

Are You Really *Leading*?

Or are you *Managing*?

Who cares?

with
John J. Scherer



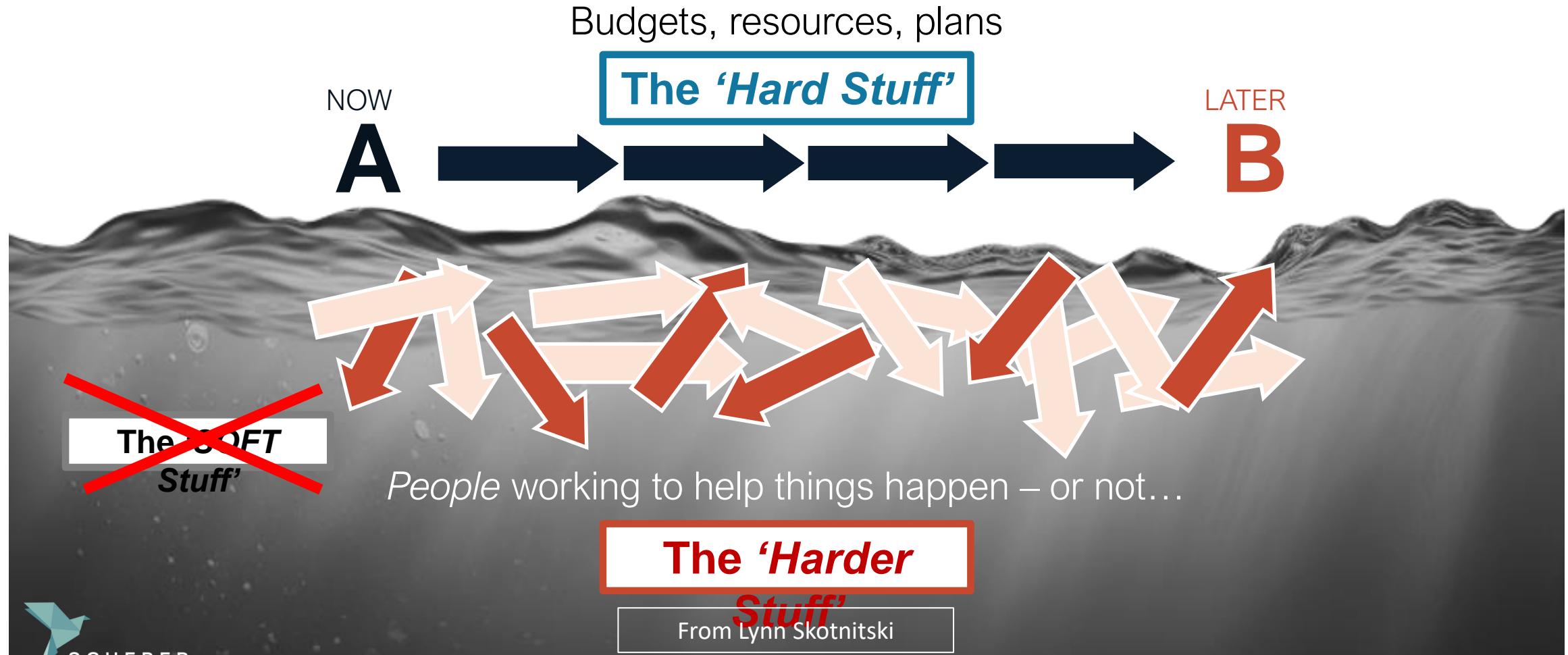
To Lead

From the Middle English ***leden***, to serve as a channel for what is happening (e.g. water).

To guide something in its movement.



How “work” *really* happens



Everything happens 'In stereo'



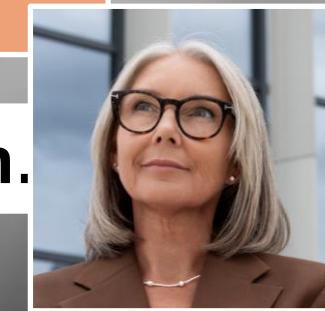
POSITIONS
INTERACTING

Determines the effectiveness of THIS interaction...



