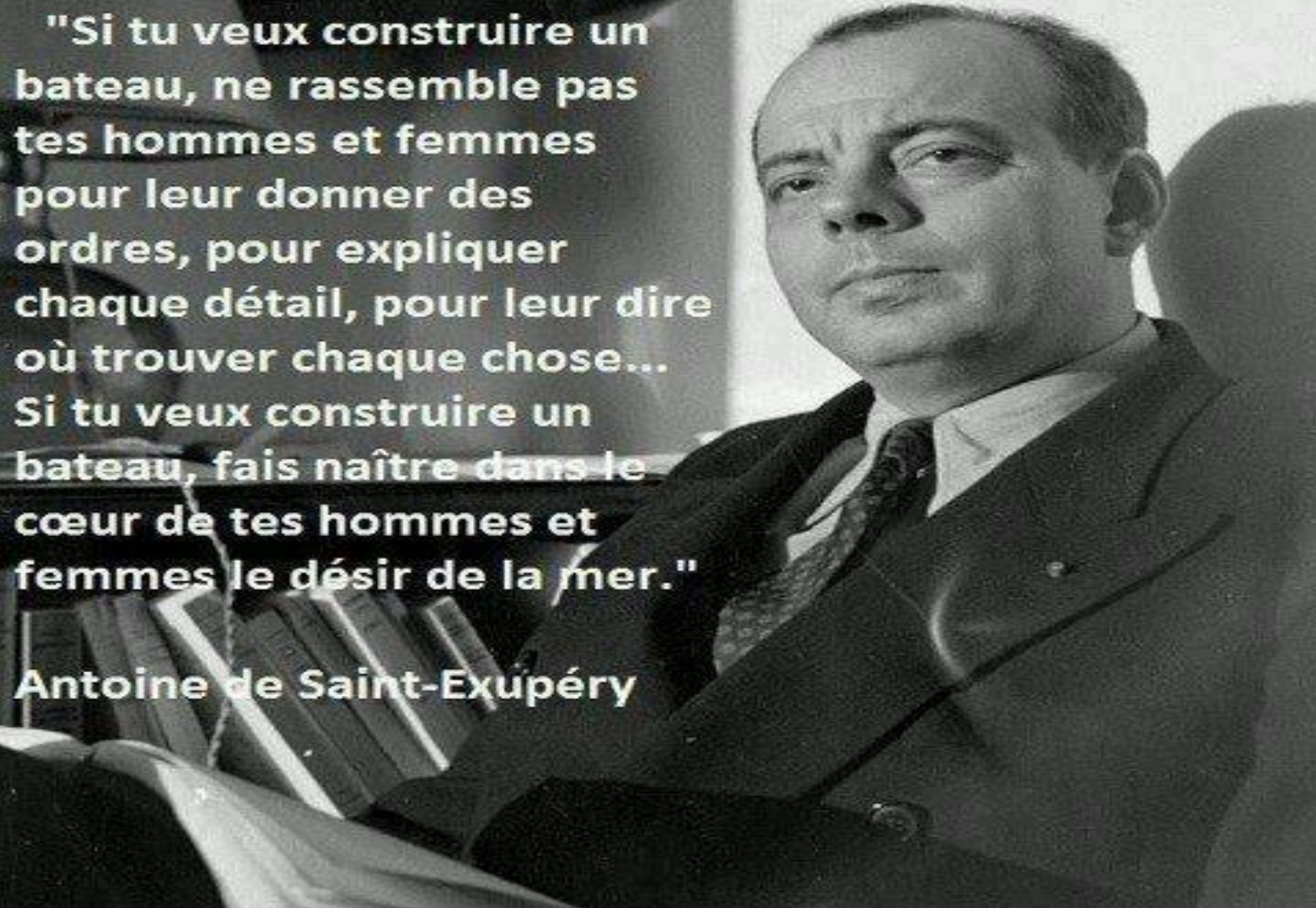


Self-Leadership in Research Management and Administration





**"Si tu veux construire un
bateau, ne rassemble pas
tes hommes et femmes
pour leur donner des
ordres, pour expliquer
chaque détail, pour leur dire
où trouver chaque chose...
Si tu veux construire un
bateau, fais naître dans le
cœur de tes hommes et
femmes le désir de la mer."**

Antoine de Saint-Exupéry

Self-leadership

– What does it mean? And how does it work?



Quoting Ludwig Wittgenstein:

“In most cases, the meaning of a word is its use.”

Ludwig Wittgenstein

Practical point of departure

The (ambiguous) concept was used in different way during my every day tasks and interactions

- > lack of mutual understanding / misconceptions of intentions
- > unclear mutual expectations
- > troubles coordinating
- > stress and frustration
- > ...

Need to agree on two basic questions:

- > what does “self-leadership” mean?
- > what organizational framework and setup is required to enable employees to perform proper “self-leadership”?

Two levels of inquiry

- The individual performance
- The organizational framework

- MA majoring in philosophy: phenomenological analysis of concepts and their use.
- Litterature:
 - Why should anyone work here? By *Bob Goffee and Gareth Jones*, Harvard Business Review Press, 2015
 - Strategisk Selvledelse by *Anders Raastrup Kristensen og Michael Pedersen*, Gyldendal Business, 2013
 - Protreptik – Filosofisk coaching i ledelse by *Ole Fogh Kirkeby et al*, Forlaget Samfundslitteratur, 2008/ 2013
 - The New Protreptic by *Ole Fogh Kirkeby*, Copenhagen Business School Press, 2009
 - Primadonnaledelse by *Helle Hein*, Gyldendal Business, 2013
 - Works of Søren Kierkegaard og Georg Wilhelm Friedrich Hegel
 - Articles, blogs and CBS-lectures

- Leading Yourself – Reflections on Community
 - Conference presentation, March 2015, SRA International
 - The Anatomy of Self-leadership
 - Article, submitted November 2015, rejected with invitation to revise
- work in progress, no final conclusions

Agenda – 3 parts

1. Present:

- the concept of self-leadership: what does it mean?
- performing self-leadership: how does it work?

2. Discuss:

- Identifying loose ends
- Your experiences supporting or challenging my preliminary conclusions.

3. Conclude:

- Recommendations?
- should self-leadership be encouraged?
- are there better ways of organizing our everyday work with the same benefits?
- what are our ambitions as self-leaders and what should they be?

