

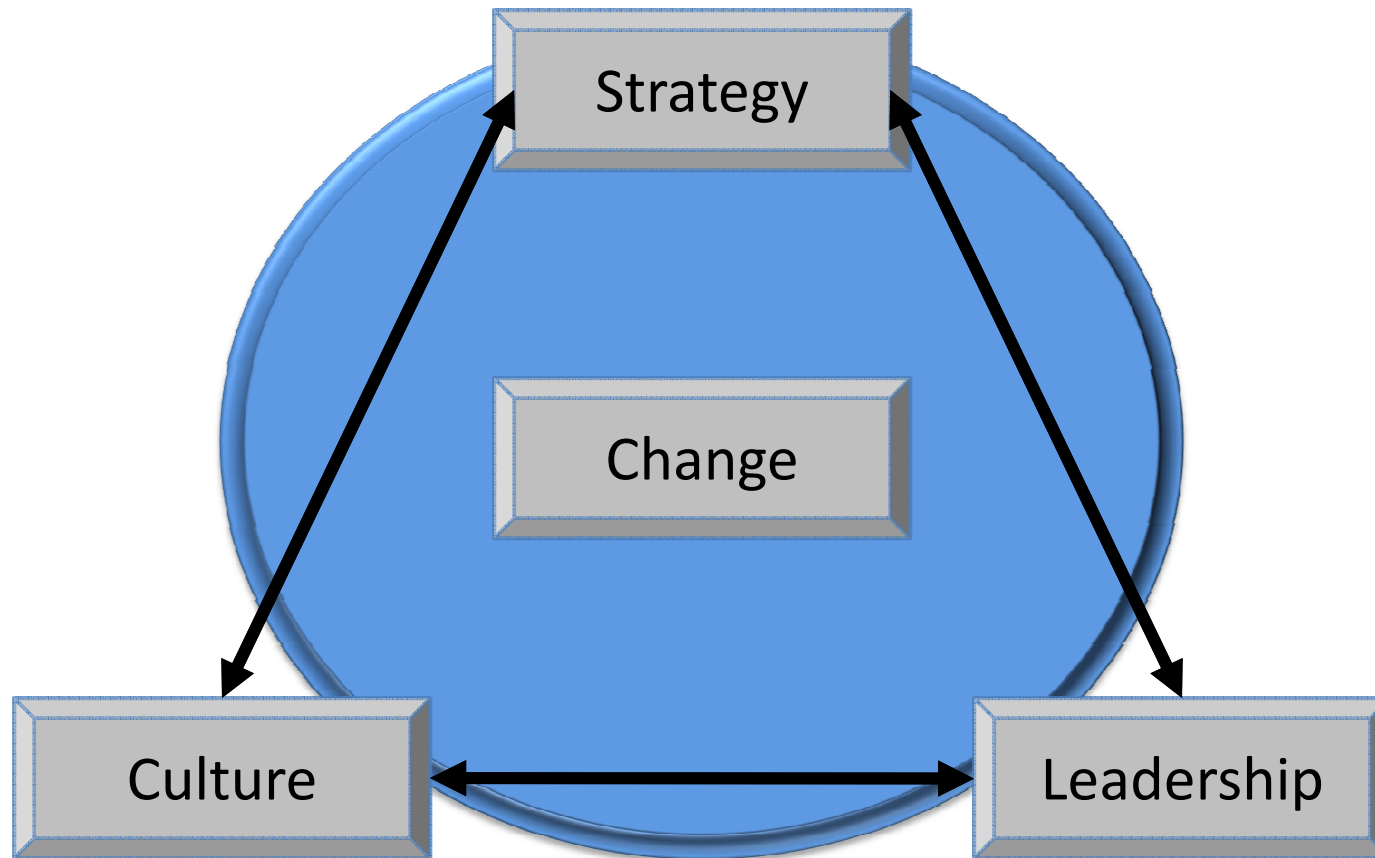
# Transforming Organizations: Transforming Self

