The Hidden Revolution in
Leadership & Change

ANTI HERO*

By Richard Wilson

With Matthew Kálmán Mezey & Nick Nielsen

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*'antihero', noun, (plural) –roes, *a central character in a novel, play, etc, who lacks the traditional heroic virtues*. Collins Dictionary Definition, 2013. The definition of antihero has changed over time as society's ideas of what is heroic have changed. Now we suggest it is time for another revision of what we mean by Anti-hero.

ABOUT THE AUTHOR

Richard Wilson is a social entrepreneur, writer and 2012 Clore Social Fellow. He was born in North Wales in 1976 and grew up there. He went to Bradford and Sussex Universities. In 2004 he founded the Involve Foundation and is now the director of Osca. He writes regularly for the *Guardian* and blogs at richwilson.org. He is a UN adviser and supports organisations around the world achieve social change. He lives in Stroud, England with his wife and son.

PREFACE

"When I took on the leadership of NSPCC in 2000 I knew that I faced great challenges as a new chief executive of a large children's charity in the early stages of the FULL STOP Campaign to end cruelty to children. It would have been easy to have been mostly absorbed with internal issues. But I realised in my first week that I would make little progress without active collaboration with all other agencies and organisations in the field of child protection including local and national government. My first thoughts have been about collaboration in many other situations since."
Dame Mary Marsh, Founding Director, Clore Social Leadership Programme

'Often we think of leadership as finding and imposing the one right answer. At the RSA and in other roles I have come to see that the more difficult and valuable task is to acknowledge and combine elements of many right answers, seeing that it is only by holding these different approaches in creative tension that we release the individual creativity, team commitment and respect for legitimate authority which are all part of making organisations successful and solutions effective'.
Matthew Taylor, Chief Executive of the RSA

SUMMARY

Anti Hero helps explain why so many of us are frustrated with our leaders. Despite the great failures of Iraq, the financial crisis and MPs' expenses, our leaders often appear to have learnt little, as they career from one crisis to the next.

Anti Hero explains why none of this should surprise us and why we should continue to expect to be disappointed by our leaders until they fundamentally change how they lead.

Anti Hero argues that the modern challenges we face have fundamentally changed what we need from our leaders, requiring a shift from Heroic to Anti-heroic leadership. The Heroic leaders who dominate our institutions today have four fatal flaws. First, they tend to be over-confident in their opinions. Secondly, they tend to lack empathy towards others. Thirdly, they tend to be inflexible. And finally, they tend to deny the existence of uncertainty. These are the four pillars of the Heroic leader. This isn't, though, the fault of the leaders themselves; most of our leaders are the victims of outdated systems of leadership that were built for simpler times. Indeed, our leaders are very often doing their best in very difficult circumstances.

Many of today's issues are not like the complicated technical problems of the past; problems that could be addressed by smart people working hard. Our densely populated, hyper-connected, interdependent modern world is throwing up seemingly insoluble issues: 'wicked' issues.

These 'wicked issues' require a way of thinking that technical experts and senior leaders rarely have. They require a more open and inquiring mind that can see patterns, understand, and even integrate, the multiple frames that different people and cultures have. This is not some high-minded ideal,

but a description of real people who are already creating real change in institutions and communities across the world. We call these new leaders 'Anti-heroes'. We call them this not because we believe heroes are bad, but because these 'Anti-heroes' are in many ways the antithesis of the single strong heroes who alone, 'save the day'. Anti-heroes tend to be defined by five characteristics: empathy, humility, self-awareness, flexibility and, finally, an ability to acknowledge uncertainty.

Developmental psychologists like Harvard's Professor Robert Kegan argue that what makes these Anti-heroes exceptional is that they have reached a later stage of adult psychological development, and that only those people who have developed this anti-hero mindset are able to successfully grapple with today's 'wicked' issues.

We need to quadruple the number of Anti-heroes among our professionals from its current level (likely to be around 5% to 20%) if we are to have a chance of tackling the wicked issues we face.

Understanding that the Anti-hero is a new stage of adult psychological maturation also helps to explain why the usual 'informational' training and learning we are offered in our organisations—adding ever more data to our overstretched operating systems—is of little help. What's needed is 'transformational' learning where people can radically broaden their worldview by expanding the capability of their operating system, allowing them to have a much greater understanding of others, the world and themselves. It is only through deliberately applying 'transformational' learning that new, richer, more open, anti-heroic 'ways of knowing' can be created.

However, there is great resistance to the emergence of Anti-heroes. There is a real possibility that both the current climate of austerity and deep-rooted societal ambivalence to personal growth will extinguish the emerging anti-heroic revolution. If this happens we will, at best, waste what limited resources we do have on the wrong kind of 'informational' leadership development and fail to meet the challenges we face. At worst, our leaders will fail even more badly than they have done in recent years, exacerbating the implications of wicked issues like the financial crisis and climate change.

To avoid this we need to see institutions (particularly universities, business schools, HR departments and senior managers) across all sectors place a much higher priority on transformational learning. We also need to see some of our highest profile leaders demonstrate the qualities of flexibility, vulnerability and generosity associated with Anti-heroes. But to do this we need the media to develop a form of journalism that not only holds our leaders to account but also allows them to acknowledge uncertainty, be vulnerable and to change their mind. A U-turn should not necessarily be

seen as a weakness, indeed when based on new information and experience it should be considered a strength.

Finally, Anti-heroic leadership is not suitable for all circumstances. We still need heroes in society, in the emergency services, military, schools and communities. Where we all know the outcome we desire and a good process to get there, the hero can be the person to make it happen. These kinds of heroes are vital, but this type of heroism cannot be easily transferred to todays 'wicked' issues. That's why we must expand what it means to be a hero and a leader.

Here we outline our Anti-heroic 10 Point Plan:

1. 10% of MPs' expenses budget ring-fenced for their transformative development;
2. Government to provide a central fund to support the anti-heroic leadership development of all senior civil servants, local government officials and politicians. This fund should be around £2,000/head or an amount to 4% of the salary bill for these posts;
3. The Coalition's service cuts must be supplemented by resources to support culture shifts in the public and social sectors if the innovation challenge is to be achieved (e.g. training, learning networks, coaching);
4. Schools of government to make transformative development of government staff their top priority;
5. Academia: Universities offering professional degrees (e.g. MBA, Business or Gov. Admin) must offer transformative learning options;
6. Schools: transformative learning elements to be included in the National Curriculum;
7. ACEVO to examine what support is required to increase psychological development of social sector leadership;
8. Social Sector funders to support psychological development of sector, through:
   a. Offering senior leader transformation support (e.g. coaching)
   b. Creation of 'anti-heroic' cultures in organisations
   c. Helping organisations focus on their social purpose not organisational existence
   d. Experimentation and innovation support.
9. Shareholders shown action logic profiles of the board members and senior management team;
10. Leaders walk the talk e.g. CEOs speaking from vulnerability, creating space to fail, being honest, having coaching, committing to their own development.

ABOUT ANTI HERO

Anti Hero has been written in the spirit of enquiry. We do not assume to tell you what kind of leader you are or should be. We do, however, passionately believe that there is a global crisis of leadership and that we can learn a lot from the Anti-heroic pioneers we describe in this pamphlet. We also believe that there are some relatively simple steps we can take right away which will make a big difference.

We do not have all the answers. Instead we simply hope to:
- Bring attention to the work of pioneering Anti-heroes and theorists
- Start a debate about how we can practically improve our leaders' ability to tackle wicked issues, and
- Support the growth of the Anti-heroic pioneers.

In that spirit *Anti Hero* seeks to do two things:
- Outline our argument for the current leadership crisis and what needs to change and,
- Help the reader better understand his or her own style of leadership.

Why we have written *Anti Hero* this way
We have written *Anti Hero* in a simple, polemical style. This is not because we are unaware of the importance of nuance or the limitations of developmental theory itself, but because it makes the story of the Anti-heroes more engaging and easier to understand.

We are also very aware of how hard many of our current leaders work to tackle the big challenges we face. So to be clear before we start, *Anti*

Hero is not a critique of our leaders. Quite the opposite, it is intended as an explanation of why it is so hard to be a leader today. Many modern problems are more complex than in the past, and the Internet has in many ways made it a less forgiving environment within which to be a leader. We argue that our leaders are working within systems of leadership that too often are ill suited to the complex wicked issues we now face. So right from the start we would like to acknowledge how hard it is to be a leader today and that we are in their debt.

How to read

As *Anti Hero* is a mixture of polemical argument and personal enquiry, we suggest you read it according to your enthusiasms. In each section there is at least one brief exercise that you can skip or undertake as you see fit. Part 4 in particular is designed to support personal enquiry, so again it may serve you better to ignore this section altogether.

Additionally, as we are aware that many of you are very busy, we begin each section with a short one-page summary. All of the summaries are white text on red pages to help you skip through to each one.

Defining Anti-heroes and our nomenclature

We call the protagonists of our story 'Anti-heroes'. These people are heroes, but not in the conventional sense. *The Collins English Dictionary 2013* defines 'antihero' as a "noun, (plural) –roes, a central character in a novel, play, etc, who lacks the traditional heroic virtues". Our Anti-heroes do not lack 'traditional heroic virtues' but have transcended them because such established virtues of being single minded, extraverted and forceful are not enough to tackle many of the big issues we face to day. We define our Anti-heroes as:

> *'Anti-hero', noun, (plural) –roes, a person who creates change through transcending traditional heroic virtues, and whose impact is often unnoticed but nevertheless vital.*

RECOGNISING HEROES & ANTI-HEROES

What is a Hero?

A heroic leader sees the world with great clarity, knows what they want to achieve and has the self-belief and drive to make it happen. Here are the four great talents of the heroic leader:

- Clear thinking
- Self-confident
- Expert
- Charismatic.

Heroic leadership tends to be well suited to tackling clearly defined challenges, such as winning a soccer match, making a highly successful music album or putting out a fire. Situations with clear challenges and agreed objectives are when the hero performs best. But the clear thinking and self-confidence which helps heroes achieve well-defined goals can undermine their ability to work in more complex environments. The heroes' confidence in their own opinions closes down the possibility of being open to other ideas or being able to see the world from different perspectives. On that basis the heroic leader's four flaws are, being:

- Un-empathetic
- Over confident and opinionated
- Inflexible (a product of their expertise), and
- In denial of uncertainty.

Heroic leaders often embody their own views and opinions. Think of the environmental campaigner who never flies or eats meat, or the business executive who plays sport as hard as they work and is never late for anything.

This consistency of behaviour can win accolades with colleagues and displays a congruence that is admirable. However, this consistency can also mean that the hero is highly attached to their way of life and so any opinions that run contrary to how they live are taken as personal attacks and immediately dismissed as 'wrong'. This may mean that the hero will deny or miss vital intelligence and find it hard to see the world from other people's perspectives.

What is an Anti-hero?
Perhaps the most important behaviour of the Anti-hero is that they adapt their leadership style according to circumstances. This is a product of their ability to see themselves, their opinions and their actions in a wider context. Anti-heroes are inherently sensitive to other people and aware of the limitations of their own knowledge and skills. It is this sensitivity to themselves, others and the wider world that forms the basis of the Anti-hero. The five pillars of anti-heroic leadership are:
- Empathy
- Humility
- Flexibility (leadership style and behaviour)
- Acknowledgement of uncertainty and not knowing
- Self-awareness: being highly aware of their core values and behaviours.

Importantly, Anti-heroes have access to the same talents as heroes, but they also have the flexibility and awareness to adapt their approach according to different circumstances. Heroic leaders tend to have one leadership style, be it top-down, bottom-up or something else that rarely changes, whereas anti-heroic leaders constantly adapt their leadership style in a manner in which heroic leaders do not. Also, an Anti-hero may have the same expertise as a hero but will be more aware of its limitations and therefore tend to use it more sparingly than the heroic leader.

In this vein, Anti-heroes tend to be better at:
- Adapting to new circumstances
- Drawing upon all relevant information
- Building diverse relationships
- Understanding other people.

Anti-heroes are not perfect though and have weaknesses just like other leaders. These tend to be a product of seeing the complexity inherent in the world and can produce:
- Complicated communications, and
- Slower decision-making.

CONTENTS

THE SECRET SOCIETY OF ANTI-HEROES

INTRODUCTION

The allure of the hero is powerful, pervasive and invisible. Most of us have no idea how attached to the heroic ideal we are. Hollywood, religion, management schools, political parties, science and celebrity, almost everyone everywhere is promoting the heroes path, to such an extent that it's deeply embedded in our psyche from birth. The reason so many people love blockbuster movies is the perennial appeal of a simple story of good triumphing over evil and although we all know the world isn't really like that, many of us secretly wish it were. Many of us long for a mythical Tolkienesque world where right and wrong are black and white and we are shielded from the discomfort of uncertainty. But we also know real life is not like that.

As we get to understand the world and its interdependency in ever more staggering detail, its inherent complexity is becoming more obvious to more people. Our high definition world gives us great power and rich knowledge, but it doesn't always make decisions easier. Indeed, it often makes things that once appeared simple and black and white more complex, as our data stockpiles reveal patterns once hidden from view.

That our leaders let us down is nothing new. Recent history is filled with examples of politicians and business leaders failing to meet the big challenges of the day: be it climate change, obesity or jobs creation. Across the board they have been left wanting.

What is new is a breed of leaders who are the antithesis of the single strong heroic leaders to whom we have become accustomed. We call these new leaders 'Anti-heroes'. We call them this not because we are against heroes, quite the opposite, but because these 'Anti-heroes' are so different from our usual leaders. 'Anti-heroes' tend to be open-minded not single-

minded, flexible not dogmatic, sensitive and discerning and humble while remaining focused. Make no mistake though: 'Anti-heroes' are tough. This pamphlet is no homily to the sentimental boss who made his or her way to the top by being 'nice', by putting nobody's back out and by ruffling no feathers. The Anti-hero's strength runs deep and it comes through empowering their colleagues, having strong principles and knowing themselves intimately—warts and all.

This pamphlet is the story of the Anti-heroes: why they have emerged, what makes them special, why there are currently so few of them and how we can increase their numbers.

Given the inefficacy of our leaders, the deepening leadership crisis and the lack of alternatives, we argue here that we need to look seriously at what the Anti-hero pioneers are doing right and seek to learn from them. However, we are aware that to do this we face a significant challenge. Our culture and organisations are deeply attached to the heroic ideal. Many Anti-heroes get forced out of our organisations as the 'key performance indicators' do not recognise their contribution and those who stay become undercover agents, disguising themselves in the language and attire of their organisations. Speaking to those studying and supporting this new breed, they tell us that, "many Anti-heroes feel that to break out and unmask themselves would be professional suicide", and yet, it is people like this who hold the missing key to meeting the big challenges we face.

Anti Hero is also the story of how, although many of us understand the arguments of the need for change and think we are Anti-heroes, in practice we are often not.

According to developmental psychologists just 1% of the average western population reaches the anti-heroic level. The good news for us is that the very fact that people like you are reading this publication means that there are people out there who are open to anti-heroic ideas and therefore at a mature stage of adult development. Many of you may even unknowingly be Anti-heroes.

In the following pages we outline why the world needs people like you, what you can learn from the anti-heroic pioneers and what you can do to amplify your impact. But above all, this pamphlet is about you understanding your power and unique qualities.

This is a call to arms: come and join the secret society of Anti-heroes.

Exercise A: Awareness Increasing

So, what do you think so far? About the cover, the introduction, the writing style, how you heard about it? And why do you think that?

One key to anti-heroic behaviour is being highly aware of the real basis of our behaviours and opinions. We all have judgments, on the basis of our values, beliefs and prior experiences, which colour our experiences.

Being conscious of our judgements helps us to see the world as clearly as possible. If we can't do this, our ability to develop valuable insight is significantly compromised. And this isn't a one-off realisation: it's an ongoing journey of increasing subtlety, so if you think you've 'got' this, you may want to look again.

So, from now on, whilst reading this pamphlet we'd encourage you to question any opinion or preference that comes into your head. Ask yourself where it comes from. Is it really 'true' or useful?

SUMMARY OF PART 1

Part 1 describes a phenomenon whereby the legitimacy of our leaders and institutions has been seriously damaged by their failure in areas such as jobs creation, the conflict in Iraq, climate change and the ongoing scandals across politics, media and business. Compounding this, the 2008 crash has made everyone aware of the fragility of their lives and the limitations of our leaders. We argue that these phenomena go some way to explain the mood of global protest where people feel they have no choice but to take to the streets to be heard.

We also explain how peoples leadership style is profoundly influenced by their Psychology, and that different leadership styles seem to be better suited to dealing with modern complex issues. Classical strong leaders, who we call heroic leaders, tend to be good at handling straight forward challenges where solutions are known, but many of the challenges we face today are not like that.

But breaking from the 'heroes path' is not easy as we have all been taught to love and aspire to be classical leaders by Hollywood, academia and our professions. And, that the 'heroic' way of being, having high self confidence and clarity about what you want and the way the world works is a comfortable place to be and so it can often be easier to be a heroic leader than an anti-heroic leader.

Finally, this section covers the results of our survey which found that the top five leadership characteristics that are overvalued are: 1. Command and Control, 2. Charisma, 3. Power, 4. Financial Skills and 5. Expertise. The top five leadership characteristics that are undervalued are: 1. Collaboration, 2. Humility, 3. Listening, 4. Empathy and 5. Integrity. And the top five qualities that you have found most important in your leadership: 1. Communication, 2. Listening, 3. Honesty, 4. Valuing Team, 5. Collaboration.

1

HEROIC CRASH

How did we get here to this state of impotence—when President Obama can't implement the softest of gun controls[1]?

Here we describe a phenomenon whereby the legitimacy of our leaders and institutions has been seriously damaged by the 2008 crash and recent scandals across politics, media and business. The scandals in corporate tax avoidance, bankers' bonuses, phone hacking and MPs' expenses have starkly illustrated the growing gap between 'them' and 'us'. That bankers still demand bonuses and that some journalists thought phone hacking was acceptable defies belief for most people. Compounding this the 2008 crash and other negative events[2] has made everyone aware of the fragility of their lives and the major limitations of our leaders.

We argue that these two phenomena are contributing to a collapse in the legitimacy of our institutions and leaders. A collapse that goes some way towards explaining the mood of global protest where people feel they have no choice but to take to the streets. It has been clear for years to those in policy circles[3] that many of our national institutions lack desirable levels of public legitimacy. It would seem now, however, that a tipping point may have been reached and many countries face implicit rejection of their leadership class. This is especially pronounced among younger people who tend to feel disconnected from classical politics and power[4]. There is a real chance therefore that in one or two decades' time we will see voting levels fall even further whereby it becomes difficult for many politicians to reasonably claim legitimacy to act on behalf of the public.

Given this it is clear we need to come up with practical ways to breathe new life into our outdated leadership systems. We argue that the anti-heroic path should therefore be taken very seriously as one of the ways to help stop our leadership rot.

In this section we do this by asking: 'what do we think of our leaders?',

explaining how we lost faith in our leaders, why it is they increasingly lack efficacy and how despite all this most of still love our heroic leaders.

Our Heroes' Fall From Grace

The world changed on 15 September 2008 when Lehman Brothers filed for bankruptcy; and it wasn't just that we all became poorer. All of us, in a way, became wiser. Not simply wise to the complexity, self-interest and anarchy of finance, but wise to the fragility of our world; wise to where power really lies; wise to whom, if anyone, is looking after our interests, and wise to the uncertainty of modern life. 15 September 2008 was like one big global rite of passage where we all suddenly came of age. Overnight, we all had a more mature understanding of how the world really works, and had to face the grim reality that the last 60 years of growth had been an exceptional financial cushion—a cushion that had given us security we'd never had before through pensions, homes and insurance; security that we are slowly realising we may never have again. Just as the markets are still slowly waking up to the liability of their assets as aftershocks have hit Cyprus, Slovenia and beyond in 2013, we are all living with the long hangover from that coming of age party five years ago. There is a creeping reality for all of us that life has an inherent fragility and that there's nothing anyone, certainly not our bankers and politicians, can do about it.

Over the last 30 years we have lost the respect we once had for all experts and professionals namely lawyers, journalists, scientists and most notably politicians. This is a well-documented global phenomenon, known as the 'decline of deference'. In the past we tended to believe our politicians and journalists were telling the truth and that we should accept the advice of our lawyers and doctors, and respect the authority of teachers and the police. Whether lawyers have become less reliable or teachers less authoritative is open to debate, but what is clear is the information that is the basis for their expertise is more available and open to scrutiny than ever before. If we have an injury we can stick a photograph on Twitter and get feedback quicker than it takes to make a doctor's appointment. If we need legal advice, Google is most people's first port of call, not a solicitor.