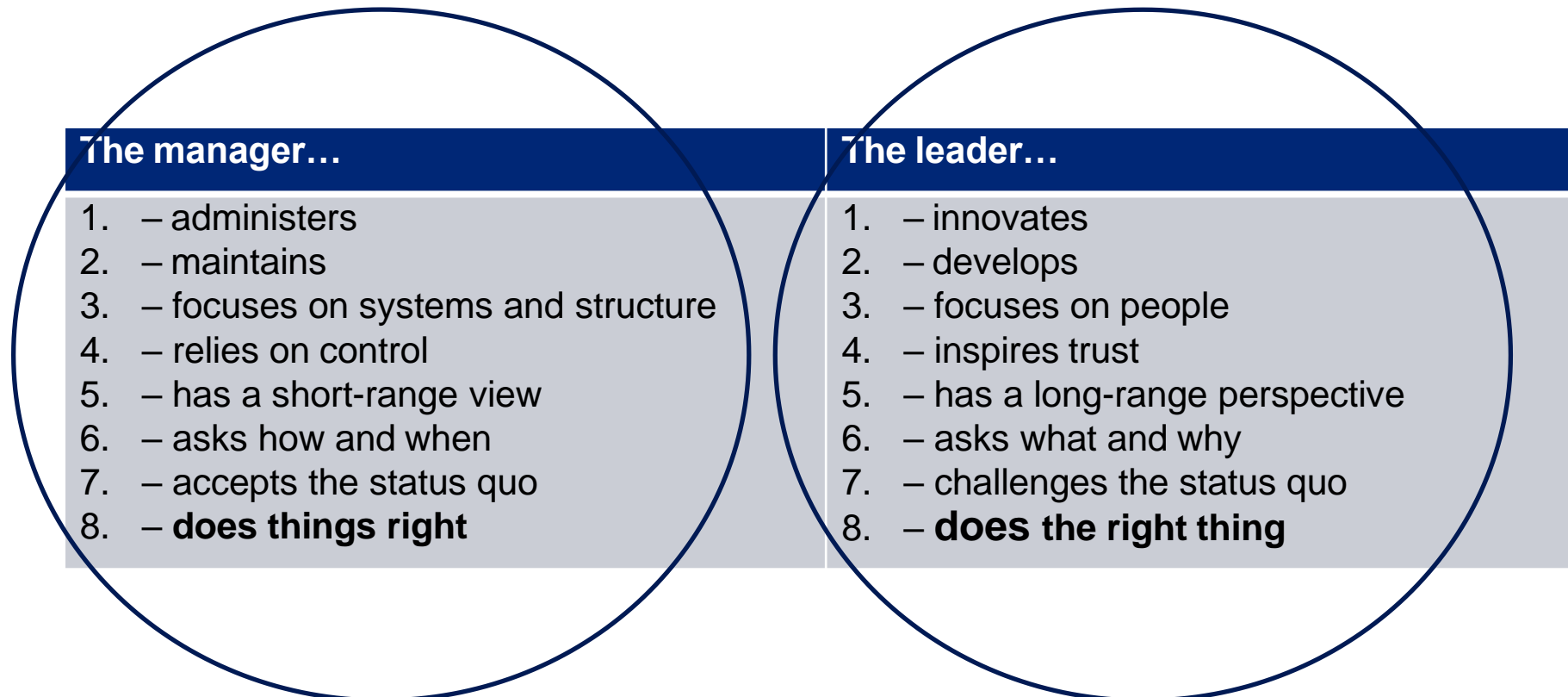
The concept of self-leadership

- How is the term used (recalling Wittgenstein)?
- How should we understand and define the term?
- Self-leadership as individual performance

Management vs Leadership

Working according to known order

Exploring possibilities



Source: the Wall Street Journal homepage. Adapted from “The Wall Street Journal Guide to Management” by Alan Murray, published by Harper Business.

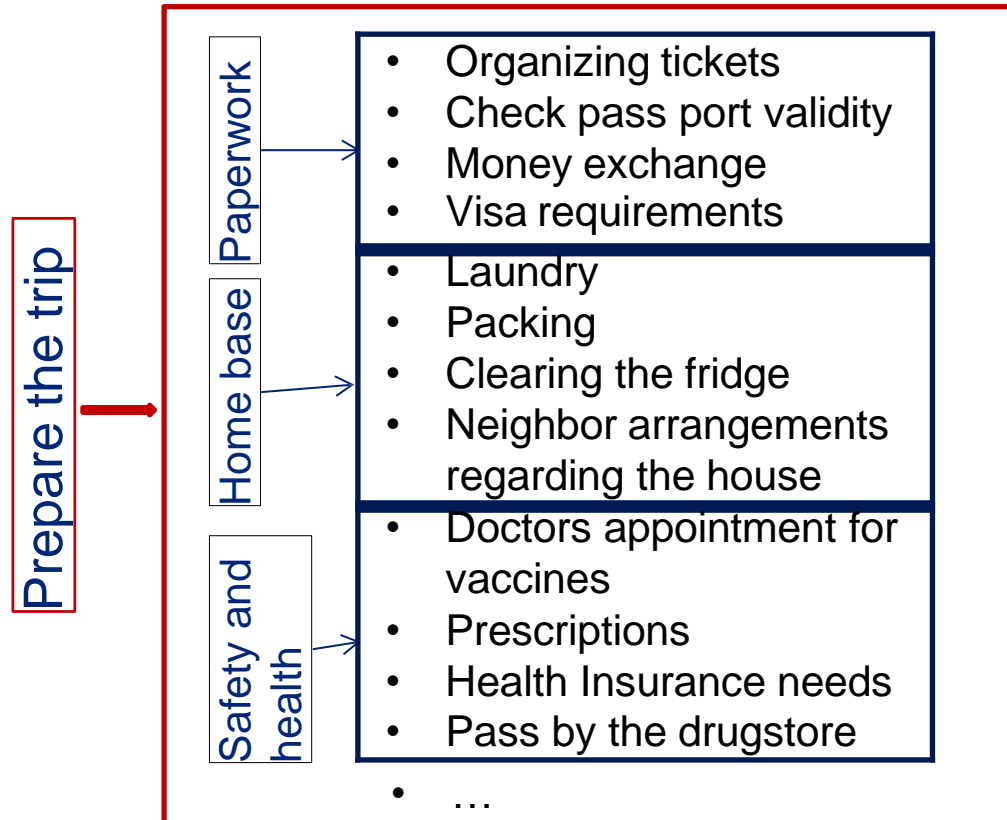
(<http://guides.wsj.com/management/developing-a-leadership-style/what-is-the-difference-between-management-and-leadership/>)