February 2012

Professor Peter Hawkins  
Henley Business School  
Bath Consultancy Group



# Making sustainable change work

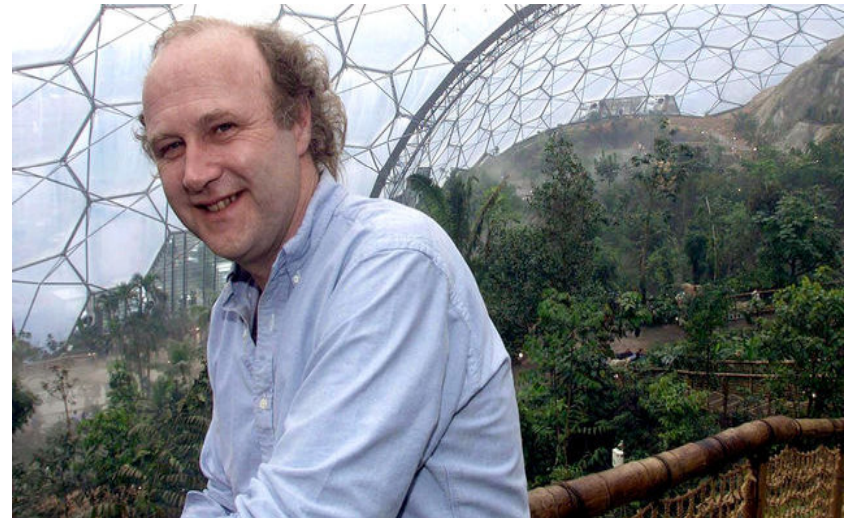


# The Exciting Challenge

Tim Smit:

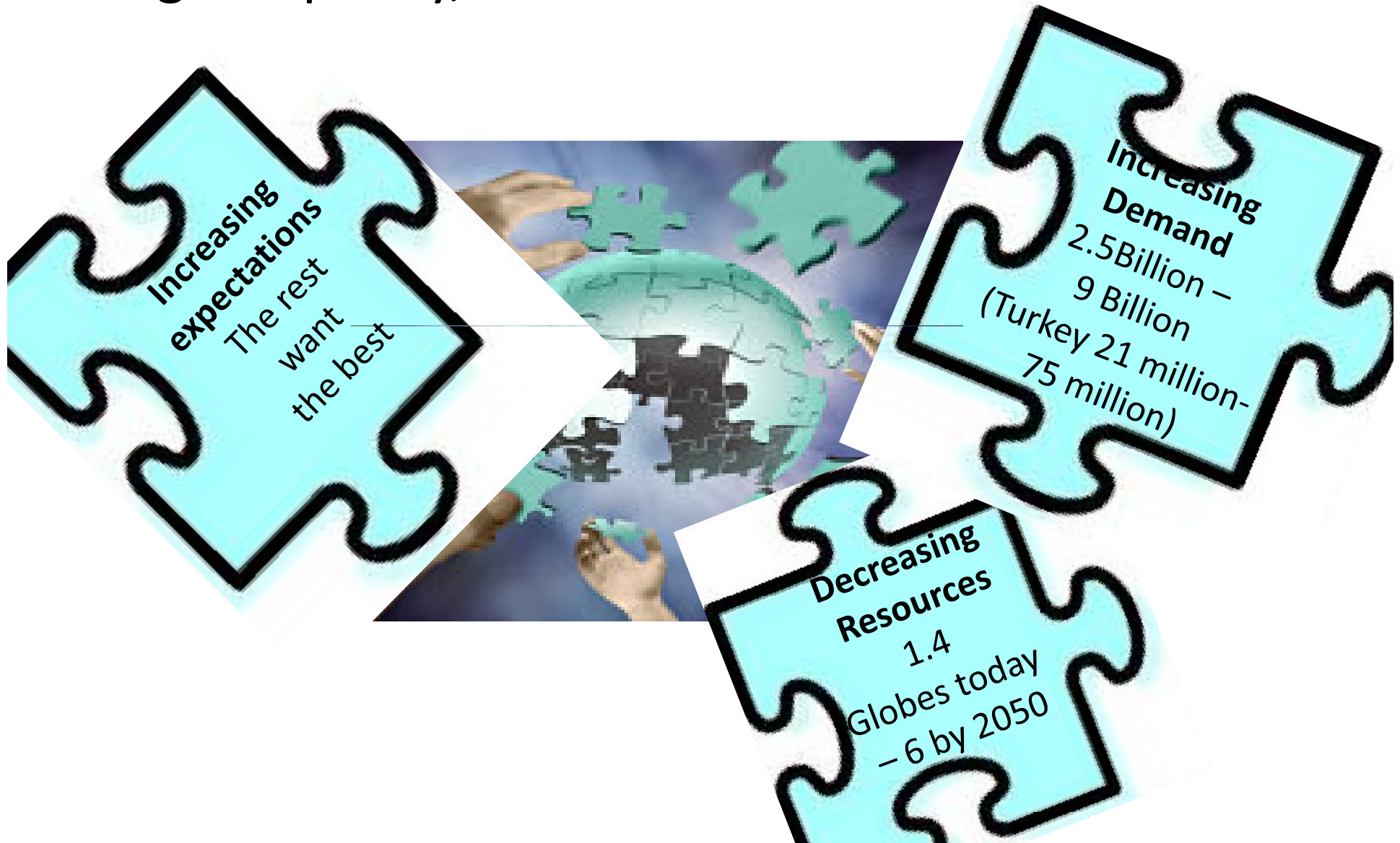
Founder and CEO of the Eden Project for Biodiversity

