



**MODEL FOR A HEALTHY  
WORLD**

The core competencies of leaders

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with



Sherene Zolno



& Rick Skillman



**WELCOME**

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**In the midst of chaos, anxiety, terrorism,  
and increasing fundamentalist thinking. . .**



**What should leadership look like?**

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**"We must continually remind ourselves that our lives are not problems to be solved.**

**They are callings to be answered, mysteries to be lived."**

**Richard Leider**

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**David Cooperrider**



**"Appreciative Inquiry is the cooperative, co-evolutionary search for the best in people, their organizations, and the world around them."**

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### **Our Objectives for Today**

- **Explore leadership that makes positive contribution possible.**
- **Share results from our research on leadership.**
- **Engage in a conversation about the applications of the Model for a Healthy World (New Century Leadership).**

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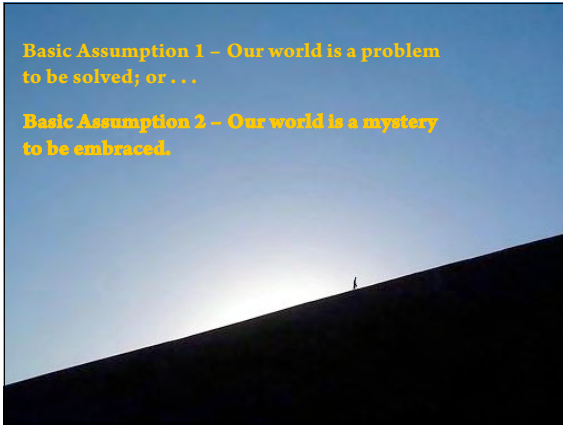
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Basic Assumption 1 – Our world is a problem to be solved; or ...

Basic Assumption 2 – Our world is a mystery to be embraced.



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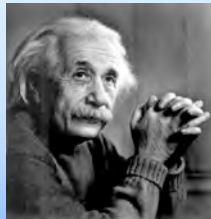
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Albert Einstein



There are only two ways to live your life. One is as though nothing is a miracle. The other, as though everything is a miracle.

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Ralph Waldo Emerson



Emerson spoke frequently about the magic and power of things like hope, inspiration, joy. He said, for example, "Nothing great was ever achieved without enthusiasm."

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## Leading: creating the context for whole system health

As you do a quick scan of times in your life or career where you joined with others to create or innovate, I would like you to reflect on **one time** that stands out as a **high point** for you when you led or shared leadership with others that brought forth inspiration, hope, energy, enthusiasm, joy – a time you felt most alive, involved and excited and inspired to lead.

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## Exploring the high point

1. What happened?  
What was it *about you* that made this high point experience possible?
2. With a partner, share your story and what you contributed to making it possible.

**Partners:** listen with the spirit of discovery.

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## Our Leadership Research Question

**What is it that compels people to come together into a positive conversation and a purposeful, healthy bond?**

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**IN EVERY GROUP, ORGANIZATION, OR  
SOCIETY . . . SOMETHING WORKS!**

How might our leadership  
practices change if leaders began  
with the presupposition that  
organizations **are alive with  
infinite constructive capacity?**"

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### **Multiminded Systems**

- A voluntary association of purposeful members who manifest a choice of both ends and means.
- Aligning the interest of the purposeful parts with each other and that of the whole **IS** the leadership challenge!

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**Some paradoxes leaders must face . . .**

- competition vs. collaboration
- leading vs. sharing leadership
- satisfying personal needs in the moment vs. contributing to a team, company, community and healthy world
- the here and now vs. taking the long view

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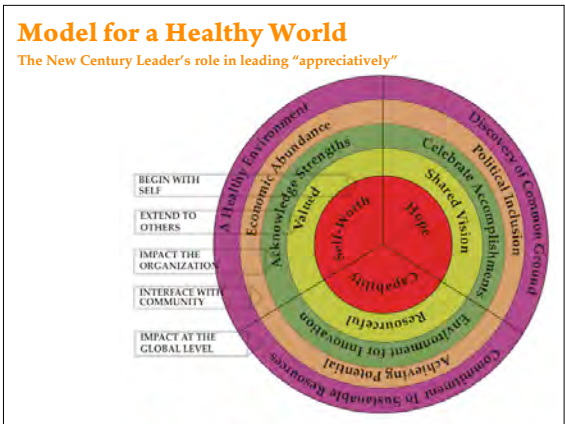
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**Discovery: self worth**

**People can find meaning and a sense of calling no matter what their work. They find it by loving their intrinsic labors.**  
 –Harry Hutson & Barbara Perry

Abraham Zaleznik found that leaders with low self-worth began to think of themselves as having fewer choices, even when others saw **many options** yet available.