Management and leadership

- example

Management
...according to to-do list

Leadership
... according to purpose

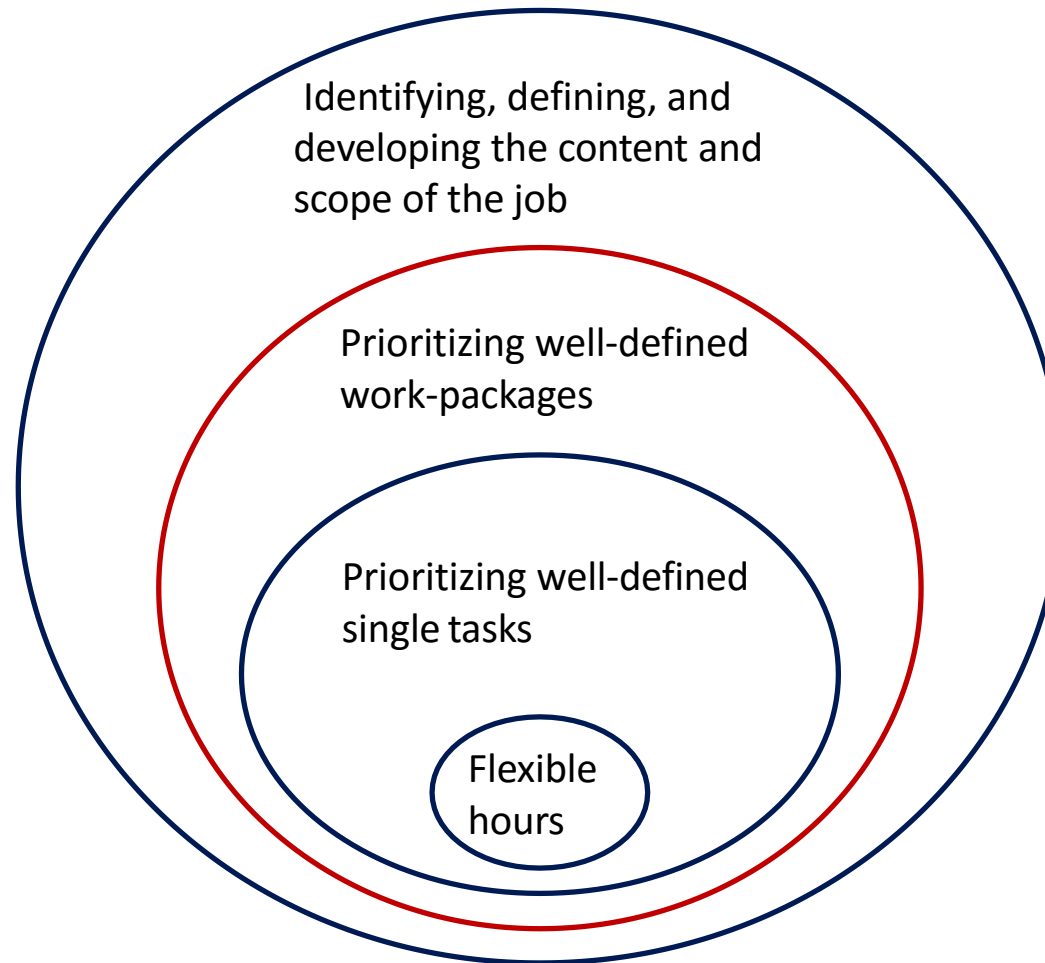


- Should we go?
- Why? Where? When?
- Why going away rather than staying at home?
- Interesting new options?
- Old favorites being over exploited?
- The kids grow older – does this change our holiday ambitions?
- Combining different interests?

Overall guiding principle:

How do we do it right ?

What is the right thing to do ?



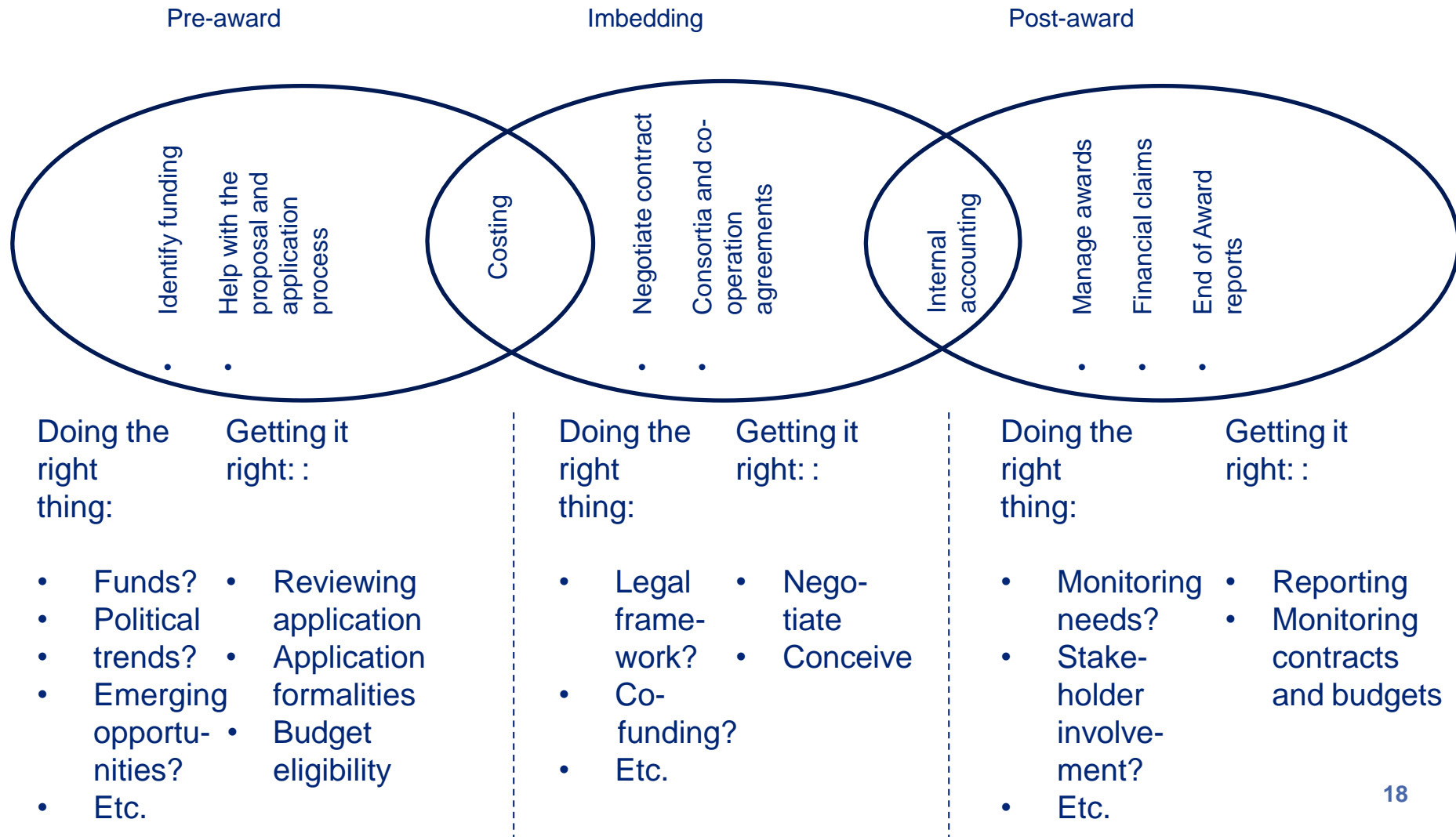
Development from inner to outer circle viewed as a gradual development – continuously extending responsibility relative to increased overview, experience, and competencies..

Quote – manage and lead simultaneously

“With a focus on innovation, work-life relies on various forms of self-management, neccessitating a new reflexive self, who is no longer a ‘presumed to be an individual’ but ‘presupposed to become a ‘di-vidual’ a divided self, constantly distinguishing itself from itself, relating to and reflecting upon itself.”