The availability of information over the last few decades has profoundly changed the relationship between our authority figures and us. Patients can become more expert on their condition than their doctors, students better briefed on any subject than their lecturers.

As the 'information' gap between us has shrunk, our leaders' pedestals have wobbled and, in many cases, toppled and fallen. On the 8 May 2009, the *Daily Telegraph* started publishing stories of how British Members

of Parliament spent their expenses—expenses that are meant to allow an MP to cover the high costs of simultaneously living in London and their constituency in another part of the UK. Instead of legitimate expenses such as food and rent, some MPs had been using the money to luxuriate their lifestyles. Famously, Sir Peter Viggers, MP for Gosport, claimed £32,000 in gardening costs, which included building a floating duck island designed to protect his ducks from foxes. This episode marked the start of a cavalcade of leadership crises from News International's phone hacking, to the Jimmy Saville scandal, and the bankers and their stratospheric bonuses.

All areas of leadership, from politics to business, media and entertainment have been ripped apart by controversies that have gone to the heart of how they function and raised big questions about their integrity and public service.

Perhaps most damning of all has been their pleas of innocence: Barclays boss Bob Diamond defending his staff bonuses in the House of Commons; James Murdoch squirming in the same seat as he attempted to dodge questions from Tom Watson MP; Google's Eric Schmidt claiming they are just playing within the rules when accused of tax avoidance[5]. These very public events have cemented a new view of how we see our leaders. We no longer see them as distant captains of industry or government, seeking to steer the country in the right direction. We tend to see them as individuals caught in webs of personality and power, far detached from the lives of normal people, unable to understand or serve them and, when the chips are down, they inevitably fall back on their own self-interest.

It's like realising the fallibility and limits of our parents. Once that point is passed, the relationship is altered forever, but not necessarily in a bad way. By realising our parents' limitations we realise they are not impervious gods, but normal people like us. In the same way, realising that our leaders are inherently imperfect enables us to see them in their true light—warts and all—and be realistic about what they can do for us, and what we may need to do for ourselves.

On the 15 September of 2008 the mirage of international finance wasn't the only thing that came crashing down; with it fell the idea that our leaders are unique people who have been imbued with something special that enables them to lead. Indeed, we have been left with a sense that quite the opposite is true—that many of our leaders do not have what it takes to lead us and, in a way, we are right.

Why Heroes Don't Work Anymore

A central theme of *Anti Hero* is that we have all reached a certain stage of psychological development, and that people at different stages have different characteristics. We explain this in detail in the section titled 'Older and Wiser: Stages of Development' (p66), and you may find it helpful to skip ahead to Part 3 just to familiarise with some of the thinking. As a taste of what's to come here we introduce Professor Robert Kegan's 'Stages of Psychological Development' (See Table 1, p27). Here Kegan explains how we respond to the world at different points in our life. Infants respond to their impulses, children to their needs and adults to their relationships.

At each stage there is an additional level of freedom created by ever higher levels of awareness of people's selves and their environments. For example, people at 'Self Authoring' are aware of their needs and the impact of relationships, but they may be unaware of the ideologies that govern their life. It is not that they don't know they have an ideology, they are very often highly aware of it, often cherishing it, but they do not see the ideology as abstract from them. For example, when Richard Wilson (the main author of this report) was an environmental campaigner he saw his job as an essential part of his identity, environmentalism was not a choice for him but an inherent part of who he was, and it was the lens through which he saw most other things, whether you were good or bad, kind or cruel.

What is important here is that you do not become free of your ideologies until you hit the Self Transforming stage. It is only at the Self Transforming stage that you are able to embrace uncertainty, and it is only at this stage that you stop seeing the world in black and white but see it instead in a kaleidoscope of greys.

The majority of today's leaders operate at the Self Authoring stage. Leaders at the Self Authoring stage tend to have a very clear belief of what needs to happen, are highly motivated to take action and have the confidence to make it happen—to self-author their lives. Many of the most successful politicians, business people and celebrities fall into this category. These people are designed to thrive in today's world. They communicate with clarity and certainty and they offer institutions a sense of calm self-assuredness that fits well with their often risk-averse cultures. However, their strong beliefs and confidence are also their Achilles' heels, because in order to navigate the complex world we inhabit, it helps to be flexible and open to different solutions or paths. It also really helps to be highly aware of your limitations as well as your strengths in order to build the right teams around you and create highly diverse relationships. Classical heroic leaders are not psychologically pre-disposed to do this.

	Stage	Characteristics
Pre-Heroic	Impulsive Mind age: 2–6	• Responds to immediate priorities • Little concept of time • Seeks comfort
Pre-Heroic	Instrumental Mind age: 6–adolesence	• Focus on personal needs • Responds to threats
Pre-Heroic	Socialised Mind age: post adolescence	• Team player • Faithful follower • Seeks direction
Heroic	Self Authoring Mind age: variable, if achieved	• Own compass • Problem-solving • Independent • Single-minded leader
Anti-heroic	Self Transforming Mind age: rare	• Holds paradox • Meta leader • Manage uncertainty • Holds multiple frames • Interdependent

Table 1: Stages of Psychological Development[6]

Heroes tend to have a clear worldview that they believe is 100% true and complete and they are usually aware of a multitude of 'other' perspectives, but see them as 'wrong'. More critically, they also tend to view all other worldviews through their own necessarily limited perspective as opposed to looking at their own and others' views in the abstract.

The point being that the 'heroic' mindset, which sees itself as 100% right and those who disagree as wrong, is unhelpful when trying to tackle modern problems. Here we identify five major limiting characteristics it creates:

- Failure to build diverse relationships
- Poor at working in uncertainty
- Inability to value things outside their worldview
- Bad at adaptation and flexibility
- Miss important patterns.

CASE STUDY A: THE SUSTAINABLE TRADE INITIATIVE

This case study shows what can be acheieved when organisations come together for their own reasons, without external pressure, for a common goal. It shows the power of the Anti-hero as convenor.

The Sustainable Trade Initiative[7] (STI) does large-scale market transformation work on behalf of the Dutch government, which has invested €100m over five years through the STI into mainstreaming sustainability within global supply chains. This funding is matched by corporate investments to at least 50:50.

The great success of the STI has been that it does not attempt to challenge the different worldviews of the different stakeholders involved. The STI has avoided the classic approach of NGOs (Non-Governmental Organisations), which is to try and convince the multinational corporations to prioritise their core issues such as deforestation or energy conservation.

Instead, the STI allows stakeholders to get involved for their own reasons and this marks a clear break from multi-stakeholder processes which are often focussed on trying to find common ground. Instead the STI explicitly does not try and change the objectives of its members. International NGO members get involved to help advance the Millennium Development Goals such as reducing poverty or improving maternal health. The multinational corporations are there for what they call their own 'enlightened self-interest'. This means that they're involved both for very practical business reasons, such as brand reputation or supply chain security, but also because it creates big improvements to their social and environmental impact.

(i) Failure to build diverse relationships

Heroes tend to be bad at seeing the world from other people's perspectives. This is a problem, as for us to progress on wicked issues it's a prerequisite to be able to appreciate other people's perspectives and opinions and this is only possible if you first openly acknowledge the limitations of your own values and opinions. As explained by Professor Robert Kegan:

"The great trap of the [hero's] mind is that it usually holds on to lots of different kinds of information and makes sense of it according to the logic of its own system and then it confuses this kind of wholeness with completeness, so the ability to make something whole doesn't necessarily mean that you haven't left quite a lot out.

It is only when you're able to transcend the [hero's] mind, when the self is bigger than any one ideology, when you're able to, in some way be friendlier towards these contradictions and opposites, instead of merely holding yours and projecting the oppositeness on to your foe so to speak, it's only then, when you're with that kind of mental spaciousness, that you have more opportunity to get your arms around these very complex issues."

The Sustainable Trade Initiative described in Case Study A (p28), stands out because of its incredible ability to build highly diverse relationships.

(ii) Poor at working in uncertainty

The heroic mind is inherently certain of its truth and seeks to minimise or ignore uncertainty wherever possible. However, most wicked issues are dominated by irreducible uncertainty. In order to tackle a wicked issue like climate change or reduction of anti-social behaviour, it is very helpful to start from a position of not knowing precisely what will work. You may believe that tougher sentencing will be a key part of the strategy in either case, but in order to bring all necessary parties to the table it is important, at least at the start, to be explicitly open to all options. This can be nearly impossible for the heroic mind.

(iii) Inability to value things outside their worldview

Because the heroic mind sees itself and its beliefs as the same, it takes any criticism of its beliefs personally and becomes very defensive in response. This makes it very difficult to value and understand ideas that in any way contradict their own. Defensive communication is often prevalent in old, established organisations, especially public bodies that may come under scrutiny from the media. Newham Council in east London took the impressive step of assuming it did not understand the beliefs and values of its population and undertook a comprehensive values analysis of its community to be able to work more effectively with them.

CASE STUDY B: NEWHAM COUNCIL COMMUNITY RESILIENCE (2012)

This case study shows the value of an organisation adopting the anti-heroic attribute of acknowledging that it may not fully understand those it serves and seek to understand them better.

In order to better understand their community and help build stronger ties, Newham Council worked with the RSA, The Campaign Company and Cultural Dynamics to better understand the values modes of their community. Through this work they found out that they had more than double the national average of 'Prospectors'[8] (47% as opposed to 23%), and this group was also the least involved in council activities. This new information has enabled Newham Council to tailor its community support activities to the real values, as opposed to assumed values, of its population. This is important, as most public bodies tend to assume that its audience are 'like me' and design communication activities that the staff of the organisation would respond to well, as opposed to the people they are trying to reach.

(iv) Bad at adaptation and flexibility
The heroic mind tends to be highly driven and determined and only changes its course of direction when the evidence to do so is overwhelming. The anti-heroic mind however is constantly adjusting its course and opinion in response to the new information it receives.

(v) Miss important patterns
Because the heroic mind is narrowly focused and attached to its own beliefs it very often misses broader trends or patterns. It tends not to look beyond its own worldview.

The Allure of The Hero

Many, perhaps the majority of the people reading this pamphlet, will be at the 'Self-Authorship' level of adult development (a late stage of heroic leadership, see Table 1 page p27). 80% of people in society never reach this level, and only 45% of highly educated professionals get there—those that have a tendency to be more inquiring and reflective. It's the stage of adult development where most of our leaders get to and here they stay, and you can understand why.

Self-Authorship is a nice place to be; the chances are you know the place very well. We do. Once here, you get some real benefits. For example, at Self-Authorship you know that you have control of your life, you know what you want, you know how to get it and, by God, you're going to take what's rightfully yours. You're also blessed with a real clarity that your way of life is the right way. Sure, you've had setbacks before, relationships that ended badly, jobs that didn't work out, but now…now it's different, you've learned and now you're on the right track.

The big problem is that it's precisely this self-confident focus that is both problematic and attractive about Self-Authorship. It's problematic because to be flexible and sensitive there needs to be limits on your self-confidence. When you believe you are 100% right, there's no space for alternative ideas, you are closed-minded and although you can be persuaded it takes a huge effort. However, in many ways the heroic path is much more attractive. Life's easier when you have a sense of deep clarity and conviction in yourself and your ideas. Being open to other ideas can take effort and time.

To be anti-heroic you necessarily need to see the world in shades of grey rather than black and white. There is no fixed ideology; there is, instead, self-doubt. Life tends to be fluid and flexible and inherently less certain than the classical heroic path. It's easier with the certainties and focus of the heroes' path. The problem is that it's less useful.

Exercise B: Death Zone

Anti-heroes are simultaneously high impact leaders and in touch with their core vulnerabilities.

What makes you sad? What do you fear? How do you relate to death, for example?

The idea is that by knowing all these parts of you, especially these sensitive elements, you can be whole and can access all of your power. It helps us develop empathy as well as our authenticity, critical for inspiring others. Our great common vulnerability is our death, but it can also be a doorway to living fully.

In his 2012 book about dying, Phillip Gould explains how 'it's only when they say you're going to die, get used to it (in weeks or months). When you are aware of death, and only when that happens, life suddenly screams at you in all its intensity'[9].

Sometime today spend a few minutes noting down your fears, fears you wouldn't tell anyone about, fears you may be too uncomfortable about to write down. And then hold them in contemplation.

What do we think of our leaders?

As part of the research for this report we surveyed 50+ professionals to get their insights into what needs to change in terms of the character and qualities of the leaders we have. Box 1 (p33) outlines some of the key findings. We have also included word clouds of the full results (p33 and p34).

By looking at the word clouds of the full results, our respondents have inadvertently validated the evidence from the academics (see 'The Anti-hero Spotters', p58) of the difference between the leadership we need (Anti-heroes) and the leadership we need to move beyond (heroic).

Here we outline our working definition of heroic and anti-heroic leadership so we can have a clear sense of what we are talking about from the start.

Figure 1 is a Wordle of the responses to the survey question: 'What are the top five leadership characteristics that are overvalued?'. Characteristics like 'command and control', 'charisma', 'power', 'financial skills', 'over confidence', 'expertise' and 'appearance'. This starts to give a picture

similar to what Professor Robert Kegan calls a 'Self-Authoring' leader or what Professor Bill Torbert calls 'Achiever' leader (see Table 1, p27). Both of these are the classic 'strong leader' which is often defined by having a lot of charisma and being driven and focused.

A. What are the top five leadership characteristics that are overvalued?	B. What are the top five leadership characteristics that are undervalued?	C. In your leadership, what are the top five qualities that you have found most important?
1. Command and Control	1. Collaboration	1. Communication
2. Charisma	2. Humility	2. Listening
3. Power	3. Listening	3. Honesty
4. Financial Skills	4. Empathy	4. Valuing Team
5. Expertise.	5. Integrity.	5. Collaboration.

Box 1: Results of Anti Hero Survey

Figure 1: Responses to: What are the top five leadership characteristics that are overvalued?

Figure 2: What are the top five leadership characteristics that are undervalued?

Figure 3: In your leadership, what are the top five qualities that you have found most important?

A Working Definition of Anti-heroic Leadership

Figure 2 starts to help us get a picture of what an Anti-hero looks like. For a more detailed definition see introductory section 'Recognising Heroes and Anti-heroes'. However, it is in many senses the opposite of the classical 'strong' leader; it is being humble, listening, valuing collaboration and having relationship intelligence. As we argue in Part 3, being an Anti-hero is also about having dispersed leadership across organisations and society, and so it is useful to see anti-heroic leadership as a fusion of Figures 2 and 3.

By comparing Figure 1 with Figures 2 and 3, we start to get a very clear sense of the difference between the heroic and anti-heroic leadership.

Throughout this publication we make the case for why we need to be moving in the anti-heroic direction. However, as a taster of some of the recent challenges that have been created by heroic leadership we list the following three recent examples.

Credit Bubble of 2008

There is evidence that the highly 'heroic' culture of the banking sector can go some way to explaining the climate of 'turbo capitalism' that underpinned the boom that caused the 2008 bust. The organisation Cultural Dynamics have undertaken research[10] into the values of people who work for and support 'big business'. This research shows that proponents of big business tend to see the world in classically heroic black and white terms. In particular, they see the world in terms of winners and losers. They believe themselves to be winners, and those different from them or holding different opinions to be losers. This group is highly unreflective and they see their unwillingness to examine their own motivations and beliefs as an important strength. They also see their refusal to change their opinions in the face of conflicting facts and advice as desirable. Specifically, it was found that many in this group had classical 'heroic' characteristics, such as preferring top-down controlling approaches to management and an emphasis on acquiring material wealth and status.

The research also found that proponents of 'big business' tend to believe that those better off have no responsibility for the less well off, and that they have no obligation to help their fellow citizens in times of economic distress. In this view, supporting the less materially fortunate 'rewards failure' and provides a disincentive towards changing their ways and becoming 'winners' like them.

And finally, the research found that proponents of 'big business' believe that what is good for big business is good for all—and that governments should keep out of the way. This extreme version of heroic leadership can go someway to explaining how the credit bubble of 2008 was created and considered legitimate by some of its creators.

Bankers' Bonuses

The controversy surrounding bankers' bonuses was in many ways a product of the dominant 'heroic' culture of the banking sector. The critical issue here is not the size of the bonuses as such, but rather the failure of the banks to appreciate the extent of public outrage at the size of their bonuses and their consequent failure to manage the story through the press. This was exemplified by former Barclays CEO Bob Diamond who responded to a question at a Parliamentary committee on 11 January 2011 on whether he should take his own bonus for 2010 by saying that the time for apologies from banks was over: "There was a period of remorse and apology for banks and I think that period needs to be over" he argued. True to his word Bob Diamond did accept a £6.5m bonus for 2010 but left Barclays in 2012 amid the Libor rate-fixing scandal.

More damning however was his successor Antony Jenkins who took the highly unusual step of telling the Parliamentary committee on banking standards that he was "shredding" the legacy left by his predecessor Bob Diamond. Mr Jenkins explained that under Diamond Barclays had an "aggressive" and "self-serving" culture.

Here it appears that we can see how the banking sector has been learning the hard way the consequences of the closed-minded and self-confident form of heroic leadership that dominates the sector. Antony Jenkins has waived his bonus for 2012 and "substantially" reduced the Barclays bonus pool.

Public Service Failure

In 2011, The King's Fund Commission on Leadership and Management in the NHS published a report called 'The future of leadership and management in the NHS: No more heroes'. The report found that "leadership development must be a priority for every NHS organisation" and that, "the service also needs to recognise that the type of leadership the NHS requires is changing. The old model of 'heroic' leadership by individuals needs to adapt." The report also goes on to warn that:

"Recent hospital scandals—the paediatric heart surgery deaths at the Bristol Royal Infirmary, hospital-acquired infections at Maidstone and Tunbridge Wells, and preventable deaths at Mid-Staffordshire—have demonstrated painfully and acutely what can happen when leadership and management fail. They show not just when they fail at board and chief executive level, and even when a medically qualified chief executive is in charge, but when failure occurs throughout an organisation, and among stakeholders who should have been aware earlier what was going wrong."

In other public service areas there have also been warnings. The 2011

Nesta report, 'Catching the Wave[11]' which looked at innovation in local authorities, found that 20% of 'innovation-embracing local authorities' were still unaware of what was required to innovate. Two years later and the situation is actually somewhat worse, with many local authorities struggling to maintain service standards let alone reinvest to support innovation.

1   Note: The USA has far more gun-related killings than any other developed country http://www.washingtonpost.com/blogs/worldviews/wp/2012/12/14/chart-the-u-s-has-far-more-gun-related-killings-than-any-other-developed-country/ [accessed 20 June 2013]

2   Major public challenges such as slow rates of growth, The War in Iraq and Climate Change.

3   Wilson R. (eds) (2006), 'Post Party Politics: Can participation reconnect people and government?', Involve: London, ISBN: 0-9552421-0-X 978-0-9552421-0-6

4   Sloam, J. (2013), ' Young people are less likely to vote than older citizens, but they are also more diverse in how they choose to participate in politics', LSE Blog: http://blogs.lse.ac.uk/europpblog/2013/07/19/young-people-are-less-likely-to-vote-than-older-citizens-but-they-are-also-more-diverse-in-how-they-choose-to-participate-in-politics/ [accessed 14 August 2013]

5   http://www.bbc.co.uk/democracylive/house-of-commons-22555459 [accessed 19 June 2013]

6   Adapted from Kegan, R. (1994), 'In Over Our Heads: The Mental Demands of Modern Life', Harvard University Press, ISBN: 0-674-44587-2 Kegan, R. & Lahey L. L. (2001), 'How The Way We Talk Can Change The Way We Work'

7   http://www.idhsustainabletrade.com

8   NOTE: Cultural Dynamics segment society into three broad values groupings: settlers (who need Safety, Security and to belong); prospectors (who need recognition of others and to feel successful) and pioneers (who need to feel like they are creating positive change).

9   http://www.youtube.com/watch?v=S2eUw0CUuMc [accessed 24 August 2013]

10 Big Business Attribute Profile, Cultural Dynamics, August 2013

11 To access the Catching the Wave Paper see: http://www.nesta.org.uk/library/documents/CreativeCouncilsIzwe2.pdf

SUMMARY OF PART 2

Part 2 describes how over the last 30 years a new type of leader has slowly been revealing itself. We call these people Anti-heroes. These people haven't so much chosen this path but run out of other options. The issues they face, such as reforming finance, abortion rights and job creation exist within the interconnected and evolving system of our globalised world. Where there are few single solutions or right answers but rather options for progress.

