



Evolving the Culture of Management to Facilitate Humble Leadership (Virtual Session)

Edgar H. Schein, Ph.D., Professor Emeritus, MIT Sloan School of Management, and Chairman, The Organizational Culture and Leadership Institute



Peter Schein, COO, The Organizational Culture and Leadership Institute



*Introduction by:
Tim Kuppler, Director of Culture and Organization Development, Human Synergistics*



Ultimate
The 3rd Annual Culture Conference
October 3, 2017 | The Fairmont Chicago
Leadership and Culture—It's a Two-Way Street



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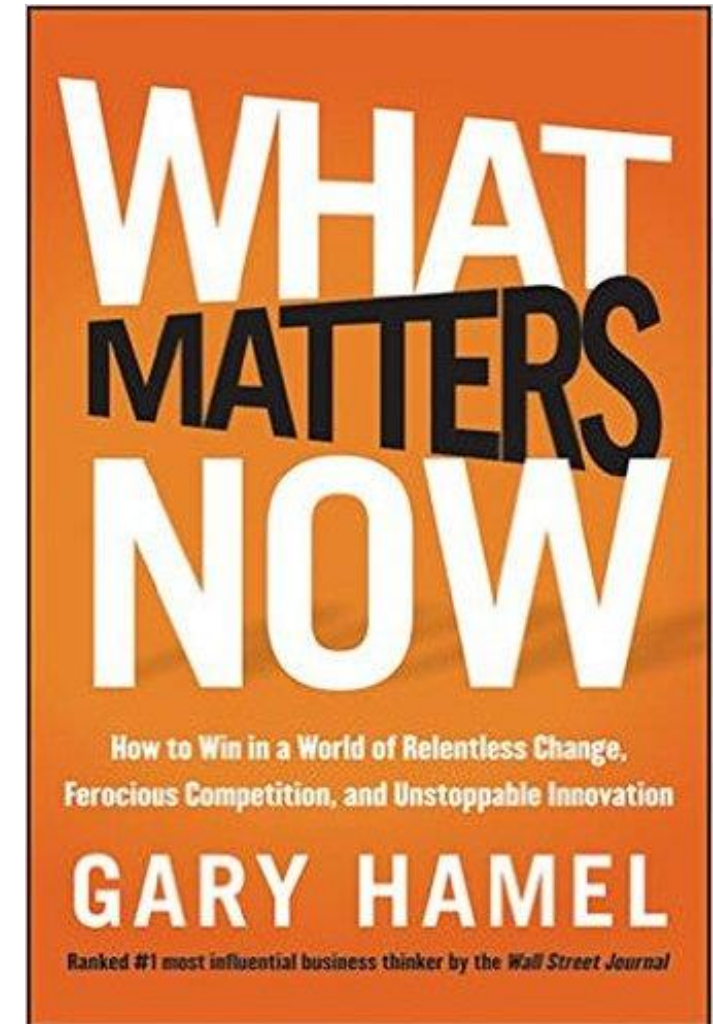


What are we evolving from?

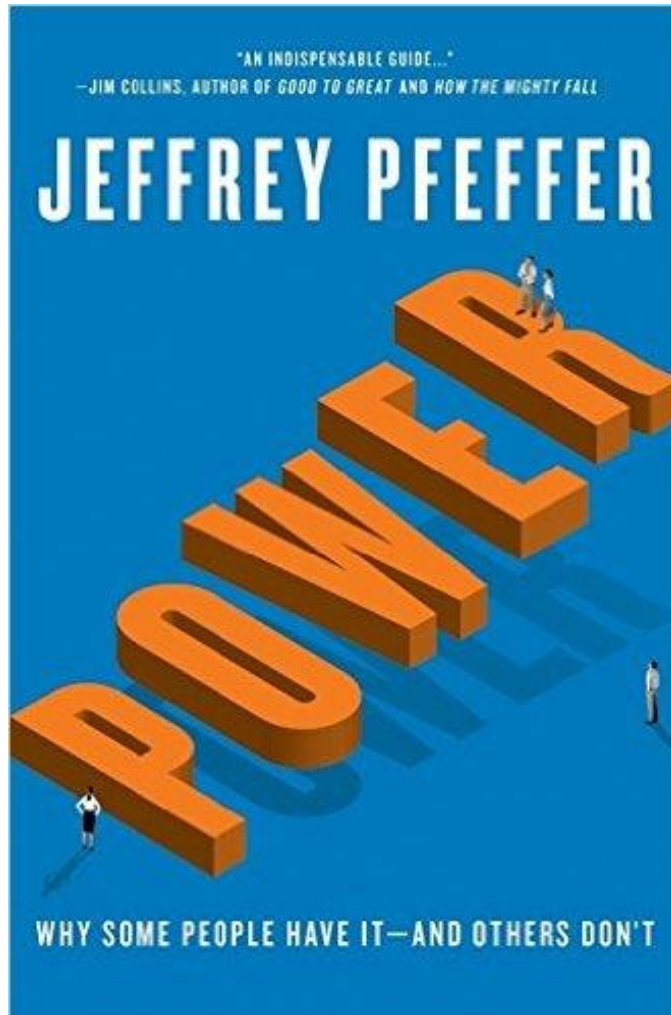
Some quotes to think about...