*Professors at CBS Sverre Raffnsøe and Daniel Hjorth
(my underlining)*

Leadership and management – relative to unit goals



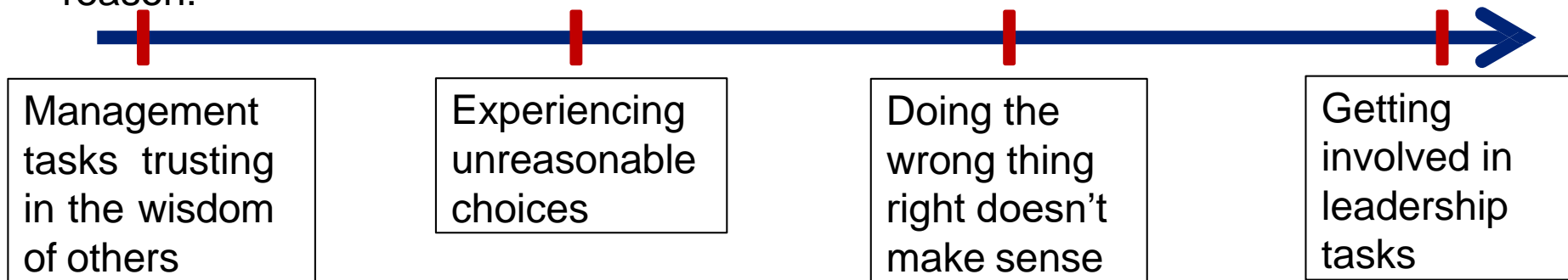
Performing self-leadership in organizations

- Leading yourself together

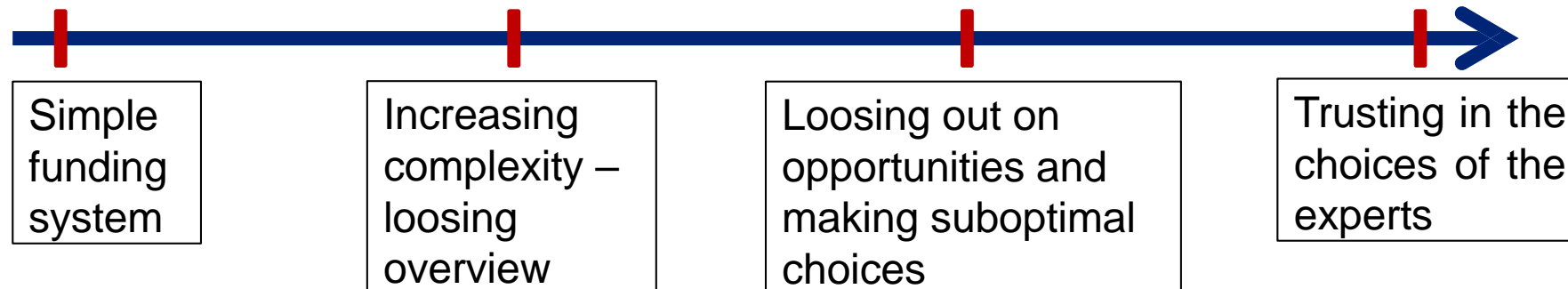
- Why has self-leadership become a relevant concept?
- The master-plan logic as opposed to self-leadership
- Self-leading strategies - examples of getting it wrong

Why has self-leadership become relevant?

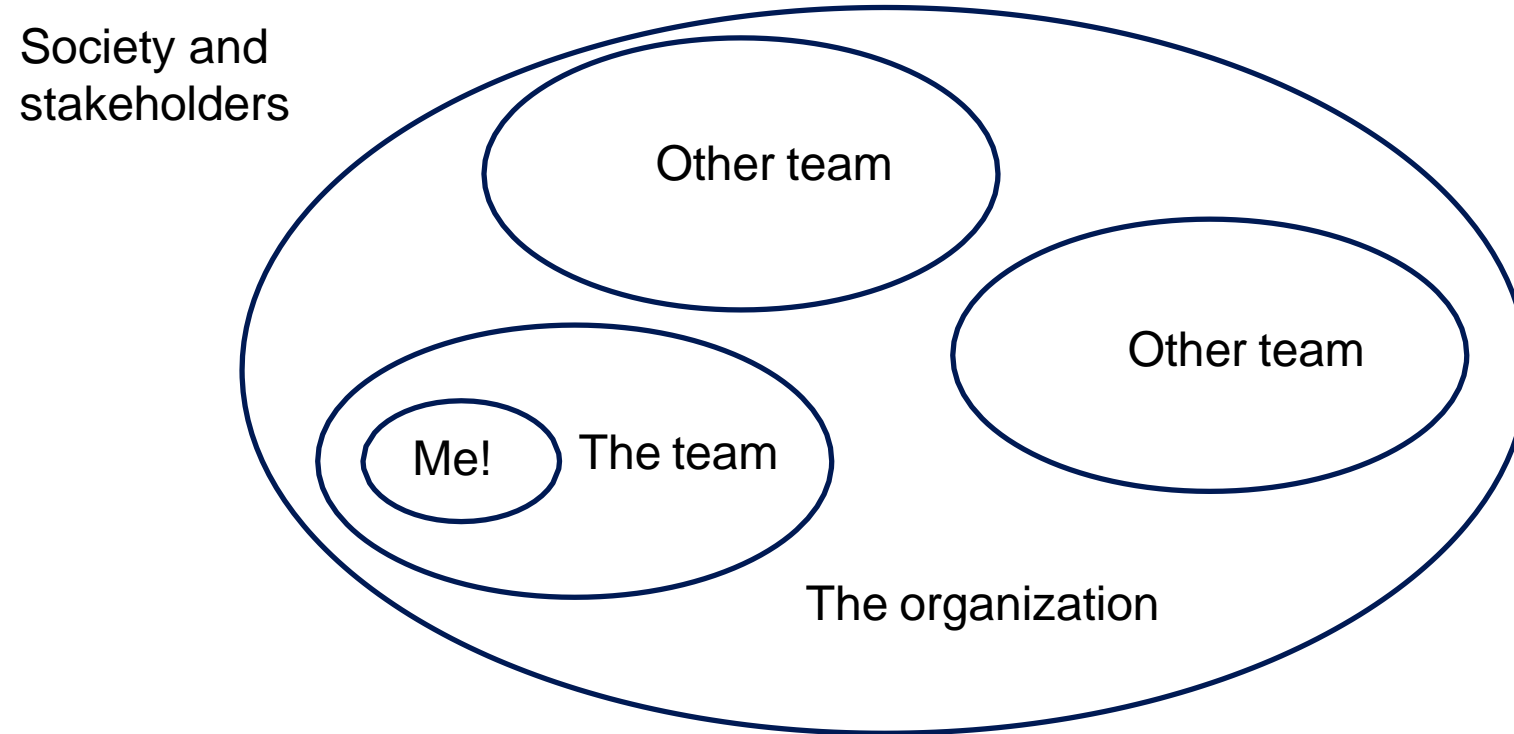
Individual professional reason:



