

ANTI HERO

How to be a new leader

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CAN
CAMPAIGNERS STOP
CLIMATE CHANGE?

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WILL BANKERS HELP
CREATE JOBS?

A woman wearing a dark headscarf and a brown jacket is sitting on a concrete block in a desolate, war-torn landscape. She is looking to the left. In the foreground, there is a concrete pillar with a large red triangle on top. The background shows a flat, open area with some debris and a tall metal structure on the left. The overall scene is one of devastation and displacement.

WILL POLITICIANS
BRING PEACE TO
THE MIDDLE EAST?







“Complexity...”



COMPLICATED

COMPLEX

“Staying fit”



“Staying fit”



“Maintaining Public
Service Standards
with less cash”



“Maintaining Public
Service Standards
with less cash”



“Supporting Local
Economic Growth”



“Supporting Local
Economic Growth”



“Being More
Energy Efficient”



“Being More
Energy Efficient”



“Limiting Climate
Change”



“Limiting Climate
Change”



COMPLICATED

COMPLEX

“Confusing Technical Challenges with Adaptive Challenges.”



“Supporting Local
Economic Growth”

“Being More
Energy Efficient”

“Limiting Climate
Change”

“Staying fit”

“Maintaining Public
Service Standards
with less cash”



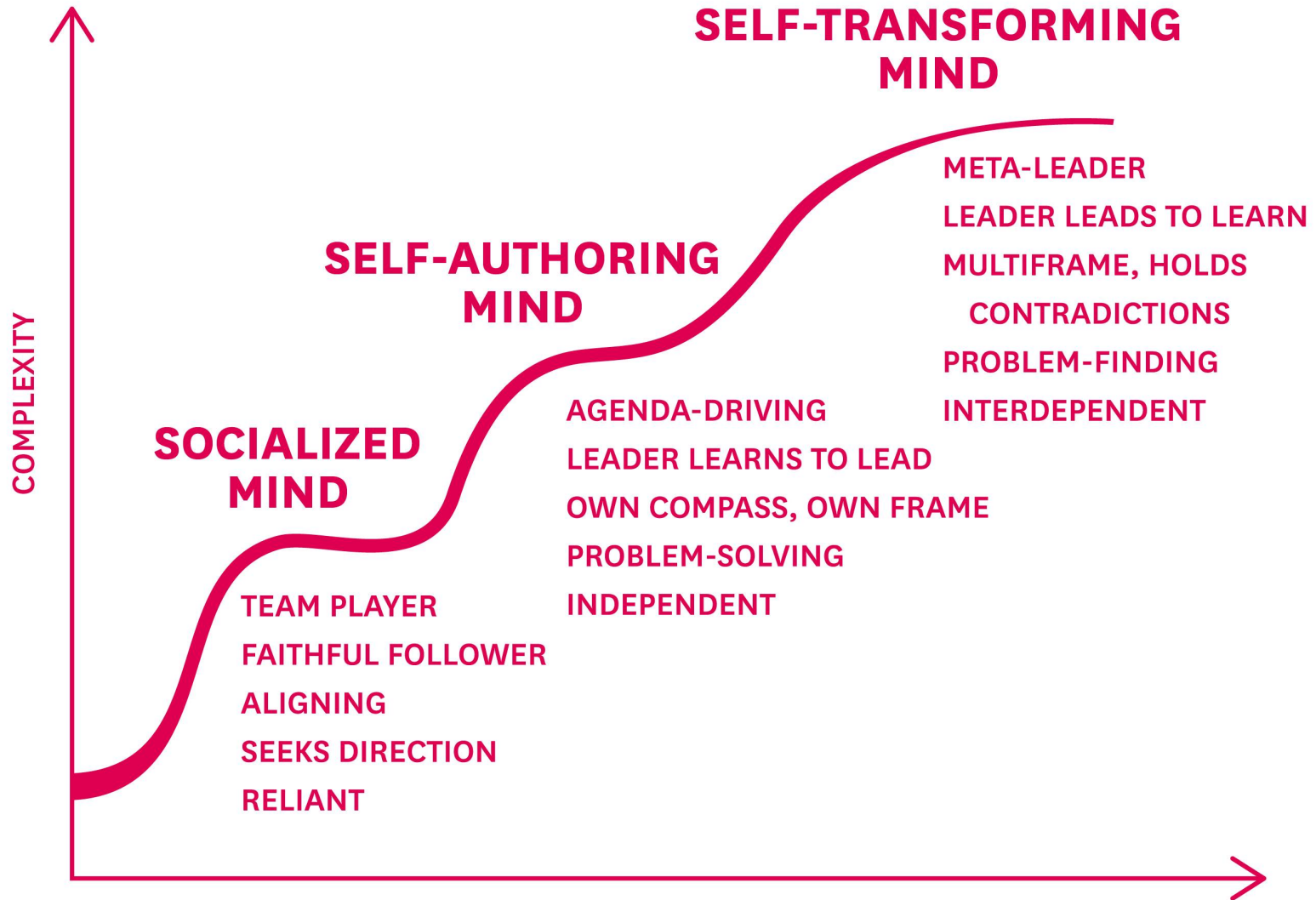


*Leaders are made, not born,
and how they develop is
critical for organizational
change.*