*“The next 30 years are the most exciting time to be alive in the whole of human history.*



*For in that 30 years we will either discover how Humans can be truly wise or we will join the fossil records.”*

The Challenge for us all – greater demand,  
higher quality, lower cost and more sustainable



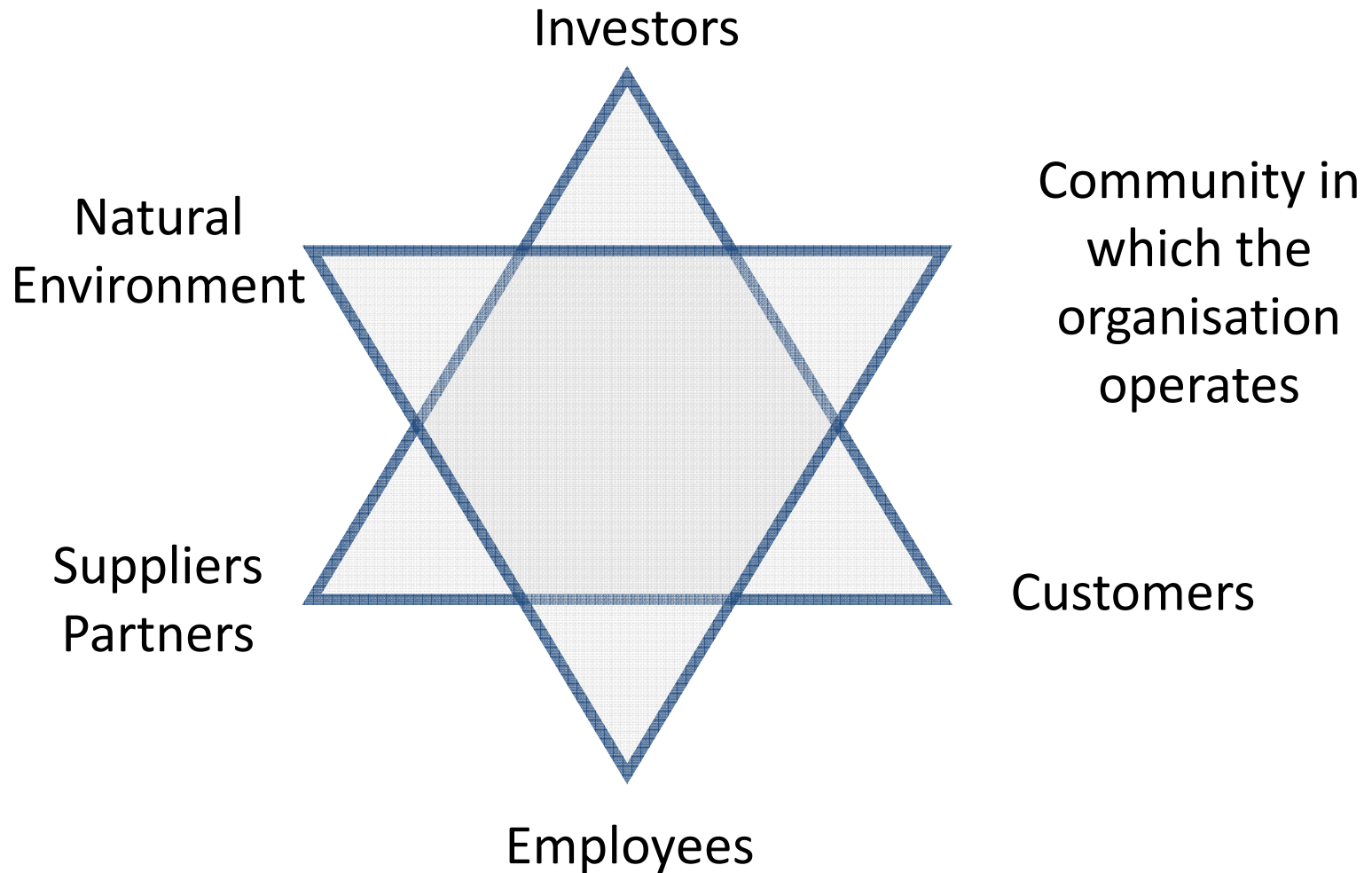
# Strategy in One Question!