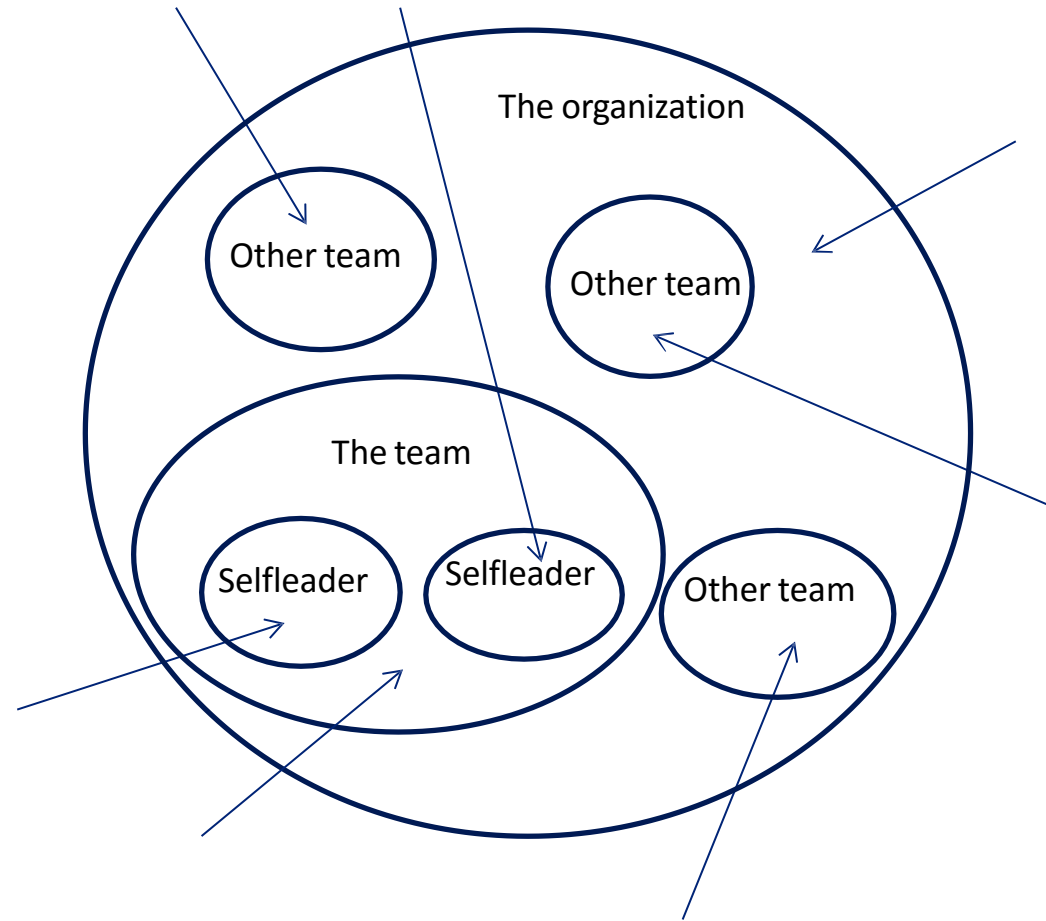
Institutional reason:



Context of self-leadership

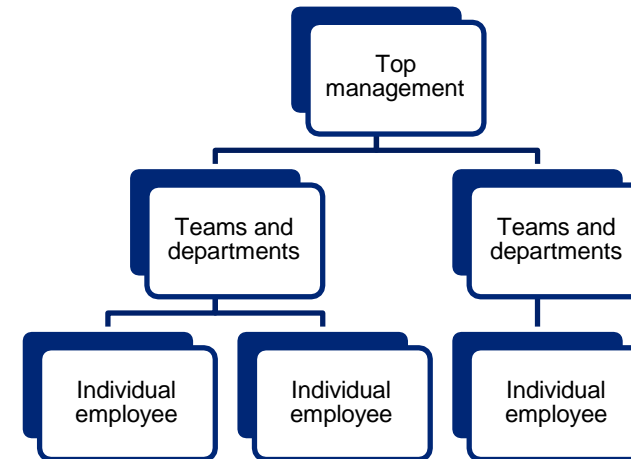
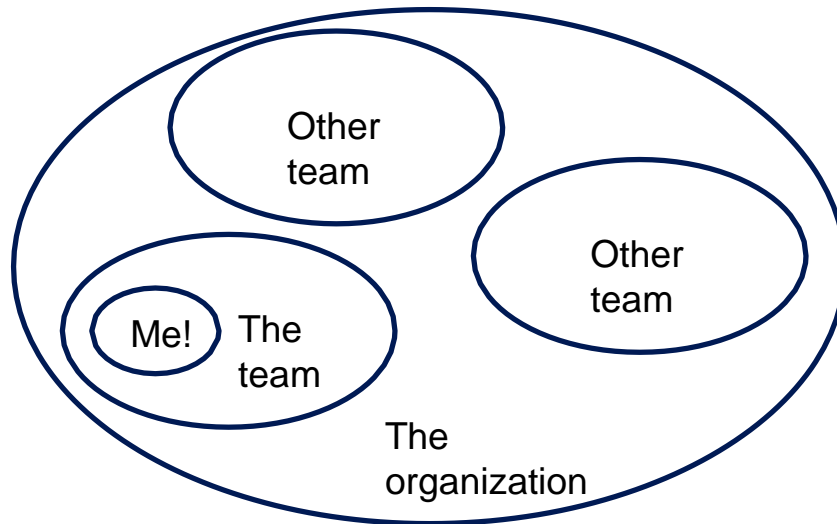


