



'Leadership Results is a must-read for anyone wanting to take their self-leadership, and the leadership capacity of their organization, to the next level.'

—**Marshall Goldsmith**,
bestselling author of *TRIGGERS*

Leadership **RESULTS**[®]

*How to Create Adaptive Leaders and
High-Performing Organisations
for an Uncertain World*

S E B A S T I A N S A L I C R U

SAMPLE CHAPTER

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CHAPTER 2

The new context for leadership

Do you still believe in leadership gurus?

For the first time in its history, a large organisation experienced what the CEO and his executive team described as an intractable challenge. The executive failed, time and time again, to resolve this unprecedented crisis. In desperation, they invited a world renowned leadership consultant to help them.

In the town hall meeting, everyone in the organisation gathered to hear what the consultant had to say, but to their surprise, he asked them just one simple question.

‘Can you guess what I am going to say?’

‘No,’ they replied, puzzled.

‘Then I can’t teach you something that you don’t already know,’ the consultant replied enigmatically. And with that, he left without further comment. Everyone was disappointed, to say the least, and their problem remained unsolved.

Many weeks passed, but the problem remained unsolved. The executive deliberated and sent a second invitation to the consultant and in preparation for his arrival, the executive coached all managers and employees to this time say 'YES' in response to the consultant's question.

Once again, the consultant arrived and once again everyone from the organisation gathered to hear his counsel. As before, he asked, 'Can you guess what I'm going to say?'

The executive looked at the crowd and all at once they shouted 'YES!' Unflinchingly, the consultant responded 'Then what use is there for me to tell you anything?' And again, he left without giving any further advice.

This time the executive, managers, and employees were perplexed and angry. They had prepared for the consultant's advice and been willing to listen to his words of wisdom.

They continued to struggle to solve their problem for months as they tried to understand why the consultant was offering them nothing. After many more months, and with some desperation, the executive issued a third invitation to the consultant, and this time they hoped to be ready for him. The organisation gathered around and for a third time, the consultant asked, 'Can you guess what I'm going to say?'

In response, half of the organisation shouted 'YES!' while the other half shouted 'NO!'

But the consultant was unruffled. He stared at the crowd and replied, 'Then those that know should sit down and talk with those that don't know, and then together you will all have the answers.' And with that the consultant left, never to return.

The next morning, and after much deliberation and reflection, the CEO elatedly gathered the entire organisation together once more. He had finally understood the consultant's message. 'The answer to all our problems can be found within our organisation, in our

experience and in our accumulated wisdom, not from outside consultants like him. It is not our knowledge and wisdom that fails us, but our self-belief and self-assurance.’

This story reminds us that in times of unprecedented change, uncertainty, complexity and high velocity, traditional models of leadership no longer hold water. We need to grasp the new context for leadership using capabilities that have been largely ignored by organisational and leadership development practitioners. In this chapter, I explore some of the most fundamental knowledge, skills, insights and mental software we need in order to acquire ‘the confidence to believe in ourselves’—as revealed by the CEO—to adapt to the new context for leadership.

Why can't organisations see the forest for the trees?

Leadership never occurs in a vacuum—it is a highly contextualised phenomenon. As the context changes, so, too, does leadership. The context for leadership, as we know it, has been turned upside down. The new context is one shaped by a complex, turbulent and high-velocity environment. Turbulence refers to the degree of change and complexity created by constantly changing economic conditions. High-velocity environments are characterised by rapid and continuous change in response to competition, new technologies and/or regulations in which information quickly becomes inaccurate, unavailable or obsolete. Business today is VUCA (volatile, unpredictable, complex and ambiguous).¹

Like the people in the story, we need to shift our attention and hopes away from hero- and individual-based models of leadership to more contextual, relational and collective models. This is because leadership is—above all—a collective endeavour.²

As we face rapid change and complexity, contextual intelligence (CI)—the practical application of knowledge and information—has

become as important as any other type of intelligence. CI relates to fully understanding the context in which we operate so we can successfully navigate complexity and respond appropriately to change.³ This requires us to use hindsight, insight and foresight. Hindsight is about taking full advantage of what we have learned. Foresight is about clearly articulating what we wish to become and clarifying what we can do to reach this goal. Informed by hindsight and inspired by foresight, we can gain the clarity and understanding needed to make decisions.

By tapping into our experience and accumulated wisdom, as noted from the CEO's revelation in the opening story, we do more than use our CI. We also develop learning agility⁴—the flexibility and dexterity to adapt our behaviour to changing situations. This enables us to rapidly analyse and understand new situations and business problems, as well as learn from experience.

Equally relevant is the application of four high-level core leadership capabilities identified by Deborah Ancona, Professor of Management and Organization Studies, and the Director of the MIT Leadership Center at the MIT Sloan School of Management.⁵

First, sense-making—to understand and map the context in which a company and your people operate. Second, visioning—to create a vivid and irresistible picture of the future. Third, inventing—to develop new ways to reach this vision. Finally, relating—to build trusting relationships with all stakeholders.

