

What one thing does really great leaders do? And what is the opposite of that? Write down your answer. We will come back to it.

International research emphasises, that leading in complex times takes opposing leadership skills. You need to be able meet complexity with complexity. Versatility accounts for 50 % of what separates the most efficient from the least efficient leaders. It is also strongly connected to both wellbeing and high productivity.

WHAT IS VERSATILITY?

Versatility is: “the ability to read and respond to changing circumstances – unlimited by your bias in favour of one leadership style or your prejudice against the opposite”.

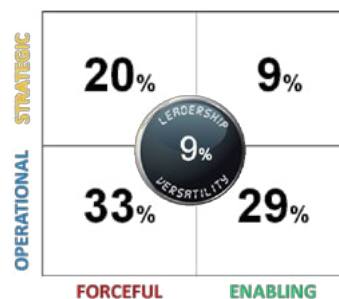


The top two quadrants are about *how* you lead – balancing a forceful with an enabling leadership style. The bottom two quadrants are about *what* you lead – balancing a strategic focus on the future with the operational focus on present opportunities.

“The world is no longer a nail – you need more than one hammer to hit it”

WHY NOT JUST USE OUR STRENGTHS?

An overdone strength is just as problematic as something you do to little. Detail-oriented leadership becomes micromanagement if overdone. Forceful leadership becomes tyranny. Only 9% of leaders are truly versatile. 33% are forceful operators.



WHAT DID YOU WRITE DOWN?

You wrote down a leadership skill and its opposite. Nine out of ten people write down a negative opposite, but what is the positive opposite? What is the other good thing to do? What is the versatile balancing act?

HOW DO WE BECOME MORE VERSITILE?

- 1) Get feedback on your leadership
- 2) Work on short-comings, strengths and strengths overdone
- 3) Change both behaviour and mindset
- 4) Make development a team sport
- 5) Make follow-through routines
- 6) Ask co-workers to evaluate your change

What is your best strength as a leader? What is the positive opposite of that strength?

Do your daily tasks, working relations or values prevent you from exercising the opposite strength? And if so – how?

How can you actively train the opposite skill, so that you become more versatile?

E-BOOKS (English)

The Versatile Leader (2006) by Bob Kaplan and Rob Kaiser. Published by John Wiley & Sons. Link: https://books.google.dk/books?id=JstWiHgBJgoC&printsec=frontcover&hl=da&source=gbp_ge_summary_r&cad=0#v=onepage&q&f=false

Forceful Leadership and Enabling Leadership: You Can Do Both (1996) by

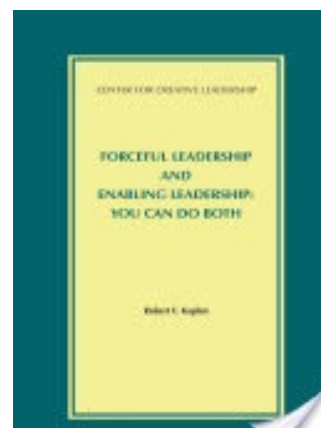
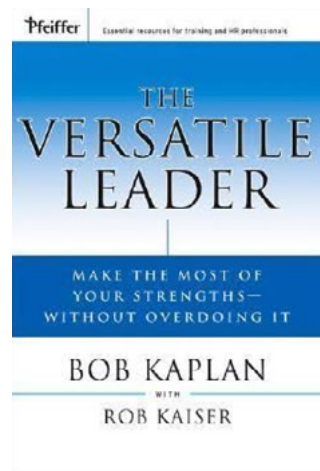
Robert Kaplan. Published by Center for Creative Leadership. Link:

https://books.google.dk/books?id=2Oo2DwAAQBAJ&printsec=frontcover&hl=da&source=gbp_ge_summary_r&cad=0#v=onepage&q&f=false

https://books.google.dk/books?id=2Oo2DwAAQBAJ&printsec=frontcover&hl=da&source=gbp_ge_summary_r&cad=0#v=onepage&q&f=false

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