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 The core competencies of New Century Leaders

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**Discovery: self worth**

**Self-esteem is like calcium in the diet – if people lacked it, they didn't necessarily die, but rather became impaired in their ability to function.**  
 - Nathaniel Branden

Branden demonstrated that high self-esteem subjects in research experiments actually **persisted at a task** significantly longer than low self-esteem subjects.



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**Discovery: Hope**

**Competence is essential, but it is not enough. The great voices of history have always been the voices of optimism and hope.**  
 – Bob Herbert

Hutson & Perry's research connects hope with 'openness' – they refer to hope as **spiritual elbow room**.



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**Discovery: Hope**

**Hope inspires a feeling of well being and is a spur to action.**  
 – Jerome Frank, MD

For Christopher Peterson, Martin E.P. Seligman and 40 of their colleagues, “hope” is one of the 24 character strengths. Seligman said, “**hope is a motor, not a meter.**”

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**Discovery: Capability**

**“If my ideas are discounted, I just tell the organization what it wants to hear. I’m no longer engaged in the outcome.”**  
 – anonymous

Jim Kouzes and Barry Posner’s research found that exemplary leaders made others feel capable, and when they did, **extraordinary things** got done.

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• **Positive health...Placebo effect**  
 • **Imbalanced “inner dialogue”**  
 • **Bowling?**  
 • **The Pygmalion Effect**  
 • **What good are positive emotions?**

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Research has shown that positive emotions



- Broaden attention and thinking (Fredrickson & Branigan, 2002; Waugh & Fredrickson, in prep)
- Reverse lingering negative patterns of emotional arousal (Fredrickson & Levenson, 1998; Fredrickson, Mancuso, Branigan & Tugade, 2000)
- Fuel resilient coping; acting much like the immune system (Fredrickson, Tugade, Waugh & Larkin, 2002; Tugade & Fredrickson, 2002)

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David Cooperrider & Diana Whitney

**“Building and sustaining momentum for change requires large amounts of things like hope, excitement, inspiration, caring, camaraderie, a sense of urgent purpose, and the sheer joy of creating something meaningful together.”**

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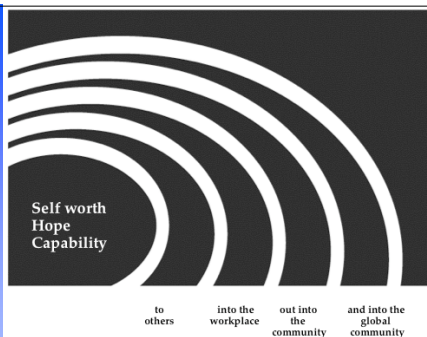
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THE  
RIPPLE  
MODEL



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## Chunliang Ai Huang



"By cultivating the powerful 'self' we begin to offer the possibility of change to those in our world; change comes from the individual heart and fans outward, creating a unified, interconnected community."



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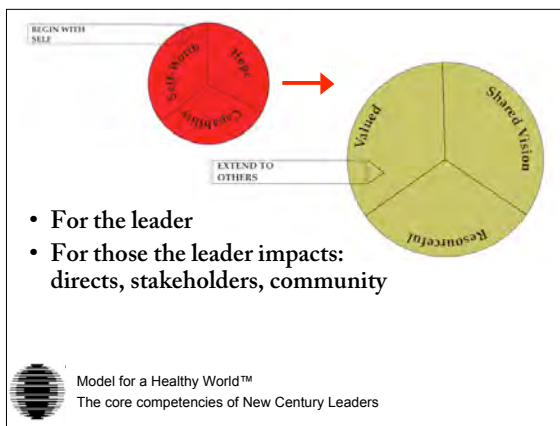
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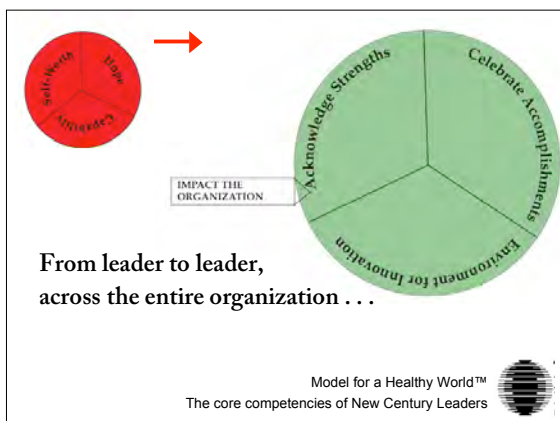
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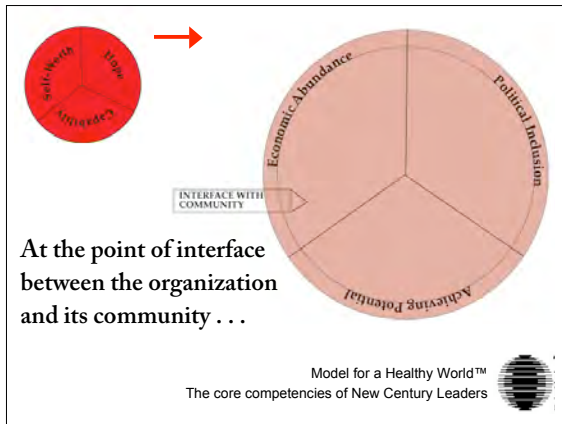
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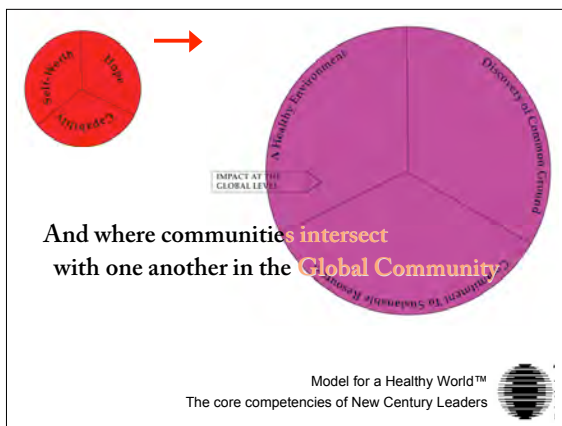
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**The Leading Clinic**