The new context is a global village. Many organisations are richly diverse cultural, political and institutional systems built to achieve ambitions on a global scale. At the core of their business they manage multiplicities, tackle huge challenges, grapple with instability and ambiguity, and must be able to navigate these challenges to survive. They also need to face new kinds of problems, take on new and challenging tasks, perform across cultures, and work with virtual teams, often on a temporary basis.

A few years ago, I had the privilege to travel across four continents over four years delivering a leadership development program for a global industry champion at the frontier of engineering innovation. The company, with a workforce of 18 800 employees of 120 nationalities in

70 countries, wanted to generate and maintain a healthy pipeline of leaders with the strategic thinking, business acumen and intercultural competence to take the company into a successful global future. Many of its managers had to learn how to identify and tackle new types of challenges, adapt to local cultures and market needs, and shift to decentralised and collaborative decision making while preserving the company's unique DNA—its culture, values and behaviour.

This is what I learned: Culture is pervasive and has multiple layers that can often be invisible to the untrained eye. It acts like a pair of glasses that colours our vision. Culture works like a powerful filter through which we perceive and experience reality. It is like the mental software that we use to decode, interpret, encode and send messages. Culture determines how people 'do things around here'; it is the 'unwritten rules of the social game', and what we consider 'normal'. It is the glue that holds societies together. Leadership beliefs, expectations and practices are not readily portable from one culture to another. Hence, applying them uniformly across geographies is a fool's errand, much as we'd like to think otherwise. All this makes culture a critical business risk.

But old habits die hard.

The difficulty lies not so much in developing new ideas as in escaping from old ones.

—**John Maynard Keynes**

To achieve our objective of adapting to our new context, I draw on my own personal and professional experiences, as well as those of others—clients and colleagues—by using case examples and short stories. Above all, however, I resort to the latest research in the field—including my own. This means that, as a reader, you may feel challenged by findings that seem counterintuitive and contradict your current beliefs (especially if you consider your beliefs to be fundamental truths). This book introduces a new vocabulary that will become indispensable, not only for corporate and community leaders, but ultimately also, within the next decade, for mainstream society. Perhaps you will embrace the new language that may bring new meaning to your own experiences; or you may be inclined to dismiss it as jargon or buzzwords. Let me illustrate this by using the following historical reflection.

The word ‘stress’, for example, did not have the physiological meaning it has today before the 1920s. ‘Stress’ is now used very commonly in modern daily life to describe bodily responses to such things as fear or pain. Once upon a time, terms such as ‘soft skills’, ‘emotional intelligence’, ‘sustainability’, ‘corporate social responsibility’, ‘learning agility’, ‘paradigm shift’ and ‘social capital’ were considered specialist language or jargon. Progressively, over the years, these terms have been embraced more broadly. Many of these terms, in fact, are now in general use—at least in the corporate world and among leadership readers.

Here are more specific examples. The now commonly used term ‘brainstorming’ was popularised by Alex Osborn in his book *Applied Imagination*, published 1953. It was not used before then. Mihaly Csikszentmihalyi introduced the concept of ‘flow’ in his 1990 book *Flow: The psychology of optimal experience*. Clayton Christensen popularised the concept of ‘disruptive innovation’ in his 1997 book *The Innovator’s Dilemma: When new technologies cause great firms to fail*. Today, the word ‘disruption’ is used everywhere. ‘Positive psychology’ was popularised in 2000 by Martin Seligman and Mihaly Csikszentmihalyi in their paper ‘Positive psychology: An introduction’ published in *American Psychologist*. ‘Cultural intelligence’ entered the popular language in 2003 through Christopher Earley and Soon Ang’s book *Cultural Intelligence: Individual interactions across cultures*. Daniel Pink, in his 2005 bestseller *A Whole New Mind*, reminded us that we are moving from the information age to the ‘conceptual age’, and that the ‘keys of the kingdom are changing hands’. In 2006, Carol Dweck popularised the term ‘mindset’ in her book *Mindset: The new psychology of success*.

These terms were already known to experts in the field but at some point, someone, not necessarily the originator of the concept, has taken the idea to the mainstream. Initially they were considered buzzwords. A good example was Daniel Goleman’s popularisation of the term ‘emotional intelligence’ in his book of the same name. In 1999 Goleman, at that time a science reporter at *The New York Times*, borrowed the term (with permission) from two academics: John Mayer, currently at University of New Hampshire, and Peter Salovey, currently at Yale University, who had formulated the concept of ‘emotional intelligence’. Another example is the concept of the Leadership Psychological Contract (LPC; the unspoken and unwritten

expectations between leaders and their followers, teams or stakeholders) I introduced in the article ‘Messing with corporate heads? Psychological contracts and leadership integrity’ published in 2014 in the *Journal of Business Strategy*.

These new terms can sound technical or jargonistic—for good reason—at first glance. However, I have seen the benefits people derive from such terms once they are properly explained and demystified. Never dismiss new terms as jargon and never be afraid to learn new words. Imagine where you would be today if you had stopped learning new concepts after you left school. I hope this book makes such terms—their meaning and benefits—accessible, easy to comprehend and as easy as possible to apply. In this way, you—and everyone with whom you share your learnings—will benefit.

