

Ten Limiting Mindsets in Understanding Organisational Leadership: A Provocation

Limiting Mindsets	Antidote
1. Leadership is what is done by leaders	There is no leadership without a leader, a follower and a shared endeavour
2. It resides in the people	It resides in the pattern of relationships between people – how the leaders connect
3. Leadership resides at the top	Leadership is distributed throughout the organisation, wherever responsibility needs to be taken
4. Leaders are about affecting change within the organisation	.Leaders need to engage the complex value network of stakeholders. Leadership happens at the boundaries
5. Leaders set the vision and direction for others to follow	Leadership starts by empathic listening, then challenging then orchestrating
6. Leaders need to get people to understand	Leaders need to engage hearts, will and mind, in true dialogue
7. Leadership is judgement	“Leadership begins when you stop blaming others or making excuses”
8. Leadership is developed by individuals going on leadership courses	Leadership development is a mix of challenging experience and supported reflection
9. Leaders are the organisational heroes	True leaders give credit to others and create others as leaders
10. Leaders have the answers	The key to Leadership lies in the quality of the questions that are asked

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