Harvard Professor Ron Heifetz explains how, "the most common leadership failure stems from attempting to apply technical solutions to adaptive challenges". Adaptive challenges require changes in attitudes and perspectives and not just behaviours. Professor Robert Kegan built on this, arguing that many modern complex challenges (adaptive challenges) can only be addressed by transforming your mindset and by advancing to a more sophisticated stage of mental development. This is a stage that the heroic mind is not at but that the anti-heroic mind has reached.

It is having a mature level of psychological development that appears to mark the Anti-heroes out. A level they have achieved through prioritising transformational over informational learning. Informational learning is when you simply acquire more information in the form of skills or knowledge, whereas transformative learning changes how you see the world through examining your core assumptions and values.

In this section we introduce 14 case studies of anti-heroic leadership.

2

AN INVISIBLE REVOLUTION

Over the last 30 years a new type of leadership has slowly been revealing itself. This has been driven by a group of disparate and determined people and organisations that have been forced to find new ways to create change when their established methods have not delivered the results they needed. These pioneers—who we call Anti-heroes—are children of necessity; they haven't so much chosen this path but run out of other options. The challenges they face, such as reforming finance, abortion rights and job creation, exist within the interconnected and evolving system of our globalised world, where there are few single solutions or right answers but rather options for progress— options that must be culturally responsive and technically informed. In this constantly changing environment the Anti-heroes have learnt that being a heroic leader only gets you so far. Not only are you likely to burn out on the hero's path, but you simply will not be able to adapt with your environment or harness the capability of your team. Most of today's Anti-heroes have learnt the hard way that an alternative to heroic leadership is needed.

What bonds this disparate group of people together is not a shared ideology as such, but rather that they all have been found to show signs of a mature stage of psychological development. They tend not to see the world in black and white or right and wrong but more in shades of grey, and they are able to see their own and other people's opinions at a distance that helps them bring diverse and unexpected people together.

The Anti-heroes are not part of a coordinated movement; they are rare, isolated individuals, who have been singled out by theorists as having an exceptional level of psychological development which allows them to do things that most leaders can't. Things like holding paradoxical views and an ability to operate simultaneously at the strategic and the practical level.

The evidence for this comes from a small band of psychology, social change and leadership theorists who have been tirelessly gathering what

Action Logic	Characteristics
Opportunist	• Wins any way possible • Self-orientated • Manipulative • 'Might makes right'
Diplomat	• Avoids overt conflict • Wants to belong • Obeys group norms • Rarely rocks the boat
Expert	• Rules by logic and expertise • Seeks rational efficiency
Achiever	• Meets strategic goals • Effectively achieves goals through teams • Juggles managerial duties and market demands
Individualist	• Interweaves competing personal and company Action Logics • Creates unique structures to resolve gaps between strategy and performance
Strategist	• Generates organisational and personal transformations • Exercises the power of mutual inquiry, vigilance and vulnerability for both the short and the long term
Alchemist	• Generates social transformations • Integrates material, spiritual and societal transformation

Box 2: Action Logics

Leadership Strengths	Weaknesses
• Good in emergencies and sales opportunities	• Forcibly self-interested and manipulative • Rejects feedback and externalises blame
• Good as supportive glue within an office • Helps bring people together	• Avoids conflict, rigidly conforms and status-driven • Sees negative feedback as punishment
• Good as individual contributor	• Critical and dogmatic • Chooses efficiency over effectiveness • Resists 'subjective' feedback
• Well suited to managerial roles • Action and goal orientated	• Can be over-driven to achieve self-chosen 'objective' standards • Blind to complex subjectivity
• Effective in venture and consulting roles	• Can be a maverick, an 'outsider' or rebel • Their independence can work against collaboration
• Effective as a transformational leader within large contexts such as organisations	• Tempted by the dark side of power • May not employ their skills in a given context
• Good at leading society-wide transformations	• Personal suffering maybe obstructs the use of their skills

Action Logics describe an approach to managing or leading and were developed by Torbert, Rooke, Susanne Cook-Greuter and Harthill Consulting. Their original academic source is Jane Loevinger. Each Action Logic describes an overall approach to managing or leading, and each successive Action Logic incorporates the previous Action Logic's attributes and also implies new sets of assumptions. Table 1 is taken from the Harthill consulting 'Leadership Development Framework'.

evidence they can on limited budgets, fuelled by enthusiasm and a sense that this is something very important (for an example see Box 1, p33). We owe a great debt to these 'Anti-hero spotters', as without their work the anti-heroic revolution would have remained completely hidden.

We do not pretend that there is 'mountains of evidence' (to paraphrase one of our critics) to provide a cast iron case for action, but we do argue that in this area practice leads theory and given the little research that has been done, the evidence we do have is persuasive. Perhaps most importantly given the overwhelming evidence of the crisis in traditional heroic leadership (see Part 1), we clearly need an alternative and this currently looks like our best bet. So yes, our evidence for the anti-heroic revolution is more limited than we would like, but we do not have an obvious alternative line of enquiry.

The Anti-heroes

The Anti-heroes are not members of a defined movement but have emerged in response to different challenges at different times; they consequently come in many shapes and sizes. What binds them is that they have all come to the anti-heroic approach after exhausting the heroic way of working. As we shall see, some, such as the Boston Public Conversations Project, Robert Madelin and Joan Bavaria, work directly with complex, wicked issues and others, such as John Mackey, Integral Tennis and the Air Force Squadron Leader, have taken up the anti-heroic approach due to the limitations of alternative options.

Note: the following other case studies are throughout the document:
Case Study A: The Sustainable Trade Initiative
Case Study B: Newham Council
Case Study J: Warren Buffett
Case Study I: CEO of UK Local Authority
Case Study K: Natura, Cosmetics Multinational
Case Study L: National UK Government Office
Case Study M: Lynne Sedgemore

CASE STUDY C: THE BOSTON CONVERSATIONS PROJECT

This case study illustrates the power of the anti-heroic, sensitive, discursive and open approach. It shows how two opposing campaign groups managed to further both their causes by simply talking to each other. Not to convince one another—indeed their positions never changed—but instead to gain a deep understanding and appreciation of the other's perspective which shifted the terms of the debate.

In 1994, John Salvi walked into the Planned Parenthood clinic in Brookline, Boston and opened fire with a rifle. He seriously wounded three people and killed the receptionist, Shannon Lowney. He then drove two miles to Preterm Health Services, where he began shooting again, injuring two and killing receptionist Lee Ann Nichols.

Following this, six leaders from both sides of the debate, pro-life and pro-choice, started meeting in private, facilitated by the Public Conversations Project [12].

They ended up meeting together for five and a half years on a monthly basis, in complete secrecy, for over 150 hours in total. After this time they decided to go public and together published a joint document in the *Boston Globe* [13]. Shortly after, the group gave a TV interview [14] where the participants explained how the conversations had transformed the relationships between one another. At one point the presenter challenged the participants saying "It's a little disheartening, there's this group, six very educated women who are willing to be civil, who are willing to investigate and still we're not able to find any common ground on this issue". In response, Barbara Thorp from the Pro-Life Office explained "I think there's something of even deeper value, when there are people who are passionately divided on an issue that has torn the country apart for over 25 years are able to sustain a relationship, and not only sustain it but grow in concern and respect

and care for all of the participants across the divide, and I think that is a sign of hope".

Barbara Thorp also explained how, "the difference was we were not in debate, this was very different. In a debate, as the other person is speaking you are anticipating how the other person will respond, and in the dialogue you do just the opposite, you have to listen, and when you don't fully understand you have to ask another question. The goal is to understand the other person's point of view."

According to Professor Robert Kegan, what appears to have happened in this instance is the leaders of both sides moved from self-authoring level of psychological development to self-transforming. At self-authoring (see 'Older and Wiser: Stages of Development' on page 66) you tend to be very attached to your own world view and find it hard to empathise with others, whereas at self-transforming you are able to step back from your own and others' opinions and see how they may relate, from a distance.

Through the process of having their worldviews expanded, both sides became able to hold the existence of the other side even though they didn't agree with it. Both sides also expanded their model of change, seeing how these meetings were having a much more positive impact than their previous strategy of classical positional campaigning. So whilst a public debate continued, it was conducted with much higher levels of mutual respect and understanding.

Through this process the leaders of both the Pro Life and the Pro Choice sides appear to have gone through a transformation from 'heroic' to 'anti-heroic' leadership.

CASE STUDY D: ROBERT MADELIN AND THE DIGITAL AGENDA FOR EUROPE

This case study illustrates the power of having a flexible approach to leadership, being both top-down and bottom-up, depending on what will work best.

In 2011 the European Commission launched the Digital Agenda for Europe, the principal aim being to help economic growth across the European Union through improved digital policies.

Robert Madelin, the Director General of DG CONNECT, was tasked with steering this process. He was aware that to have any chance of succeeding and creating real growth, he needed to create a much more open and connected approach to policymaking. One of the big challenges of policymaking at the EU level is that it has to serve highly diverse, individual economies. Additionally, the traditional, research-led approach was too slow for the fast changing landscape of the digital economy and the urgent need for economic growth in Europe.

In response to these challenges Robert Madelin supported an organisational culture change where more of his staff would feel comfortable and compelled to build closer working relationships with the diverse stakeholders in the different countries they serve. To do this he did five things:

• Led by example: he personally began to actively use social media to discuss his professional and personal life to build relations with diverse people and prioritised speaking to stakeholders. Additionally, he made his meeting schedule public.

• Created clear expectations of how he expected his staff to behave differently.

• Gave his staff permission to fail by making it clear he expected them to use social media and if they didn't he wanted to know why.

- **Built the structures for a new way of working, such as the open Digital Agenda websites and assembly, which brought thousands of stakeholders together across Europe to help them tie policy to on-the-ground practice.**

- **Created multiple incentives (e.g. prizes, recognition, promotion) to support innovation internally and externally.**

Robert Madelin explains how: "radical change leadership is perhaps a paradox in a hierarchical bureaucracy. You cannot hire and fire. You need a bit more top-down push. You may get authoritarian at times. Without these dangerous ingredients, you will fail. But too much authoritarianism can undermine the goal. It's dangerous stuff."

This has led to the Digital Agenda for Europe having more support than any equivalent European policy process.

Throughout this process Robert Madelin exhibited the classical qualities of being a flexible leader, both by being authoritarian (creating clear expectations of what he expected of his staff) and by being generous in saying he would personally take the responsibility for any damaging consequences of the increased social media usage and being vulnerable by speaking about his personal life and opinions on social media platforms.

CASE STUDY E: JOAN BAVARIA, SOCIAL INVESTMENT PIONEER

The late Joan Bavaria is often referred to as the 'founding mother' of the social investment field and one of the few Anti-heroes to have had her psychological development professionally assessed.

Joan Bavaria co-founded the Social Investment Forum in 1981, and the following year founded Trillium Asset Management, a worker-owned organisation that was the first U.S. firm dedicated to developing social research on publicly traded companies. This was all done in the face of strong criticism from mainstream investment firms and funds, who felt that limiting investment choices due to social and environmental criteria violated neo-classical economic and financial portfolio theories. (They would later change their tune and launch their own responsible funds. Trillium today boasts $1 billion in assets under management).

Following the Exxon Valdez oil spill she wrote the Coalition for Environmentally Responsible Economies (CERES) Principles, which dozens of major companies signed in the late 1990s. Working with the UN she helped create the Global Reporting Initiative, a set of global sustainability guidelines, supported by a $30 million grant from the United Nations Environmental Program.

'Here we see the [anti-heroic] 'Strategist' action logic at work,' explains Professor Bill Torbert and David Rooke in their Harvard Business Review article 'Seven Transformations of Leadership'. 'Bavaria saw a unique moment in which to make ethical investing a viable business, then established Trillium to execute her plan. Strategists typically have socially conscious business ideas that are carried out in a highly collaborative manner.'

'[Anti-heroes] seek to weave together idealist visions with pragmatic, timely initiatives and principled actions.' Conversely, many heroic leaders 'will use their influence to successfully promote their own companies. The Strategist works to create

ethical principles and practices beyond the interests of herself or her organisation.' A leadership maturity assessment done in 1985 found that Joan had reached the relatively rare 'Strategist' stage of development—an Anti-hero.

Inside Trillium, she showed Anti-hero traits such as openness by choosing the transparent 'open book management' approach. 'You must let go of control to have honesty and transparency inside and outside the company. It's the only way to treat your people like grown-ups so that you can develop trust and build leadership in the company,' she said[15]. Ironically, this quiet and slightly-built leader found herself chosen as the 1999 Time "Hero of the Planet".

'As might be predicted of a [Strategist] action logic practitioner of collaboration, mutuality, and distributed leadership, not "heroic" leadership, she predictably doesn't much like being singled out like this', wrote Professor Torbert, who worked with Joan[16].

However not all examples of anti-heroic leadership have specifically emerged to tackle wicked issues. Some, such as the Australian Squadron Leader, the Integral Tennis Coaching Academy and John Mackey, have responded to the limitations of the heroic systems of which they were part.

CASE STUDY F: THE AIR FORCE SQUADRON LEADER

This case study illustrates the anti-heroic capability of seeking to understand those who are different from you and manage them according to their values, not necessarily doing what the 'manual' says you should do.

In 2011 an Australian squadron leader was put in charge of a dysfunctional squadron of 80 men and women. This was a squadron with severe discipline and performance issues. Under normal circumstances such a group would be managed through warnings and punishments finally resulting in dishonorable dismissal if behaviour did not improve. However, this squadron leader sensed that his group was not going to respond to threats and if he continued down the established path, his job would essentially become a protracted process of dismissing many of his staff and recruiting new people. This would take a huge amount of time and he also believed it would 'waste' some good people as he believed that many of his squadron were somehow 'misunderstood' by the Air Force.

To understand how to best motivate his team he undertook a values analysis of his entire squadron and found that many of the most disruptive members had higher levels of psychological development. This explained why they did not respond to classical hierarchical threats and rewards. In response, he introduced a flexible approach to managing the different squadron members in different ways, based directly upon their psychological development. This necessitated having a spectrum of management which involved some people having large degrees of autonomy and others staying in the classical hierarchy. Having now run the system for some time, members of the most difficult team have received commendations, some have been promoted and one of the team has received a special award for innovation in the Australian Air Force.

CASE STUDY G: JOHN MACKEY & WHOLE FOODS

This case study shows how, by stepping outside the predominant norms and values of your community, you can become open to other ideas and massively increase your impact.

John Mackey is Chairman and CEO of Whole Foods Market, a $4 billion Fortune 500 company, and every year since 1998 a, "Fortune 100 Best Companies To Work For". Whole Foods is one of the top 12 supermarket companies in America and the world's largest natural foods retail chain. It also has what we would term a strong and transparent 'anti-heroic' leadership culture.

John Mackey grew up in the counterculture movement of the late 1960s and 1970s but eventually became "disillusioned" in the co-op movement (see 'Almost an Anti-hero' on page 105 for an indication of why). Mackey writes:

"There seemed little room for entrepreneurial creativity; virtually every decision was politicised. The most politically active members controlled the co-op with their own personal agendas, and much more energy was focused on deciding which companies to boycott than on how to improve the quality of products and services for customers. I thought I could create a better store than any of the co-ops I belonged to, and decided to become an entrepreneur to prove it."

And so he created Whole Foods, and grew it to the success it is today. Using an awareness of developmental theory, Whole Foods is structured to appeal to employees at each of the developmental levels we describe in Table 1. There are rituals, clear core values, offers of structure and security. The organisation also encourages competition to innovate and to utilise the abilities of employees at Action Logic 'Expert' and 'Achiever' levels. Many employees at Action Logic 'Individualist' level are attracted because of the focus on sustainability and well-being for all stakeholders. All of this has been designed with an anti-heroic awareness.

Much of Mackey's philosophy and method is contained in his current Conscious Capitalism initiative. It includes the principles of anti-heroic business structures, as well as recommendations for deep personal development programmes for business leaders that address spiritual, emotional and systems intelligence.

CASE STUDY H: INTEGRAL TENNIS COACHING ACADEMY

This case study shows how the anti-heroic trait of being highly aware of all dimensions of a challenge can achieve great results.

In 2006 a new tennis club was set up in the UK which aimed to 'create a champion' using traditional elite training approaches. By 2010 no noticeable progress had been made and it was decided to change the approach. Now, the goal of the club is to develop players as individuals in preparation for life through tennis, not just for the obvious individual and social benefits, but also as a way to create greater levels of excellence. To do this they moved from a traditional elite sporting model to the integral coaching model which looks at all aspects of individuals: their physicality, their mind, their social and their cultural context. Within three years there were seven players making the top national ranks in Britain, 12 making regional, and over 40 in the counties.

The coaching of the players was the first priority of the project. Practices were introduced within the tennis coaching to develop player's emotional intelligence, to introduce awareness and relaxation techniques (calling it meditation risked scepticism) and concepts of acceptance, intentionality and conscious responsibility.

They also worked hard to cater for the different values of the players within the centre. This included story-telling a magical world onto the tennis court for the youngest players, challenging and skillfully making space for egoistic expression when it was emerging in players, and holding strict but still skilful boundaries with teenagers.

As with any emergent group, Anti-heroes come in many shapes and sizes. What binds them together at this stage is evidence of them operating at a higher level of psychological development and having an often exceptional impact.

Through the research for *Anti Hero* we came across examples of many others who might be Anti-heroes but we have included here just 12 that either we knew well or had substantive evidence of their conscious functioning at the anti-heroic level. The truth, though, is that the vast majority of Anti-heroes do not define themselves as such, but rather will have reached this point of development unconsciously and through their determination to get results.

One of the ambitions of this pamphlet is that Anti-heroes will be able to self identify, better understand and get in touch with other Anti-heroes who think like them (see Part 3).

Children of Necessity and Complexity

As already mentioned, many Anti-heroes have become such in response to the complex and interconnected world that we live in. They have discovered the hard way that many of the toughest issues we face cannot be addressed by technical expertise alone but require a subtle, flexible and open approach to leadership rarely taught in business schools.

When Thomas John Barnardo opened his first home for children in East London in 1870, the problem was clear: children needed food and shelter. Today when we look at the same issue of helping 'impoverished' or 'socially excluded' young people in East London, it appears more complex. We now know factors such as social mobility, styles of parenting, diet, schooling, nature and nurture are all important. Sure this is partly a function of fixing the obvious problems of food and shelter, but it's also a function of us knowing the subject better and people arguing over which of these 'new' factors should be prioritised.

Seeing the problem in higher definition has in some ways made it harder, not easier, to progress the problem. The new information gives us both a richer picture and more scope to debate the issue in question. Where before the issue could be seen in binary terms—no one would disagree that children should be clothed and housed—there is now an ongoing debate about the rights and wrongs of interventions such as parenting classes, which can inhibit any action being undertaken at all.

The depth of information we have should be a great opportunity to make more calibrated and effective interventions, but in practice it paralyses many institutions and individuals. As we explain in Part 4, individuals and organisations need to have attained a certain level of psychological development to be able to work effectively with todays high definition world

and most of us are not at that level. The conventional world of heroic thinking likes answers to be 'clear-cut' and 'evidence-based' but the evidence rarely makes things 'clear-cut' or 'black and white', instead it paints the world in a kaleidoscope of greys. A spectrum the heroic mind cannot see.

Wicked Problems (see Box 3, p55) are highly complex issues without an agreed solution. They also tend to require lots of different people to work together to solve them, and often many of the people who need to take action will challenge the existence of the problem in the first place. Climate change is perhaps the best-known example of a wicked problem.

To understand wicked problems more easily, it's useful to compare with standard problems and everyday puzzles. Figure 4 (p55) outlines four different orders of challenges, plotting them against agreement and certainty: puzzles, complicated puzzles, problems and wicked problems. A puzzle is something like a Rubik's Cube, which may be tricky to solve, but there's agreement and clarity about the problem, the solution and how to achieve the solution. In this case it's a puzzle when the faces have mixed colours, the solution is when the six faces are the same colour, and you get there by twisting the sections of the cube. Job done, eventually. In the case of a wicked problem it's the exact opposite, there is rarely consensus on the nature of the problem and sometimes whether it even is a problem, there is often little certainty of what the solution looks like and approaches to solve the problem are often highly controversial.

Wicked problems are a direct product of the interconnected world that we live in and the high definition that we have. Returning to the climate change example, combating climate change needs international agreement. You can bet that if it didn't the Scandinavians would have had a national solution in place decades ago. However, instead the only way the Scandinavians can protect themselves is by supporting some kind of international solution, as their climate depends on what the rest of us do. They are not in charge of their own destiny.