Adaptive challenges

The main challenges today are not technical, but rather ‘adaptive’.⁶ Technical problems are easy to identify, are well-defined, and can be solved by applying well-known solutions or the knowledge of experts. In contrast, adaptive challenges are difficult to define, have no known or clear-cut solutions, and call for new ideas to bring about change in numerous places.

The main challenges we face are not technological, but adaptive.

Examples of adaptive challenges include climate change and other environmental challenges, social unrest, terrorism, poverty, homelessness, suicide, violence against women, and corruption. In organisations, examples of adaptive challenges include designing a new system or procedure, successfully implementing it, securing agreement for a policy change, and dealing with multiple complex people-management issues or stakeholder relationships.

Consider the following scenario. You are the sales director of a global company that wants to launch a new sales management system. Its successful implementation requires everyone across multiple geographic regions to use the system by certain date. One morning, while driving to work, you suddenly have a flat tyre. What do you do? Easy! You, or someone else, replace the flat tyre with the spare—problem solved!

When you arrive at the office, you find a stack of emails and telephone messages from multiple regional sales managers and other sales representatives questioning the implementation of the new system. Many people want to talk to you about it, saying you are missing key pieces of the puzzle. You already know, via the grapevine and conversations with others, that about 40 per cent of the sales force believes the old system did not need to be replaced, and that everyone is sick and tired of changes—this being the third major one this year. This is despite the communications department having sent multiple messages explaining the business case for this major and important change. You also know that if this change doesn't happen successfully on time, it will cost your company millions of dollars, and will risk losing many very valuable customers. How can you ensure that the entire sales force of 120 people will help implement the required changes on time? Can you treat this challenge in the same way you dealt with the flat tyre? I'll let you answer this question—although we both know the answer.

Adaptive challenges require very uncomfortable work, including, for example, changing attitudes, behaviour and values. It also entails increasing tolerance for conflict, uncertainty and risk. It is no wonder that adaptive change engenders resistance, because it challenges our habits, strongly held beliefs and values. Yet this adaptation is critical to our survival. This relates directly to Darwin's concept of adaptation, whereby we are better placed to survive or reproduce by becoming better suited to our environment through change.

Above all, we need different perspectives on leadership to make progress on adaptive challenges. In particular, inappropriate expectations of authority need to be eradicated. It no longer works to hold the individuals in formal positions of power or authority responsible for causing or solving organisational or community problems. Like the guru in the story, the C-suite and other senior managers are no longer the experts with prescriptive formulas or solutions. Adaptive challenges must be addressed by the people directly connected to the problems. They are the ones with access to their own collective intelligence and a reservoir of resources that is more likely to bring the needed solution.

Leadership traditionally has been—and sadly for many, still is—mistaken for authority and power in all of its many forms, such

as legitimate, coercive, expert, informational, reward, connection and referent. Authority relates to exercising conferred and legitimate power to perform a service, and to the people who follow those exercising such power. This is because their positions demand such authority, irrespective of who holds the position.

Leadership, on the other hand, relates to exercising influence, with or without authority, that creates willing followers. That is, those who are not forced to accept anything thrown their way. Leadership relies on trust and fairness and, to a large degree, meeting mutual expectations. For example, Gandhi, for the most part, did not hold any official position to enable him to lead the freedom struggle in India. He did not gain followers because he held a position of authority; he became a trusted leader because of his strong vision, judgement, respected expertise and integrity.

Let's go back to the sales example. As a sales director, you are in a position of authority and, for example, could fire anyone who does not comply with the changes, but that's not enough to ensure the smooth introduction of the new system. What would be your strategy to ensure everyone embraces the changes?

Globally, the challenge is to prepare for a combination of macro socioeconomic trends that may herald a 'perfect storm'⁷ of new forces. In this scenario, business leaders will have to grapple with new dilemmas and challenges. This will require considerable foresight and collaboration between internal and external stakeholders. As yet, though, current business, political and community leaders are still struggling to find their way and are still failing to respond effectively.

From this perspective, it is also important to realise that leadership occurs in a social context. This not only links to the relating capability of leadership, but also to the fact that relationships are governed by psychological contracts,⁸ as highlighted in the previous chapter.

Global mindsets and cultural intelligence

A major global insurer with more than 15 000 employees in 50 countries decided to establish a new call centre in the Philippines,

outsourcing hundreds of jobs to generate sustainable savings. However, underestimating the cultural impact put the forecast savings in jeopardy.

Filipinos use a 'high context' communication style that tends to be indirect and formal, combining verbal and non-verbal messages to convey meaning. The listener must 'read between the lines' and understand non-verbal nuances to fully comprehend the message. Individuals from high-context cultures find it extremely difficult to say no, as it can be construed as confrontational, unfriendly and disrespectful, causing loss of face and embarrassment. For Filipinos, maintaining harmony—a Confucian value shared across Asia—is far more important than being informative. As an example, remaining silent and not questioning customers' understanding of policies would be preferred over clarifying to confirm comprehension.

In contrast, 'low context' cultures (such as the United States, Canada, the UK and Australia)—where most of the insurer's customers live, and with whom the Filipinos in the call centre have to deal—use a direct communication style. This relies on literal and precise meaning with a preference for explicit conversations in which words convey the entire message, or at least most of it. Not surprisingly, the marked contrast in communication styles caused havoc during the early days at the new call centre. The lesson for the insurer was that it is very risky to ignore cultural differences and assume that English fluency equates to effective communication.