**“What can you uniquely do,  
that the world of tomorrow needs?”**

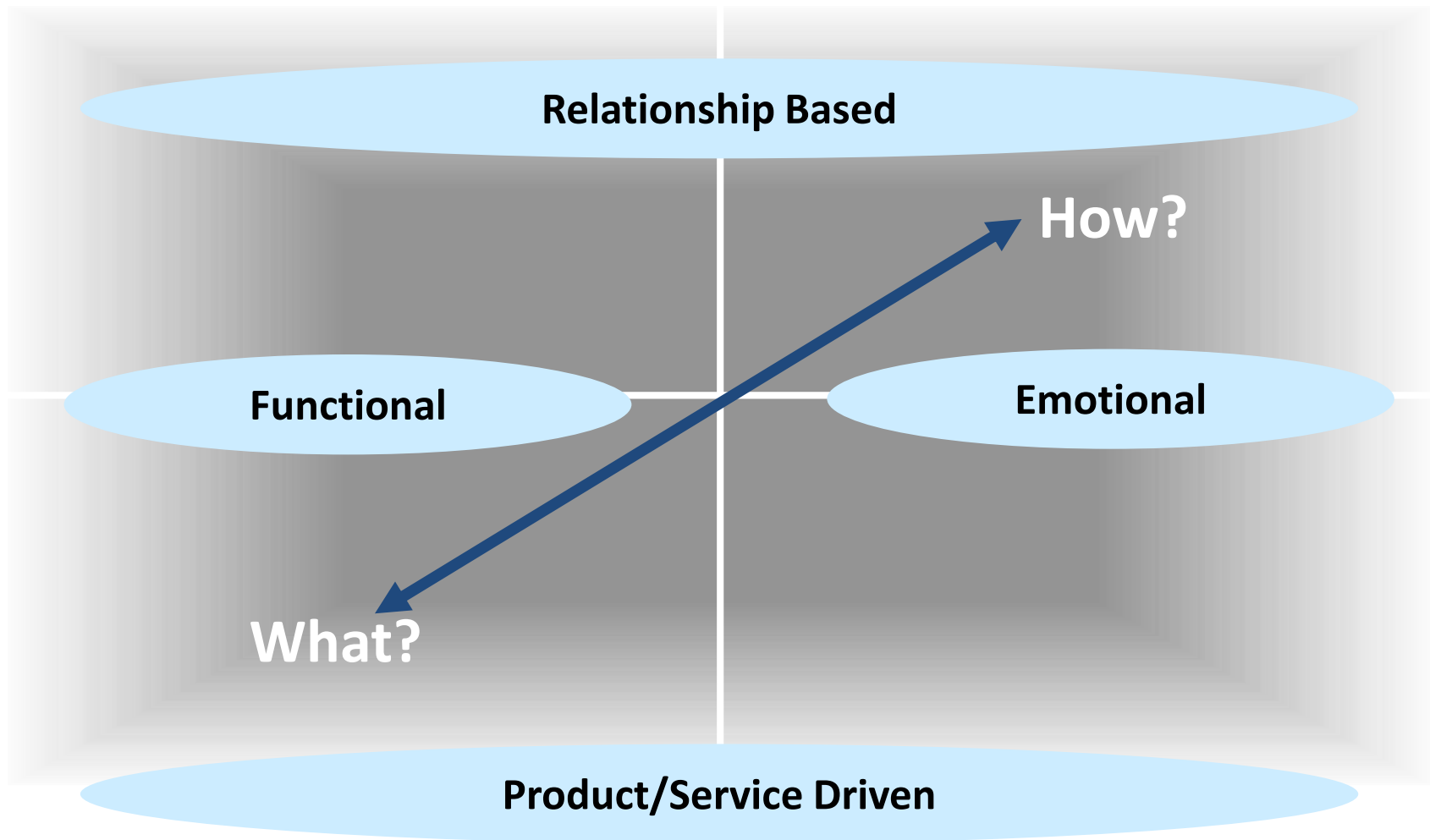
# The Paradigm Shift

From	To
Focus on 'share value'	Focus on 'shared value'
Competing on product, technological or knowledge advantage	Providing a differentiated customer/client experience