However, before you even get to a discussion about a solution you have to agree that there is a problem and many nations around the world do not agree that there is one, or at least do not agree that it is a priority for action. This is where the data comes in. Conventional wisdom suggests that the more data and information you have the more you know, and the easier it is to agree a solution. This is not the case for climate change. The amount of data and information available is enormous and yet this has done little to create any action. Indeed, what has happened instead is the various sides of the debate have created competing 'data mountains' that tell opposing stories of whether climate change is even happening at all. This has created gridlock, not action.

Wicked Problems usually have the following characteristics:
1. There is no consensus over defining the problem
2. The solutions to the problem are controversial and unproven
3. Implementing solutions depends on multiple stakeholders
4. Wicked problems get worse (often exponentially) if not attended to
5. Each wicked problem is essentially unique.

Well-known international examples of wicked problems include:
• Climate change
• 'International terrorism'
• Drug trafficking
• Nuclear weapon proliferation
• Pollution management
• Pandemic Influenza.

National or regional examples may include: child poverty, obesity, diabetes, depression, GMO management, and food safety.
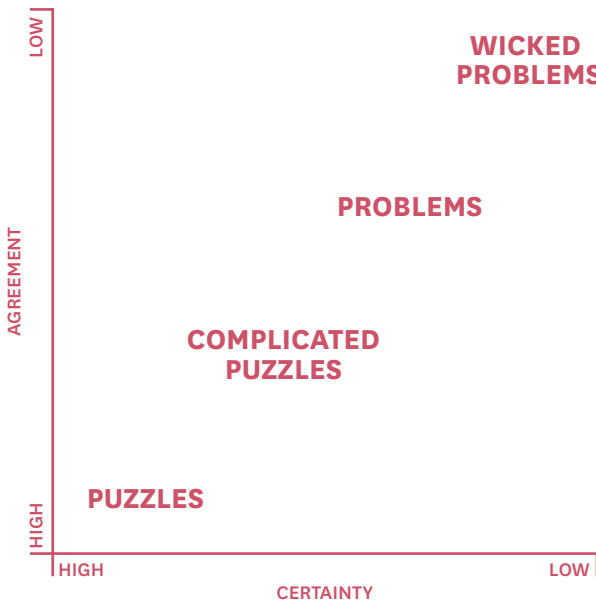
Box 3: Wicked Problems

Figure 4: Different Orders of Challenge[17]

Conventional thinking is addicted to data and this has created an information arms race, where both sides employ myriad academics to 'prove' that they are right. They also tend not to listen to what is actually being said[18], but instead project on to the 'opposing side' what they think they are saying. Finally, the conventional world tends to see compromise as 'weakness' and frames the world as 'good guys' and 'bad guys', winners and losers. So in practice we enter gridlock where both sides stockpile data, never communicate and demonise the alternative view.

Is it any surprise then that we can't progress the issues?

The Growth of Wicked Problems

As globalisation deepens, interconnectedness becomes stronger and we become more interdependent with others around the world. Wicked issues are everywhere and on the rise. Figure 5 illustrates how increasing global interconnectedness is driving a subsequent increase in wicked issues. As our population continues to increase and we continue to hit ecological and spatial limits, our interdependence will become ever more tightly bound and so in turn accelerate the growth of wicked issues.
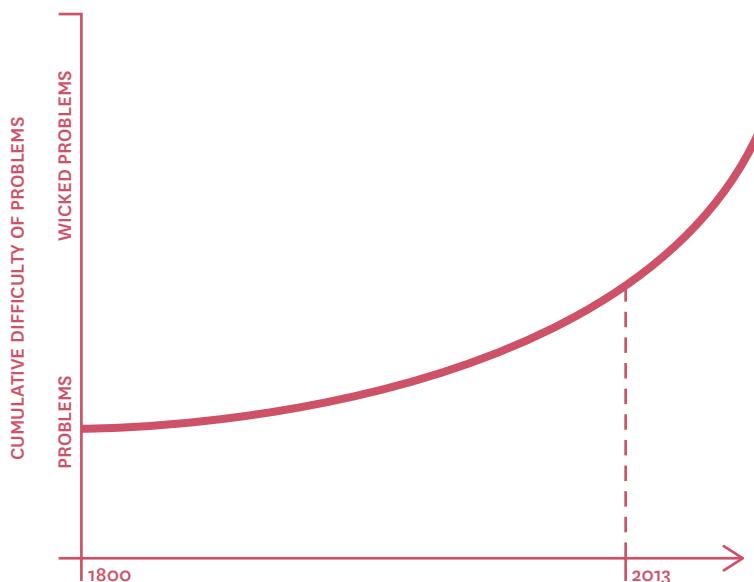

Figure 5: Cumulative Difficulty of Problems Over Time

Confusing Technical Challenges with Adaptive Challenges

Wicked problems are amplified because often, the key to their resolution is human not technical. Taking the example of climate change, we already know how to reduce energy consumption and associated greenhouse gas emissions. We even have well-developed policy mechanisms such as cap and trade to manage the consumption reduction required: the blockage is human. To implement these solutions requires our leaders to agree to use them. The solution is in some ways simple but, as mentioned previously, getting people to agree to implement that solution is so far impossible. Harvard Professor Ron Heifetz explains that, "the most common leadership failure stems from attempting to apply technical solutions to adaptive challenges." Adaptive challenges require changes in attitudes and perspectives and not just behaviours, and they can only be addressed by the people who face these challenges, which is why they are difficult to identify and easy to deny. Professor Robert Kegan makes a similar argument in his book *Immunity to Change*, arguing that adaptive challenges (including wicked problems) can only be met by transforming your mindset and by advancing to a more sophisticated stage of mental development. A stage that he agrees the heroic mind is not at.

It can be helpful here to remember the difference between complicated problems and the complex world we live in. Clever people can find answers to complicated problems, i.e. difficult multifaceted questions, but the complexity of the world is a function of the continual shifts and changes of the world, be they ecological, meteorological, social or informational shifts. The world is in a constant, sometimes accelerating mode of flux that creates uncertainty and means that definitive answers can often not be found. So although 'clever people' can be good at answering complicated questions, they are not necessarily as good at helping us adapt to our complex and uncertain world.

Prioritising Transformational Learning

The challenge here is that in order to meet wicked issues you need to be an 'adaptive' leader, and to be an adaptive leader requires reaching a certain level of psychological development (see Table 2, p68); a level that the vast majority of our leaders never reach. Being an adaptive leader only happens at what Kegan calls the 'Self transforming' level of psychological development— what we are calling the anti-heroic level—and in order to reach this level most people have to embark on 'transformational' as opposed to the usual 'informational' forms of learning.

Figure 6 (p59) describes this difference. It is the distinction between learning more 'stuff' or more 'information' and gaining new cognitive capabilities. The difference between simply saving more data on your hard drive and improving your computer's processing power. This difference is at the heart of the difference between the Anti-heroes and the rest of us. The Anti-heroes will have deliberately prioritised 'transformational' learning that will have increased their general capabilities and expanded their worldview beyond the rest of us. Figure 6 illustrates this with the example of a pool of water than can only be filled with 'horizontal' learning depending on the space made available by the 'vertical development' that creates more space, in this instance a deeper pool for water.

The problem is very of our few leaders or our institutions prioritise transformative learning.

The Anti-hero Spotters

Without the work of a small band of 'Anti-hero spotters', Anti-heroes would remain unidentified. Of course the more successful Anti-heroes would still have received their public recognition but the reasons for their success would be unexplained. This is because Anti-heroes are not easy to spot. Indeed, their key characteristics either go unnoticed or worse are seen as problematic by most people. This is why we describe this as a 'hidden' revolution—it can only be seen by those with knowledge of human development. Consequently this publication owes its existence to the theorists who identified and documented the early Anti-heroes. Here we identify some of the key Anti-hero spotters who have laid the trail for the rest of us to follow.

The award-winning 2005 Harvard Business Review article by Professor Bill Torbert and David Rooke, 'Seven Transformations of Leadership', was especially important, finding a strong and statistically significant correlation between the CEO developmental diversity stage and their ability to innovate and successfully transform their organisations.

They found that, "The three types of leaders associated with below average corporate performance accounted for 55% of our sample. They were significantly less effective at implementing organisational strategies than the 30% of the sample who measured as Achievers (see Box 2 p40). Moreover, only the final 5% of managers in the sample (those at the anti-heroic level) showed the consistent capacity to innovate and to successfully transform their organisations." "Strategists [i.e. Anti-heroes] tend to have long time-frames—up to 20 years—and don't aim for short-term gain", explains Professor Bill Torbert.

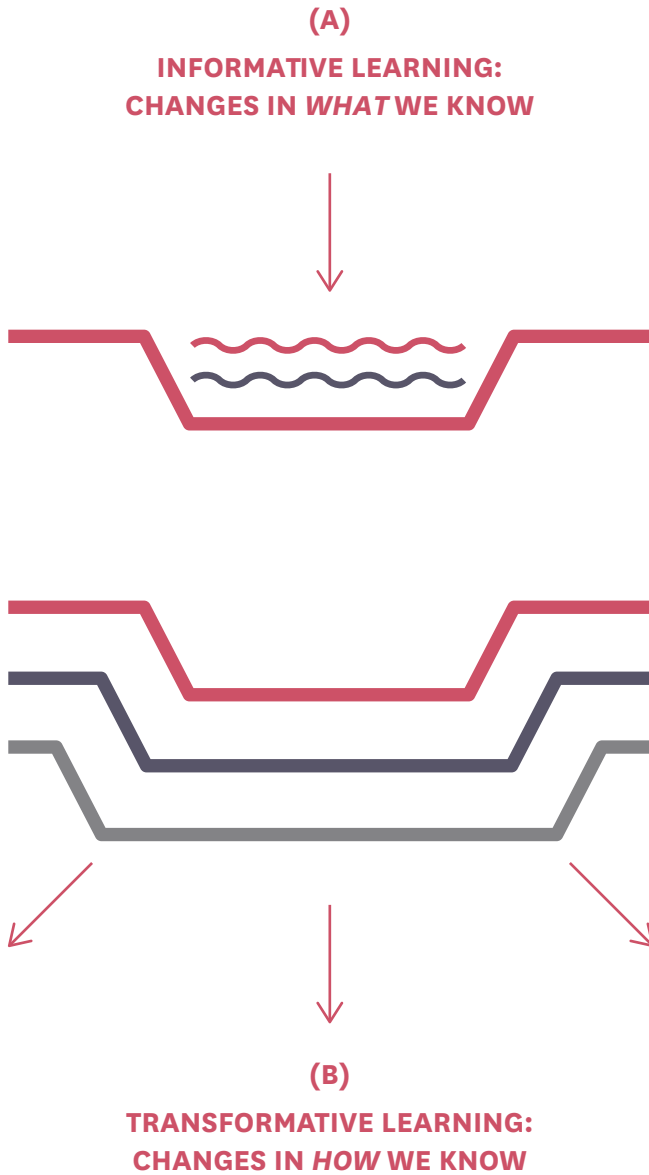In their 2007 book 'Leadership Agility—5 Levels of Mastery for

Figure 6: Informative and Transformative Learning[19]

Anticipating and Initiating Change' Joiner and Josephs share the results of the early research on anti-heroic leaders: "During the early 1980s, a series of academic studies...found that, in the great majority of cases, post-conventional managers are more effective than conventional managers. Why? Because they are more strategic in their thinking, more collaborative, more proactive in seeking feedback, more effective in resolving conflicts, more active in developing subordinates, and more likely to redefine problems to capitalise on connections between them."

More recently, research by Karl Kuhnert and Lauren Harris[20] found a strong, positive relationship between a leader's developmental level and their overall leadership effectiveness.

Similarly, last year the respected Centre for Creative Leadership produced a report on future trends in leadership and identified what we are calling 'psychological development' and what they call 'vertical development', to be the number one priority in leadership development.

Finally, almost 10 years ago, Susanne Cook-Greuter published 'Making the case for a developmental perspective'. Here, Cook-Greuter argues that we should look beyond classic personality profiling towards 'levels of development': "Each later stage in the sequence is more differentiated, integrated, flexible and capable of optimally functioning in a rapidly changing and complexifying world. People's stage of development influences what they notice or can become aware of, and therefore what they can describe, articulate, influence and change. People with identical personality profiles on the Myers-Briggs Type Indicator... can differ by several levels on a development scale."

Late stage leaders will, "tend to cultivate relationships with many stakeholders, see promising connections and opportunities in novel places, and deal with problems in adaptive and proactive ways."

The past two decades have seen interest in human development beyond academic circles, for which American theorist Ken Wilber has become the somewhat reluctant poster boy. Bill Clinton highlighted 'levels of consciousness' and Wilber's book 'A Theory of Everything—An Integral Vision for Business, Politics, Science and Spirituality' at the Davos 2006 World Economic Forum. Celebrities such as the Director of *The Matrix* Larry Wachowski once stated that 'Ken Wilber is our Neo', referring to the hero of *The Matrix* trilogy of films, who helps humanity to wake up from its unconsciousness and enslavement (Wilber also recorded the commentary for the Director's cut of the film). Wilber has even spawned a movement known as Integral.

Unsurprisingly, the Integral movement has its critics accusing it of 'intellectual arrogance' and 'a lack of practical applicability'. Nevertheless,

what is clear is there is a growing army of developmental practitioners, some of whom we reference in this pamphlet.

12 http://www.publicconversations.org/docs/resources/Jams_website.pdf [accessed 5 September 2013]

13 http://pubpages.unh.edu/~jds/BostonGlobe.htm [accessed 5 September 2013]

14 http://vimeo.com/58057076 [accessed 5 September 2013]

15 Albion, M. (2006) True To Yourself: Leading A Values Based Business', Berrett-Koeler: San Francisco ISBN: 1-57675-378-6

16 Transformational Action learning and institutional change processes, by Pacey C. Foster and William Torbert.

17 Adapted from a presentation given by Harthill Consulting Ltd

18 Kegan, R. & Lahey L. L. (2001), 'How The Way We Talk Can Change The Way We Work', Jossey-Bass: San Francisco, ISBN: 978-0-7879-6378-1

19 Adapted from: Kegan, R. chapter: 'What Form Transforms?' p. 35 Chapter in: Mezirow , J. (2000) 'Learning As Transformation: Critical Perspectives on a Theory in Progress', Jossy-Bass: San Francisco, ISBN: 0-7879-4845-4

20 Harris L. S. & Kuhnert K. W. (2008), 'Looking through the lens of leadership: a constructive developmental approach', Leadership & Organization Development Journal, pp47-67

21 For example Elliot Jaques' 'Requisite Organisation' has been applied in these circumstances.

22 Rayner, E.; Joyce A.; et. Al (1971) Human Development: An Introduction to the psychodynamics of growth, maturity and aging', Routledge: London, ISBN: 1-58391-112-X. Smith R. R;(2013), 'Between Mind & Nature: A History of Psychology', Reaction: London, ISBN: 987-1-78023-098-6.

SUMMARY OF PART 3

Anti-heroes quite literally see the world differently to other people, and it is this difference in perspective that enables them to come up with better solutions to tough issues than other leaders.

Here we introduce two models for looking at stages of development: psychological maturity and Action Logics. We compare and contrast both in our framework of heroic and anti-heroic leadership. Critical to understanding these stages of development is that they are not the same as personality typologies such as Myers-Briggs or The Enneagram, because there is an explicit direction of travel. Everyone goes through the different stages sequentially, just as we learn to walk before we can run. Whereas personality typologies group types of character traits, which can change over time but there is no direction of travel.

3

WHAT MAKES ANTI-HEROES DIFFERENT

What marks 'Anti-heroes' out as different is their high level of psychological development. They quite literally see the world differently to other people, and it is this different perspective that enables them to come up with better solutions to wicked issues than other leaders. The anti-heroic revolution, though, is happening against a cultural backdrop that denies the possibility of such human development.

Many people today believe that once we reach adulthood we no longer grow psychologically. We may learn more stuff, put more info on the hard drive if you like, but the processor no longer gets upgraded after we're 18 or 21. That's it, you aren't getting any smarter.

This is not just a commonly held belief, but until the 1970s and 1980s it was backed by academics as well. Early developmental theorists and researchers such as Jean Piaget believed that cognitive development peaked during the late teens. It wasn't until the introduction of longitudinal studies such as William Perry's classic 1970 study of student development that evidence emerged that we could continue to develop through adulthood. Along with Perry came others such as Lawrence Kohlberg, Michael Commons, Clare Graves, Jane Loevinger and Robert Kegan and figures such as Maslow got recognition far beyond their fields. But despite their work and fame, to this day, across many families, organisations and communities, the lie persists that our development as humans has some kind of in-built glass ceiling that emerges in our late teens.

Not only is this wrong, it is dangerous. Dangerous because it traps people in damaging life circumstances; it breeds depression and discontent. Dangerous because it is this rejection of personal growth which means many

of us can't cope with the complexity of the modern world.

Only through embracing deep life-long development can any of us hope to grow the mental muscles that help us live in the modern world. But it is not easy: the pressure to conform, to follow the well-trodden path of zero adult development, is hard to resist.

Yet figures as diverse as Clinton, Gore and Bishop of London, Richard Chartres have advocated the models and theorists of human development. Even organisations such as Rio Tinto, the Church of England and the US Joint Chiefs of Staff have applied developmental models[21] to support their recruitment and staff development. Management bestseller 'The Leadership Pipeline' was based on such work (though without sharing its source).

But despite this, the ideas are not in the mainstream. Many find phrases like 'human development' unpalatable, having echoes of human hierarchy—or worse, eugenics—which make all of us very uncomfortable. Here we argue that whilst we are right to be wary of any approach that seeks to place people in any kind of ideological hierarchy on the basis of genetics or culture, we also do need to recognise that we are all different and that the last 40 years of adult development studies cannot go ignored. It also helps us to further understand how and why we are all different. After all we do not want everyone to become an anti-heroic leader; we will always need our classical heroes, our experts and diplomats. Anti-heroes appear to be especially good at helping us tackle wicked issues, but they are not good at everything—far from it.

Human development is also an inherently optimistic argument. In the words of Jennifer Garvey Berger, author of 'Changing on the Job—Developing Leaders for a Complex World', it is a "fundamentally hopeful perspective, always seeing the way we can become bigger". Eleanor Drago-Severson author of 'Helping Educators Grow' makes a complementary point, arguing that a developmental perspective, "is both helpful and hopeful, for it allows us to understand the types of holding environments and the conditions that can facilitate growth, and it also reminds us that we are all capable of growing bigger selves".

And given the array of problems the world currently faces, we are hardly in a position to ignore this weight of theory and practice.

In this section therefore we explore the principal stages of development we all pass through, from infants to adults, and the different capabilities we have at these life stages.

Vertical and Horizontal Development

The received wisdom over the past hundred years or so has assumed a strong correlation between our physical growth and our cognitive capability[22].

Basically, once our brains stop growing we don't get any smarter. Prior to the medicalisation of human development circles in the 19th century, there was the opposite assumption, that as you get 'older you become wiser'. An idea that is of course resonant today. But within the academic circles of most of the 19th and 20th centuries, if you did get wiser it was because you learnt more stuff, put more information on your hard drive, it wasn't because you gained new cognitive capabilities, or upgraded your computer processor so to speak.

In 'Prioritising Transformational Learning' (page 57) we made the case for going beyond traditional informational learning (horizontal) towards transformational learning (vertical).

Figure 7 illustrates the idea of vertical development more clearly by showing how you expand your capacity for horizontal learning the higher you go.