But the confusion in customer communication was only part of the story. Internal communications were also compromised. Requests commonly used by people from the insurer's head office (such as 'Would you mind sending the latest figures?') were indecipherable to the Filipinos. A more direct request, such as 'Please, send me the latest figures as soon as possible', would have been far more effective.

Further, it is important to be aware that Filipino culture uses holistic thinking (understanding the system by sensing its large-scale patterns

and reacting to them), as opposed to an analytic style (understanding the system by thinking about its parts and how they work together to produce larger-scale effects).

Eventually, the insurer invested heavily in comprehensive intercultural training, both for key head-office employees and call centre employees in the Philippines. The training resulted in better understanding and appreciation of cultural differences and improved communication between the call centre and head office. This illustrates the importance of acquiring a global mindset⁹ by identifying and understanding the implications of our thinking style when communicating with individuals from different cultures.

We now live in a global village. This means most organisations have diverse cultural, political and institutional systems to help them achieve their global ambitions while managing multiplicities, tackling huge challenges, grappling with instability and navigating ambiguity.¹⁰ Consequently, they now rely on creative thinking, innovation and developing global mindsets—the ability to absorb information, understand traditions and cultural norms with openness and awareness of diversity, and to be able to exercise global leadership—to effect change. They can do this by building communities through trust in conditions of cultural, geographical, and temporal complexity involving multiple authority sources, multiple stakeholders, and multiple cultures.

Adding to the complexity are the challenges associated with transferring tacit knowledge into explicit knowledge. Explicit knowledge can be expressed easily and communicated verbally or in writing, formulae or codes. Tacit (or implicit) knowledge is difficult to write down, codify, visualise, share and transfer. And yet, as the insurer discovered, all these things must be shared across cultural and organisational boundaries if they are to become the explicit knowledge that enables organisations to build and sustain a competitive advantage.

Within this global context, it is also important to acquire cultural intelligence¹¹—the capability to relate and work effectively across cultures. This is sometimes also referred to as intercultural competence.¹² The following example illustrates this capability in action.

In 2014, much to my surprise, I learned that I was perceived as arrogant and disrespectful after talking about my plans to work with a group of senior leaders from the Abu Dhabi police headquarters. I was quietly taken aside and told, very diplomatically, ‘In the Arab world—we, Muslims, when we talk about the future, use the expression “Insha Allah” at the end of our sentences.’ This translates as ‘God willing’, an expression that is part of every Muslim’s daily vocabulary. Islam teaches believers not to make definitive statements about the future—only God knows what will happen. The phrase is also commonly used as a sign of respect. This was a humbling experience that allowed me to become more culturally aware and, therefore, more effective. During the rest of our week of working together, I used the expression and received smiles of acknowledgement and gratitude from my clients.

Showing respect is a universal expectation that I had unwittingly failed to meet until the gap in my cultural knowledge was bridged. Cultural intelligence creates the capability to relate and work effectively across cultures, which is also relevant to domestic managers and leaders working in their own countries because modern economies are multicultural environments. Australia, for example, is one of the most multicultural societies in the world. This explains the increasing number of workplace initiatives aimed at managing and leveraging cultural diversity to promote innovation.

But all this is just the tip of the iceberg. There is so much more!

The next chapter explores how having identified and understood the complexities of the new context, you can then quickly explain them to others and map them in your organisation. This is the essence of sense-making.

Conclusion

Context and leadership are inseparable. The context for leadership as we know it has been turned upside down. The world is now characterised by high turbulence and velocity, volatility, unpredictability, complexity and ambiguity. This calls for a shift from heroic or individual models of leadership to more contextual, relational and collective approaches. In acquiring the confidence to make this shift, we need to develop our contextual intelligence, learning agility and the application of four high-level core leadership capabilities (sense-making, visioning, inventing and relating). Further, we need to distinguish between technical problems and adaptive challenges to exercise effective leadership in the new context. Finally, as the new context is a global village, we also need a global mindset as well as cultural intelligence or intercultural competence. Only then will we be able to see the forest for the trees!

Insight questions

- Does your team believe in leadership gurus?
- Do they understand the new context?
- Do they have the confidence to face the new context?
- What specific factors are impacting you and your team in the new context for leadership?
- How have you adjusted your leadership practices to adapt to the new context?
- Does your team understand the difference between technical problems and adaptive challenges?
- Does your team understand the difference between authority and leadership?

(continued)

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- Are your team members aware of their psychological contracts with customers and other key stakeholders?
- Is your team aware of the risks of working across cultures and with people from different cultural backgrounds?
- Do they have a global mindset?
- Do your team members display intercultural competence?
- Is your team open to learning new concepts?

ABOUT THE AUTHOR

Sebastian Salicru is a business psychologist who specialises in leadership and organisational development. He is the director of PTS Consultants, an associate of Melbourne Business School—Executive Education, and Fellow of the Institute of Coaching (McLean/Harvard Medical School).