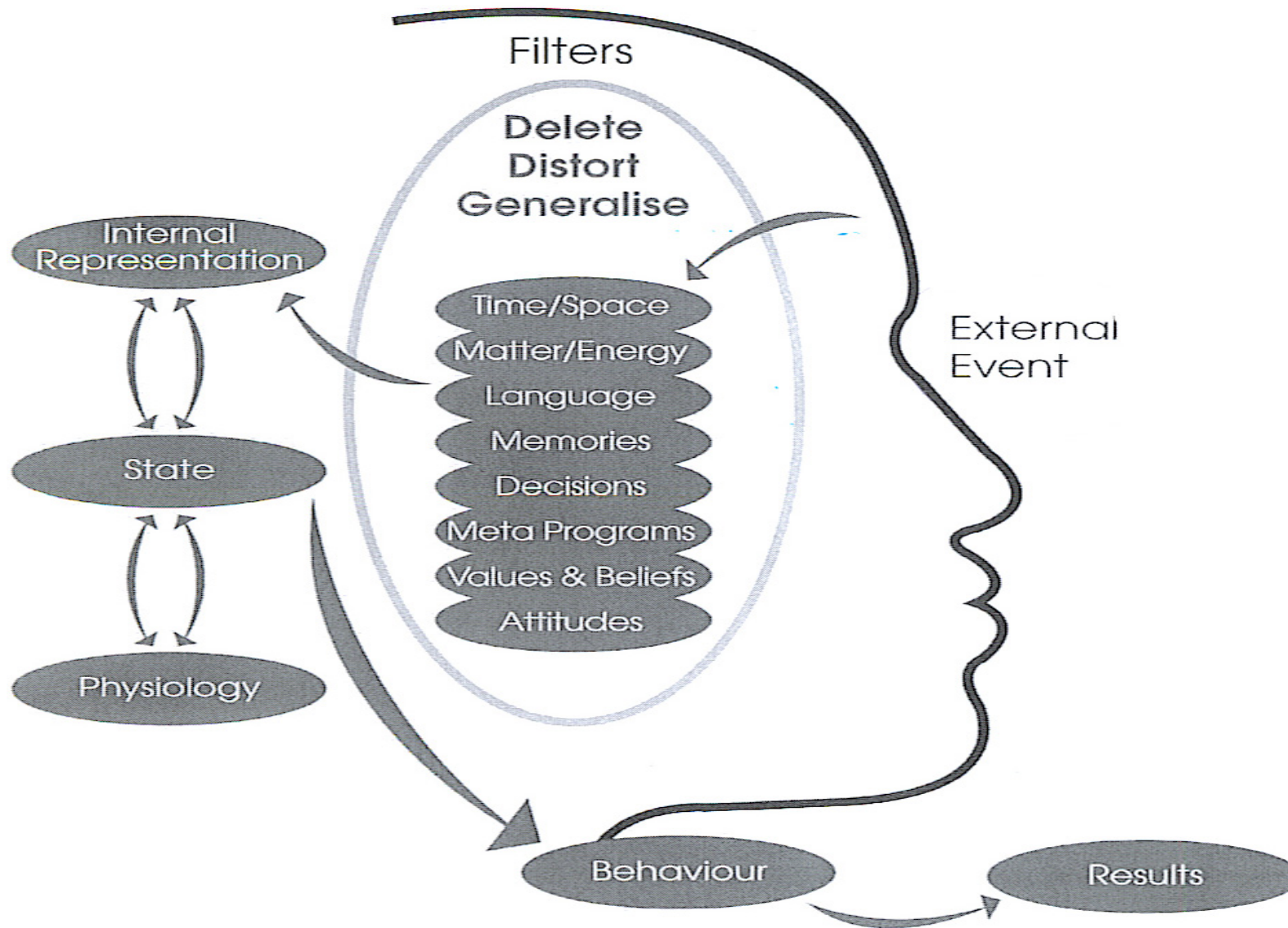
Seven Transformations of Leadership

by David Rooke and William R. Torbert

- open minded NOT single minded
- feeling & thinking
- see the big & small picture
- vulnerable & courageous
- passionately detached