HORIZONTAL = EXPANSION AT SAME STAGE (DEVELOPING NEW SKILLS, ADDING INFORMATION AND KNOWLEDGE, TRANSFER FROM ONE AREA TO ANOTHER)

UP = TRANSFORMATION, VERTICAL DEVELOPMENT, NEW MORE INTEGRATED PERSPECTIVE, HIGHER CENTRE OF GRAVITY

DOWN = TEMPORARY OR PERMANENT REGRESSION DUE TO LIFE CIRCUMSTANCES, ENVIRONMENT, STRESS AND ILLNESS
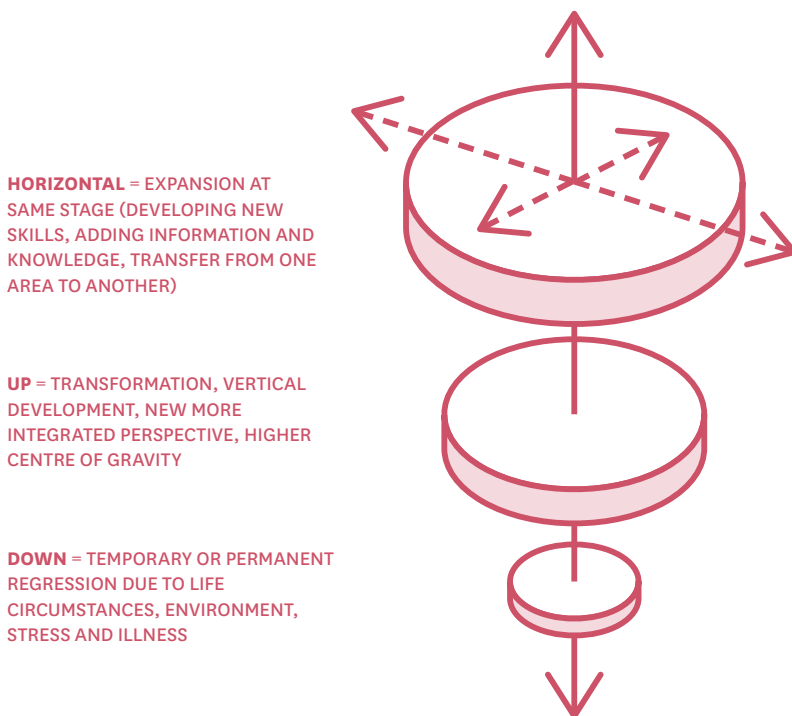
Figure 7: horizontal and vertical development[23]

Moreover with ever increasing ways to share and store information, what counts is what we do with information, and that's where our vertical development, the broadening of our cognitive capabilities, comes in.

Figure 8: Three Plateaus in Adult Mental Development
(Adapted from *Immunity to Change* (2009))

Older and Wiser: Stages of Development

The most famous model of human development is Maslow's Hierarchy of Needs. We all know the theory that most people are only able to scale the hierarchy once their prior needs are met, so we are only able to fulfill our full potential once we have healthy levels of self esteem and respect from others.

These ideas have been developed over the intervening 60 years and we outline some in Table 2 on page 68.

Here however we are especially interested in what level of development we need to be at to navigate complex or wicked issues. Figure 8 (p66) shows Robert Kegan's plateaus of adult development and how well suited each is for handling the complexity of the modern world.

The Socialised Mind: has the capacity to think abstractly and reflect on people's actions; subordinates his or her needs to the needs of others. One's own values are a product of those around you: family, friends, community and culture. Here there is a risk of groupthink and feedback is almost always experienced as a threat to the self; acceptance by authorities is of high importance.

The Self-authoring Mind: steps back enough from the social environment to generate a personal internal authority that self-directs, can take stands, and set limits. It has personal principles and longer-term purposes; is able to prioritise and integrate competing values. Competence, achievement and responsibility are uppermost concerns.

The Self-transforming Mind: sees their own ideology and opinions in the abstract and is therefore less invested in their own point of view. Instead they examine issues from multiple points of view and see where seemingly opposite perspectives overlap, being open towards contradiction and incompleteness. They are even able to hold contradictory opinions simultaneously. They can manage high levels of complexity.

Once we've passed through one level, we do not lose its associated behaviours. To use the jargon we 'transcend and include' the qualities of each level. And just as we can progress, we can regress, 'descending and losing' those qualities. We all behave like children or teenagers when appropriately triggered in good and bad ways, and some people spend longer at each stage than others. It would appear, though, that we all progress through each stage sequentially.

There are dozens—hundreds even—of different ways of segmenting stages of human development. Here we have included those that we consider the most robust and directly applicable to tackling complex issues but there may well be others that you feel suit your circumstances better.

In Table 2 we have developed our own based upon the work of some leading developmental academics.

Most importantly for us is that we estimate that today only 5% of professionals are at the anti-heroic stage, which is where we need people to be if we are to better tackle the wicked issues we face.

In the 1990s the new CEO of a UK local authority initially struggled to make any headway with the big challenges he faced. He'd previously been an engineer and found the political culture he now inhabited utterly alien from being in a technical, expert environment. So in desperation he turned to the stages of development we outline in Table 2, achieving remarkable results (see Case Study I, p70).

What Makes Anti-Heroes Different

Leadership Style	Way of knowing/ stage name (Robert Kegan)	Sample guiding questions for self	Strengths
Pre-Heroic	Instrumental (pre-conventional)	What's in it for me? Who is in charge and enforcing things here?	Clarity of purpose and self-interest
Pre-Heroic	Socialised (conventional)	What will others say? Who can tell me whether I've done it right or not?	Devotion to a cause bigger than oneself
Heroic	Socialised/Self-authoring (conventional)		
Heroic	Self-authoring (conventional)	How does this forward my bigger goals/values/ principles? Is it within my scope to do it?	Strength of commitment to self-authored ideals and values
Heroic/ Anti-Heroic	Self-authoring/Self-transforming (post-conventional)		
Anti-Heroic	Self-transforming (post-conventional)	What can I learn from this? How do I work with others to shape and reshape this issue?	Openness to new perspectives, constant interest in learning, ability to see nuance and be untroubled by complexity
Anti-Heroic	Self-transforming (post-conventional)		
Anti-Heroic	Self-transforming (post-conventional)		

Table 2: Heroic & Anti Heroic Stages of Development (extended)

Throughout this publication we speak about the numbers of people at the anti-heroic level being 1% of the general population and 5% of the professional/manager population. These figures should be seen as purely indicative. We don't know the real answers and are basing these estimations on what data is available.

What Makes Anti-Heroes Different

Challenges	Action Logic Name (Bill Torbert)	Characteristics of person	Attitude to feedback	% of professional population[24]
Lack of perspective-taking and empathy	Opportunist (dependent)	Wins any way possible	Reacts to it as an attack or threat	5
Lack of ability to decide between important others' or competing ideas in which he is embedded	Diplomat (dependent)	Avoids overt conflict, wants to belong; brings people together	Receives as disapproval, or reminder of norms	12
	Expert (dependent)	Rules by logic and expertise; good individual contributor	Takes personally, defends own position; dismisses if not from expert in same field	38
Lack of ability to get outside own commitments and perspectives; not complex enough to make real traction in a world filled with ambiguity.	Achiever (independent)	Meets strategic goals; suited for managerial roles	Accepts it especially if helps to achieve their goals/improve	30
	Individualist (independent)	Unconventional innovator, self-discovery; effective in venture/consulting roles	Welcomes as necessary to self-knowledge, to uncover hidden aspects	10
Lack of ability not to see patterns; difficulty remembering that seeing the world this way is unusual	Strategist (inter-independent)	Generates organisational and personal transformations	Invites it for self-actualisation; conflict seen as inevitable	4
	Alchemist (inter-independent)	Generates society-wide transformations	Feedback as natural, essential—take with grain of salt	1
	Unitive (inter-dependent)	Paradoxical, evolutionary		rare

This table is adapted from various works by Torbert, Kegan, Drago-Severson, Garvey Berger, Susanne Cook-Greuter, Harthill Consulting. Some of the 'Sample Guiding Questions for Self', 'Strengths' and 'challenges' are left blank as they are based on Kegans levels of development which don't directly map on to Torberts Action Logics.

CASE STUDY I: CEO OF UK LOCAL AUTHORITY

This case study shows how you can transform the performance of the organisation you are leading, by making the shift from the heroic to the anti-heroic mind-set.

This anti-heroic leader had been a successful engineer working in the private and public sectors in this country and abroad—and was appointed Chief Executive of the local authority in question in the 1990s.

A couple of years in, though, it was looking tough: the top team was becoming fractious and he was thinking he might even quit. It was then that he came across Bill Torbert's model of developmental stages and anti-heroic leadership. This proved to be a major turning-point in his life. He had found a new lens that—for the first time—made sense of his challenging experiences, the turbulent political battling that didn't sit well with his rational engineering mind.

He profiled at Torbert's 'Individualist' stage, just pre-anti-heroic.

Leadership coach Sol Davidson saw a transformation in him where the mood and his standing at the Council was transformed. His example transmitted through the organisation, politicians started getting closer to the managers—moving beyond the usual directing and coercing—and the Chief Executive was able to see how the council had been limited by his previous behaviour at a less mature developmental level.

"One of the things he modelled was openness to feedback," says Sol. "By being open to feedback, modelling learning, and humility, he helped others to lean into that, and that gave him permission to ask hard questions of others." This openness paid off, the council was transformed and much of the negative coverage in areas like education services disappeared. "The council became much more

of a 'Learning Organisation', beyond the usual command-and-control approaches," adds Sol.

In the end, a full cohort of 120 Council leaders and managers were all assessed for their developmental level, and given support to transform.

The Council Leader, commented: "When the Chief Executive and I started together in 1997, the authority had problems. He has transformed performance in vital service areas and was largely responsible for the single-minded drive to ensure the council achieved an "excellent" rating from the Audit Commission. That involved strong leadership and step changes in performance." The Chief Executive was subsequently knighted.

He moved on to become an interim CEO to help turn round another council that was clearly struggling. One key action was to use an assessment of leader development stages to choose his successor.

When this was done, the successful candidate jumped out as being the only candidate with a 'Strategist' action logic—and he was given the job. He then undertook an innovative and transforming approach, and succeeded in recruiting two visionary leaders onto the Executive Board, using a leadership maturity assessment tool, as only two such 'anti-heroic' leaders could actually be found.

NOTE: Throughout this book we refer to three systems for catgeorising stages of human development. Bill Torbert's Action Logics, Robert Kegan's Ways of Knowing and the broad categories of Heroic and Anti-heroic. These are described and compared in Table 2. However throughout *Anti Hero* they are all used at different points as they each point to different characteristics of the stages involved which are more or less useful depending upon the point we are making. Tobert's categories refer to the types of professionals we see in organisations, Kegan's to how people make sense of their world. The Heroic and Anti-heroic points to the fundamental shift between Torbert's individualist and strategist and Kegan's self-authoring and self-transforming. At this stage what happens is that people start to be able to see their own values and opinions at a distance and are no longer so attached to their opinions and so can become more flexible about the approach they use and it is this detached flexibility which makes an Anti-hero so important today.

NOT Just Another Personality Typology

So what's the difference between these stages of development and more well known personality typologies such as Myers-Briggs or The Enneagram? The principal difference is that personality typologies have no direction of travel, whereas stages of development do, they are milestones in (vertical) psychological maturation. Where Myers-Briggs may describe you as ISFJ (Introverted, Sensing, Feeling, Judging), the dominant type in the USA, you could be at any stage in human psychological development. Similarly people with identical personality profiles on the Myers-Briggs Type Indicator can differ by several levels on a development scale.

Personality typologies seek to reflect back where your character currently is, there is no sense of development or progression. Whereas the point of human development is to better understand how we 'develop', how we change.

Anti-heroes Not Übermensch[25]

At this stage you could be forgiven for thinking that we are advocating the breeding of some kind of impossible to attain übermensch, superhuman 'Anti-heroes' who are not only brilliant professionals, great lovers and parents but can also knock-up a delicious risotto bianca in 15 minutes flat. Let's make it really clear, we are not.

We've met a lot of Anti-heroes, and to be honest it can be a little bit disappointing because they're just like the rest of us.

Optimists think there may be as many as 1 million people in the UK at

the anti-heroic level. People who for whatever reason have had life experiences which have allowed them to grow beyond the more commonly encountered adult stages. Later we explore what it is that can help the transition between stages. It does appear that certain personality types find this easier and it is very clear that creating space for reflection is critical. It is also clear that anyone, given the right support, can make the transition. To be an Anti-hero is not an elite private members' club, with secret privileged access rights. There are though stages in development that can not be downplayed or ducked; Ken Wilber calls it "an elitism to which all are invited".

Not Wet Fish
Although Anti-heroes are not superhuman, they are also not 'wet fish'. Being an Anti-hero is not a licence to be indecisive and sickly sympathetic. Yes, it's about being highly sensitive and attuned to your environment; yes it's about being highly adaptable, being able to 'pivot' in response to changing circumstances; and yes it's about caring for people, the planet, and all that good stuff, but not in a sentimental, hopelessly-concerned way, the way your Great Aunt may see all activities outside the home as potentially life-threatening. Anti-heroism is not a licence to be fearful. It may form the basis for inaction, but only when not doing is the right course of action. Often not doing can require great courage: one thinks of the European leaders who didn't join the invasion of Iraq or the many non-violent protestors such as Gandhi and Rosa Parks. Anti-heroes may be loud, quiet, wild or diplomatic, but more than anything else they have a strength and depth that gives them sight beyond their own self interest, beyond the systems within which they live, towards higher truths. Truths which are often beyond the limits of a Gantt chart or a key performance indicator.

Exercise C: Weaknesses

It's the interview question that everyone hates as it's become so predictable, but a genuine awareness of our weaknesses is fundamental and marks an Anti-hero out from a hero.

How aware are you of, and open about, your weaknesses with those around you? Perversely, being open to weakness and failure actually builds our resilience and strength. Also our weaknesses can change.

Even if you think you know your weaknesses completely, reflect on the last day, week and month, and ask what could you have done better, in all areas of life and why?

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23 Adapted from from Susanne Cook-Greuter's (2004) article 'Making the Case for a Developmental Perspective'.

24 Rooke, D. & Torbert W. R. (2005),'Seven Transformations of Leadership', Harvard Business Review, April 2005. Brown B. C. (2012),'Leading Complex Change With Post Conventional Consciousness', *Journal of Organizational Change Management*, Vol. 25 Iss: 4 pp. 560-575.

25 When Nietzsche first introduced the concept of the Übermensch, in *Thus Spoke Zarathustra* (1896) he outlined human development as a goal humanity can set for itself.

SUMMARY OF PART 4

Part 4 is your opportunity to explore in depth how anti-heroic you are. We start by defining what an Anti-hero is and exploring the characteristics that make them different, such as: thinking strategically about the future; creating a compelling vision; fostering communication, cooperation, and trust; being personally grounded and being creative in conflict resolution.

We also explore here how many Anti-heroes feel isolated in relation to colleagues, friends and family who will nearly always see the world very differently from the way they do. Given that we estimate the number of Anti-heroes in society to be around 1% of the general population (in a typical developed country) and 5% of the professional population, it is no surprise that Anti-heroes feel isolated. They are isolated, especially because most remain unaware of why they are different. They are just aware that they are different.

We also include two questionnaires to assess your own anti-heroic disposition and how supportive your environment is.

Finally we look at what we call the 'Knowing-Doing' gap: how many people understand the benefits of being an Anti-hero but in practice find it hard to behave like one.

4

INSIDE THE BLACK BOX

In 2000, as Jim Collins filed the final copy for his business classic 'Good to Great', he was inadvertently priming the clarion call for Anti-heroes. In 'Good to Great' Collins identifies the essential characteristics of great organisations capable of changing the world. In the book he notices that the leaders of these organisations are quite different from conventional leaders such as your average politician or company director. He says that these people tend to be a 'study in duality', being both modest and wilful, shy and fearless. At the time, Collins wasn't able to go beyond some of the headline characteristics he had observed, describing these findings as a 'black box that we don't yet understand'. Here we take a look inside the black box and start to understand what it is that makes Anti-heroes special.

What is An Anti-Hero?

Despite Collins not knowing what was inside the black box of anti-heroic leadership, over the last 40 years, teams of psychologists, medics and human development academics have found ever-increasing clarity as to what specific attributes are needed to better navigate complexity[26].

Similarly, over the last decade there has been mounting evidence[27] as to the value of Anti-heroes in handling complex, wicked issues.

Combining Torbert and Rooke's research results with those of Kuhnert and Harris we find that Anti-hero leaders have been discovered to be better than other leaders at key task such as:

- Thinking strategically about the future
- Creating a compelling vision

- Leading change—i.e. challenging the status quo and serving as effective change agents who are able to help successfully transform their organisations (including turning them into effective 'Learning Organisations')
- Fostering communication, cooperation and trust
- Using a mutual approach to change that invites and sometimes even challenges others to join in the leadership process
- Inspiring commitment
- Being personally and contextually grounded
- Being creative in conflict resolution.

What also appears to make Anti-heroes exceptional is that they appear to have skills that are often seen as contradictory, and apply them when appropriate. These include:

- Able to embrace uncertainty and to analyse evidence
- Highly focused and highly flexible
- Able to manage horizontally and vertically
- Self-awareness and sensitivity to others
- Commitment to the internal culture and external impact
- Personal vulnerability and highly directive
- Genuinely open to personal criticism and able to integrate it into action
- Humble and self confident
- Authentically themselves and committed to personal growth
- Able to live with contradictions in themselves and the world.

What makes this list of characteristics distinctive is that these tend not to be capabilities that can be acquired through traditional learning or training, but instead require a shift in how you approach the world and your life. As described in 'Prioritising Transformational Learning' on page 57, this is the difference between informational and transformational learning. The Centre for Creative Leadership's *Future Trends in Leadership* report argued that, "this is no longer just a leadership challenge (what good leadership looks like), it is a development challenge (the process of how to grow "bigger" minds). Managers have become experts on the "what" of leadership, but novices in the "how" of their own development."

Waking up to your anti-hero potential
Leadership specialist Sol Davidson goes further and explains how those who have the anti-heroic characteristics required to manage the wicked problems

we face are systematically excluded from many of our organisations:

"One very senior leader I was working with had a breakdown because he didn't fit into their system but the HR people knew that he had something to offer. They said, "when he's around, he's brilliant. He makes a huge contribution but he's off the wall and he's been labelled the mad man by his colleagues, 'here comes the bloody mad man'".

So, I was picked up to work with him and early on we did a leadership development profile. He scored as highly vertically developed straightaway and in the debriefing he sort of stopped and looked at me, his eyes wide open and he said, "oh my God, you're the first person in my entire life who understands me, I can now make sense of who I am and what's going on and the context I'm in."

Breaking out of the Anti-hero isolation

This feeling of isolation is very common among Anti-heroes especially for those individuals working inside large organisations, but that feeling may also be felt in relation to friends and family who will nearly always see the world very differently from the way they do. Given we estimate that the number of Anti-heroes in society to be around 1% of the general population (in a typical developed country) and 5% of the professional population, it is no surprise that Anti-heroes feel isolated. They are isolated, especially because most remain unaware of why they are different. They are just aware that they are different. For many Anti-heroes, when they first discover developmental stages it can be an important moment in their lives, as we describe for the local authority CEO (Case Study I on page 70) whose learning about developmental levels 'proved to be a major turning-point in his life: he had found a new lens that—for the first time—made sense of his challenging experiences'.

This means that Anti-heroes cannot always be themselves with everyone. Many people won't relate to how they see the world in shades of grey, and if they speak in these terms, they can become the 'mad man', because to everyone else they may appear 'mad'. Anti-heroes therefore live in a different world to the rest of society. They are a rare breed and need to adapt to an often-unforgiving world in order to survive.

Sometimes examples of Anti-heroes are right in front of us: individuals who are so well known that we don't see them for what they are. Or indeed, they've had to hide their anti-heroic tendencies to do what they do. One such example is Warren Buffet, whose life was analysed by a developmental theorist Dr Edward Kelly.

CASE STUDY J: WARREN BUFFETT

This case study shows how people can shift from heroic to antiheroic by simply adapting to their own personal needs and influences, without any formal support whatsoever.

Business magnate Warren Buffett is widely considered to be the most successful investor of the 20th century. He's also a leading philanthropist and is known for his personal frugality. (Buffett has pledged to give away 99% of his fortune, and lost his position as Forbes' richest person in the world after donating billions).

He has also developed a very horizontal style of leadership, not leading through the power of his position.

"I don't believe in fear as a manager... I don't like this life... I would not want to live a life where people are afraid of me. People don't operate well under fear... love is a better way to operate", he told *Time* magazine. (*Time* magazine, January 2007).

Buffett calls this a 'seamless web of trust'—indeed in practice there is no real leadership structure. The company he runs, Berkshire Hathaway, is made up of 80 separate businesses, employing over 250,000 people—yet has only 24 people in its head office. Buffett told visiting MBA students in 2007 [Gad, 2007]: "I have 40 CEOs working for companies owned by Berkshire. Since 1965, not one of them has left Berkshire Hathaway."

Though biographies of Buffett have stated that his development was merely as a result of an accumulation of learning and experience, a developmental analysis of his life by Dr Edward Kelly found something rather different. This new analysis found that for the first half of his career, Buffett was a 'heroic' leader, characterised by the 'Expert' action logic. But as his action logic centre of gravity moved, and his character changed, he slowly transformed into the leader he is today.