Sebastian has more than 20 years' experience working across sectors and industries with some of the top Fortune Global 500 companies in Australia, the United States, Europe, the UAE, China and Singapore. He helps organisations build leadership capacity to successfully navigate change and thrive in an increasingly demanding global economy where hyper-complexity and adaptive challenges are the new normal. Sebastian assists global leaders to minimise the business risks of working with people from diverse cultural backgrounds, acquire a global mindset, drive innovation, and achieve unprecedented levels of performance and business results. He also assists emerging leaders to unleash their leadership potential.

Sebastian's passion is moving from opinion-based discussions to evidence-based solutions by developing best practices. His uniqueness lies in his ability to apply them creatively to take his clients to the next level.

As a thought leader and author, Sebastian regularly presents at national and international conferences and industry events on the latest developments in leadership. His latest publications include two articles in the *Journal of Business Strategy* and *OD Practitioner*, and two book chapters on global leadership.

Leadership Results

In addition to being a registered psychologist, Sebastian holds a Master of Creativity & Change Leadership from the State University of New York, and a Master of Management Research from UWA Business School at the University of Western Australia; he is also a graduate of the Art and Practice of Leadership Development program at Harvard Kennedy School. Sebastian is a PhD candidate at the University of Technology Sydney.

Praise for *Leadership Results*

A great read. In *Leadership Results*, Sebastian addresses the challenges of leadership and provides valuable insights and tools to help leaders at all levels of an organisation. Leadership is a critical factor in so many roles in today's organisations as the complexity of operations, the removal of geographic borders and the ability to create value challenges many companies. Sebastian's data driven analysis, supported by real and diverse experiences, makes this book a great reference point for anyone looking to take on the leadership challenge.

— **Joff Allen**, Chief Executive Officer, EduCo International Group

Leadership Results pulls together leadership wisdom from a remarkably inclusive set of thinkers and doers, and the result is an engaging and useful book to enhance the effectiveness of leaders in any sector. Illuminating the most powerful tool of the leader, Salicru distinguishes between the language of action and the language of possibility. In short, leadership is ultimately relational, and language is the material upon which relationships are built. The book offers simple exercises to practice and deepens the reader's leadership effectiveness.

— **Amy C. Edmondson**, Novartis Professor of Leadership and Management, Harvard Business School and author of *Building the Future: Big Teaming for Audacious Innovation*

Leadership Results will challenge every leader's thinking about what effective leadership really is. Sebastian Salicru makes clear that we are experiencing a leadership crisis like we have never known before and he urges us to become part of a movement to overcome that crisis. In detail, he eloquently outlines how leaders can become strong performers who are adaptive to new circumstances in their global operating contexts. A must read for anyone with even a remote interest in leading into the future.

— **Professor Gary Martin** FAIM FACE, Chief Executive Office, Australian Institute of Management WA

A compelling view of leadership as social performance. Timely, relevant and full of insights.

—**Vip Vyas**, CEO of Distinctive Performance and contributor to
INSEAD Knowledge

With essential elements of leadership at his fingertips, Sebastian Salicru in *Leadership Results* has created a wonderful tapestry to help organizations find their way. Myths, dreams and lessons in growing up are woven together with comprehensive research findings to provide the reader with practical examples of how organizational leadership can really make a difference. Sebastian makes it very clear that we are lost without good leadership and shows us all how to develop this important capability.”

—**Warren Parry**, CEO LifeMap Research and author of *Big Change Best Path – Successfully Managing Organizational Change with Wisdom, Analytics and Insight*.

Sebastian’s deep understanding of leadership behaviour is unique and impactful. This is a very inspirational book that addresses the leadership crisis and its failure in developing trust, motivation, and effectiveness to bring out the best in self and others. In a world of relentless change and uncertainty, Sebastian has clearly hit the mark. All leaders must understand and do what he is emphasizing to be truly effective. His ideas are thought-provoking, timely, and daring—a must-read for every leader.

—**George Kohlrieser, Ph.D**, Professor of Leadership and Organizational Behavior, IMD, Lausanne, Switzerland,
and bestselling Author of *Hostage at the Table*
and *Care to Dare*

It is almost cliché to say that the world is changing faster than ever, and the sad truth is, in most organisations, leadership practices haven’t caught up. In *Leadership Results*, Sebastian Salicru unpacks

a research-based model that offers a relational approach that yields innovation, extraordinary performance, and business results for twenty-first century leaders. He presents a broad range of anecdotes that will not only make you smile, but help you understand why he has created this road map to navigate modern leadership. If you want to be a successful leader in our constantly changing world, *Leadership Results* is critical reading.

—**Peter Cook**, CEO, Thought Leaders Global

The book reveals several important insights about the nature and evolution of human beings and why leadership is relational, contextual and as ever evolving as we who practice it. It's inspirational with a clear message. This evidence-based book uses a systematic research-based approach in building the arguments and in describing the thinking behind the leadership results framework. Readers who appreciate scientific and evidence based-books will like this – it's a complete guide to leadership as a discipline and how leaders can elevate their own capacity and quality in practicing it.