Informed decisions – relevant input on all levels



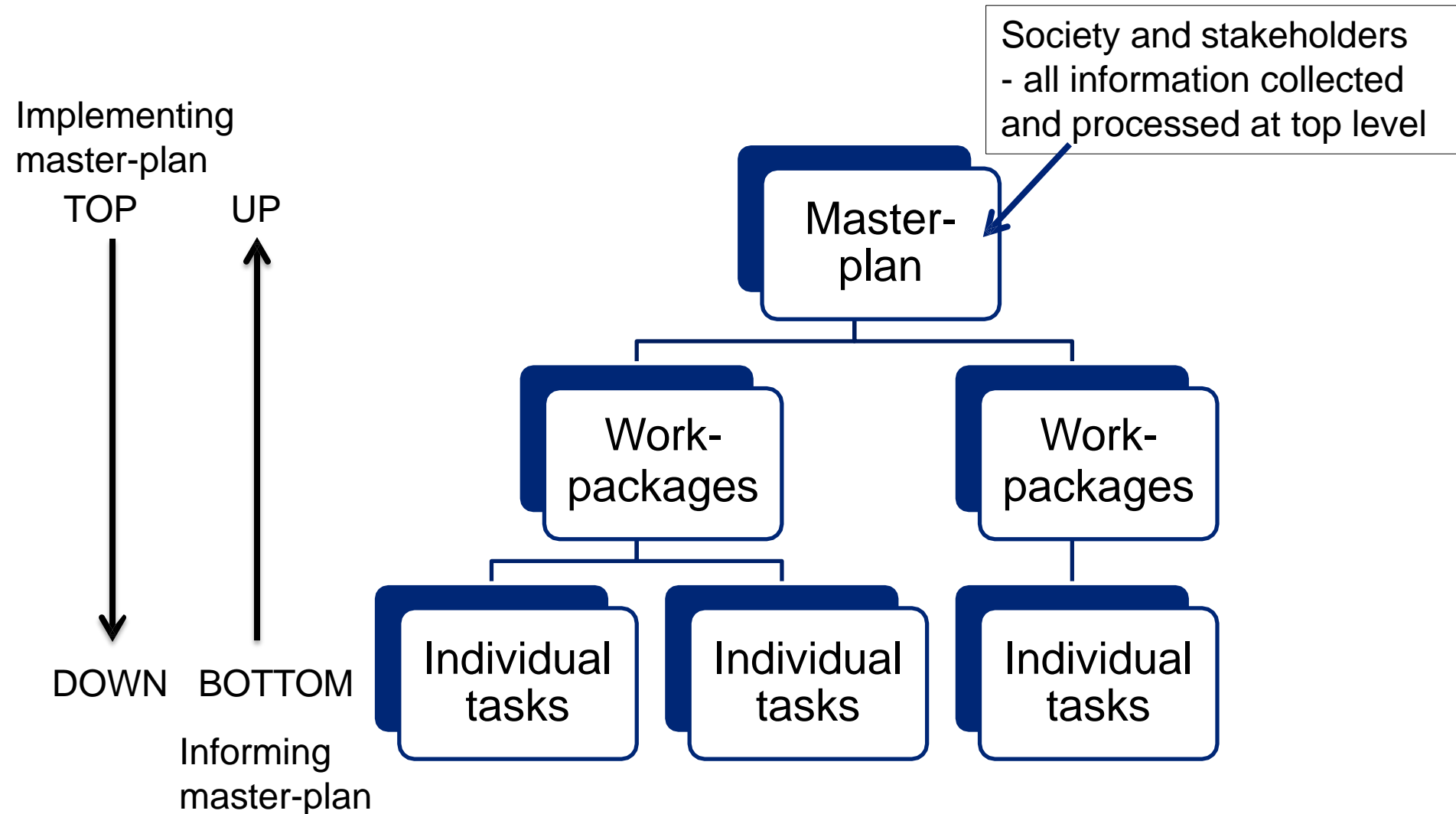
Crucial information enters the self-leading organisation at all levels

Leading self-leading organisations



Traditional Hierarchy

- supporting the master-plan



Possible self-leading strategies

- examples of getting it wrong

- **Strategy 1: replacing the missing master plan with your own**
-> power struggle
- **Strategy 2: following your heart and personal interests**
-> every man for himself
- **Strategy 3: ganging up in little groups with mutual (self-)interests**
-> political games

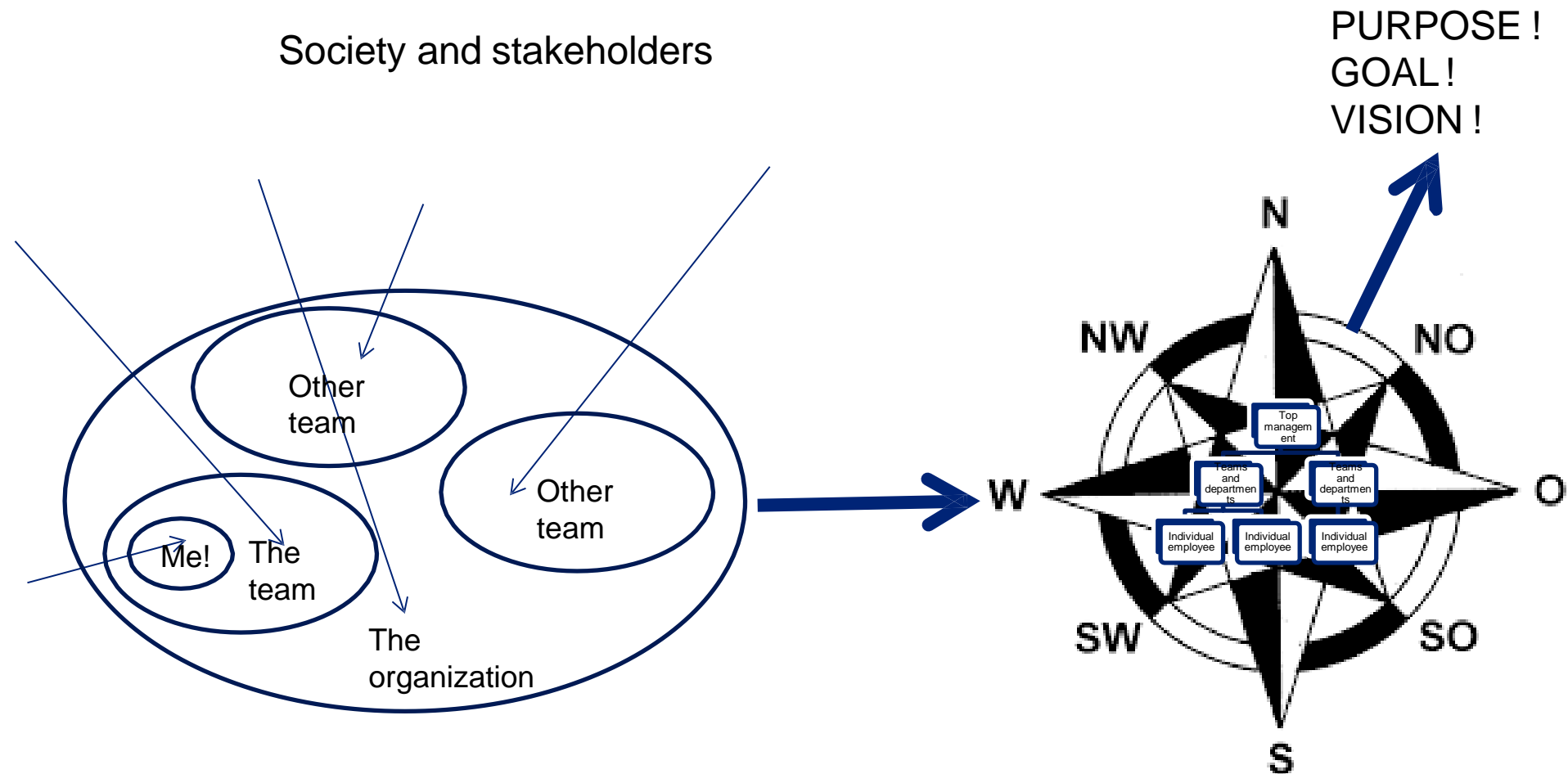
**Leading yourself \neq leading yourself
alone**