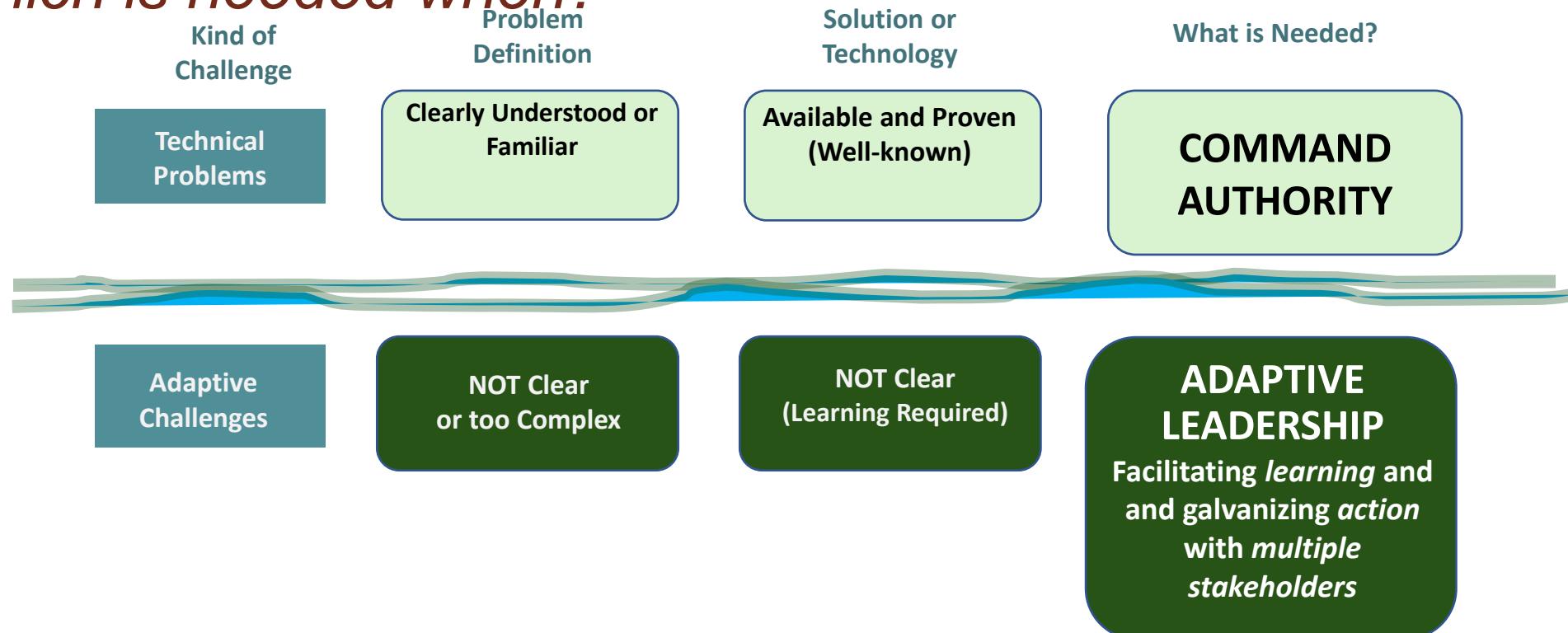
PERSONS
INTERACTING

The quality of THIS interaction.



Authority and Adaptive Leadership

Which is needed when?



Adapted from Prof. Ron Heifetz and Hugh O'Doherty,
Harvard Kennedy School

The Maasai Experiences



Kakuta Hamisi
Maasai Warrior/Elder





'Maasai' Time



'Clock' Time

A 'Maasai
wrist watch'

'What is it time
for now?'