Evolving management culture beyond...Control

“Why do our organizations seem less adaptable, less innovative, less spirited...? **What is it that makes them inhuman?** The answer: **a management ideology that deifies control.** Whatever the rhetoric to the contrary, control is the principal preoccupation of most managers and management systems.” (Hamel, 2012; p. xi)

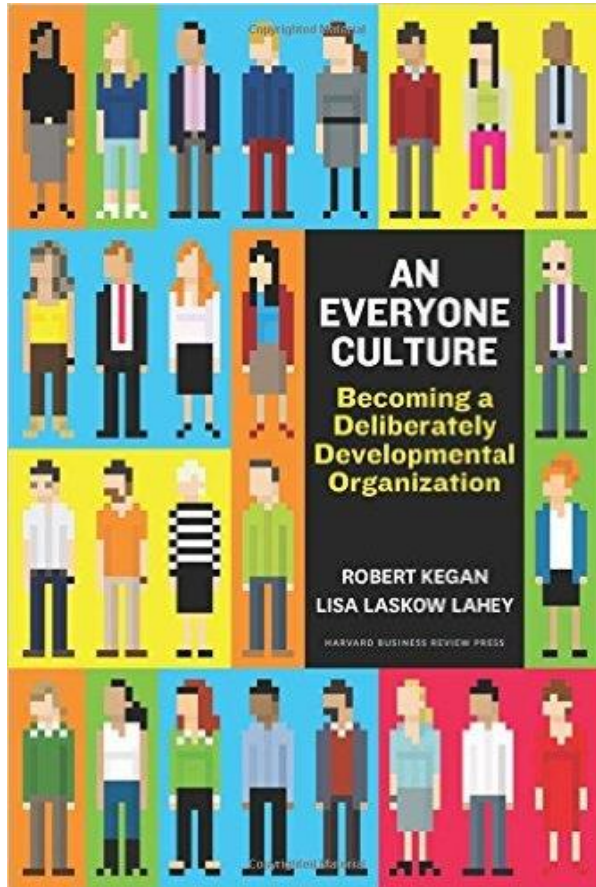


Evolving management culture beyond...Power



“So don’t worry about how your efforts to build your path to power are affecting your employer, because **your employer is probably not worrying about you.** Neither are your coworkers or “partners” if you happen to have any - They are undoubtedly thinking about your usefulness to them, **and you will be gone,** if they can manage it, when you are no longer of use.” (Pfeffer, 2010; p. 218)

Evolving management culture beyond...Hiding



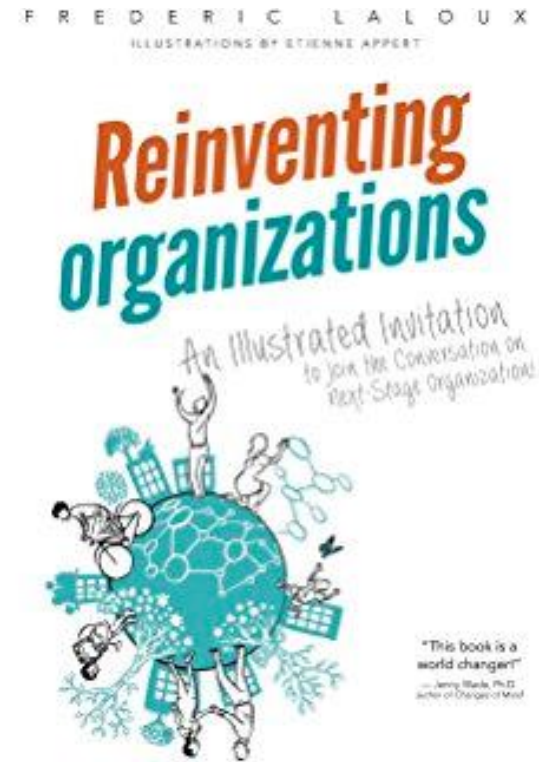
In an ordinary organization, most people are doing a second job no one is paying them for...most people are spending time...**playing politics, hiding their inadequacies, hiding their uncertainties, hiding their limitations. Hiding.**

We regard this as the single biggest loss of resources that organizations suffer every day... The total cost of this waste is simple to state and staggering to contemplate: it prevents organizations, and the people who work in them, from reaching their full potential...

