

# **The Dance of Leadership**

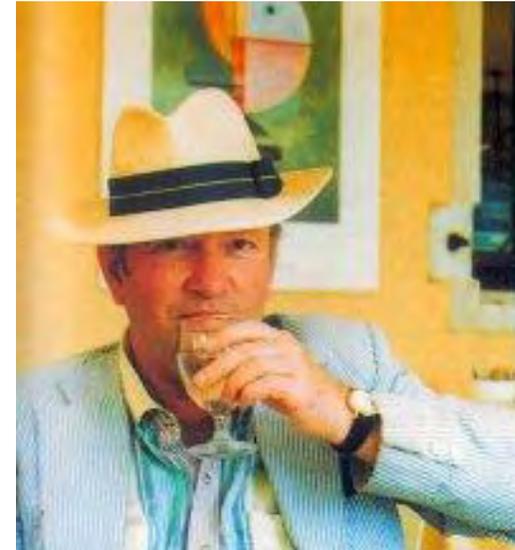
## **The Choices of Leadership & the Power of Emergence**

**Pete Cammock**

# The Choices of Leadership

*How should I not be glad to contemplate  
The clouds clearing beyond the dormer window  
And a high tide reflected on the ceiling  
There will be dying, there will be dying  
But there is no need to go into that  
The poems flow from the hand unbidden  
And the hidden source is the watchful heart  
The sun rises in spite of everything  
And the far cities are beautiful and bright  
I lie here in a riot of sunlight  
Watching the day break and the clouds flying  
Everything, is going to be alright.*

**Derek Mahon**



# The Choices of Leadership

*I think there are good reasons for suggesting that the modern age has ended. Today many things indicate that we are going through a transitional period, when it seems that something is on the way out and something else is painfully being born. It is as if something were crumbling, decaying, and exhausting itself – while something else, still indistinct, were rising from the rubble.*

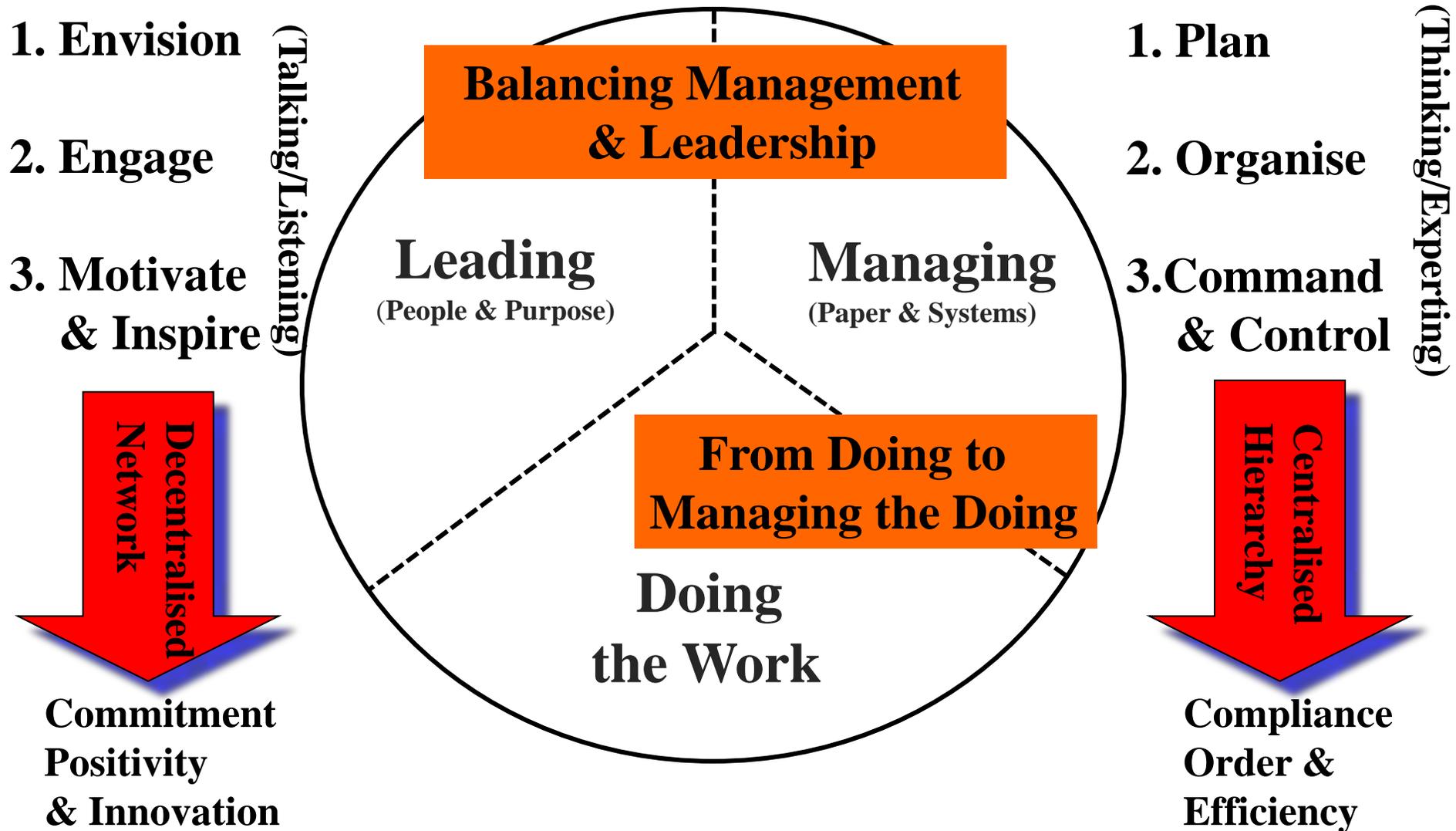
**Vaclav Havel President Czech Republic**