By analysing dozens of key episodes in Buffett's life, Dr Kelly was able to discern a shift towards later-stage, mature anti-heroic action logics. This was expressed in an expanded timeframe, an increase in Buffett's openness to feedback and a shift from his earlier unilateral and transactional use of power towards more relational and transformational use of power: "he doesn't lead so others will follow but rather so that they can lead themselves" [Kelly part 2].

"What is clear is that Buffett has gone through [Prof Torbert's] 'Seven Transformations in Leadership' over his long career'", wrote Dr Kelly. [*Integral Leadership Review*, March 2013].

"There was no way that Buffett could have developed the kind of sustainable leadership culture at Berkshire without first developing himself…. Buffett's character development is a forerunner to his success as a leader". [Kelly paper, part 2]

Bill Torbert told us: "It's a really wonderful story to watch the growing complexification in Buffett's approach, which he was influenced to develop partly by his wife, who was a very extraordinary woman, and partly by his partner, Charlie Munger. But, without knowing a shred of the theory, he has mastered the practice."

How Anti-Heroic Are You?

Anti-heroes come in many shapes and sizes. In this section we seek to help you get a sense of what your characteristics are. These exercises should be seen just as temporary mirrors offering a reflection back which will change. They are not good or bad or even correct, they are just a partial reflection of what may be going on for you right now.

We start by looking at what your characteristics are and then provide a tool for looking at the communities you inhabit, which could be organisations, families or neighbourhoods, to get a sense of whether these environments are good places for Anti-heroes to grow.

Who You Are
If you are still not sure whether or not you hold anti-heroic tendencies, here we offer a couple of exercises that should help shine a stronger light on your current level of psychological development.

a. Can you imagine what it might feel like to be OK with not knowing, to be really relaxed about not knowing precisely what is going on? Sure, you may have a sense of purpose, but you are also aware that you don't know how exactly that purpose will be achieved. Indeed it's that uncertainty that you see everywhere that makes life worth living, it is what life is. Can you imagine that?

b. Have you ever been in a conversation when everyone's talking but no one is listening? Or they may think they're listening but all they're hearing is what they want to hear. Do you know that feeling? And when you're listening to others you do so with simple clarity, not judging, just absorbing what they're saying and modulating your responses according to what you think will serve the other person best? Are you aware of your own filter systems as you listen to others, your own judgements and beliefs? Can you simultaneously focus on these and those of others? Can you hold it all in a non-judgemental space?

c. So, when was the last time you had sex, and was it any good? Were you on form, or were you just going through the motions? Stop and notice yourself. When you're confronted with the unexpected how do you respond? Does it disrupt you, does your life somehow stutter or is it simply integrated as new data to inform you[28]?

d. Are you addicted to positivity? Or do you know that life is sometimes hard? Can you really meet the pain in life without letting it overwhelm or diminish your optimism and desire for impact?

e. Liar. Your response to that last question was not true, and if you think it was you're kidding yourself! How do you respond to being challenged like that? Can you imagine finding challenges invaluable opportunities to learn more about what you really believe?

f. Do you know what it is like to really let feedback in? When someone is really disappointed in you, can you really feel their hurt without it affecting your sense of self?

g. Do you have a good work/life balance? Or, can you imagine it being impossible to separate out the different parts of life, such as love, fun, work, family, health? Do you sometimes not have a consistent sense of who you are, as it keeps changing?

Stop. Just for a moment, connect to yourself and stay still.

Did you find that difficult? Are you bored easily, looking to the next line?

h. If you are the kind of person who welcomed that invitation to be still and focus inwards you may well already be an established Anti-hero.

If it was easy for you to imagine any of the other behaviours listed above, your inner Anti-hero sounds like it's asking to be nurtured and brought out from behind the curtain.

Below we list some characteristics that are commonly held by those with anti-heroic tendencies. Go through the table and tick which you tend to agree with and those you tend to disagree with.

If you mostly agreed with the statements below then you already have strongly anti-heroic tendencies. If not then your tendency is likely to be weaker. However, what's important here is that unlike some of the famous personality profiling systems such as Myers-Briggs and the Enneagram, your developmental level that the Anti-hero idea is based upon, is inherently dynamic. It changes and just by reading this report, it is very likely that you will become more anti-heroic. Simply becoming aware of the frameworks that underpin human development theory appears to accelerate people's development as it supports personal reflection.

Characteristic	Tend to agree	Tend to disagree
Schedule very regular (e.g. daily) solitary reflective practice, such as meditation or walking alone.		
Undertake group inquiry professionally and personally.		
Undertake some form of shadow work whereby you actively seek to understand your personal fears and insecurities (e.g. therapy, action learning).		
Expose your vulnerability either through speaking openly to people, or writing about it publicly through a blog.		
Actively seek genuine feedback and engage deeply with what it means for you.		
Create space for play in life (could be through playing with children, acting, or light-hearted sport).		
Know your personality profile (see 'The Path' on page 112).		
Are a member of a community to support your personal development.		
Seek to always be in a space of testing your own assumptions.		
Often invite genuine challenge to you on issues that matter.		
Are uncomfortable with a single fixed answer to workplace problems.		
Are comfortable with being different from other people.		
Invest your own money in your own development, knowing that it is critical for you.		

Table 3: Anti-heroic tendencies

Where You Live

The groups we are part of, be they neighbourhood communities, organisations or families are the breeding ground for the Anti-heroes we need. People like you are pioneers who have survived in spite of the circumstances in which they have found themselves. But, if we are to encourage more people to be able to meet the complexity of the modern world, we need our neighbourhoods, organisations and families to start supporting the growth of Anti-heroes.

Here we list 11 characteristics that are usually present in a group of people that support Anti-heroes.

Take a specific group that is important for you, maybe your place of work or your family, and consider whether the statements on the next page are true or false for this group.

If you considered that the statements were mostly true then you are lucky enough to inhabit a world that is supportive of your development. If there are more false ticks than true, this starts to help explain why you may find your environment uncomfortable. It can also help explain some of the 'tend to disagree' responses on your personal profile, as it's incredibly hard to develop unless you are in a supportive environment.

Actions Speak Louder Than Words
(The Knowing-Doing Gap)

During the research for this pamphlet, a passionately held frustration shared by many Anti-heroes was that very often, they would have friends who would have intellectually understood the benefits of anti-heroic leadership, but their actions would not reflect this. This is what we call the 'knowing-doing gap'. One interviewee, speaking about their boss said: "*it's obvious he gets it, in fact he talks a lot about the need for 'horizontal leadership', reflection and awareness, and I think he thinks he does it. But in practice the organisation is run in a classical top down fashion, with perhaps a few more workshops than you might normally expect*".

The cognition-action gap is a classic symptom of those Heroic leaders on the cusp of transformation to Anti-heroes, the 10% in, what Bill Torbert calls, the Individualist phase. People at the Individualist stage are our best hope for achieving a major growth in the numbers of Anti-heroes, so in many ways, reaching the cognition behaviour gap is good news as it is symptomatic of maturing leadership development. To think you are an Anti-hero or want to be an Anti-hero is truly a wonderful thing and a sign of great progress. It is something to be celebrated!

More worryingly, many people at this phase never become Anti-heroes because the inertial pressure to remain a classical hero is very strong. This is

Characteristic	True	False
Dissent is encouraged, people do not fear speaking up for what they believe.		
Different working arrangements are offered for different people. For example, introverts may find an open plan office more difficult than extroverts. Parents may need to leave early to pick up their children.		
The group actively seeks to expose and **challenge its core ideology**. For example the CEO not saying 'this is how we do things around here', but actually inviting criticism of how things are currently done.		
All members encouraged to consider how their actions contribute to the group's wellbeing and purpose. E.g. how staff members' daily actions impact the group's 5 year goals.		
All **people actively encouraged to develop** e.g. through taking further training, coaching and new experience with budgets and time available for this.		
No elephants in the room. People supported to discuss all issues, nothing explicitly or implicitly off the table.		
Staff encouraged to work in a way which **supports their life and wellbeing** as a whole.		
Regular active exploration of **organisational strengths and weaknesses**.		
Organisational culture spoken about and actively sought to be continually improved.		
Commitment to the need to **balance dialogue and action**.		
Development and **reflective space** supported through activities such as annual away days and coaching.		

Table 4: Anti-heroic community characteristics

due to many factors, such as:

- The social pressures to remain 'normal', which in this case means favouring heroic leadership;
- Our fears of changing who we are, as personal development does mean changing ourselves; and
- It is easier to commit to something than to actually do something.

This final point—that it is easier to commit to something than change your behaviour—is powerfully illustrated by the example[29] of cardiologists telling seriously at-risk heart patients that they will die in the near future if they do not make changes in their personal lives such as stopping smoking. Still only one in seven are able to make the necessary changes. This is because new behaviours are often blocked by:

- Other commitments that are misaligned with the new behaviour; and
- Hidden assumptions about what will happen if the new behaviour is adopted.

Exercise D: Your Hidden Immunity to Change

Spend a few minutes thinking about some commitments you have made to do things differently, this could be a New Year's resolution or a health drive. What in these instances has hindered you following through on these commitments?

In particular seek to identify the subtle blockages such as hidden ideas about yourself or how other people will react when you start to do things differently.

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26 Crook-Greuter, S. (2004), 'Making the case for a developmental perspective', Industrial & Commercial Training, Vol. 36, No. 77, pp. 275-281. McGonagill, G. & Pruyn P. W. (2010), 'Leadership & Development in the US: Principles & Patterns of Best Practice', Bertelsmann Stiftung Leadership Series.

27 Rooke, D. & Torbert W. R. (2005), 'Seven Transformations of Leadership', Harvard Business Review, April 2005. Brown B. C. (2012), 'Leading Complex Change With Post Conventional Consciousness', Journal of Organizational Change Management, Vol. 25 Iss: 4 pp. 560-575.

28 NOTE: there is no suggestion here that Anti Heroes have better sex than the rest of us, but rather this suggestion is used as something you were not expecting to be asked.

29 Kegan, R. & Lahey, L. L. (2009), 'Immunity to Change: How To Overcome It And The Potential in Yourself and Your Organisation'. Harvard Business Press: Boston. ISBN: 978-1-4221-1736-1.

SUMMARY OF PART 5

Part 5 describes how we do not have enough Anti-heroes. We estimate that at most 5% of our current leaders are at the anti-heroic level. We estimate that this needs to quadruple over the next 10 years to give us a chance of tackling the challenges we face.

We also look at how the distribution of types of people in our organisations needs to change. Specifically we argue that most organisations will need to shift the balance from 'experts' and 'achievers', to 'individualists', 'strategists' and 'alchemists'.

5

NOT ENOUGH ANTI-HEROES

We do not have enough Anti-heroes in our organisations or positions of influence given the increasing number of wicked issues (see Figure 9).

The data we have on the number of leaders at the anti-heroic level of development is limited, but our best current estimates suggest that at most 5% of our current leaders are at the anti-heroic level. We estimate that this needs to quadruple at the very least over the next 10 years to give us a chance of tackling the challenges we face.

In this section we look at how we don't have enough Anti-heroes to tackle the growth of wicked issues, how the distribution of types of people[30] in our organisations needs to change, and what it might look like if we do accelerate the growth in Anti-heroes.

Your Country Needs You

Figure 9 (p90) shows the increasing impact of wicked problems over time, as introduced in Figure 5 (p56), however this time we have overlaid our estimate of the growth of Anti-heroes over the same period. This Anti-hero growth projection is our estimate of the current trajectory of increase with none of the additional support we recommend in Part 7. Put simply, we think there will be too few Anti-heroes to make a significant impact on the rapid growth of wicked issues. If anything encapsulates the central concern of this report it is this. We believe that if we don't do something to increase the number and influence of Anti-heroes, we won't be able to stop our current trajectory towards environmental decay and falling living standards.

Figure 10 (p91) in contrast encapsulates the ambition and purpose of

Anti Hero. Figure 10 illustrates the task we face to support a quadrupling of the impact of Anti-heroes over the next 20 years—a 400% increase. This may seem an ambitious goal, but it's not that ambitious. According to Pat Dade, an authority on culture change, in the last 40 years we have seen a comparable shift in the values across much of the West as many people have moved from 'Socialised/Traditional' to 'Self-authoring/Modern'; this was mainly thanks to the emergence of post-war individualism.
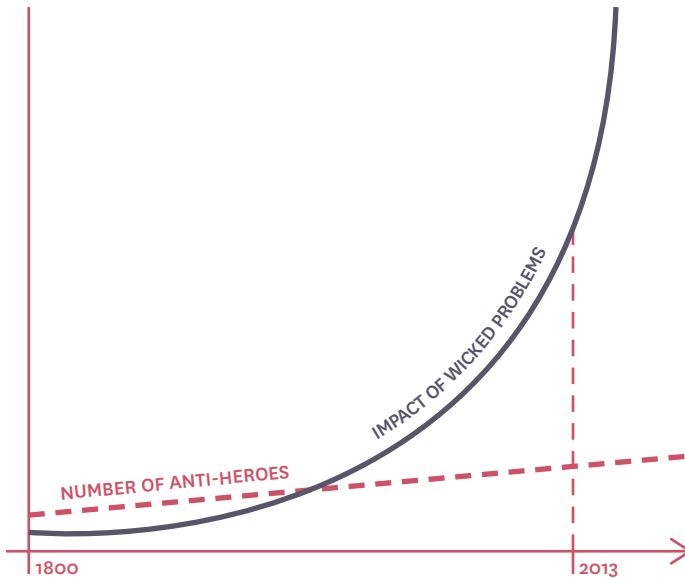

Figure 9: Impact of Wicked Issues and Growth of Anti-heroes (Business As Usual)

Your Organisation's Anti-Heroic Deficit

To put these ideas into more concrete and practical terms will require a shift in the kind of people we have working in our organisations. Figure 11 (p92) gives a sense of how our organisations may have to change in terms of the types of people that we need and their psychological make-up. The data for the current distributions of these types is based on the best data we have for the current psychological make-up of professional organisations[31]. The 'alternative' data is a projection based on estimates of how we imagine this distribution may have to change. This should NOT be seen as a blueprint
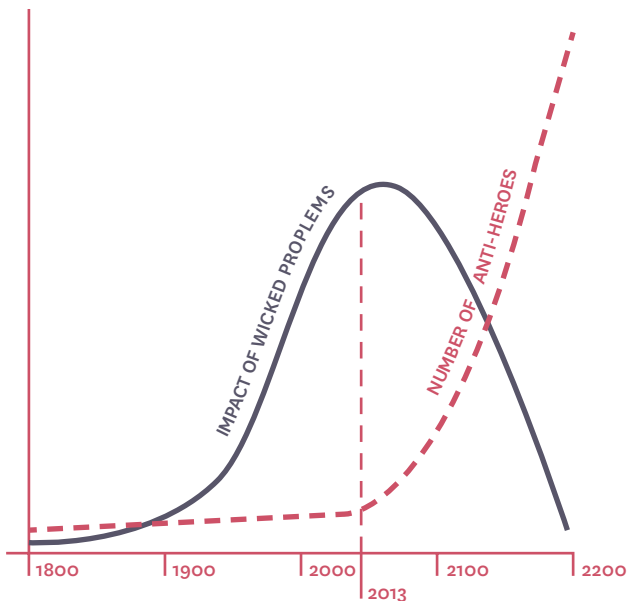
Figure 10: Impact of Wicked Issues & Growth of Anti-heroes (New Interventions)

and is purely illustrative. The last thing we would want to see happening is a haemorrhaging of experts and achievers in organisations that badly need them. The only point of any significance here is the lack of Anti-heroes (Strategists and Alchemists) that we need. For those of you working in organisations dealing with highly complex adaptive challenges this may go some way to explain why it is you struggle, or indeed why you are doing well.

To give a sense of how some real organisations have tackled their anti-heroic deficits, we offer two very different organisational case studies, but both offering impressive, if very different, results. The first is the global cosmetics multinational Natura, who wanted to imbue an anti-heroic culture across their organisation. To do this, they worked with the Anti-hero specialists MetaIntegral who developed a strategy for integrating the anti-heroic approach across all levels of their business. *Forbes* magazine recently awarded Natura the honor of being named the eighth most innovative company in the world, ahead of Google which came ninth. The other example is a major UK national government department, which in response to severe budget cuts had to find a new way of achieving the same or increased impact. The initial results appear impressive.

■ CURRENT ORGANISATION DISTRIBUTION

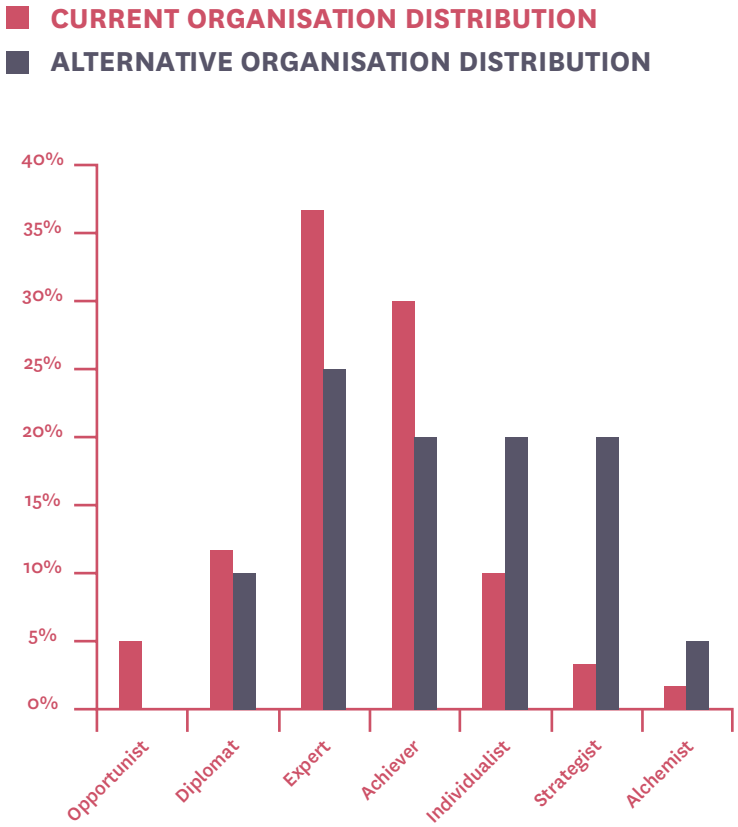**■ ALTERNATIVE ORGANISATION DISTRIBUTION**

Figure 11: The Current and Alternative Distribution of Leadership Types Across Organisations

30 Based on Action Logics Stages of Leadership Development

31 Rooke, D. & Torbert W. R. (2005), 'Seven Transformations of Leadership', Harvard Business Review, April 2005. Brown B. C. (2012), 'Leading Complex Change With Post Conventional Consciousness', *Journal of Organizational Change Management*, Vol. 25 Iss: 4 pp. 560-575.

CASE STUDY K: NATURA, $3.2BN COSMETICS COMPANY

This case study explains how integrating an 'anti-heroic' culture across all dimensions of a multinational has helped them become recognized as the 8th most innovative company in the world.

Set up in 1969, Natura is the leading Brazilian manufacturer and marketer of beauty products, turning over $3.2 bn in 2012. Natura is best known for being an eco-friendly, sustainable business.

As mentioned in 'The Anti-hero spotters' on page 93, one of the foundations for the anti-heroic way of leading is Ken Wilber's 'integral' philosophy, which offers a framework for being aware of all dimensions of how you function to support the anti-heroic sensitivity, awareness and openness that we argue for here. We give an example of this framework in 'Organisations' on page 116.

In 2009 Natura decided it wanted to become a leading example of integral (anti-heroic) business to take further its motto of "Well-Being-Well". They worked with Sean Esbjorn-Hargens, the director of a specialist integral organisation 'Meta-Integral', to make this happen. Through this process, Sean supported Natura to integrate anti-heroic practice on five levels of the organisation:

1. Integral Strategy
2. Executive Committee Level
3. Individual Project Leadership
4. Individual Project Members
5. Integral Knowledge.

The following list represents some of the main components of this work at Natura: Branding, Corporate Education, Mexico Market Strategy, High-potential Employees, Integral Coaching Training, Integral Council, Integral Science, Integral Sustainability, Integral Team Building, Leadership Development, Management Model, Solid Waste, Stakeholder Engagement, Trainee Program.

In two years Natura has positioned itself as one of the best examples of anti-heroic (Integral) business we could find.

CASE STUDY L: MAJOR NATIONAL GOVERNMENT INSTITUTION

This case study shows how supporting a whole government department's leadership to embrace an anti-heroic style has been an enormous help when handling the consequences of big budget cuts, particularly helping them embrace innovation whilst achieving an Investors in People 'gold' award at a time of significant staff upheaval.