...“the mountain is moving”...

“Something is in the air”

Frederic Laloux, 2016 , p.161



Looking forward...



The Path to Humble Leadership

- Kurt Lewin and Group Dynamics Research
- The T-group and the development of “Experiential Learning”
- Process Consultation instead of Expert Consulting - Inquiry over Advocacy
- Systems Thinking - the client is part of a complex set of interdependent parts
- Growing task complexity

The evolution of Relational Thinking

- Joint inquiry and problem solving requires a relationship with “the client”
- Culture provides a “Levels of Relationship Model” to work from
 - Transactional/role-based vs. “Level 2”, whole person-based)
- Managers as part-time process consultants
- Humble Leadership as full time Level 2 relationship building

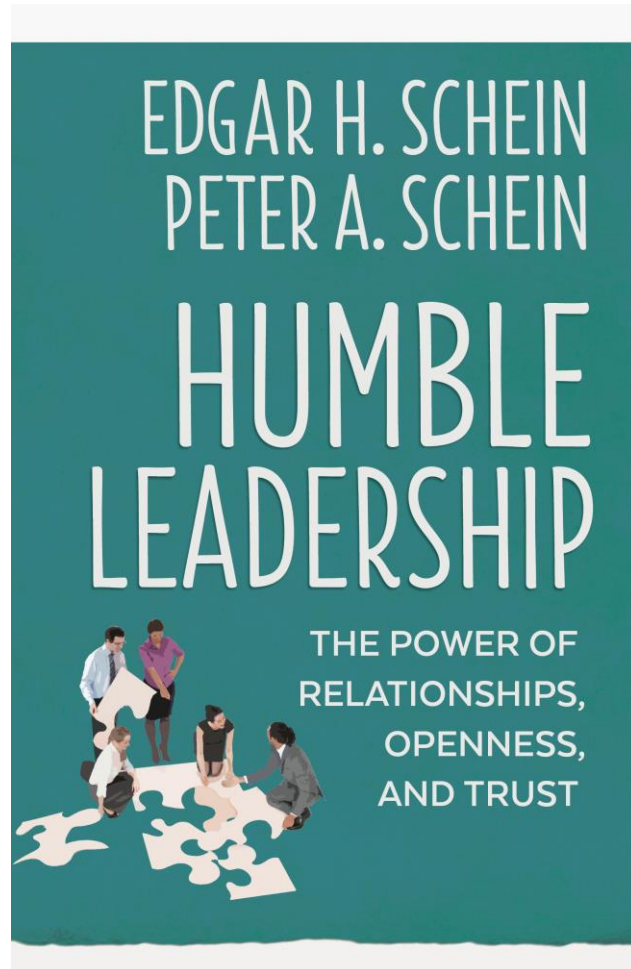
Humble Leadership is...

- **New Mindset**
 - Assumes Theory Y (McGregor, 1960)
 - Assumes complexity and perpetual change
 - Assumes shared responsibility - humility and group sense-making
 - Takes an outward mindset toward mutual help rather than personal gain
 - Assumes there are no “solutions” only adaptive moves and perpetual rethinking and redesign
 - Assumes that reflection and learning are intrinsic
- **New Attitudes**
- **New Skills**

- Basic humility in the face of complexity and the realization of being dependent on others
- Acceptance of one's own ignorance and the active development of curiosity as a main force for learning, adapting and leading

- New kinds of listening skills
 - Better internal listening to self (reflection)
 - Better listening for the feelings and worries of others (empathy)
 - Better “reading of the room”(perceptiveness)
- New interpersonal skills
 - How to be helpful to others
 - “Whole person-ization”: Personalization without violating privacy
- New group skills
 - Better management of relationships and meetings
 - Helping groups to become effective teams
- New design skills – Designing relationships

Looking forward...



Coming in mid-2018

Thank You !