



THE LEADERS NEW RELATIONSHIPS

We are on the brink of a new dawn, one where Leaders need to see whole people more than ever if their organisations are going thrive



**If people are obligated to follow, you
are not leading.**

**Leadership is when people choose to
follow you**

The Predictable Opener

It would be predictable (and obvious) to start with something like

"the past 18 months have changed the way our world works"

So how's this

"The past 18 months have changed the way that leaders will have to view, build and nurture relationships if people are going to choose, rather than being forced to follow, their new and better ways of doing things .

It's not just their relationships, but all relationships"

Leveling the playing field

Geographic location for workers has become less of a factor for who you can work for

Diversity in organisations is becoming broader and deeper and salaries and day-rates are becoming homogenised.

In essence, there is a great opportunity for the world to become a fairer place (for some)

“The virus has broken through cultural and technological barriers that prevented remote work in the past, setting in motion a structural shift in where work takes place, at least for some people.”

Sources

[Future of Work - McKinsey](#)

**As a consequence,
Leaders need to get more
personal**



A view on what needs to change

Behaviourist perspective

A lot of how we have lead has been based upon a Behaviourist perspective essentially, deterministic cause and effect (stimulus and response) to reinforce desired behaviours



We are not dog's
being taught to sit



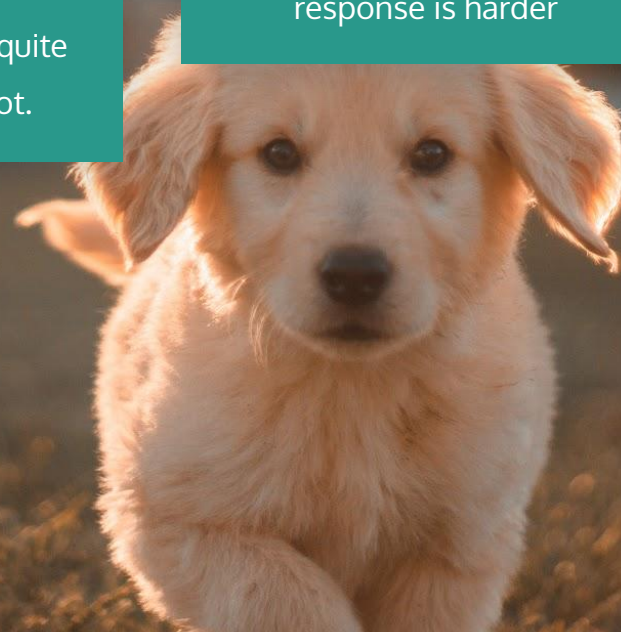
It's deterministic and quite
often, people are not.



Remote working observing
or understanding a
response is harder



Metrics and
mechanical
methods come in
to monitor desired
responses



THEORY X

Managers who believe employees operate in this manner are more likely to use rewards or punishments as motivation. Due to these assumptions, Theory X concludes the typical workforce operates more efficiently under a hands-on approach to management.