# The Choices of Leadership

*Are we going to perpetuate the patterns of the past or speak to the possibilities of a future that wants to emerge?*

# Management & Leadership



# **Self-Responsibility Step One**

**“Interior Condition” Key (Otto Scharmer)**

## **Three Elements of Self-Responsibility**

1. Waking-Up (Mindfulness & Attention)
2. Standing-Up (“No-One is Coming”,  
Courageous Conversations)
3. Making Choices
  - i. Choosing Happiness (3:1)
  - ii. Choosing Meaning

**Self-Acceptance the Foundation**

# “Interior Condition” as the Leadership Leverage Point

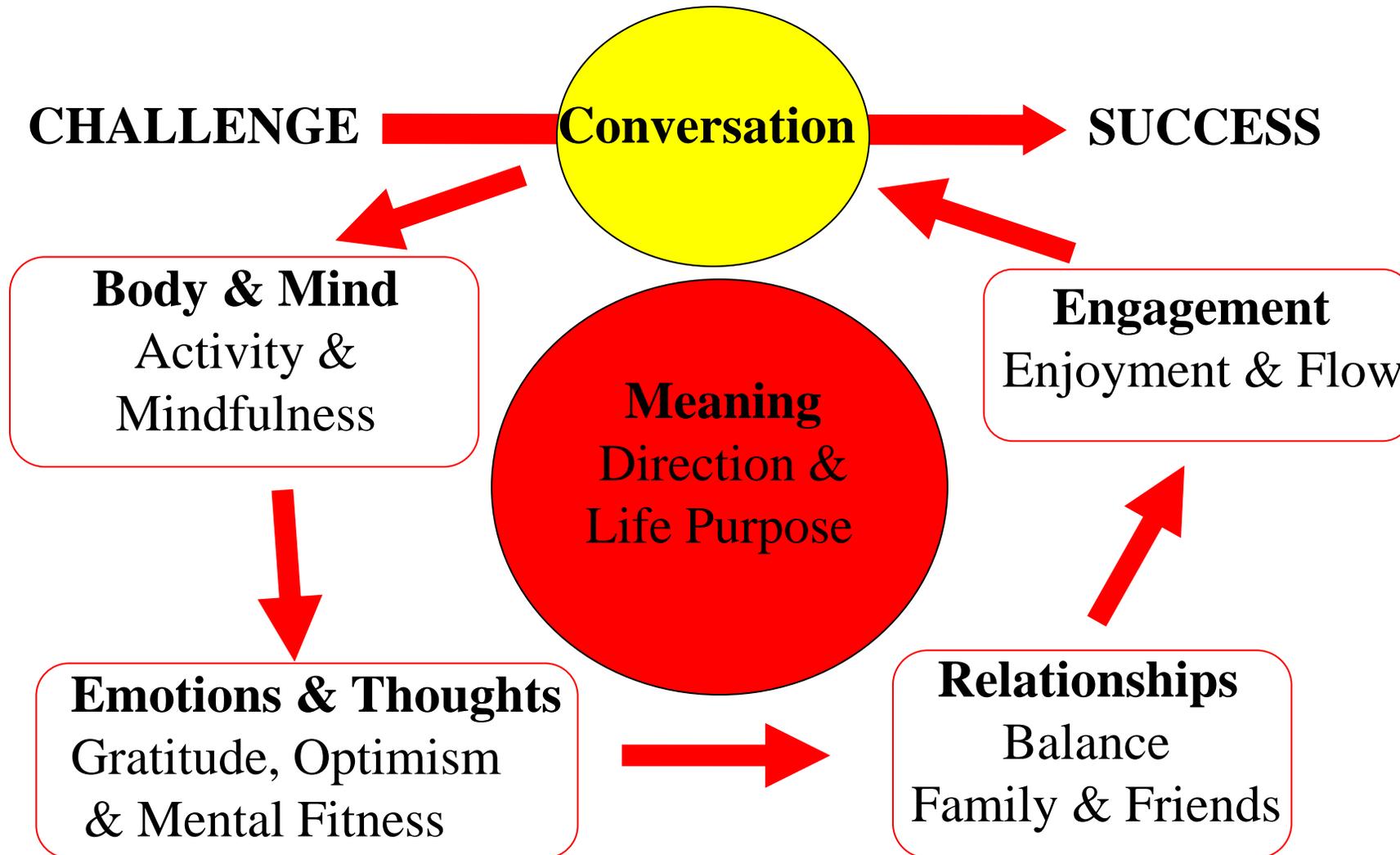
*Success depends on the interior condition of the [leader]... What counts is not the What and not the How but the Who - the inner place from which we operate ...*

