

Leadership Development in Turbulent Times

Integrating Collaborative Developmental Action
Inquiry and Action Learning

Anyana Banerjee EdD, MPH
Office of Workforce Effectiveness &
Resources (OWER)

IPMA 2017



National Institute of
Allergy and
Infectious Diseases

Objectives

- Introduce the Collaborative Developmental Action Inquiry (CDAI) with the Global Leadership Profile.
- Review an experiment with the CDAI Framework in an Action Learning Leadership program.
- Share insights.

Turbulent Times

- We live in a VUCA* world:
 - Volatile
 - Uncertain
 - Complex
 - Ambiguous

- Agility: React or Respond

- What are you noticing?

What does it mean to be agile?

- “ The ability to anticipate and respond rapidly to changing conditions by leveraging highly effective internal and external relationships” *
- Lots of studies, here is a real story.
 - Problem: Federal Re-org; Training programs at risk.
 - Action: React= reframe lay low to become more visible by solving a real org challenge.
 - Result: Decision-sciences better informing public health interventions. Training program now agent of change.

Impact: Greater Engagement

“The good thing about this whole process was bringing us together...the second was getting the chance to learn from each other. And the third was that it gives you a sense of belonging...makes you feel like you are part of a team, that you actually mean something” (Peter, interview; November 2012)

Vertical and Horizontal Development

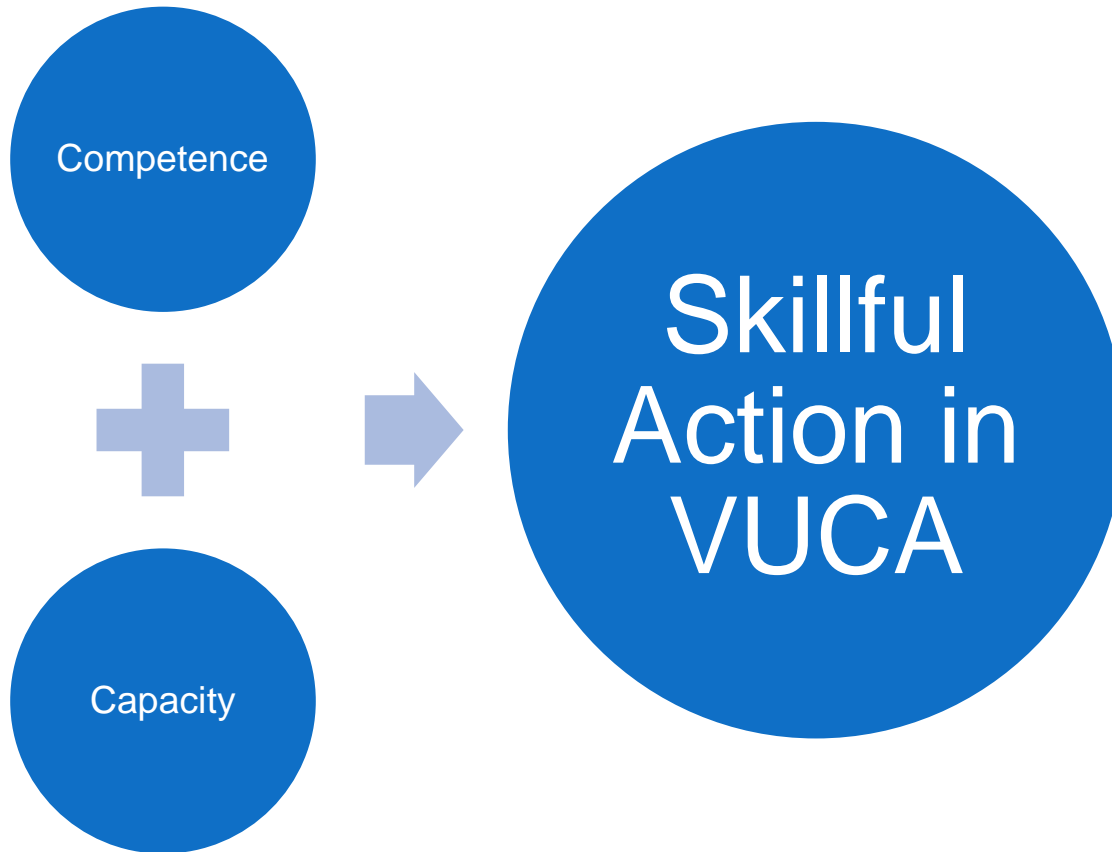
Vertical Development = Capacity

- Enhances how you interpret events.
- Essential to address complex problems, cultivate high-stakes relationships, and navigate rapidly changing, uncertain circumstances.
- Develops your mental complexity and emotional intelligence
- Its about “how” you think

Horizontal Development = Competency

- Increases what you know and strengthens technical expertise.
- Essential for using known techniques to solve clearly defined problems.
- Develops functional knowledge, skills, and behaviors that strengthen your leadership toolkit
- Its about “what” you think.