Brand image	"Lived Brand" and the relational value chain
Leading those who report to you	Leading with others across organizational boundaries
Leader development	Leadership Development

# Creating Shared Value for all key stakeholder groups



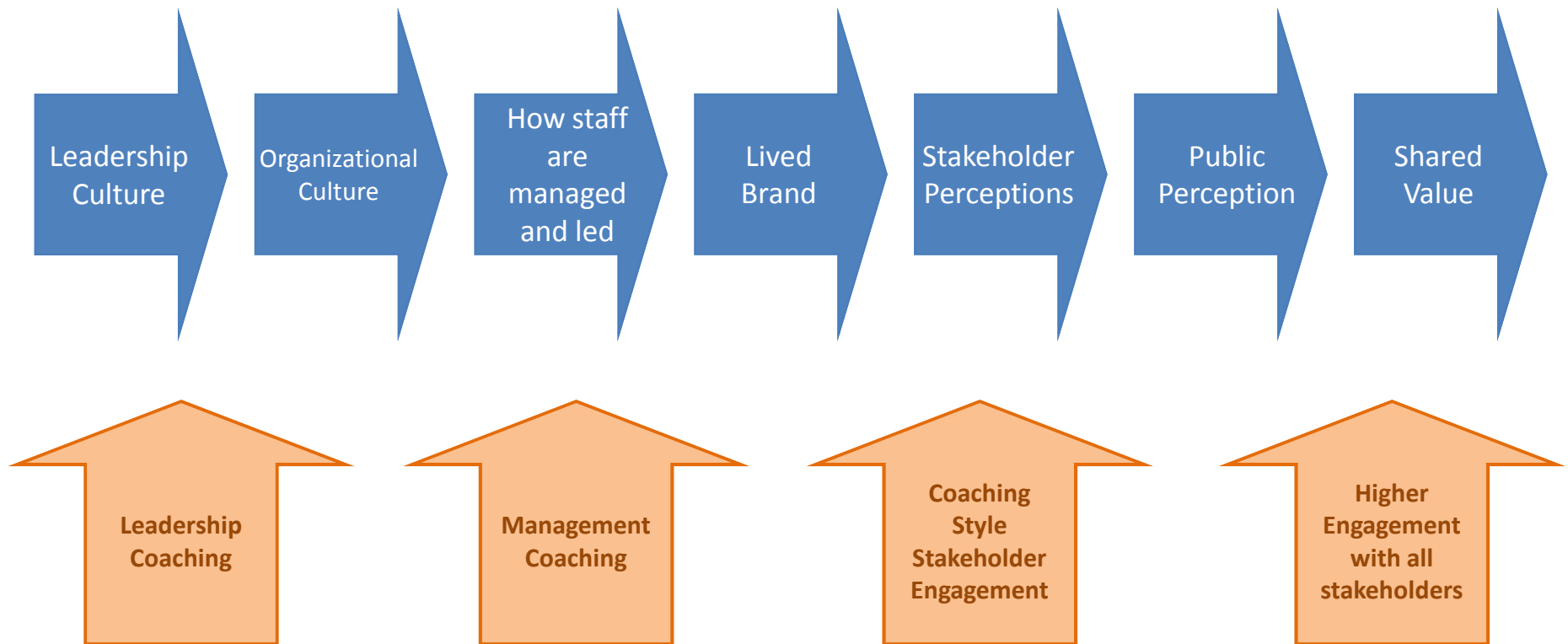
# From Competing on Product to competing on Client experience