**Otto Scharmer**



# Choosing Happiness

(Wellbeing & Daily Practice)



# **Choosing Meaning**

## **(Meaning & Calling)**

**Meaning a Product of Passion & Purpose**

**Passion + Purpose = Calling**

**Calling Benefits Organisations**

**Calling Benefits Individuals**

**Some Questions**

**You Can't Promote Calling if You Don't Have  
One Yourself**

# Choosing Meaning

(Calling Benefits Organisations)

*The more that individuals define their work as a calling and have a conviction that what they are doing is good and right, the more meaningful the work. High levels of meaningfulness in work have been found to be associated with... extraordinary individual and organizational performance.*

**Kim Cameron**



**PRACTICING  
POSITIVE  
LEADERSHIP**

Tools and  
Techniques  
That Create  
Extraordinary  
Results



**KIM CAMERON**

Bestselling author of *Positive Leadership*

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# Choosing Meaning

## (Calling Benefits Individuals)

*It's an absolute gift, that sense of wellbeing created by a purposeful life.  
It's expansive. It's exhilarating.*

*It's still a passion. Absolutely & completely. I just love it.*

*It feels amazing, an absolute joy...It's fun & rewarding. Just wonderful.  
I love it & that's how I know I'm doing the right thing.*

*It's a sense of juiciness. In every way I feel complete [in my work]. I've  
reached the core of what I was destined to be. It's a wee miracle.*

*It's very special. A total life. Its enjoyment, total enjoyment, that's what.  
It's ah, ah, awe really. Yes, its an awe. Awe and beauty.*