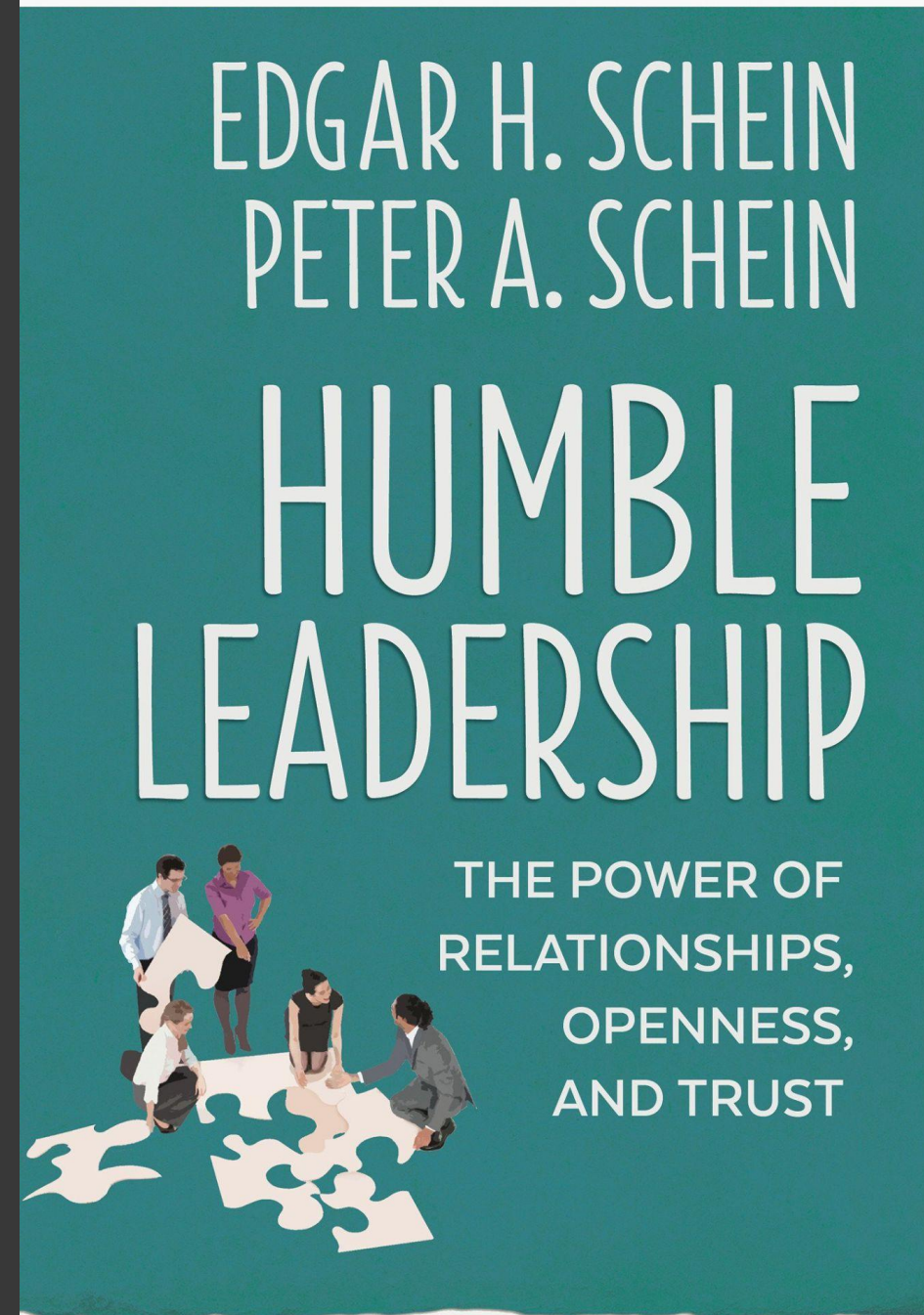
Your Job Description

THEORY X

LEVELS OF RELATIONSHIPS

The book humble leadership describes relationships as falling into one of four levels.

In my opinion, this book is an essential read for all of us...





"Control is not leadership; management is not leadership; leadership is leadership..."

If you don't understand that you work for your mislabeled 'subordinates,' then you know nothing of leadership. You know only tyranny."

Dee Hock

LEVEL MINUS 1

Is cold, unnecessary and rarely has had a place in the modern world (regardless of what you do)

Total impersonal
domination and
coercion



**change is
coming,**

**whether you
like it or not!**

[cystorFuture.de](http://www.cystorFuture.de)



The Case for Change

The world, for many, has changed and these approaches to relationships fit less now than ever before

- Level 1 relationships in isolation cannot cope with the world as it is now and treat people as individuals and often ignores the relationship between them
- People desire and demand flexibility, this challenges Level 1 relationships that just focus on roles and rules
- People need time to grieve and cope with the changes in social and work values, level 1 relationships struggle to flex to this
- Complexity is increasing exponentially and to deal with this we need people to speak their minds, take initiative and solve problems in increasingly better ways

Leaders (and managers) need to build new relationships with a Humanist approach

Because of the new world we find ourselves in viewing people as whole beings means Leaders have to be empathetic and work harder to create psychologically safe environments

Whole People



Taking into account what happens in the “in-between” times and being...

Empathetic



Accurate empathetic understanding and listening allows Leaders to create...

Psychological Safety



As we know, create it, and you get peoples truths, those truths lead to breakthroughs.