—**Niklas Nordling**, PsychDr, Head of Culture and Organization Development, Nokia

This book provides a wide perspective in a growing field of leadership literature. Sebastian is humorous in that he rarely makes the mistake of taking himself too seriously. He does however take the subject matter seriously and attempts to bring together research and global experience in a coherent manner. Of particular interest is his exploration of relational models of leadership; his own research into the field and the implications for how to develop leadership. I also enjoyed his frequent use of stories together with his anecdotes about his personal journey: a rare combination in a leadership text. This book will appeal to beginners in the field because of its comprehensive coverage as well as to advanced practitioners because of its practical insights.

—**Michael Johnstone PhD**, co-founder and Executive Director, Vantage Point Consulting, Australia

Sebastian Salicru starts by throwing down the gauntlet, challenging readers to be part of the solution to the leadership crisis across the world. Through his 'Leadership Results' model, he succinctly captures the complex interrelationships between self and collective leadership without oversimplification, reminding us that leader development is not the same as *leadership* development, while providing examples and context to help illustrate the differences. Interspersed with instructive and entertaining stories throughout, this well-written book provides a valuable perspective on leadership, leadership development and the possibilities for our future if we can collectively exercise better leadership to tackle our toughest challenges.

—**Joe 'Hark' Herold**, CEO & Founder, Hark Leadership

Leadership Results is an essential book for all leaders dealing with the challenges and opportunities presented by the cyber-physical age. Salicru crystalizes decades of the most relevant thinking and leadership theory, effortlessly bringing together reasoned insights and science-backed tools to help leaders adapt to complexity. Replete with engaging stories, as well as experienced wisdom, suggested practices, authoritative studies, and practical measures, a central treatise of the narrative is that that there's no such thing as a perfect leader, or indeed one 'best' way to lead in all contexts. This impressive work supports that all leadership requires connection, however, whether to people or purpose. Highly recommended reading.

—**Dr Natalie Ferres**, Director of strategic leadership advisory Bendelta Pty Ltd, and author of the book *People Development: An inside view to developing individuals, leaders and organisations*

Leadership Results is a thoughtful, thoroughly researched, well written and timely blend of Salicru's lengthy experience and deep psychological insights. It is evidenced based, pragmatic and a must-read for any leader's library.

—**Jim Grant**, Partner, Dattner Grant

In *Leadership Results*, Salicru is tackling the greatest leadership challenge of our time, the role of the leader in the future. His thesis that leadership

has always been and will increasingly be about the relational dynamics in a business is critical for knowing what to do next.

—**Matt Church**, Founder, Thought Leaders Global

Of all the leadership books I've read, *Leadership Results* is the most accessible. Salicru has advanced the art and science of leadership with this well researched practice based guide. A must read for aspiring leaders.

—**Dan Buchner**, founder, praktikel Innovation Leadership Learning

In an era that is characterised by a crisis of leadership, Sebastian Salicru has done all of us and our leaders a great service in compiling the thinking and practice of prominent researchers, authors and practitioners of leadership. The result, *Leadership Results*, is practical and down to earth and full of insightful questions as well as informative examples and anecdotes that allow us to see great (and not so great) leadership in action. Sebastian has utilised his comprehensive research to create a new model of leadership based on the understanding that all leadership is based on relationships and that an organisation's journey towards greater engagement of their people begins with the integrity and individual personal development of its leaders.

—**Mandy Geddes**, General Manager, Education, Institute of Executive Coaching and Leadership (IECL)

Sebastian has written an insightful and useful book which will appear at precisely the right time. Now. Right now, as we as a species (all 8+ billion of us) are immersed in a transformative moment. It is quite unclear what the new forms and forces of the emerging world will look like. It is very clear that most of what we have taken to be normal and expected will pass on by. Getting from Here/Now to There/Then is the issue, and finding the way is what leadership is all about. Leadership is not the private preserve of The Leaders. It is the opportunity and obligation of every human being—in families, workplaces, and the community at large. Some do it well, others poorly. We can all do it better—and Sebastian can help. Read this book.

—**Harrison Owen**, President of H.H. Owen and Company, author, consultant and creator of Open Space Technology

I really enjoyed Sebastian's book and admire his passion. We proceed from different perspectives: I believe the world is very well led and we have reached an incredible level of human prosperity. However, leaders today face a new challenge, 24-hour a day broadcast of criticism with an emphasis on bad news. Our well-being and the planet's health requires new modes of thinking and leadership and this is where Sebastian nails the need for change. Sebastian's book and his insights will help many people understand and improve their leadership capacity and leadership!

—**Victor Perton**, leadership adviser and advocate, editor and publisher, *The Australian Leadership Project*

As Sebastian Salicru demonstrates in his thoughtful new book, *Leadership Results*, it is relationships that are of paramount importance. No matter what the company, success depends on the psychological wellbeing of those who work there. Salicru makes a convincing case that the successful leader knows how to foster the successful relationships that drive organizations.

—**Ellen Langer**, Professor of Psychology, Harvard University, author of *Mindfulness*

Salicru has performed an enormous service and a prodigious feat of intellectual dexterity by mining the exhaustive canon of writing and research on leadership to create a holistic, synthesised yet original theory, assessment tool and practice which will be an invaluable resource for anyone who seeks to make progress on daunting challenges in the world, the workplace, or even personally. His core insight that leadership is at its essence a relational activity is an important and timely note of reality, especially for the times in which we live, when the seemingly intractable challenges communities face can lead to a yearning for authoritarian saviours who promise more than they can deliver.