Developmental Frame - 2 Assumptions

- Reality does not happen to us.
 - We construct reality as we experience it.
- Interpretation of reality *can* change over time.
 - Interpretation of reality, within context, influences our action.

Action Logics

- Map of how our interpretation of reality grows.
- The more we know *how* to interpret our reality *and* how that reality influences our action, the more:
 - Freedom and liberation we can experience in making choices!
 - Choices that are conscious, inclusive & filled with the opportunity we hope for.

Developmental Trajectory

- More ability to interpret our experience of reality so that we do not reach through:
 - Assumptions
 - Projections
 - Uncritically reflected beliefs
 - Unexamined values
- Example: Photographer
 - Open aperture of awareness

How Do We Grow?

- By learning from experience.
 - We encounter things we cannot interpret.
- Kegan: Subject > Object
 - 3 dimensional view
 - Anger
 - Subject: reactive > “It has you”
 - Object: responsive > “You have it”
- Torbert: “We must learn from our experience of reality while we are constructing that reality”
- And what does this lead to? What happens if we don’t grow?

How Do We Learn From Experience?

- Ask for other's perspectives
- Question our own
- Observe ourselves in action
- Learning how to reflect and slow down
 - Impulse towards action
 - Choice towards action

Micro-Experiments

1. I'm noticing that I'm having this reaction
 - Self-awareness
- 2. Why is that?
 - Self-inquiry
- 3. What is that emotion?
 - Emotional Intelligence
- 4. I'm in flight/fight AND I'm in relationship AND I want to do good
 - Interweaving a systemic view of 3 perspectives.

How to Grow a Bigger Mind

- Reflection
- Different interpretation skills
- Capacity to take in a bigger picture
- Vulnerability
- Empathy with self
- Action Logics
 - To explore different choices of actions and interventions.

3 Big Buckets

- 1. Dependent
- 2. Independent
- 3. Interdependent



Leadership is a collective activity

Alchemical

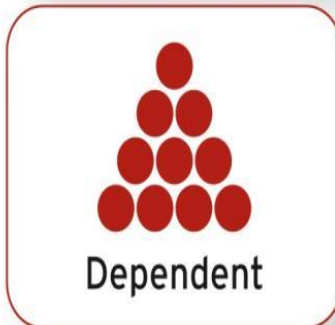
Transforming



Leadership emerges out of individual expertise and heroic action

Redefining

Achiever



People in authority are responsible for leadership

Expert

Diplomat

Opportunist

Opportunist

- Short time horizon, flouts power and sexuality, rejects feedback, hostile humor, deceptive, manipulative, externalizes blame, punishes, views luck as central, punishment rules, views rules as loss of freedom, "eye for an eye" ethic.

Diplomat

- Observes rules, avoids inner and outer conflict, conforms, suppresses own desires, loyalty to group, seeks membership, right versus wrong attitude, appearance/status conscious, tends towards clichés, works to group standard.

Expert

- Interested in problem solving via data, critical of others and self, chooses efficiency over effectiveness, perfectionist, values decisions based on merit, wants own performance to stand out, aware of alternative constructions in problem resolution but can be dogmatic, accepts feedback only from "objective" craft masters.

Achiever

- Results and effectiveness oriented, long term goals, concerned with issues of ethics and justice, deliberately prioritizes work tasks, future inspires, drawn to learning, seeks mutuality in relations, aware of personal patterns of behavior, feels guilt if does not meet own standards, blind to own shadow, chases time.

Redefining

- Collaborative, tolerant of individual difference, aware of context and contingency, may challenge group norms, aware of owning a perspective, inquiring and open to feedback, seeks independent, creative work, attracted by difference and change, may become something of a maverick, focuses on present and historical context.

Transforming

- Process and goal oriented, strategic time horizon, systems conscious, enjoys a variety of roles, recognizes importance of principle and judgment, engaged in complex interweave of relationships, aware of own personal traits and shadow, high value on individuality, growth, self fulfillment, unique market niches, particular historical moments.

Alchemical

- Alert to the theatre of action, embraces common humanity, disturbs paradigms of thought and action, dispels notions of heroic action, deeply internalized sense of self- knowledge held with empty mind, sees light and dark, order and mess, treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal).