Across the world, many public bodies are having to manage with less money while facing new difficult challenges like driving economic growth and tackling falling living standards.

One major national government department who wished to remain anonymous have done this explicitly through creating an anti-heroic culture in top management with impressive results.

Faced with major cuts to their budget and many new political priorities, a decision was taken for all the organisation's senior leaders to participate in an anti-heroic development programme based on adaptive leadership (Heifetz & Linsky) and public value (Moore). Through this process, the staff began to be able to speak openly and meaningfully about the organisation's challenges and what they should do about them.

Through the process the top leadership team was restructured to move away from separate 'silos' of management responsibility, instead developing cross-cutting roles to help the top team see connections, build trust and encourage delegation. This approach was then taken to the next level of directors who also gained cross-cutting roles to encourage delegation and empowerment.

They now have weekly 45-minute meetings of all the directors to promote connectedness and a shared understanding of key issues. Quarterly, this meeting becomes a half-day development session, fostering shared values and learning. These are well attended and get very positive feedback.

Through this process there has been a clear focus on getting results, seeking to simplify communications across the whole organisation, and people continually looking for new ways to make the organisation more agile and flexible. There is also a range of simple documents such as a business strategy, a 'capability plan' and 'people strategy' which make it really clear how the organisation is supposed to function, and the approaches such as 'systems thinking' which they seek to encourage.

Although it's early days, leaders in the organisation believe these changes have had a huge influence on limiting the impact of the significant budget cuts. What is especially unusual, given the major upheavals in staffing they have had, is that through this process they have received an Investors in People "gold" award (achieved by only 3% of those recognised by IiP).

SUMMARY OF PART 6

The uniqueness that gives Anti-heroes their great strength is also what it makes it hard to be one. By their very nature, Anti-heroes are different and often find it hard to fit in. The social pressures to be 'normal' coupled with our conditioning to love the classical hero are hard to resist.

Perhaps the most obvious challenge to the emergence of the anti-heroic leader is that although Anti-heroes see the world in subtle shades of grey, the vast majority of people prefer communication in simple black-and-white. This means that in order to be understood and respected they have to completely modify their communication.

Here we also explore some other direct challenges to transformative learning upon which Anti-heroes depend, including the widespread cultural opposition to personal development and how the climate of austerity is making people think twice about investing in transformative learning.

We also explore here how many Anti-heroes have a secret spiritual life that is foundational to how they perform as leaders. It is something they rarely discuss, especially in a professional context. That's why we called it the 'S' Word.

Finally, we discuss a group of people who are on the cusp of becoming Anti-heroes and what is stopping them making the final step.

6

IT'S NOT EASY TO BE AN ANTI-HERO

The uniqueness that gives Anti-heroes their great strength is also what makes it hard to be one. By their very nature, Anti-heroes are different and often find it hard to fit in. The social pressures to be 'normal', coupled with people's conditioning to love the classical hero, are very hard to resist.

Across society there is great resistance to the core anti-heroic message of the possibility and desirability of human development. As Lynne Sedgemore, former director of the Centre for Excellence in Leadership argues in Case Study M (p100), one of the biggest problems we face is that our existing institutional power structures are often incompatible with the Anti-heroes they desperately need. In short, it would seem that once you develop anti-heroic capabilities of flexibility and self-awareness, it becomes increasingly hard to stay within the machinery of large organisations. The built-in rigidity so common in institutions, suffocates anti-heroic leaders, forcing many of them to leave. Or as Sol Davidson explained in Part 4, many organisations and people who can not understand Anti-heroes view them as the 'mad men'.

Anti-heroes both inside and outside organisations tend to operate undercover, although as already detailed in Part 2 they tend to give themselves away, if you know how to spot them. In this section we will examine why it is so hard to be an Anti-hero today.

No-One's Listening

One of the great challenges in being an Anti-hero is that although you may see the world in subtle shades of grey the vast majority of people prefer communication in simple black-and-white.

CASE STUDY M:
LYNNE SEDGEMORE

This case study highlights what it is like to be an Anti-hero in a world dominated by heroes.

Lynne Sedgemore exemplifies many of the transformational capacities that an anti-heroic mindset can bring. Her leadership experience also puts into stark relief the many challenges of being an Anti-hero.

She describes herself as the classic working-class girl "done good", and as Principal of Guildford College was awarded a CBE in 2004 for services to education as a result of the dramatic improvements she made there in only a few years.

Whilst CEO of the Centre for Excellence in Leadership (CEL) it became only the second organisation, after the Body Shop, to be recognised with an International Spirit at Work award for its triple-bottom-line success (i.e. people, planet, profit).

The CEL was highly successful in conventional terms, over-achieving on its targets. Its initial aim was to bring 1,500 leaders through its training in three years. In the end it managed to bring through 40,000 in four years.

Little-known is that Lynne succeeded in re-organising the whole of UK Further Education leadership into "a comprehensive and sophisticated ladder of interconnected offerings". "The story that's never been written is that I organised the whole system for FE of leadership development around 'Action Logics' [i.e. developmental stages]," she told us.

Stopping Anti-heroes leaving your organisation
With Anti-heroes often keen to leave mainstream organisations, Lynne's support for the inner journeys of staff was one way to keep such people on board.

"What I think is crucial is that you enable people to look at—and it has to be voluntary I think—their inner life and they start on that process because you can't move from Achiever to Individualist unless you're starting to reflect and you're doing some work about your defences and your fixations".

Lynne would always balance training programmes in basic management with offerings that were more related to people's inner journeys, like the Enneagram personality type model and NLP. She would also offer team development activities, such as Emotional Intelligence training, or whatever was current at the time.

Lynne also made sure that all staff were entitled to a coach/mentor (at a cost of up to £3,500 pa). There were also all-staff strategic forums and annual retreats ('to deal with difficult and unspoken issues'), and her junior staff would be persuaded to step into leadership roles.

Anti-heroic pitfalls and co-operating with those who find your success 'spooky'

Anti-heroes will often appear maverick, with predictable consequences: "I had one 'Technician' [Heroic] Chair would would have happily chucked me out of the organisation because he hated what I was doing, he thought it was 'spooky'".

But hindsight also reveals how the problems were sometimes exacerbated when the maverick and 'disruptive' CEL didn't always manage to deal appropriately with the (usually) more conventional mindsets they were working in partnership with: "we frightened the Civil Service: 'what is this organisation doing?', 'How is it producing so many people?', 'It can't be true', 'We don't understand how they are doing it'. It's scary to the conventional mind frame, if something can't be controlled and understood".

"We were doing brilliantly, but were seen as too disruptive".

"The criticism I'd make of myself is that I got so exasperated with them."

"We thought 'Why don't you just go away and leave us alone' because every bottom-line measurement was off the scale in a positive way, but we shouldn't have—we displayed a kind of arrogance. We all got irritated by them, we got fed up with them."

Developmental leadership models themselves were sometimes used to feed this arrogance.

"In hindsight," says Lynne, "we could have continued to talk in their frame and we could have taken a lot of time and energy to translate the unknown magic that we had, in a manner that they could have understood it better."

"We could have been less passionate, we were deeply passionate about what we were doing".

"We could have and we should have analysed more closely the frames of each of our team and who we field in the discussions we had with other organisations."

<u>Recognising fellow Anti-heroes</u>
Lynne has become pretty adept at spotting like-minded leaders: "my experience of post-conventional leaders that I've worked with is that they use dialogue and discourse, they want to understand, they're inquiring all the time, they have huge curiosity, they have an openness to feedback."

"[A leading UK civil servant], is post-conventional [anti-heroic]. How did I know? Because of the nature of the conversations we would have, and the conversations were about seeing the whole system".

"I spot a post-conventional by what we can talk about and then I would say to them something like "Do you know Bill Torbert's work?" and they'd go 'Yes' or whatever, then you ask questions and that then susses them out. I wonder if that's what it's like for the Masons".

This is especially endemic on current affairs shows like BBC Radio 4's Today Programme, where presenters take great pride in forcing their interviewees to give binary yes or no answers to simple questions; after all, they're doing their job, holding our leaders to account for what they will or won't do, trying to get them to give simple responses to important questions. Unfortunately, the journalistic imperative and short TV and Radio timeslots do not always support the subtlety required for a truly accurate description of how things are. And if they did, many of the heroic leaders who are on their shows would abuse the system and avoid making themselves accountable for things they may later regret.

So this is not a critique of the prevailing approach of the journalists, but rather an acknowledgement that today's world is not easy. Indeed, you could say it is often impossible to behave like an Anti-hero, as the world does not always appreciate or accommodate their desire to communicate with subtlety. More subtle communication can often be criticised as either 'academic' and therefore 'boring,' or 'evasive' and therefore 'manipulative'. Since both cases are highly undesirable for a leader, the anti-heroic leaders must adjust their communication for their audiences' needs and communicate in simple engaging language. This flexibility in communication is in itself a sign of a highly evolved anti-heroic leadership, although many of our current Anti-heroes have yet to fully appreciate this and are stuck tongue-tied knowing their nuanced message will be lost on most.

Stuck in the Middle

Not only is the heroes' path more attractive (see Part 1), there are a number of factors which make breaking from the path very difficult. Here we list four of them.

Filter Bubbles

Figure 12 (p104) shows how many of us, especially those at the earlier Heroic development stages, tend to filter the information to which we are exposed, only engaging with data that reinforces the worldview that we have.

This process of filtering doesn't stop with the information you receive; it extends to the people you spend time with, the media you consume, and the places you live. Those at the Heroic stages of development exist in filter bubbles that continually reinforce the beliefs they have, making seeing beyond them more difficult. This idea was made famous by Eli Pariser's book *The Filter Bubble*, which focused on the consequences of online filtering and personalisation, but the principle is the same both on- and off-line.

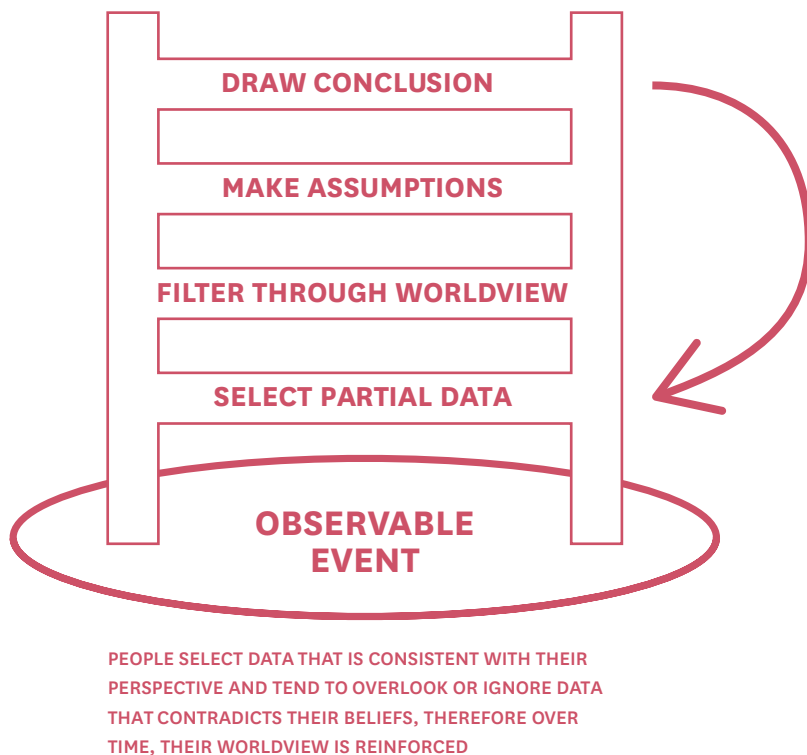Anti-heroes in contrast very often seek to be around people who are

DRAW CONCLUSION

MAKE ASSUMPTIONS

FILTER THROUGH WORLDVIEW

SELECT PARTIAL DATA

OBSERVABLE EVENT

PEOPLE SELECT DATA THAT IS CONSISTENT WITH THEIR PERSPECTIVE AND TEND TO OVERLOOK OR IGNORE DATA THAT CONTRADICTS THEIR BELIEFS, THEREFORE OVER TIME, THEIR WORLDVIEW IS REINFORCED

Figure 12: How Data Filtering Locks in Our Worldview[32]

different from them and seek out those who will challenge their assumptions, as they know that only by challenging assumptions and worldviews can you get closer to the truth.

Distaste for Development

A big reason that many of us do not prioritise our personal development is that it feels wrong, somehow distasteful or perhaps we've been scared off by someone who has been on a personal transformation workshop and tried to 'convert' us to what seems from the outside like a cult. For many people the religiosity with which some discuss personal development feels too forceful. In our experience, this is particularly true for those schools of personal development which encourage you to commit exclusively to their approach: this in itself is a sign that the approach does not come from an anti-heroic place and should be treated with caution.

Others find personal development self-centered: 'It's all about me!'. To some extent true personal development is self-centered—often that's the point as it's about knowing yourself better, understanding your assumptions and foibles and whether these serve you. There is, however, a balance to be struck, as there is a real trap that self-development can become narcissistic, focusing on the self to the exclusion of the outside world, and that is a problem. So for those who have this hunch that personal development can become selfish, you're right, but this concern is your great ally in your personal development voyage, as by having and maintaining that concern you're far less likely to fall in to the narcissists' trap.

The Cost of Development
In the current climate of austerity, as training budgets are slashed and people's disposable income is reduced, many feel as if they simply cannot afford to pay for personal development.

We understand this and in this spirit we have identified three principles to guide you in choosing which personal development activities to prioritise:

- Vertical not horizontal development: vertical development is when you change what you can do and your perspective; horizontal development is about learning new stuff. The vast majority of current training offers are in the horizontal category and we argue should be deprioritised.
- Focus on supporting day-to-day shifts, not one-off exceptional experiences. What counts is actually supporting lasting changes and this tends to be better achieved through on-going support such as learning networks and coaching, not one-off events.
- Free stuff works well: simple activities like reflection and self-coaching are very powerful and cost nothing, and perhaps are the foundation of any lasting change process.

Time-squeezed
We are all getting busier, and the recession has made many of us feel even busier, as we spend more time than ever seeking out the best ways to make our limited cash go further. Unsurprisingly, in this climate many people who are interested in developing themselves further feel that the time available for this has been squeezed out. In some cases this may be just a convenient excuse, in others it is a genuine case of having less money, meaning having less time for themselves. The brunt of this time squeeze appears to be falling more on the shoulders of women, which is a particular problem as women appear to find the transition from Heroic to Anti-heroic easier than men.

Exercise E: Development Self Sabotage

The big challenge with psychological development is that it changes us, and we all fear the loss that any change brings. This is especially true for those who haven't done much deep personal development work. There are real fears over what part of ourselves we will lose. Often these fears do not show themselves as fear, as we have all been taught not to be fearful. Instead, we often have 'good' reasons of not doing the 'deep' work' such as: being too busy, not knowing where to start, not having the money, the judgments of others.

Write down what stops you starting a development programme, whatever it is. Even if you think you know already, write down at least five reasons you're not currently as engaged as you could be.

The 'S' Word

Think of a time in the recent past when you had a hard decision to make: maybe it was where to live? Whether to do a particular job? Hire a person? We're talking here about a hard decision that matters. When you have located a suitable example, spend a few moments reflecting on the decision-points you went through to make the final decision. What was it that brought you to the final decision? And was it in hindsight the right decision? Or maybe it's too early to tell?

The point is that at the moment of decision-making for anything that matters, you are nearly always operating with imperfect data. But sooner or later a judgment call has to be made and you have to trust your instinct.

Now we are aware that this idea of trusting your instinct sits in some ways at odds with what we have been saying about the Anti-hero being highly sensitive to other people and the wider context. However, this awareness doesn't necessarily lead to greater clarity about decision-making, it just gives us more information to inform the final decision, which very often comes down to our gut feeling.

Different people talk about trusting their gut feeling in different ways, for some people it's 'trusting your instincts', for others it's 'going for it', for others it's following their 'inner compass'. But just what is this 'inner compass'? For many of the interviewees of this report it seems to be the surrendering to the inherent uncertainty of life. Many interviewees spoke of their secret spiritual lives, some of these were Christians, Buddhists and Muslims, but probably more often they were not of any faith as such, but

rather believing in the nourishing quality of 'spirituality', whether through nature, engaging with art and music or simply being alone. It appears to be about connecting to the transcendent, the way in which a beautiful song can capture a feeling far better than words ever could.

For many Anti-heroes their spiritual lives are a foundational way in which they live. It is also something they rarely discuss, especially in a professional context. That's why we called it the 'S' Word.

Almost an Anti-hero

This section explores the particular characteristics of people who are on the cusp of becoming Anti-heroes but who have not made the leap across the divide.

These people are especially prevalent in the social sectors where they often have very well developed instincts for justice, generosity, sensitivity and openness, but as opposed to having the flexibility of the Anti-hero they tend to be highly attached to 'altruistic' ideas such as equality and openness.

We are focusing on this group as they play a vital role in helping us meet the big social challenges we face. According to Bill Torbert, they can handle complexity better than most other levels but they remain very much at the heroic level. This group is often the most obviously attached to their ideologies. These are the campaigners blocking runways, and the protesters who drove the Arab Spring. This group has often been the very best at highlighting what is wrong in the world today, be it the challenges of carbon emissions, malaria or human rights. So, we are all massively in their debt.

But, and it is a big but, they have characteristics which inhibit their ability to create solutions to the challenges we now face. Their single-minded commitment to social progress is what also stops them being open to new solutions and alternative perspectives. Put simply, their greatest strength is their greatest weakness.

In the rest of this section we explore the solution-stopping characteristics of the 'Almost Anti-heroes'. We have identified four of these 'solution stopping characteristics' that are prevalent for this group. They tend to:
- Reject hierarchy and value discussion over decision-making
- Value heart over head
- Be sceptical of science and technology, and
- Find it hard to see the world from different perspectives.

Reject hierarchy and value discussion over decision-making: very often 'Almost Anti-heroic' organisations put great emphasis on their 'democratic' character which results in many decisions being made collectively rather

Exercise F: Where Are Your Anti Heroes?

Think of some people you know personally who you would consider Anti-heroes.

What is it about them that you like? What don't you like about them? And in particular what makes them different from everyone else you know? What has happened to them in their lives to enable them to develop these anti-heroic capabilities?

Now visualise a group of the people you know who are influential in the world. They may be medics, work for the government or corporations, be activists or simply hard workers. Of that group identify the 10 people who have the most power, the most ability to shape our world. Ask yourself the following questions:

- **Why are some of the Anti-heroes not in the list of the powerful?**

- **Why do some of the powerful not qualify as Anti-heroes in your opinion?**

- **What would have to change to get more Anti-heroes in positions of influence?**

- **What would have to change to get more of the powerful to exhibit anti-heroic qualities? and**

- **What is it that has enabled some of the Anti-heroes to be in the list of the powerful? (Or prevented it if there is no overlap.)**

than in a top-down manner. There are costs to such a 'democratic' culture though, as decisions can be made slowly and organisations can find it hard to adapt quickly or be innovative. This can have the consequences of:

- Slowing down decisions
- Frustrating staff
- Wasting time
- Reducing innovation.

Value heart over head: often 'Almost Anti-heroic' organisations place a higher value on people's 'feelings' than on 'data and facts'. The classic example of this is an NGO when everyone feels 'cared for' by his or her

organisation but there isn't enough money to pay people properly. It is only in the last 20 years that it has become the norm for NGOs to have professional finance systems. This was a classic symptom of this emphasis on the 'heart' not the 'head'. This can have the consequences of:

- Poor financial management
- Not understanding how the organisation really functions (e.g. no time accounting)
- Staff in roles based on personality not capability
- Disconnected senior management from real business.

Sceptical of Science and Technology: 'Almost Anti-heroic' organisations can often be slow to adopt new technologies, especially community and voluntary organisations. Many NGOs still have relatively weak social media activities. This can have the consequences of:

- Ineffective communications
- Inefficient operations
- Disconnection from other organisations or information.

Find it hard to see the world from different perspectives: many people who work for NGOs closely identify with their values and are prepared to make great sacrifices for their values. They then take any challenge to those values personally, which can make it hard to connect with people who are different from them. This can have the consequences of:

- Poor alliance-building
- Weaker support for solutions
- Reducing innovation.

Exercise G: Your Inner Dissonance

Just notice now how you felt when reading any of those previous statements. Was there any resonance for you? For most of us, this document makes for uncomfortable reading as we are likely to see ourselves as members of this group. We may recognise the strengths and weaknesses of this group amongst our own friends and colleagues, even probably in ourselves.