A Humanistic Approach

The humanistic approach emphasizes the personal worth of the individual, the centrality of human values, and the creative, active nature of human beings.

01


Make Things Better

People are basically good, and have an innate need to make themselves and the world better

Optimism

The approach is optimistic and focuses on the noble human capacity to overcome hardship, pain and despair.

02



**We don't need teammates that nod
when we nod, my shadow does a much
better job at that, what we need is...**

LEVEL 2

It means we need to be able to be comfortable sharing what is on our mind and feel respected as a whole person rather than a "resource"

It means that we are building a meaningful network of relationships and it is suggested that there are only so many social connections we can maintain at any one time

It means that we value whole people, cooperation, collaboration and learning over competitive individualism

**Personal cooperative,
trusting relationships
as in friendships and
in effective teams**

Level 2 does not mean we we have to be firends

What does this mean in practice?



These tips for leaders will help you to help them achieve Level 2 Relationships

- Involve people from all over the organisation in in the design of strategies, this doesn't mean do what they suggest but bring them on the journey

- Study group dynamics and use this knowledge to deal with hierarchy, that naturally creates Level 1 relationships and limits the damage from competitive individualism

- Further reduce competitive individualism by rotating your Leadership Team members between different part of the organisation. Make the whole organisation, not just parts of it, everyone's concern

Timesplitters

40-50% of Leaders Time

Focussing on their time
working on your
leadership style and
behaviours and strategy

20-30% Of Leaders Time

Focussing on working
with their direct team
building Level 2
relationships and acting
as a great role model

The Rest of the Time...

Getting to know the
people, practicing Go-See
and letting people know
what you are about



150

The 'use' of Dunbar's number has **consistently** been done incorrectly.

Dunbar's Number

...human social networks have a very distinct fractal structure similar to that observed in other primates. In part, this reflects a cognitive constraint, and in part a time constraint, on the capacity for interaction.

- Structured networks of this kind have a significant effect on the rates of transmission of both disease and information.
- Because the cognitive mechanism underpinning network structure is based on trust, internal and external threats that undermine trust or constrain interaction inevitably result in the fragmentation and restructuring of networks.

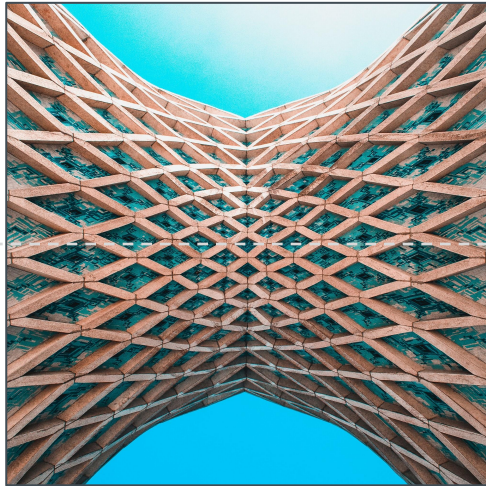
There are only so many level 2 relationships we can handle

Usually, half of that 150 will be taken up with extended family members, who are given priority. The rest are for friends. Some people come from small families, and have a lot more friends; others come from large families, and have relatively few friends.

BUT it is important to distinguish between friends and acquaintances. Friends you make an effort to see and you would invite them to your big life events (wedding, funeral, bar mitzvah, etc), and you wouldn't hesitate to help them if they needed it; acquaintances you might have a beer with if they happen to be around, but you wouldn't invite them to such events, and you'd think carefully before helping them [how much will it cost you, if a lot what's the likelihood they will pay you back]. The difference is between relationships of obligation and relationships that are strictly transactional.

Most of the people you work with would fall into the acquaintances category, though a few might be genuine friends. Just because you work with them doesn't make them your friends; but just because you work with them doesn't mean some of them can be your friends. You can have an additional 350 acquaintances in addition to your 150. friends+family

01



Focus on Interactions

Make is individually rewarding, enjoyable and mandatory for people to cooperate

02



Be Leaderful

Have everyone understand where and how they can lead, teach them the levels and help them apply through role-modelling

03



Care less about role definitions

Defining a role, whilst not without value, often leads to Level -1 behaviours

These are just tips, not a playbook.

For many the journey to seeing whole people and nurturing new types of relationships is characterised by the obstacles in the short term



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