



CQI Learning Lunch

What is a “Leaderful” Organization and Why Does It Matter?

Host & Facilitator - Dennis Sergent

517-381-5330

January 11th, 2011

10:30 AM to 1:00 PM

University Club of Michigan State

3435 Forest Road, Lansing, MI 48909

517-353-5111

The CQI HAS EVOLVED!

The CQI Board of Directors has determined an updated vision and mission, as well as a new name behind CQI -



Capital Quality and Innovation

Vision:

In 2020, CQI is recognized as a catalyst, bringing together thinkers, leaders and doers from Michigan and the world, to expand knowledge and increase the capacity to serve and innovate.

Mission:

To inspire learning, share successes and spark the energy and courage to lead our organizations to continually improve and innovate.

Look for more news on the transformation!



What Is a Leaderful Organization?

- The “Leaderful” model is:
 - Opposite the traditional leadership models
 - Or frequently found “leaderless” models
- Basic principles include:
 - Concurrent leadership
 - More than one leader at a time
 - Collective leadership
 - Many people operate as leaders
 - Collaborative leadership
 - All team members are in control
 - All team members can speak for the organization
 - Compassionate leadership
 - Commitment to preserving the dignity of others
 - Values are intrinsically interconnected
 - No higher value than democratic participation
 - See W.E. Deming and System of Profound Knowledge

Leadership vs Leaderful Models

- Traditional Leadership Model
 - Serial
 - Individual
 - Controlling
 - Dispassionate
 - Prevailing style of management
- Leaderful Model
 - Concurrent
 - Collective
 - Collaborative
 - Compassionate
 - Connected to System of Profound Knowledge

Creating Leaderful Organizations
 by Joe Raelin
 (Berrett-Koehler, 2003)

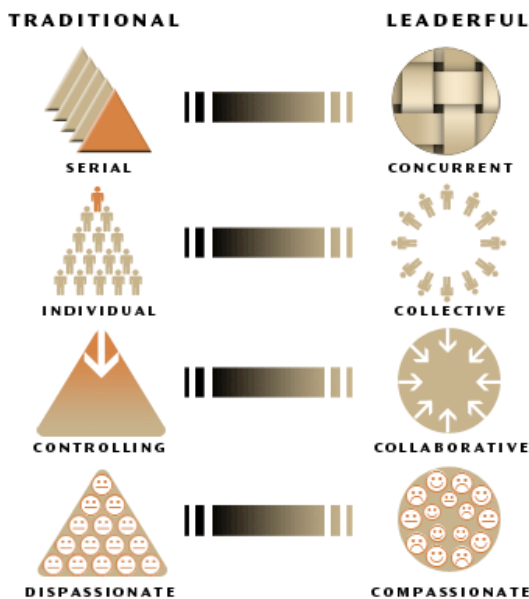


Diagram © Copyright 2005. The Boston Consortium. At www.leaderful.org
 All Rights Reserved.



Consciously Brings Employees into Decision Making

- **Not an exclusive process of the executive suite**
- **Important interventions**
 - Quality
 - Leaderful conditions can lead to pride in craftsmanship
 - Innovation
 - Creative problem solving processes and solutions can improve quality
 - Change
 - Trust and support increase adaptability and reduce resistance
 - Flexibility
 - People feel challenged when they try new ideas and methods
 - Learning
 - Members look to continuously improve their performance
 - Supervision
 - Reduces need for direct supervision
 - Resiliency
 - Leaderful people persist even when faced with obstacles
 - Proactivity
 - People anticipate problems, act on concerns independently and interdependently
 - Patience
 - After learning & ramp up of skills, output should increase
 - Commitment
 - Increased in team and leads to greater attraction & retention



Why Does the Leaderful Model Matter?

- Leadership and decision making occurs at all levels
 - And in multiple decision processes
- Effectiveness is enhanced as it reaches further into organizations
- It is much more than simply consulting with employees
 - Involves employees on solutions and interventions
 - Planning
 - Design
 - Evaluation
- Employees engage in implementation
 - Eliminates wasted time from dysfunctional models
 - Eliminates noise & conflict from traditional models
 - Reduces organizational defenses - creates skilled competence
- The “Whole Person” is integrated with the workplace
- Builds genuine social relationships and authenticity
- Shares leadership, improves service, saves money and time
- Greater accountability, satisfaction, retention
- The right thing to do out of respect for human beings



Lunch!

- **Let's collect our lunch!**
- **Room will be secure**
- **Staff will take your drink orders**
- **While you dine, discuss this**
- **Make sure everyone is heard from**
- **Be prepared to share your answers to the following questions!**

TABLE DISCUSSIONS

AT EACH TABLE DISCUSS:

- **WHAT ARE OUR NEXT ACTION STEPS?**
 - **What did I learn here?**
 - **What do we need to discuss next?**
 - **Who else should be here?**
 - **What will we do with this learning?**
 - **When do we meet again?**

Future Agenda

Future Discussions = 3 Weeks + 1 Weekday

- February 9th, 2011 = Lean Principles and Practices
- March 10th, 2011 = PDSA - In More Detail
- April 1st, 2011 = Quality Tools & Processes (Beth Lienhart)
- April 25th, 2011 = Discussing The Un-Discussable (Robin Cleveland)
- May 17th, 2011 = System of Profound Knowledge
- June 8th, 2011 = Overcoming Roadblocks
- June 30th, 2011 = Innovation and It's Alternatives

Other Subject & Speaker Suggestions

- Benchmarking
 - Brainstorming
 - Civility - Lack of it costs up to \$300 Billion Annually (Pattie McNeil)
 - Comparisons of Quality Management Systems
 - Continuous Improvement
 - Design & Control of Quality (Ian Bradbury of Peaker Services, Inc.)
 - Effective Measurement for Training & Development Initiatives
 - Gipsie Ranney
 - Having Difficult Conversations - Principles and Tools
 - Influence (Influencing Your Leader and Your Team)
 - InThinking
 - Lean Project: Eliminating the Waste In Performance Reviews (R. Steele of Peaker Services)
 - Mentoring & Partnership Between Generations (Baby Boomer, GenX, GenY, Transition to Future)
 - Quality Assurance Through Proofing
 - Six Sigma
 - Thinking Roadmap
 - Training
- What Are Your Ideas?

CQI LEARNING LUNCH

***What is a “Leaderful” Organization
and Why Does It Matter?***

