

# Effective Leadership For The New Normal



Leadership is an attitude  
that can be learned  
through reflective  
practice: Prof. Hari  
Tsoukas, Warwick

**Related research:**

Tsoukas, H., 2018. Strategy and virtue: developing strategy-as-practice through virtue ethics. *Strategic Organization*, 16(3), pp.323–351.



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*An alliance with a purpose*

# THE 3 Ps IN A CoBS POD



## PERCEIVE

with a set of key takeaways



## PROJECT

with food for thought: on yourself, your organisation and the wider context



## PERFORM

by putting it all into practice using action tips





## ● PERCEIVE

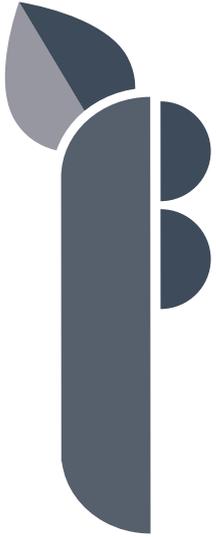
with a set of key takeaways

- Leading wisely can be developed via certain skills and attitudes. There is no particular blueprint or checklist that can lead to wiser leadership.
- Leaders must go beyond the immediate and be concerned with the long-term viability of the unit or the organisation they are leading.
- Although difficult to carry out, leaders must make sure they are hearing all competing voices in order to come to a decision, so that none of the voices are being marginalised.
- A leader must think about the wider impact of any decision or action. They should think of the 'common good' for the benefit of stakeholders outside their organisation.
- Leaders need to be in tune with the temporality of events, the process of events and meetings that generate outcomes, and the quality of these events. Knowledge of organisational procedures can help change outcomes.
- Leaders must acknowledge the uniqueness of every situation. They must acknowledge the unique context of every situation and go beyond prior experience to be able to resolve it.



Read the  
full feature article  
in Global Voice  
magazine #12





# ● **PERFORM**

by putting it all into practice

## CHECKLIST

- 1. Look beyond the narrow confines of self-interest** and have a long-term focused attitude that considers a broader net of stakeholder interests. Note down your mission and vision – where you want to go and where others would want to go with you. How does your mission and vision benefit the wider system of things?
- 2. Participate in trust-building conversations with your staff**, taking care to hear arguments and concerns that often yield important pieces of information. If necessary, carry out regular “walkabouts” among your staff or organise informal virtual “coffee chats”.
- 3. Give your employees an integral role in decision making by encouraging them to communicate ideas**, concerns, and opinions. This can be done through a traditional “suggestions box” or via an online forum or even by consecrating 10 minutes for brainstorming during team meetings.
- 4. Place societal good above organisational good for the benefit of stakeholders present outside the organisation**. Note down 3 ways in which you and your organisation currently benefit the wider ecosystem. Identify three additional things that your company could help to address in the wider issues facing the world.
- 5. Demonstrate knowledge of the organisation and its inner workings**. Talk to your people, get to know how systems and processes work and the challenges and opportunities they face.
- 6. Go beyond traditional approaches and past experiences to adapt to new/difficult situations and devise ways to overcome obstacles**. Name the traditional ways of operating. How can they be improved? What new business/management tools can you use? How can tech help? What additional resources would you need?
- 7. Practice and adopt a reflective attitude for self and the employees you manage**. Ask reflective questions that would help yourself and others develop their own insights: What occurred? Why do you think it happened that way? How similar or different is this situation to other problems you have encountered? How could you have done things differently?



# Getting involved

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