The information derived from the investigations of The Leading Clinic's research team indicates that organizations filled with, and led by worthy, hopeful and capable individuals will be organizations that thrive in the climate of this century.

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### Our Vision

Through application of The Leading Clinic's leadership and organizational development technology, nonprofit organizations will break through to a new level of service excellence and capability, making a profound difference in the quality of life in their communities.

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**Creating Healthy Human Systems**

**BUILDING THE COMPETENCIES**

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**THE COMPETENCIES**

**Generative Competence**

Generative Competence is the ability to learn from experience and apply that knowledge to new situations.

Not only is the task accomplished, but creative potential and innovative thinking are expanded as well.

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**THE COMPETENCIES**

**Affirmative Competence**

Affirmative Competence is the ability to focus on what the system and the individuals in it have done or are doing well – their strengths, successes, positive intentions and potential.

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**THE COMPETENCIES**

**Collaborative Competence**

Collaborative Competence is the ability to create forums in which all members can explore ideas, challenge assumptions, partner and interact in the pursuit of common goals and new ideas.

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**THE COMPETENCIES**

**Catalytic Competence**

Catalytic Competence is the ability to see and think beyond “reasonable” limits or familiar patterns; to commit to stretching ones’ boundaries and to achieving results by inquiring into emerging possibilities.

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**THE COMPETENCIES**

**Harmonizing (ecological) Competence**

Harmonizing Competence is the ability to understand the whole system, and to engage the system with respect for oneself, others, the community and the world.

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**THE COMPETENCIES IN ACTION**

**Generative Competence**

- Awareness
- Learning/Resilience
- Innovating

**Affirmative Competence**

- Acknowledgment
- Renewal
- Empowerment

**Collaborative Competence**

- Commitment
- Partnership
- Alignment

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## THE COMPETENCIES IN ACTION

**Catalytic Competence**

- Strategic Intention
- Strength-based Inquiry
- Vision

**Empathic Competence**

- Ecology/Sustainability/Community Respect
- Unbounded/Inclusive View
- Being coachable

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## THE COMPETENCIES IN ACTION

**LeadTeam member accountability: Learning/Resilience**

**Learning/Resilience - purpose**

To develop education processes that help people grow and increase their flexibility.

To establish learning as a top priority and encourage the conditions that allow for continuous learning.

To give people the knowledge and skills required to participate effectively. To get information into the hands of those who need it.

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## THE COMPETENCIES IN ACTION

**YOUR TURN: What if you were the LeadTeam member accountable for ...?**

**Generative Competence**  
Awareness, Learning/Resilience, Innovating

**Affirmative Competence**  
Acknowledgment, Renewal, Empowerment

**Collaborative Competence**  
Commitment, Partnership, Alignment

**Catalytic Competence**  
Strategic Intention, Strength-based Inquiry/Vision

**Empathic Competence**  
Ecology/Sustainability/Community Respect, Unbounded/Inclusive View, Being coachable

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**New Century Leadership™**

**Leaders helping us see our way  
to a healthy world**

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