

New Leadership in the New Strategic Landscape	
EACH Mindset	
Fearful or cynical about possibilities	Has a positive worldview
Believes they are alone /among few who want to bring change	Believes everybody wants to and will contribute, if given the right opportunity and environment
Thinks of solutions within traditional frameworks / biases, hierarchies, purposes, relationships	Envisions solutions that challenge existing biases, assumptions/ roles hierarchies, purposes and relationships
Empathetic & New Leadership	
Factual /habitual listening	Empathetic listening
Ego-centric	Ego-less
<i>"I know"</i>	<i>"I need to discover / learn".</i>
Sees big picture	Helps others see big picture
Creates in isolation	Co-creates with others
Focuses on making things happen / executing	Focuses on creating an environment for change to happen /other changemakers to emerge
Seeks control	Lets go
Does not fully trust others to lead	Trusts others to lead and contribute
Disconnected from ground realities / people	Connected deeply to ground realities / people
Focuses on advocating their own views	Balance advocacy with inquiry. Focuses on listening and enquiring into differing views.
Fixed strategies	Iterative strategies
Hierarchical authority	Moral authority
Operate with traditional allies	Engaging people across boundaries
Changemaking Teams	
Only leader holds the larger vision / strategy	Team understands the problem and is aligned with vision
Task centric meetings	Deep, open, shared reflection questioning processes on the why, how, what.
Centralized decision making / trouble shooting	Decentralized decision making / trouble-shooting
Team equipped to follow orders	Team empowered to question, reflect, create, decide lead
Team members rely on leader to solve constantly emerging problems	Team members are empowered to create and solutions to constantly emerging problems
Culture of delegation of tasks	Culture of dialogue, consultation, intrapreneurship/ collective leadership
Team lacks autonomy and ownership	Team senses autonomy and ownership
Rigid structures /roles	Flexible / fluid structures/ roles
Competition between teams	Collaboration between teams
Team does not fully trust each other	Team trusts each other

Limited distribution of and access to information	Open & transparent communication
Vertical structures	Horizontal / flat team structure
Changemaking Communities	
Treats target community as beneficiary, client, customer	Treats target community as partner, co-creator, agents of change
Communities does not have a holistic understanding of the problem and opportunity.	Community members see the understand the problem, big picture and opportunity
Solution created by team independent of involvement with community	Solution / idea co-created with community
Provides access to products / services	Empowers the community by creating new roles, relationships, purposes
Community members are a recipient of a product or service,	Community members lead parts of the solution or grow the idea
Limited distribution of and access to information	Open & transparent communication
Team of Teams	
People are defined by your responsibility	People bring possibilities
Representative model – you can send a representative	The team is a team- if you don't show up you cannot play
Hierarchy- few are big, everyone else is small	Flat –everyone is big
Liner-play position, move ball forward, repeat	Omni-directional- know the goal
You are accountable for your work	We are accountable for your work
Information is given as needed	Everyone has the full picture
A way of doing	A way of thinking and doing

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