

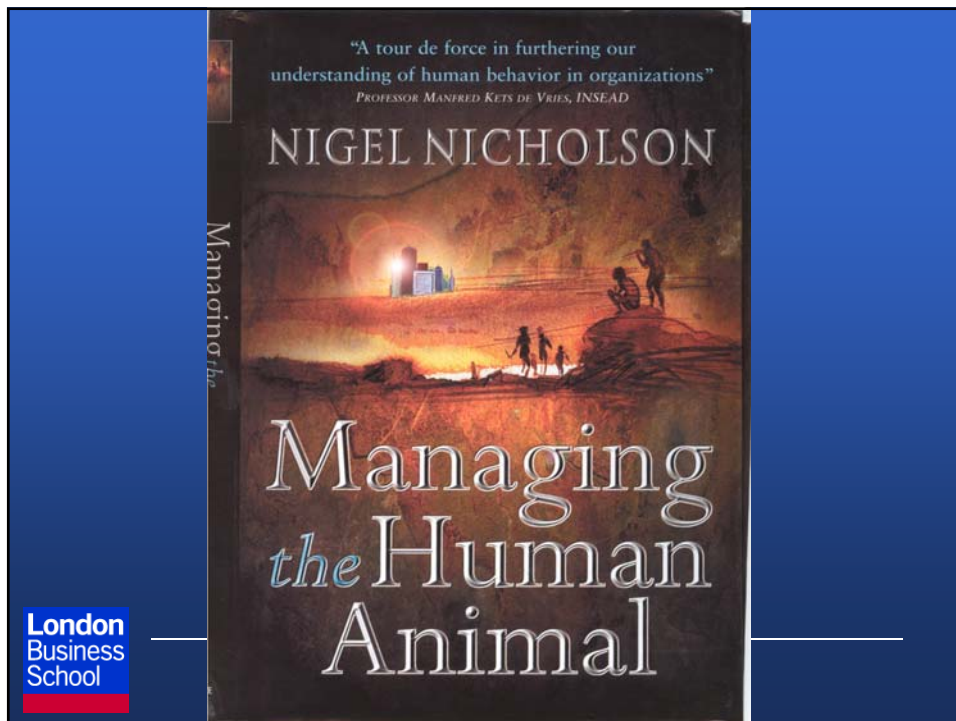
Presentation to SIOP

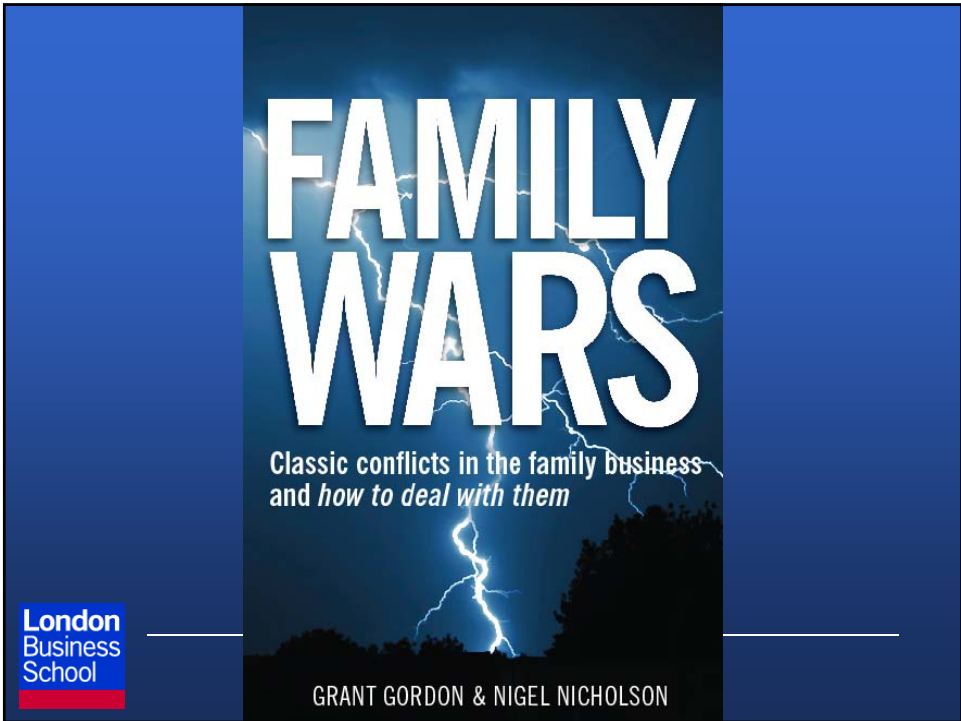
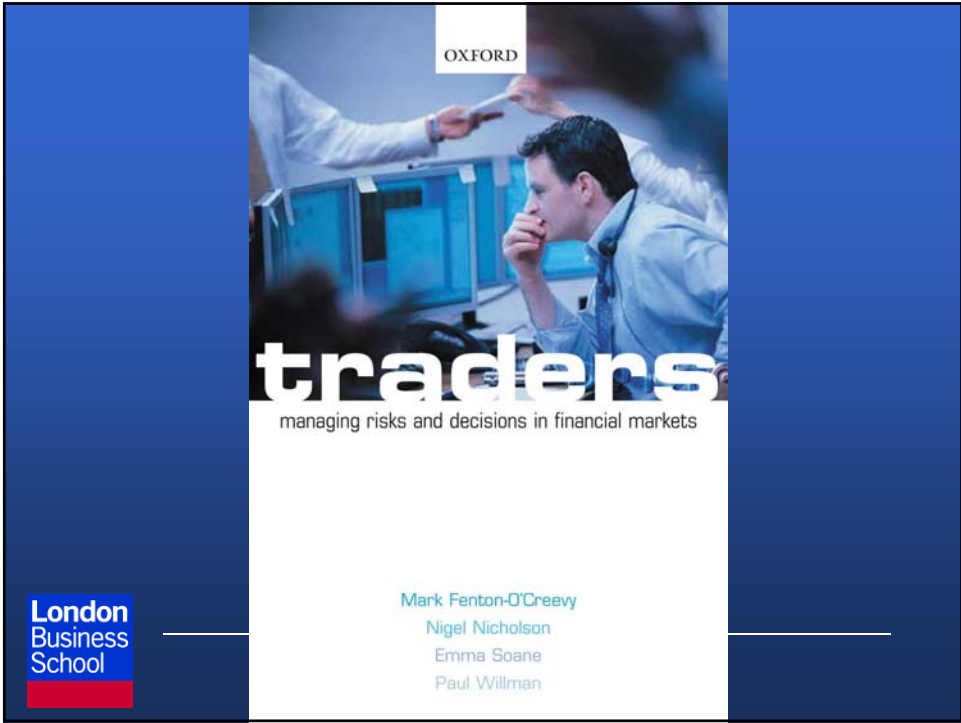
April 9 2010

**The Adaptive Challenge of Leadership:**  
A new view of emergence, failure, performance  
and change

Nigel Nicholson  
London Business School

London  
Business  
School

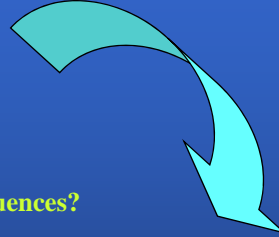




## How Male Dominance Hierarchy Hijacked the Corporation

### The False Theory of Meritocracy

- What the theory is
- Why it is false in logic
- Why it is impossible in practice



### What are its dysfunctional consequences?

- Defensiveness
- Romantic idealism
- Disrespect
- Reluctance
- Loss of confidence

### Another view - Chaos Theory

- Honesty
- Authenticity
- Humility
- Pragmatism
- Problem-solving

## Two Worlds of Management and Organization

### World 1

#### Classic Organisational Form

- Hierarchical Structure
- Linear Status Advancement
- Span of Control

+

#### False Meritocracy

- Tournament promotion
- Ordinal scaling
- Ratchet Promotion (preserved value)