—**Marty Linsky**, faculty, Harvard Kennedy School

If you want a comprehensive view of the leadership literature and how to create adaptive leaders for this ever-changing workplace, *Leadership*

Results is that book. It is highly readable, practical and thorough and a must if you want to understand what leadership is all about.

— **Professor Sir Cary Cooper**, ALLIANCE Manchester Business School, University of Manchester, UK

Amidst a dearth of innovative leadership literature, this book is a gem. Referencing grounded theory, the reader is guided towards new models of collective leadership with a focus on performance and results. In an age where leadership seems to be regressing towards the charismatic, Sebastian presents a compelling and progressive model for the 21st century.

— **Dr Graham Ward**, Adjunct Professor of Organisational Behaviour, INSEAD Business

In this book Sebastian Salicru skillfully weaves together a rich tapestry of theory, research, examples and personal experience to provide a thoughtful yet practical guide for leadership practitioners, students, scholars and developers. It is a timely and compelling call to action that encourages the reader to reflect on their prior learning and experience, embrace new ideas, discard out-dated practices, and to work collaboratively to build a better future.

— **Richard Bolden**, Professor of Leadership and Management, Bristol Business School, University of the West of England

Finally, an evidence-based book on leadership written for managers as opposed to scholars. This highly readable book makes clear what leaders must do in their respective organisations to bring about a high-performing workforce.

— **Gary Latham**, Secretary of State Professor of Organizational Effectiveness, Rotman School of Management, University of Toronto

We are in an era when many of the conventional myths about leadership—to develop leadership we need to develop leaders; leadership and authority are one and the same—no longer apply to contemporary organisations. Sebastian Salicru is bold enough in *Leadership Results* to introduce us to new models of both leadership and leadership development. In particular, having pushed for years to re-imagine leadership as a collaborative property, I am—and readers of this book will be likewise—grateful that this author has come up with such a firsthand and practical way to illustrate collective leadership and collective leadership development.

—**Joe Raelin**, Knowles Chair of Practice-Oriented Education,
Northeastern University, Boston, USA

Leadership is arguably the most written about topic in the field of organisational management and operations. Yes, much of what is written is based on popular myths and misconceptions about what leadership is and why it exists. In this book, author Sebastian Salicru cuts through all the hype to make it clear that good leadership is first and foremost about forming and maintaining relationships with other human beings for the benefit of the whole society. By talking a relationship perspective, Salicru delivers a straightforward and easily digestible account of what leaders need to do in order to obtain real results in today's fast-moving and complex world. A particular strength of the book is the way the author combines a deep knowledge of the evidence-based literature with his own real-world experience. The result is a 'road map' of effective leadership that tells how organisational leaders can engage with their followers to produce exceptional results that matter.

—**Neal M. Ashkanasy OAM, PhD**, Professor of Management,
UQ Business School, The University of Queensland

Our understanding of leadership—what it is, how it works, and even how people know it when they see it—is changing. In *Leadership Results*,

Sebastian combines the latest research with his power of storytelling to speak in simple relatable terms about what makes a twenty-first-century leader—relational dynamics! This book requires nothing less than a revolution of mind and a shift in order of thought to see relationships as both a context for action and as an outcome of leadership. The world is changing—*Leadership Results* will help you keep up.

—**Jennifer Gippel PhD (Finance)**, Emeritus Faculty,
Australian National University

Sebastian Salicru's extensive experience as an international business psychologist and scholar provides a strong foundation for his powerful insights into driving innovation in organisations through his Leadership Results model. He provides key resources and extensive personal experience outlining a model to build leadership capacity based on a social process that emerges from the dynamics of relationships in the organisation. *Leadership Results* is compelling in its call for growing exceptional leaders who think deeply and act boldly to lead global innovation with authenticity and integrity.

—**Dr Susan Keller-Mathers**, Associate Professor, International
Center for Studies in Creativity, Buffalo State

FRESH, ENGAGING and DEEP, this is how I would describe *Leadership Results*. Academically sound but it captures you like a novel. Sebastian brings a harmonious combination between theory and practice with many stories and quotes that make the text more interesting and appealing to the average reader. At the same time, *Leadership Results* is a very comprehensive book that covers and uncovers many aspects of leadership, questioning some of the established wisdom about leadership and its development in a way that will make you reflect and expand your previously adopted ideas. Are you already initiated into leadership?

—**Eric Bernal**, Global Solutions Faculty and Latin America
Manager, Center for Creative Leadership, San Diego, California

In his wonderful new book *Leadership Results*, Sebastian Salicru illuminates the new paradigm of relational leadership with wisdom and clarity. This book reframes effective leadership in the world today as a creative and above all *relational* activity shared among many people working together across all kinds of boundaries. The old maps don't work anymore and the world is in crisis. It is time for us all to wake up and get on with the agenda Sebastian masterfully describes in this book.