# **Finding a Calling**

**Passion + Purpose + Emergence = Calling**

**Emergence & Self-Acceptance**

- i. Start Close-In (Intimations, Yearnings)
- ii. Some Stories & Questions

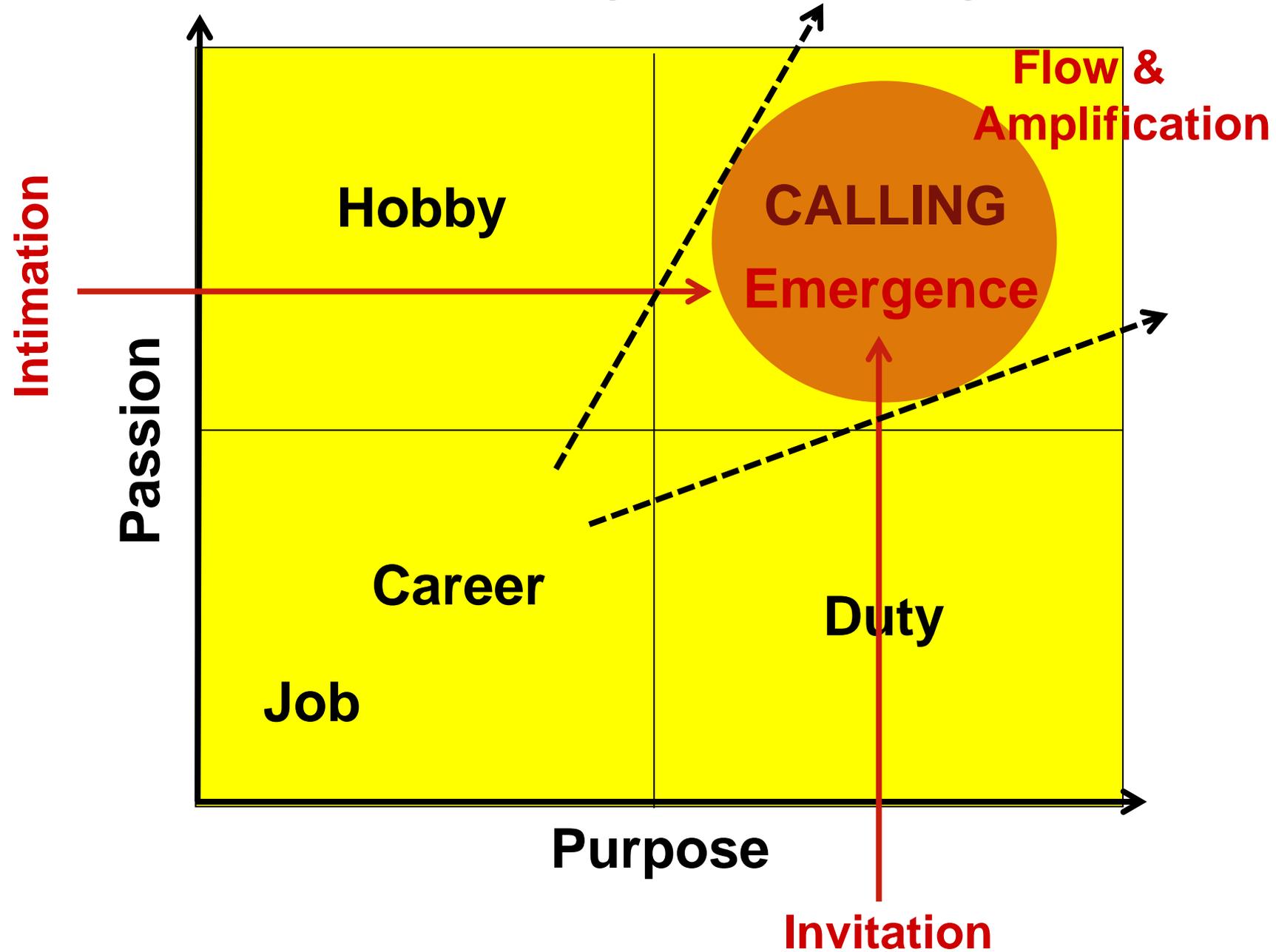
**Emergence & Attention**

- i. Listen Deeply (Invitation, Response, Arrival)
- ii. Some Stories & Questions

**A Future that Wants to Emerge (Margaret Jefferies  
& the Next Step)**

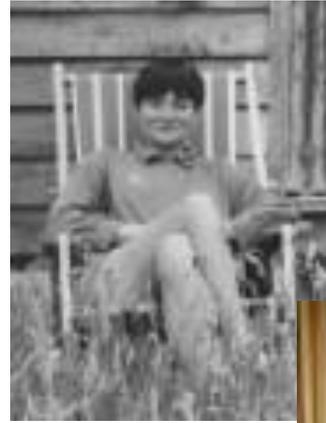
**The Paradox of Calling (Peter Senge)**

# Finding a Calling



# Finding a Calling

(Some Stories)



# Calling & Emergence

## (The Next Step)

*You need to go where the energy is...[and] be open to the next step. There is a basic common vision and it feels as though it's already in place, that it's there waiting for us to desire it enough, to pull it into being. And all it requires, is to get in touch with your passion and put a stake in the ground. I love that, that we're creating the future as we're stepping forward.*

**Margaret Jefferies**  
**Project Lyttelton**



# The Paradox of Calling

## (Calling as Leverage)



*We have a new systems axiom...*

*What is most systemic is most local.*

*The deepest systems we enact are woven into the fabric of everyday life...This is so important for us to understand. We everyone of us may be able to change the world, but only as we experience more and more of the whole in the present...And only as we learn to use ourselves as instruments for something larger than ourselves to emerge.*

**Peter Senge**