The power paradox

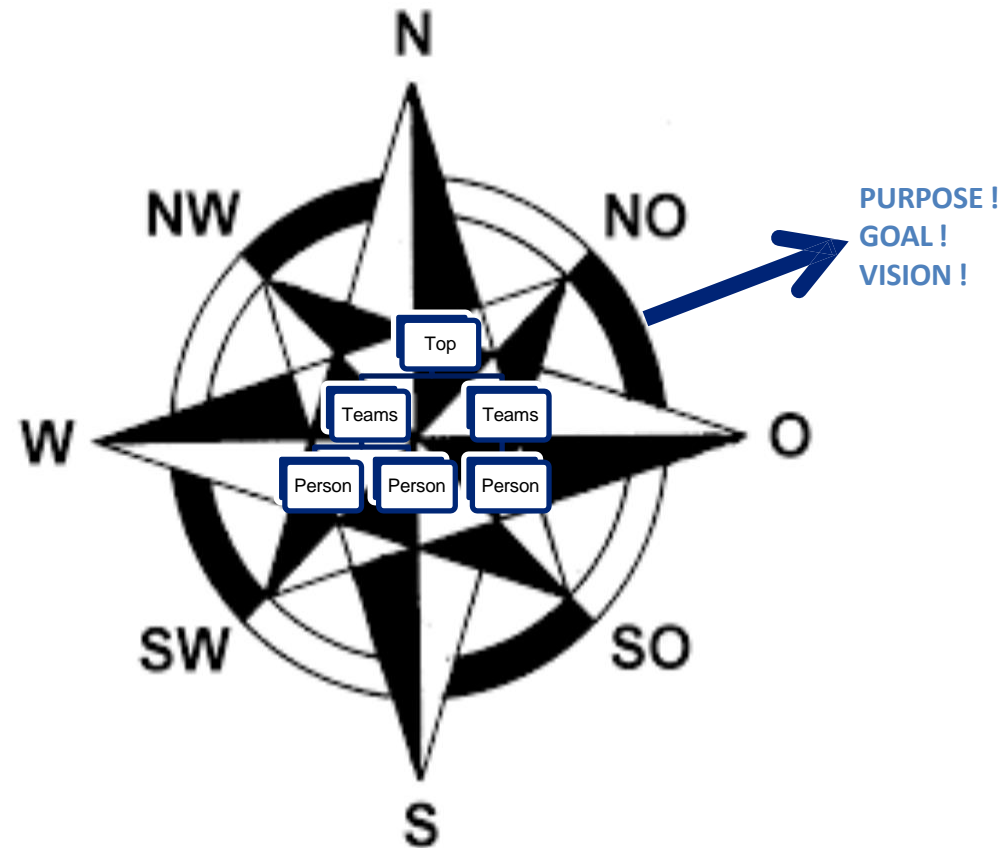
Leading yourself \neq leading yourself alone

The power paradox

The coordinating principle: the purpose



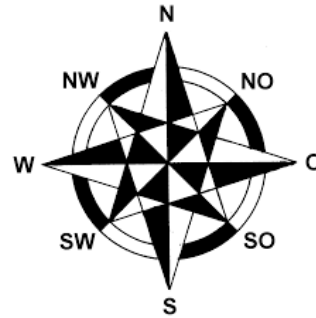
The coordinating principle: the purpose



*The traditional hierarki
– no longer stand-alone but embraced and maintained by goal and purpose*

The organizational raison d'être

- Guiding principal or raison d'être rather than an achievable end



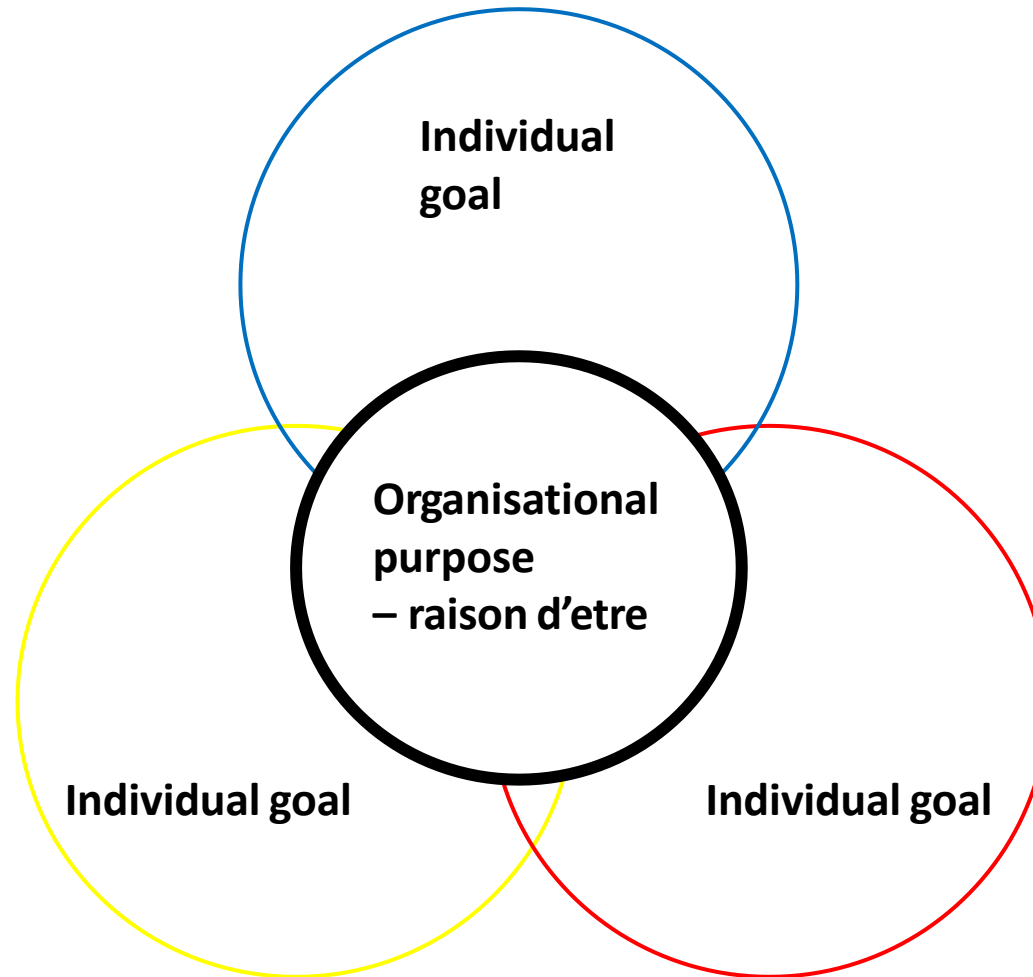
- As distinguished from Key Performance Indicators
- As distinguished from individual task goals

Quoting Albert Einstein:

***“Everything that can be counted
does not necessarily count;***

***everything that counts
cannot necessarily be counted.”***

Albert Einstein



Individual goals circulating the organizational purpose that serves as a center of gravity when defining individual goals, tasks, and initiatives.