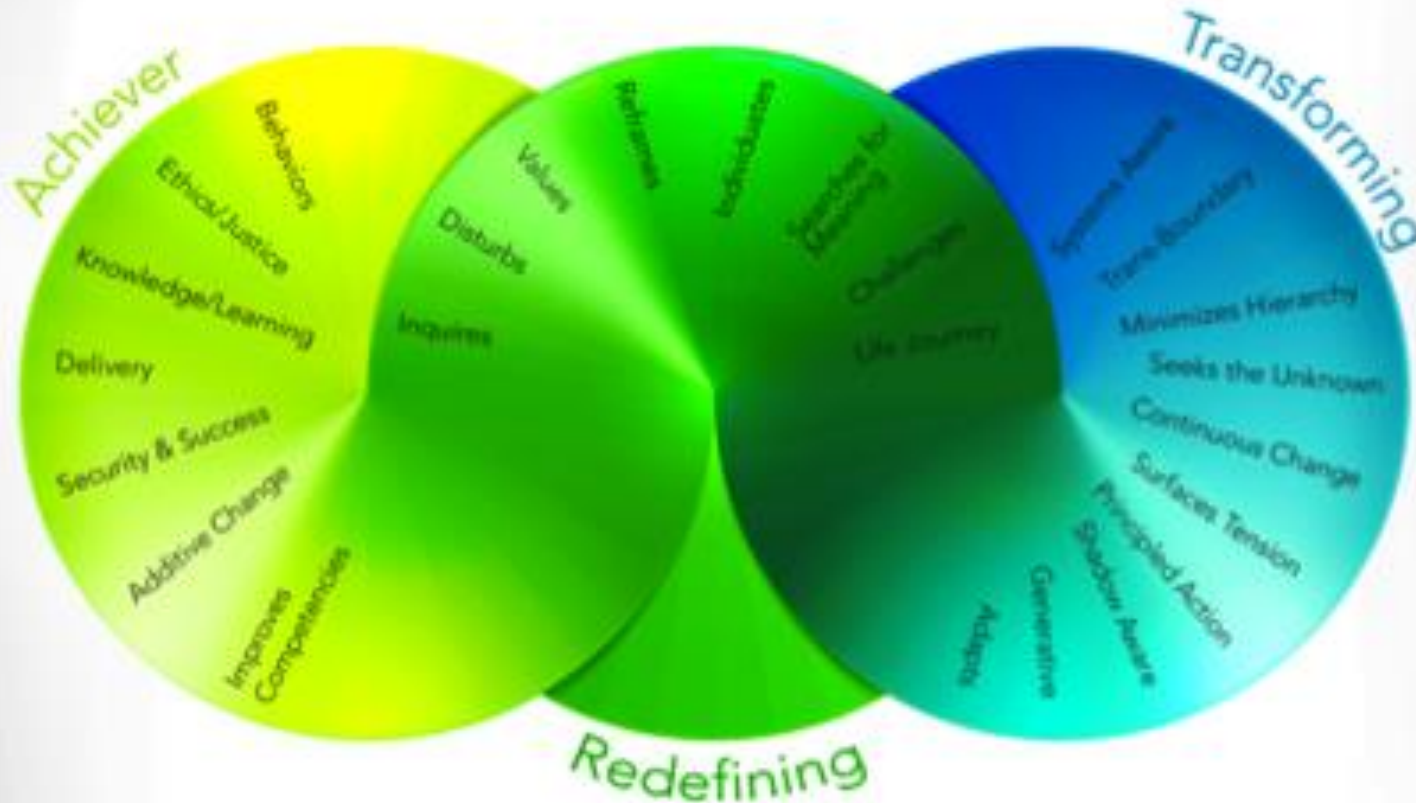
Alchemist
Transforming
Redefining
Achiever
Expert
Diplomat



5/11/2017

Elaine Herdman Barker 2012

Hierarchy and **FLOW**



EPIC Overview

Multi-faceted, six-month, action learning, leadership development program where participants will work as a cohort group on a NIAID challenge.

What the program is

- Modern experiential learning opportunity that brings together high performing GS-14s from across all NIAID Divisions (extramural).
- Seeks to improve employee engagement across GS-14s.

How the program works

- Cohort experience- increase leadership capacity and self-awareness.
- Capstone Project- solve a real issue and learn the business side of NIAID.

Pilot Details

- Cohort of 6-8 (1-2 from each Extramural Division).
- Extramural GS-14s, Non-Supervisory.
- Kicked off March 28, 2017

Insights from the Field

What We Covered

- Introduced the CDAI framework
- Reviewed an experiment with the CDAI framework in an Action Learning Leadership program.
- Shared Insights.

Acknowledgements

- Ali Gordon: EPIC Design Program Manager
- Elaine-Herdman Barker: Global Leadership Associates
- Dr. Aliko Nicolaides: University of Georgia
- Dr. Chuck Pallus: Center for Creative Leadership:

Contact me with any questions or ideas on this!

Anyana Banerjee
404-358-5669
anyanab@gmail.com