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(A)

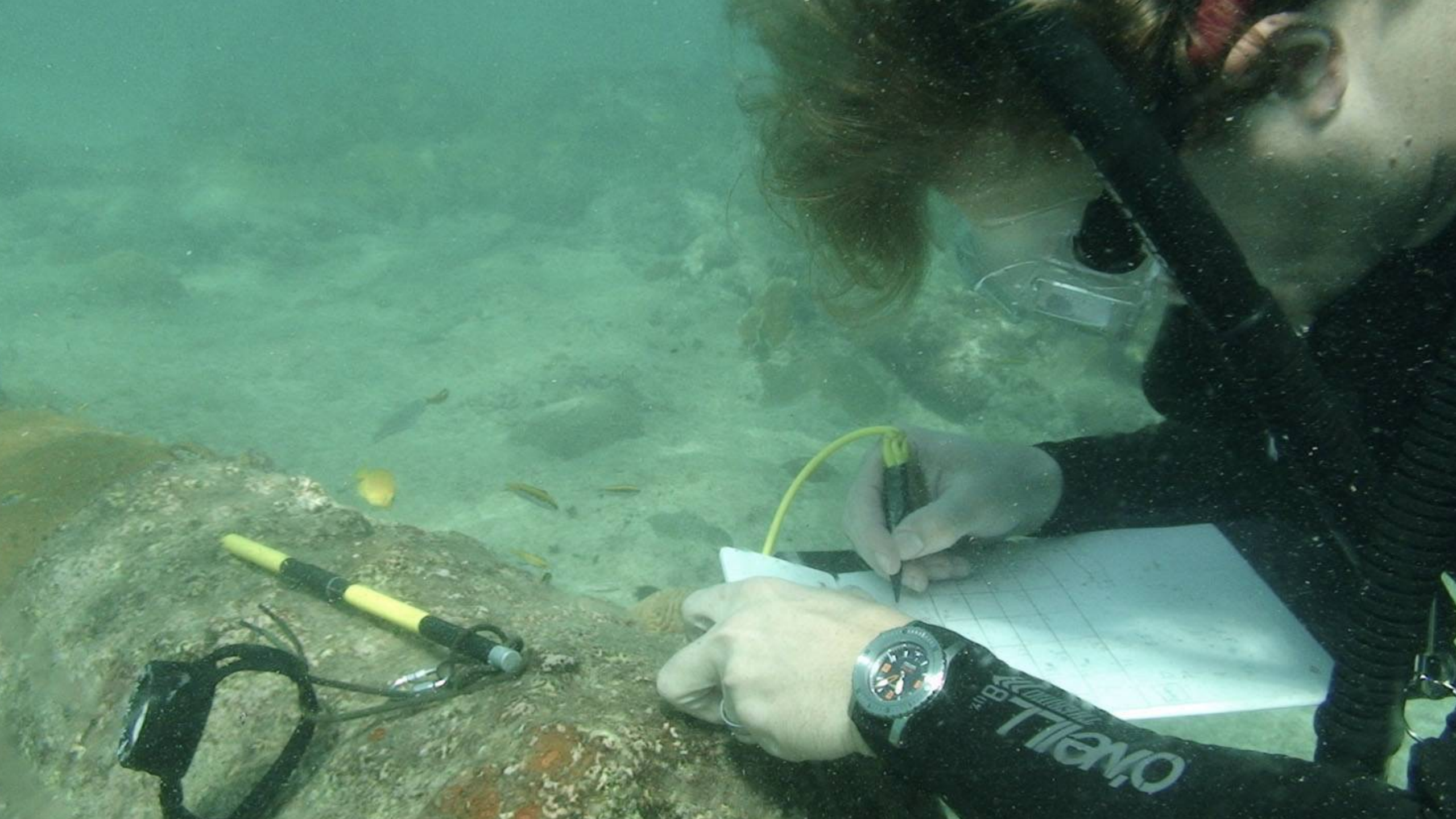
**INFORMATIVE LEARNING:
CHANGES IN *WHAT* WE KNOW**



(B)

**TRANSFORMATIVE LEARNING:
CHANGES IN *HOW* WE KNOW**







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HANDLE WITH CARE

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HANDLE WITH CARE









**The Hidden Revolution in
Leadership & Change**

ANTI HERO*

By Richard Wilson
With Matthew Kálmán Mezey & Nick Nielsen

“Thanks...

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