— **Charles J. Palus PhD**, Senior Fellow,
The Center for Creative Leadership

In this relational look at leadership development, Salicru weaves together compelling stories, historical perspectives, and relevant case studies into a work which thoroughly covers the terrain of leadership theory. Each chapter is chock full of frameworks, tools, and insights for achieving more powerful leadership. With examples from many different fields and industries, he demonstrates how leaders can use their understanding of relational principles to make shifts towards 'extraordinary performance', build 'collective leadership capacity' and achieve results.

— **Karen Jo Shapiro, Psy. D.**, Adjunct Faculty, Center for Creative
Leadership

Reading the manuscript, the word 'beautiful' appeared in my notes more often than it does when I read most books. This is an immense and impressive work. Sebastian does not shy away from the crises that we face on our finite planet and, without apology or ego, firmly places the notion of adaptive leadership at the heart of a successful future world. The book combines attention to the big picture, alongside practical wisdoms that are implementable right here right now. Drawing deeply on existing wisdom, Sebastian weaves that together with his own evidence-based insights, stories and experience creating new awareness and ways of being. This book will be a companion for you for as far as you are happy to take it on your leadership journey.

— **Dr Alison Whybrow**, chartered and coaching psychologist

Early in his book, Salicru points out that leadership is more than art and science; it also contains a healthy dose of mystery. Through stories, case studies, research insights, ancient wisdom and personal experiences, he takes the reader on a journey that accesses both the head and the heart, while encouraging imagination and courage, to navigate the new landscape of leadership. The magic of this book is that Salicru masterfully makes the insights stick and provokes leaders to move out of their comfort zones and self-created echo-chambers, and engage others of myriad political, ethnic, and cultural stripes, in their quest for meaningful achievement. The timing of his manuscript and the introduction of his novel ideas are of paramount importance to the modern leader. *Leadership Results* is designed to launch leaders into a new way of thinking and being, and is a must-read for leaders seeking to challenge old paradigms, and open their minds to an adaptive and relational approach for building collective leadership.

—**Jacque Merritt**, Senior Workplace Consultant and Executive Coach, GALLUP

Sebastian Salicru's *Leadership Results* is a reliable and urgently needed book about the state of leadership in the world in an age of inconceivables: instability, change, uncertainty, group think and political turmoil and dis-ease. His timely focus is on urgent questions concerning the very existence of viable leadership in a world, personal and workplace, in which old paradigms about leadership are seriously in question, and new paradigms about leadership arise from new questions. What is shared here is an invaluable model of what leadership can, and needs, to be. And not a moment too soon.

—**Jeff Olma**, Professor of Creativity, Florida State College, Jacksonville

At a time when leadership definitions are becoming broader and more complex by the day, Sebastian provides an invaluable text which seeks to re-evaluate what leadership means, not just in business, but also through practical daily life. In refreshing style, this consistent interpersonal narrative includes key insights by chapter, a rich variety of additional reading material, and references to many prevalent real-world historical and current examples, all with the aim to provide answers to the golden question about what is expected from leaders versus the behaviour of those at the top. I thoroughly recommend this book for both a thought-provoking read and as a guide to best practice leadership!

— **Richard Want**, Registered Psychologist, Partner,
Kendall Want Associates

Leadership **RESULTS[®]**

SEBASTIAN SALICRU

**We hope you enjoyed this sample
chapter of *Leadership Results* by
Sebastian Salicru.**

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‘Turning uncertainty to deeper understanding and ambiguity to agility are two big challenges of leadership today. Sebastian’s book, *Leadership Results*, gives you the profound and pragmatic tools to meet these challenges.’

— **Kevin Cashman**, Korn Ferry, CEO & Executive Development, bestselling author of *Leadership from the Inside Out* and *The Pause Principle*

‘Sebastian Salicru has written a delightful book, full of inspiration and practical advice. He appreciates that you can’t be a leader without any followers, and properly asserts that the heart of leadership is the relationship between those who lead and those who would willingly follow. I loved the examples and stories, which make the book come alive, and valued the well-documented research to support his insights.’

— **Barry Z. Posner, PhD**, Professor of Leadership, Leavey School of Business, Santa Clara University, and co-author of *The Leadership Challenge*

Leadership at all levels is broken. How do we fix it?

In a world where leaders are more likely to create distrust, doubt and dissent rather than confidence and engagement, *Leadership Results* puts an end to the cycle of failure and provides a roadmap for real and extraordinary leadership.

Business psychologist Sebastian Salicru integrates research, experience and creative storytelling to offer a fresh perspective on leadership and leadership development that *actually* makes a difference and delivers breakthrough results. The outcome is a practical, predictive model that builds the capabilities for achieving real leadership results. Learn how to:

- apply or implement the practices to develop organisation-wide leadership capability
- develop self-engagement and achieve self-mastery and self-leadership
- design and deliver effective leadership development programs
- see through the most pervasive myths of leadership.

The world is undergoing an unprecedented leadership crisis; *Leadership Results* offers a path out of the mire and into a new era of real, authentic, effective leaders.

SEBASTIAN SALICRU is a thought leader who regularly presents at national and international conferences and industry events on the latest developments on leadership. He is the founder and principal consultant at PTS Consultants and works with executives and organisations around the world to help them deliver exceptional results.

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