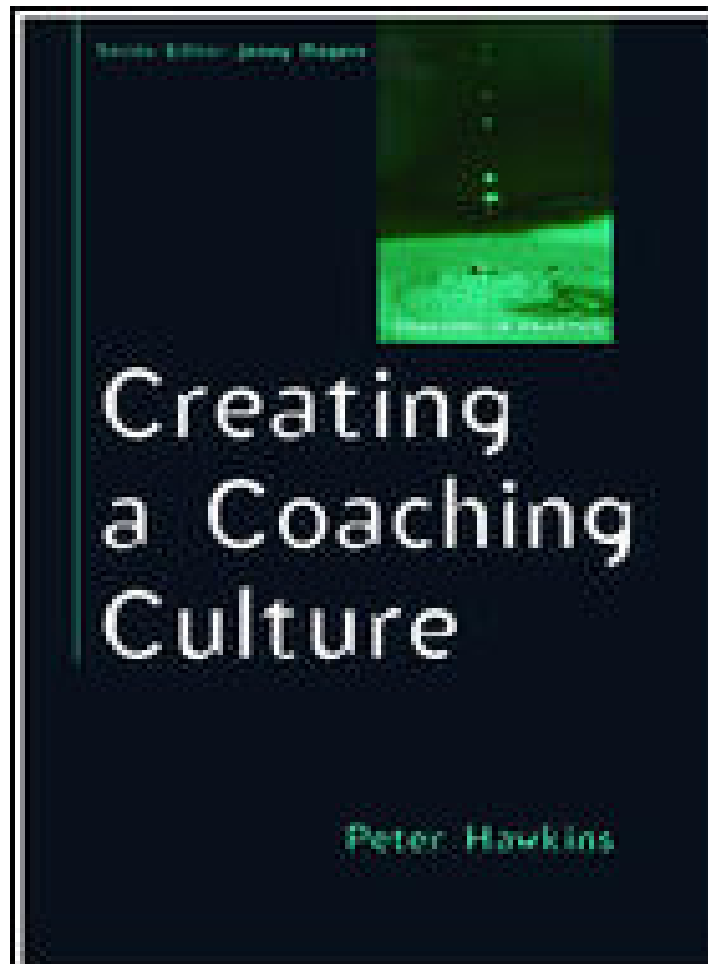
**“Being the change you want to see”**



# The Relational Value Chain: Where Coaching makes a difference



# Creating a Coaching Culture



Published April  
2012

# How come?

- The UK government spent more on Leadership Development between 1997-2010 than all previous governments put together?
- Yet every department review reported that the senior leadership team were not as effective as they needed to be?