Leading self-leading employees - mutual expectations

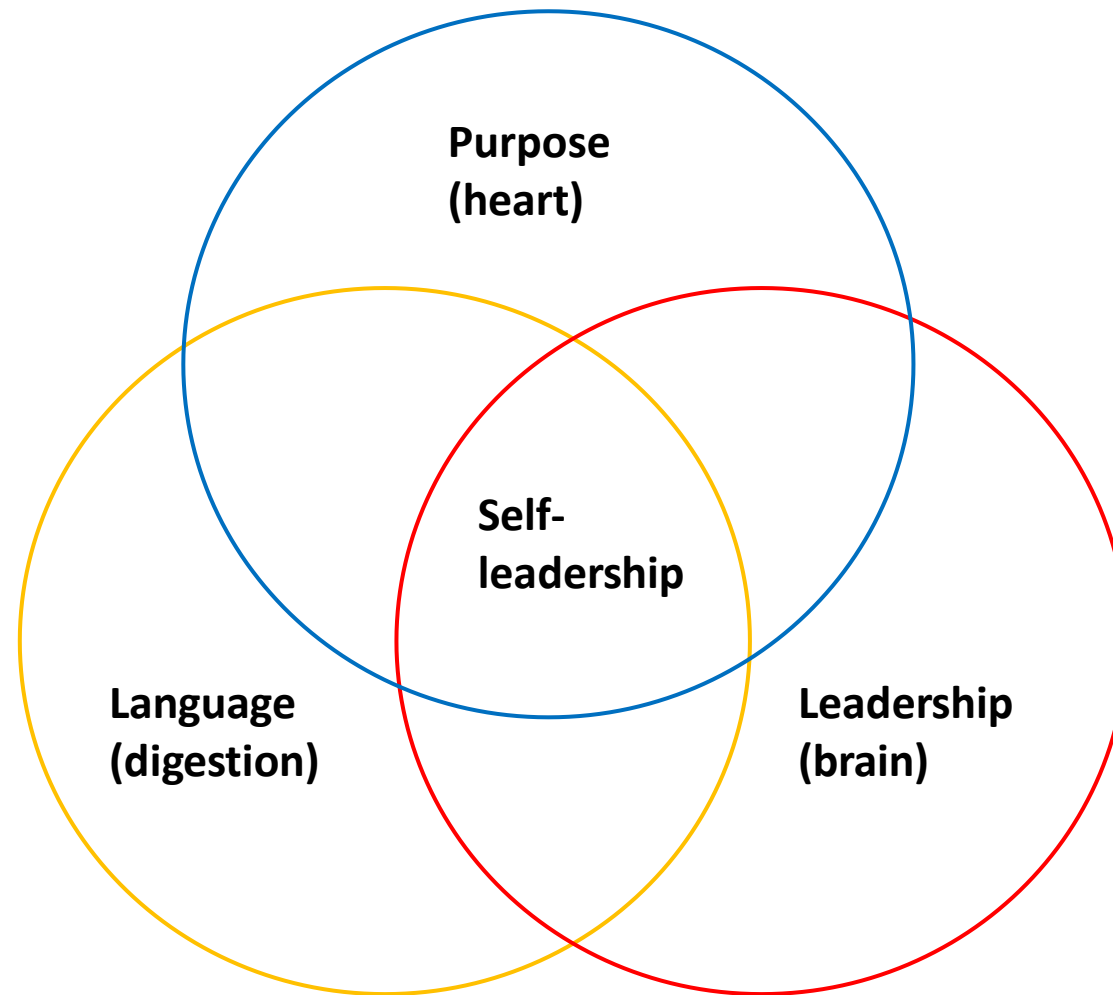
Self-leading employees can be expected to:

- Make crucial decisions
- Be accountable
- Take responsibility

Leaders of self- leading employees can be expected to:

- Have a strong sense of direction
- Question and guide the decisions made or planned
- Assist the employee in remaining focused on the goal of the organization
- Share responsibility

Anatomy of self-leadership



The anatomy of self-leading organization as a trinity of Purpose, Language and Leadership

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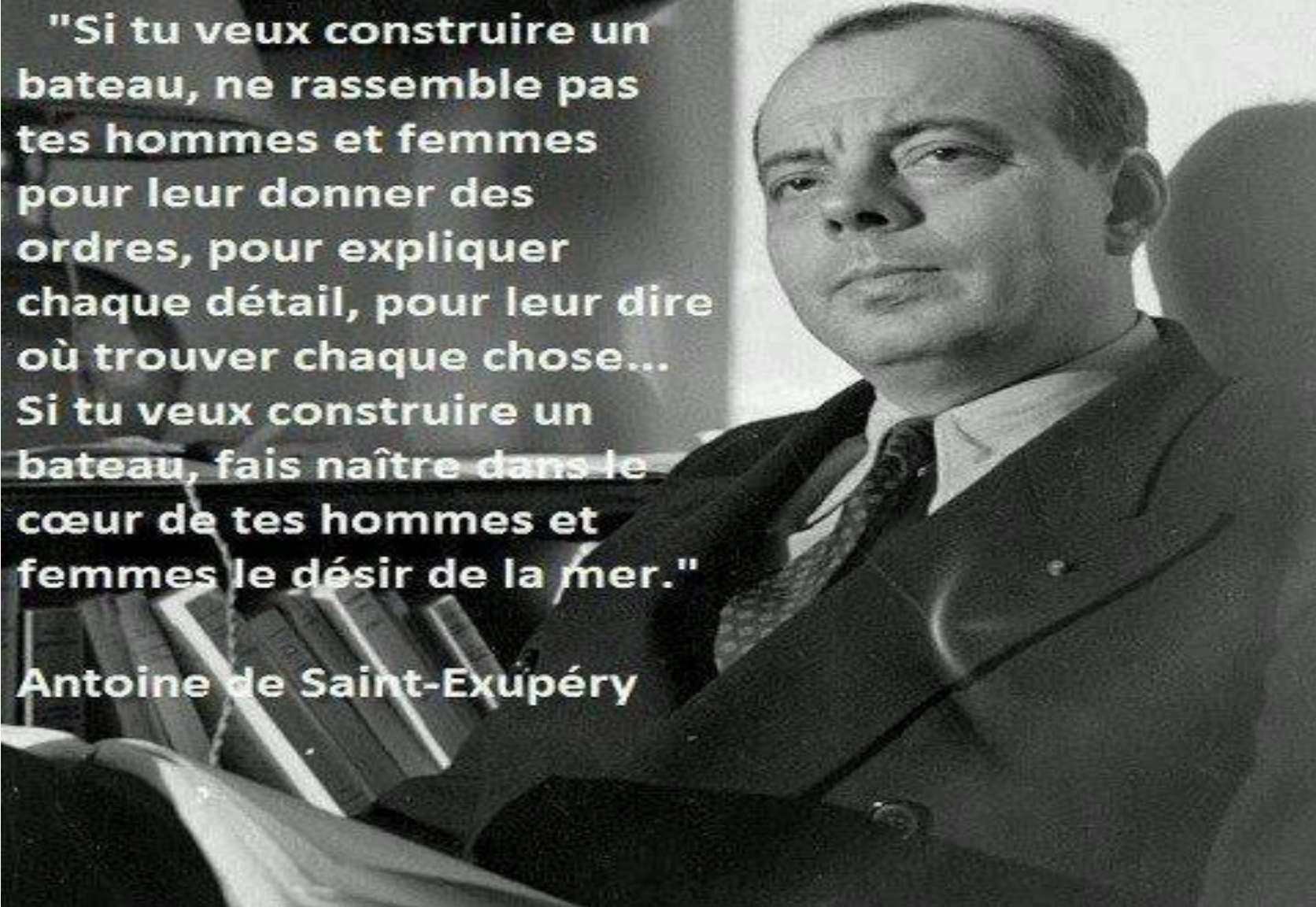
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