



Unbundling Leadership Potential

If you are not living on the edge, you are taking up too much room!

Native American Proverb

Luncheon Seminar Business and Design Lab University of Gothenburg January 27, 2010

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Part 1

The Art, Science and Craft of the Act of
“Managing”



What is management?

It is a creative response to a set of
contradicting constraints!

Deconstructing Management

Head

Analytical
Intelligence

Science

Mastery &
Application of
tools &
techniques

Works in stable,
predictable
situations

*Armor for
Firm*

Deconstructing Management

Heart

Emotional
Intelligence

Craft

Ability to
articulate oneself
to oneself

Works in
situations of
chaos

*Armor for
Self*

Deconstructing Management

Soul

Spiritual
Intelligence

Art

Inner unfoldment
of self

Works in dealing
with ambiguity

*Armor for
Context*

A word of caution!

- These slides have been designed for visual *convenience*; in reality, there is an element of art / craft / science in *all the three intelligences!*

The 3 Coats of Armor

Science

Analytical Intelligence

Its value lies in
enabling learning
Aids in growth of
process

shraddha – Effort
driven from within

*Armor for
Firm*

Craft

Emotional Intelligence

Its value lies in
awakening creativity
Aids in growth of
people

viveka –
Discrimination

*Armor for
Self*

Art

Spiritual Intelligence

Its value lies in
articulating
philosophy
Aids in growth of
performance

vairagya – Dispassion

*Armor for
Context*



Part 2

The Square versus the Rebel

The Square versus the Rebel





Insights

1. Managers tend to locate themselves in the square of the *conformist*, while creative people tend to locate themselves in the square of the *rebel*.
2. Managers need to entertain a healthy *disrespect* for *structure* and cultivate a *healthy* respect for a *rebellion*.
3. Conformism and rebellion are critical components of managerial performance since they help managers transform their creative ideas into tangible *innovation*.



Part 3

Ten Golden Rules to Unbundle Creative Potential

Untapping Managerial Potential

It is about

- * **Learning to become a child without being childish!**
- * **Developing a childlike approach to learning not impeded by either ego, identity or fears!**
- * **Combining roles, functions and domains in their simultaneity!**
- * **Our capacity to institutionalise doubt and accept being challenged!**
- * **Liberating ourselves from the notion that we base our futures on our past!**



*** Defining your North Star by deriving energy from appreciative enquiry and deep questioning!**

*** Viewing past successes as impediments to the future!**

*** Breaking the image we have of ourselves because it is this precisely this image that puts us on autopilot!**

*** Having the courage to be vulnerable by acknowledging what we do not have!**

*** Disabling the roots of our core incompetencies!**

What is Globalization?



The point is not to *eliminate* differences, but to *how to unite* by keeping differences *intact!*

Rabindranath Tagore