# Leadership is an Attitude Not a Role

*“Leadership begins when we stop blaming others or making excuses”*

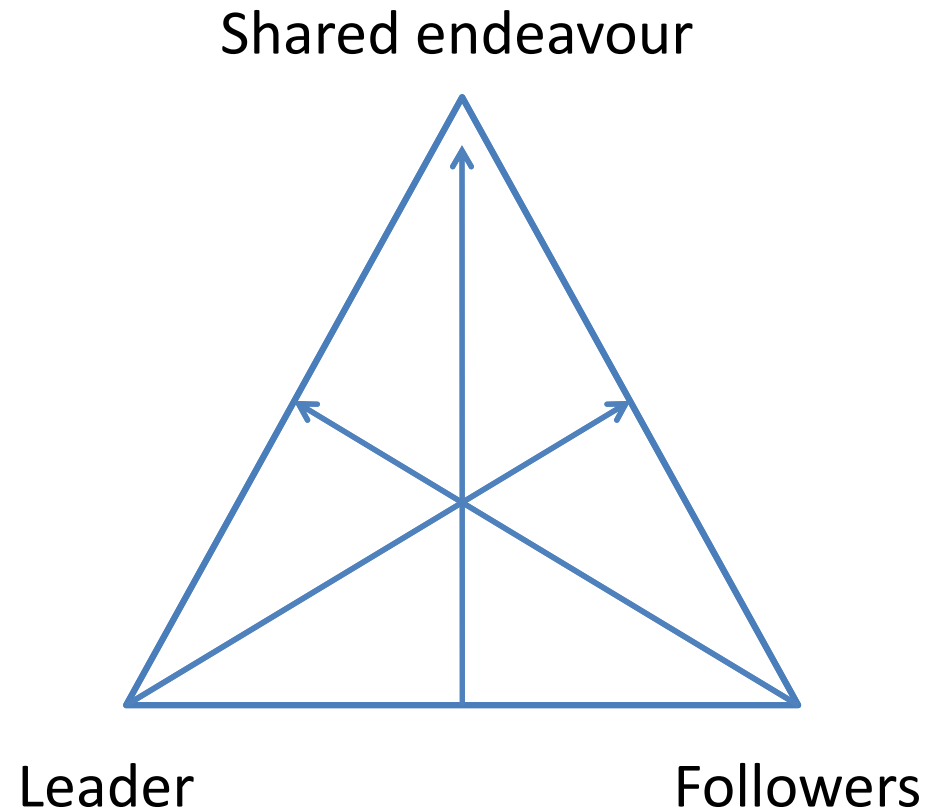
*“There is no such thing as a resistant employee or customer – just a mode of communication we have not yet found”*

*(The Wise Fool’s Guide to Leadership,  
Peter Hawkins, 2005)*

*“My enemy imagines he has hurt me.  
But no, he has wiped the dust from my mirror.”  
(Mevlana Jalal al-din Rumi: Mathnawi II 2094)*

# Leadership does not reside in Leaders

- For leadership to happen it requires three elements:
  - A Leader
  - Some Followers
  - A shared endeavour
- Remove anyone of these, and leadership disappears



# Beyond the Heroic Chief Executive

The World needs high performing  
leadership teams



In what circumstances are the following true?

a)  $1+1+1+1+1+1 = 6$

b)  $1+1+1+1+1+1 = 2$

c)  $1+1+1+1+1+1 = 12$

We understand '1' but do we understand '+' ?