### World 2

#### Hunter Gatherer Organization

- Fluid Hierarchy
- Egalitarianism & mutuality
- Collective responsibility

+

#### Purposive Management

- Ensemble concept
- Status = purpose
- Facilitation of talent

## Leadership Effectiveness

A very simple framework

To be in the right  
time & place

= leadership  
Situations

To be the right  
person

= leadership  
Qualities

Doing the right things

= leadership  
Processes

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## The SPQ Framework

Leadership effectiveness as alignment

Leadership  
Situations

Business environment  
Organisation  
Leader role  
Challenge  
People  
Culture

Leadership  
Qualities

Personality  
Abilities  
Values  
Interests  
Experience  
Physical identity

ALIGNMENT

Leadership  
Processes

Behaviours  
Communications  
Skills  
Styles  
Methods  
Strategies

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## The SPQ Framework

### Change Dynamic 1: Choosing & Moulding



Effectiveness principle:  
Finding or creating your ideal world

Leadership  
Processes

## The SPQ Framework

### Change Dynamic 2: Discovery

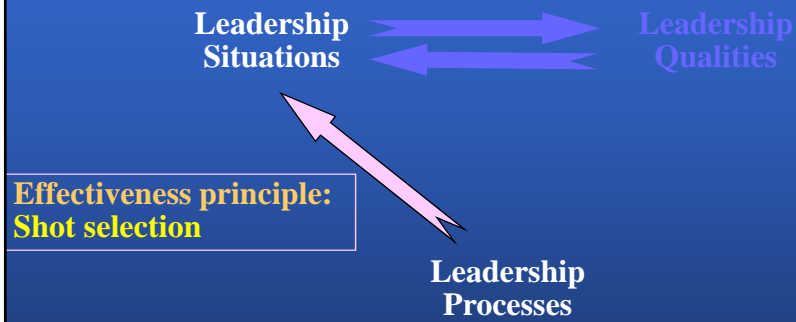


Effectiveness principle:  
Exposure to novel challenges

Leadership  
Processes

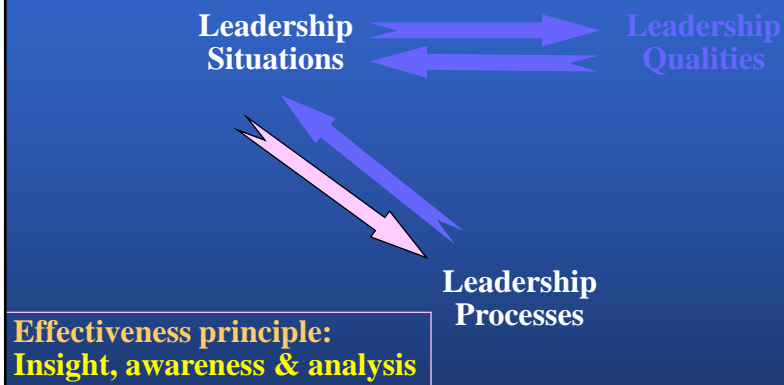
## The SPQ Framework

### Change Dynamic 3: Effectiveness



## The SPQ Framework

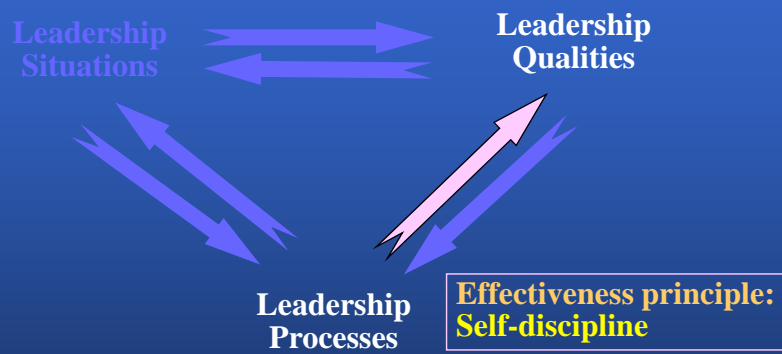
### Change Dynamic 4: Adaptation



**The SPQ Framework**  
Change Dynamic 5: **Instinct**

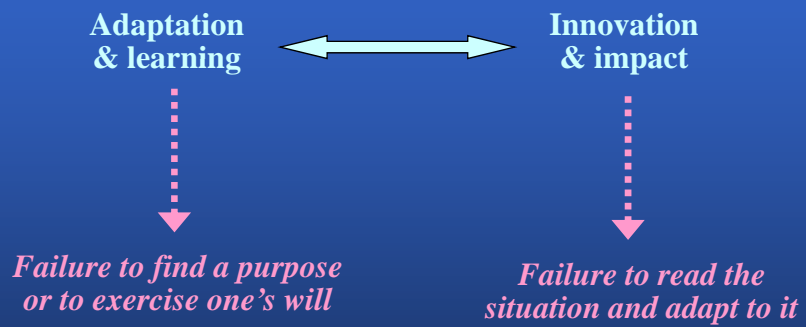


**The SPQ Framework**  
Change Dynamic 6: **Personal development**



## Summary:

### The Two Poles of Leadership Effectiveness & Failure



## The Nicholson Dictum

*“Only the system that knows itself can  
take control of its own destiny”*