

How Leadership Questions Change in a Living Systems Framework: An Assessment

High acceptance / Multiple solutions	High acceptance (needed) and High-quality solution
<p><i>We need people's active support and engagement to implement the decision.</i></p> <p>ASSUMES:</p> <ul style="list-style-type: none"> Relationships in the system will speed acceptance or resistance. Interdependence is very present. Network dynamics are in play – people will resist force and there will be a time delay between receiving information and responding to the change. <p>Decision making strategy: consensus variations / people support what they help to create.</p> <p>Communication strategy: information to evolve how people are thinking; communicate why it matters to individuals, organization, and the larger community; frame communication to attract active support for the initiative. (Living system dynamics)</p>	<p><i>Used in situations where active support and engagement is needed alongside a high-quality solution / decision.</i></p> <p>ASSUMES:</p> <ul style="list-style-type: none"> There is a decision / choice that is “right” for the organization. Active support for the decision is essential for implementation. Interdependence, context, and adaptive fit are all present <p>Decision making strategy: consultation that allows people to be involved in decisions that impact them and positional leaders make the final choice.</p> <p>Communication strategy: focuses on communicating the decision and why it matters and is important and what you are asking people to do. Framed on using information to help people understand the choice to evolve their thinking. Frame communication to attract active support for the initiative. (Living system dynamics)</p>
Low acceptance / low engagement needed / multiple solutions / choices.	Low acceptance / engagement and importance to make the right decision for our situation.
<p><i>We need people's active support and engagement to implement the decision.</i></p> <p>ASSUMES:</p> <ul style="list-style-type: none"> Lots of choices in decision – no one right answer People will generally support what is decided. Final choice is within the zone of acceptance of the people who will be impacted. <p>Decision making strategy: routine decision making by person responsible.</p> <p>Communication strategy: What decision was made.</p>	<p><i>Used in situations where active support and engagement is needed alongside a high-quality solution / decision.</i></p> <p>ASSUMES:</p> <ul style="list-style-type: none"> Complex and technical decision is needed. Quality of decision will have long-term consequences for the org. Decision is best adaptive fit for the organization. <p>Decision making strategy: expert studies the issue and recommends solution.</p> <p>Communication: Straight forward information, articulate the process that created the solution, why it is the best fit, and direct actions going forward</p> <p style="text-align: right;"><i>Developed by Dr. Kathleen E. Allen</i></p>

LIVING SYSTEM DYNAMICS INCLUDE:

1. Interdependence and networks
2. Become more diverse as they evolve
3. Is in constant movement
4. Evolves with information and feedback
5. Can't be controlled, only attracted, or nudged
6. Only supports solutions that it helps to create
7. Only pays attention to what matters here and now

Source: Allen, K. E. (2019) *Leading from the Roots: Nature Inspired Leadership Lessons for Today's World.*