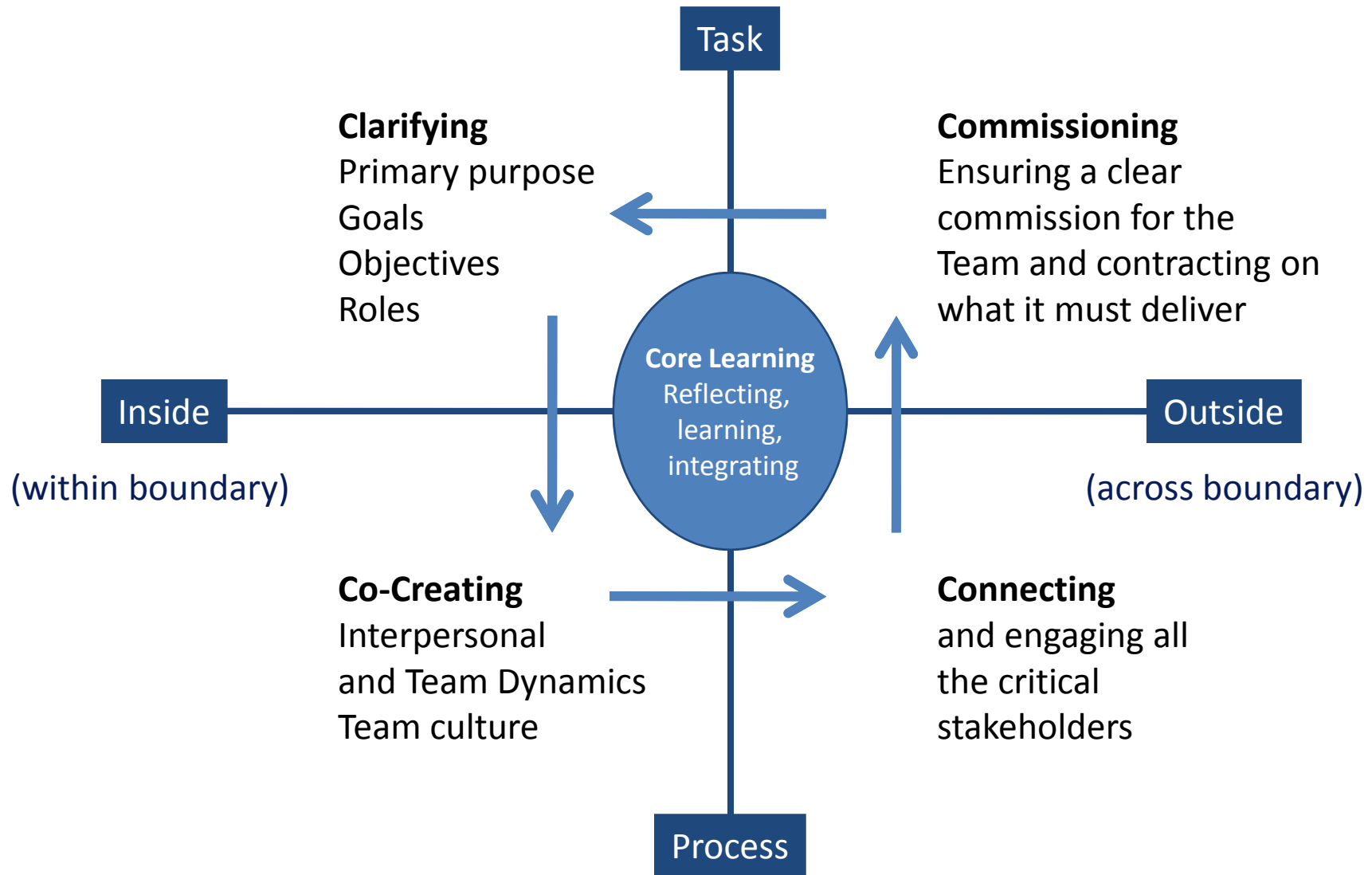
Does your team perform at more than  
the sum of its parts?

**What can you  
do about this?**





# The Five Disciplines model of High Performing Teams



# Leadership can be a poison

*“Leadership is a poison except to the one who possesses the antidote in his heart”*

(Mathnawi II 3464)

Mevlana Jalal al-din Rumi

born September 30th 1207,

died Konya December 17th 1273



If you have been ..... thank you for listening

If you want to follow up then please contact me:

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*Or join me on LinkedIn – I will be signing more books  
on the Kref.net fairstand after these talks*