32 Adapted From: Brett Thomas' Integral Manifesto website: http://integralleadershipmanifesto.com/ [accessed 26 August 2013] the basis of their forthcoming book *Integral Leadership*.

33 Harrison, M, and Singer, M, (2009), "The time squeeze generation" IIPS: London

SUMMARY OF PART 7

We conclude in Part 7 and argue that if nothing is done to accelerate the psychological development of our leaders we must expect them to continue to fail to meet the big challenges we face. This is likely to mean more military interventions with tragic consequences, continued failure to address climate change and chronically slow progress on complex social issues like obesity and anti-social behaviour. In this situation, public disconnection and disenchantment with our leaders will inevitably grow and the legitimacy of our institutions will further deteriorate. Similarly, as our population continues to grow and the interconnectedness of our economies further deepens, we should expect this cycle of failure to accelerate and the suffering to increase.

The good news is we know what the solution is: shifting what we learn from informational learning to transformational learning. The bad news is that almost all the formal learning we currently do is informational. So, we need to focus on instilling an appetite and capability of transforming ourselves throughout adulthood and embracing the fact that there is no ceiling to how we can grow.

Importantly, the anti-heroic revolution is not just about our leaders, it's about all of us. Today, we are global citizens, managing more relationships and information than any previous generation. We can often struggle to live in a world that is changing at a rate that no-one before has experienced and many of us, at some level, sense we are spinning out of control. But the truth is the only people who can stop our own worlds spinning out of control are ourselves.

We list some recommended actions for individuals and organisations in 'The Path' and 'Organisations'.

7

CONCLUSION: OUT OF THE SHADOWS

Hopefully you are by now convinced of the existence of the Anti-heroes and their importance. Anti-heroes offer us a practical alternative to the conventional leaders who struggle with modern challenges. The emergence of Anti-heroes is, however, still very much in its infancy and happening all too often under the radar. That anti-heroic leadership will grow and become more influential is by no means guaranteed. Indeed, we believe that the current climate of austerity combined with the cultural resistance to human development could extinguish the emerging anti-heroic revolution. Training budgets are being slashed across all sectors, and activities such as coaching, which at the best of times are considered by many a luxury, are right now a non-starter.

Under these circumstances there is a real danger that we will waste what limited resources we do have on the wrong kind of 'informational' leadership development and fail to meet the challenges we face. If nothing is done to accelerate the vertical (psychological) development of our leaders we must expect them to continue to fail to meet the big challenges we face. This is likely to mean more military interventions with tragic consequences, continued failure to address climate change and chronically slow progress on complex social issues like obesity and anti-social behaviour. Until our leaders can really embrace both the uncertainty of each of these challenges and the urgency to do something about them, we are in trouble. Until our leaders are able to move beyond their 'national security interests' and have real compassion with people very different from them, we will never be able to get a workable solution to climate change. If we continue on the path of heroic leadership we should expect continued failure to meet the big

challenges the world faces, with all the immense suffering that brings. In this situation, public disconnection and disenchantment with our leaders will inevitably grow and the legitimacy of our institutions will further deteriorate. Similarly, as our population continues to grow and the interconnectedness of our economies further deepens we should expect this cycle of failure to accelerate and the suffering to increase.

Unless, that is, we commit to breaking the cycle of failure and embrace the anti-heroic path.

The good news is we know what the solution is: shifting what we learn from informational learning to transformational learning. The bad news is that almost all the formal learning we currently do is informational; it's simply just adding more water to our already full pool of understanding. Instead we need to transform how we think and expand the capacity of our pool of understanding. This is the only way we can start really empathising with people who live very different lives from our own. So we need to completely change the emphasis of how we learn and what we learn. We need to focus on instilling an appetite and capability for transforming ourselves throughout adulthood and embracing the fact that there is no ceiling to how we can grow. We're not saying that you shouldn't try learn the names of the top 100 best-selling singles of all time, or your favourite Shakespeare sonnet, but your smartphone will probably do a better job than you, and what we need more urgently are people that can acknowledge the uncertainty of the world and show deep compassion to those very different from them.

Supporting the shift from heroic to anti-heroic leadership need not cost anything; it simply requires a shift in emphasis from informational to transformational learning and many of the most popular ways of supporting transformational learning like meditation, journaling and action learning are free.

There are also strong global movements challenging the leadership status quo like Authentic Leadership, Distributed Leadership, Open Leadership and Horizontal Leadership. Similarly, popular management techniques such as double-loop learning, action learning, systems thinking, facilitation and the Learning Organisation are all opening up the space for alternative leadership models to emerge. Similarly, social trends such as the popularity of mindfulness, non-violent communication and mediation are supporting a social foundation for the appreciation of reflection and personal growth.

That said, this alone would be insufficient to create the rapid growth of Anti-heroes that we need. In addition we need to see institutions (particularly universities, business schools, HR departments and senior managers) place a higher priority on transformational learning than informational learning and we outline some practical options for achieving that in the recommendations

section. We also need to see some of our highest profile leaders demonstrate the qualities of flexibility, vulnerability and generosity associated with Anti-heroes. However, for this to happen we need the media to develop a form of journalism that both holds our leaders to account but also allows them to acknowledge uncertainty, be vulnerable and to change their mind. U-turns should not necessarily be seen as a weakness, indeed when based on new information and experience they should be supported.

Anti-heroic leadership isn't suitable for all people or all circumstances. We clearly still need our heroes across society: in the emergency services, the military, schools and communities. Less obviously, much of today's world is not ready for 'full-blown' Anti-heroes. In most institutions acknowledging uncertainty is seen as a weakness and the media largely shuns nuanced conversation. Often, therefore, it is highly appropriate for Anti-heroes to behave in a classical heroic manner to maintain the positions of influence they have. We have found plenty of evidence of the need for Anti-heroes to continue their undercover operations in a world that isn't ready for their uncertain and nuanced behaviour.

Importantly, the anti-heroic revolution is not just about our leaders, it's about all of us. Today, we are global citizens, managing more relationships and information than any previous generation. We can often struggle to live in a world that is changing at a rate that no one before has experienced and many of us at some level sense we are spinning out of control—that's partly why we're so exasperated with our leaders, we sense their impotence but have no idea what we can do about it. This also helps explain why we cling to the heroic ideal. Throughout our lives we've all been taught to love heroes. But, the truth is, the only people who can stop our own worlds spinning out of control are ourselves. To get a grip on globalisation we need to rise above it, not feel trapped by it, and this is something we can all do through starting a reflective practice like journaling our feelings, speaking more openly with colleagues or simply lying down somewhere quiet for a few minutes a day. Although these simple acts don't seem like much, they can transform our lives. They help us break free of ideas that secretly govern us and allow us to consciously choose our path. To break free of the allure of the hero and prove that another way of being is possible.

It's also important to remember that there is a delicate balance in the momentum of life; every developmental step up creates potential for greater awareness but also for greater disorder. Every achievement gives new opportunities and presents new dangers. Personal growth is important, but its counterpart—stability—is equally essential. A person who has no stable inner structure has nothing to develop. All organisations need stabilisers and progressives, just as a person needs a balance of both forces within them. An

organisation also needs conventions and norms as well as innovations and changes. So yes, we absolutely need to support the creation of new Anti-heroes, but their creation depends upon having core stability within our organisations and ourselves. *Anti Hero* is absolutely not a case for reducing the numbers of our tried and tested 'experts' and 'diplomats'; indeed it is these people who actually give us the stability that is required for Anti-heroes to emerge.

In order to tackle the wicked problems we face we need more Anti-heroes. Some will be hidden but many will come out of the shadows and be clearly visible. Some will have the good fortune to have the support of their heroic colleagues and some will not. In this section we outline what we as individuals, (see 'The Path') and society at large (see 'Organisations'), can do to support the growth of the Anti-heroes we need.

The Path

In this section we outline how to stay on the Anti-hero's path; just by reading this far, you are far further down the track than most.

To make it easier to remember, we have developed the 3Ps framework for thinking through the ingredients of anti-heroic leadership for both individuals and organisations.

The 3Ps of the Anti Heroic Path: Path, Practice and Partners:

> Know The **Path**: understand where on the path you or your organisation is.

> **Practice**: the things you can do to develop your anti-heroic capabilities.

> Have **Partners**: the support we all need to help us on our Anti-hero's journey.

Individuals

Path (Individuals)
Understanding where you are on the Anti-hero's journey is critical in order to understand why you experience the world the way you do, and why others experience the world differently. It's also helpful to inform what practices may be most beneficial to you at this time.

I. Discover and work with your own 'action logic' and personality type.

There are many different approaches to personality profiling such as Myers-Briggs and the Enneagram. They are all different and vary enormously. Here are some we recommend:

- Myers-Briggs Free Online Assessment [http://www.humanmetrics.com/cgi-win/jtypes2.asp]

- Big 5/NEO-PI, aka OCEAN (Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism): [http://www.personal.psu.edu/j5j/IPIP/]

- The Enneagram:
  [http://www.trans4mind.com/rheti_html/test.html]

NOTE: These free tests tend to be useful, but also limited and if possible we recommend you take an externally assessed action logic test to get a sense of where you are on the anti-heroic scale:

- Harthill [http://www.harthill.co.uk/transforming-leadership/harthill-leadership-development-profile.html]

- William Torbert [http://www.williamrtorbert.com/global-leadership-profile/]

- Cook-Greuter [http://www.cook-greuter.com/SCTi-MAP Form.htm]

It is also rewarding to read through a list of the 'action logics' and see which ones resonate with you, or which one's friends say look most like you: http://www.harthill.co.uk/leadership-development-framework/seven-action-logics.html

Maureen Metcalf has developed some very useful practices to help people at each action logic level move to the next level. Specifically we recommend:

The *Innovative Leadership Fieldbook*, by Metcalf and Palmer, which includes a series of recommendations that helps people shift from one developmental level to another (see page 166-170).

II. Devote attention to your Inner Journey

Whether you adopt the action logic framework outlined here or find another developmental path more congruent, what is important is to choose the path

that works for you and stick to it. This is because all paths are different and different schools have different key stages, from action logics to Zen Buddhism. What's critical is not so much the path you follow but knowing where you are on the path. Through the practices (III–V) and the partners (VII–X) create an on-going record of your development and the territory of the path you are following.

Practice (Individuals)
All Anti-heroes need a 360° practice which nurtures their complete wellbeing and fully embodied awareness. Here we outline four foundational practices.

III Meditation/Mindfulness
Meditation and mindfulness are enjoying a great surge of interest across the West. Some of our favourite books on the subject include *Living the Mindful Life: A Handbook for Living in the Present Moment* by Charles Tart; *Essential Spirituality: The 7 Central Practices to Awaken Heart and Mind*, by Roger Walsh, Thich Nhat Hanh's *The Miracle of Mindfulness: An Introduction to the Practice of Meditation* and Eckhart Tolle's *The Power of Now*.

IV Journaling
Writing about one's life, especially one's emotions, is one of the oldest, best established and cheapest forms of therapy. There are various methods, but put simply, seeking to carve out regular time to write from the heart—without filtering or judgement—is one of the most effective practices.

V Exercise and Diet
As we progress down the anti-heroic path, most people become ever more sensitive to what they eat and drink. Often people realise that they want to limit caffeine and alcohol and modify their exercise to what their body really needs. Modifying your diet can also provide an important psychological signal of your commitment to change.

VI Find your cathedral and create your sanctuary
Everyone has special places that nourish them. These places may inspire them and energise them (the cathedral) or they may help them relax and feel at peace (sanctuary). For many people, being in nature or amongst beautiful architecture gives them the cathedral sensation, whereas the sanctuary is often a room in your home that is designed to make you feel centred and calm. Wherever these places are, they should be an easily accessible part of your life. Places you can go to, to regenerate whenever you need to.

VII Stay Aware of Best Practice in Complexity Management

Best practice in complexity management is constantly changing so here we recommend staying in touch with best practice through organisations like the Organisational Development Network, MetaIntegral, the RSA and OSCA.

Partners (Individuals)

As already described, the path of the Anti-hero is not always easy, partly as it makes you both different from most other people and more sensitive to their judgements of you and also, quite simply, because real personal change is tough. Because of this it is for many people essential to have a supportive community around them. Here we list three elements of what that community may look like.

VIII Mentors/Coaches

Having a mentor or a coach can be invaluable. A mentor is someone who understands the path you are on and can empathise with your journey and the challenges you are experiencing. A coach is someone who can establish the framework for you to work through, ensure that you are evolving in the direction you want to. BEWARE: many coaches and mentors actually operate at the heroic level of development, so it can often be advisable to get some kind of evidence, such as their action logic assessment, that they are operating at the anti-heroic level themselves. Or simply ask them about their awareness of developmental theory: many coaches nowadays use developmental models such as Prof Kegan's, Prof Bill Torbert's or Spiral Dynamics.

IX Supportive Friends

Having friends who support the kind of personal change journey you are on can be very helpful. Being around friends who 'get you', who have a similar value of sensitivity, openness and authenticity. It is inevitable that many of our friends and family won't be like that, and it's often highly appropriate to prioritise spending time with those people who are able to support you most naturally.

X Action Learning Groups

Action Learning Groups are a well-established methodology to support peer reflection and being a member of one can provide a vital foundation, providing you with the community you will need.

Organisations

For the anti-heroic revolution to really take off we need our institutions to become breeding grounds for Anti-heroes. Here we list 10 practical actions that will help our organisations move in this direction.

Path (Organisations)

A Know your organisation's culture/Action Logic?
Undertake a stage assessment of your organisation's culture or Action Logic. As far as we are aware there is no organisational assessment tool available, however Julian Simcox's 2005 paper 'Detailed Descriptions of the Developmental Stages or Action Logics of the Leadership Development Framework' provides useful insight in this task comparing the 'Conventional Organisation' and 'Learning Organisation'. [http://www.harthill.co.uk/assets/files/Articles/05_Leadership_and%20_Deming_Simcox.pdf]

B Explicit Leadership Commitment to Psychological Development
The leadership team need to make it very clear that their style of leadership sets an expectation for everyone in the organisation to develop themselves for the good of the organisation. The Senior Management Team need to outline openly where they currently are in terms of organisational culture, where they want to get to, and how they intend to get there.

C Have an integrative map of your organisation
Organisations need to develop the kind of objective 'view from the balcony' that enables them to map out the important mindsets, behaviours, culture and structures in their organisation, where they are and what needs to change.

Practice (Organisations)

D Individual Reflection Incentives
There need to be clear incentives that encourage people across the organisation, especially the senior members, to become reflective. This could be through things like providing coaching or encouraging staff to be members of action learning groups, especially involving external people.

E Include Action Logic Test in Recruitment
Possibly the easiest way to get Anti-heroes into your organisation is to use a leadership maturity assessment as part of the recruitment process—don't tie yourself down to the usual (limited) personality type questionnaires. (See case studies B and I (pages 30 and 70) from two local authorities—which

include the successful use of a leadership maturity assessment to choose the Chief Executive).

F Square pegs in square holes: Match a person's action logic to their role
A person with particular action logic will only thrive in a role—and with a manager—that enables them to express their capacities. Putting a heroic Expert in charge of an anti-heroic Strategist is a recipe for frustration, unhappiness and unfulfilled potential.

G SMT must walk their talk
Members of the SMT must be seen to focus on their development, either through attending courses, having a coach or prioritising attending the activities (such as vision days) that relate to this.

Partners (Organisations)
H Coaching
Coaching should be offered to all staff, and perhaps internal staff could be trained as coaches to help reduce the cost.

I Mentoring/buddying
Establish mentoring and buddying schemes, either internally or externally, depending on what makes best sense for your organisation.

J Action learning sets/ Innovation Groups
Require all senior staff to become members of cross-disciplinary action learning or innovation groups.

	Interior	Exterior
Individual	**Psychological Lens** • What is the psychological development character of your staff? • Are people generally supportive or not of personal development? e.g. personal values, digital inclinations and skills, individual dispositions and beliefs: technology is good (early adopters, silver surfers); technology is bad.	**Behavioral Lens** • Is there support for development (e.g. training budgets or coaching)? • Is network support available such as action learning? e.g. coaching, action-learning sets, training programmes.
Collective	**Cultural Lens** • Does the culture support reflection? • Are their incentives to support vertical growth? e.g. very flat or hierarchical, command and control, shared values, relationships, cultural background.	**Systems Lens** • What staff development systems have you got? • How does the organisational structure support people at different levels of psychological development? e.g. incentives systems based on people, developmental level, flexible approaches to dress code, how does the office layout and design support vertical development?

Table 5: Integral Engagement Framework for Understanding Their Context[34]

The key to using the Integral Framework (IF) is being clear what you are using it to analyse. For example are you looking at an organisation as a whole, or a specific project, team or individual.

Quadrant	Typical Characteristic
Psychological Lens	Psychological Influences: e.g. Individual Skills, Individual Values, Engagement preferences (e.g. online, meetings)
Cultural Lens	Cultural Influences: e.g. hierarchical or participative
Behavioral Lens	Behavioural Influences: e.g. project-specific elements
Systems Lens	Systems Influences: e.g. quality of broadband, finance available, infrastructure, ecology…

Table 5: Characteristics at Different Quadrant Levels

Exercise H: Cognition Action Gap

When you look at your own development, what's required to move to the next stage?

Deepening meditation practice, getting a coach, setting up an Action Learning Group? And critically what's stopping you taking the next step?

Spend some time writing down the actions you want to take and what, if anything, is stopping you getting started.

Recommendations

The central argument of *Anti Hero* is that as the world becomes more complicated we need leaders with higher levels of psychological development. This is summarised in the following equation:

Higher Personal Development + Power = solutions to complex problems
Lower Personal Development + Power = stasis

The purpose of these recommendations is therefore to outline what is required to create the necessary growth in psychological development across society. We do this by listing four sectors and recommendations for the leadership this sector may require. We also list five generally applicable recommendations at the end.

(i) Government
Government needs to recognise that the type of leadership Britain requires is changing. The old model of creating single strong leaders needs to be changed to include other more anti-heroic models such as open leadership. This requires a focus on developing the organisation and its teams, not just individuals, on leadership across systems of service delivery rather than just institutions, and on followership as well as leadership. To do this we outline ten recommendations below:

- 10% of MPs' expenses budget ring-fenced for their transformative development.
- Awards for most anti-heroic MPs (against various criteria e.g. being most open, most vulnerable, highest integrity, transparent, most honest).
- Government to provide a central fund to support the anti-heroic leadership development of all senior civil servants, local government officials and politicians. This fund should be around £2,000/head or an amount to 4% of the salary bill for these posts.
- The Coalition's service cuts must be supplemented by resources to support culture shifts in public sector if the innovation challenge is to be achieved (e.g. training, learning networks, coaching).
- Civil Service Learning to make transformative development of government staff their number 1 priority.
- All Fast Streamers required to undertake intensive transformative development program.
- Recruitment and staffing informed by action logics.

- All senior civil servants to undertake an annual transformative development program.
- A new unit in the Cabinet Office (similar to the 'Nudge Unit') should be set-up to support government wide anti heroic leadership development.

(ii) Education
- Academia: Universities offering professional degrees (e.g. MBA, Business or Government Administration) must offer transformative learning options.
- Schools: Transformative Learning Elements to be included on National Curriculum.
- National Curriculum designed to increase student's psychological development—perhaps by drawing on Prof Marcia Baxter Magolda's 'Learning Partnerships' model.
- All teachers trained in action logics.
- Leadership development in schooling to include action logics.
- Head teachers recruited using action logics.

(iii) Social Sector
- ACEVO to examine what support is required to increase psychological development of social sector leadership—drawing on reports like Solace's leadership report, *Flying High*.
- Allocate 50% of training budget to transformative development
- Board development and recruitment need particular attention, most notably, but far from exclusively, in the case of foundation trusts where governors are to take on a new role as the autonomy of foundation trusts is significantly enhanced.
- Funders to support psychological development of sector, through:
- Offering senior leader transformation support (e.g. coaching)
- Creation of 'anti-heroic' cultures in organisations
- Help organisations focus on their social purpose not organisational existence
- Experimentation and innovation support.
- Charity membership should demand to see anonymous action logic profiles of the board members and senior management team and also to see evidence that the whole organisation has a 'Requisite' structure. This means that Strategists would be managing Individualists, Achievers, Experts etc.—so that no staff are 'in over their heads', or 'in under their heads'. Elliot Jaques found that such a 'Requisite' structure enables everyone to fulfil their potential.

(iv) Business
- Shareholders may demand to see anonymous action logic profiles of the board members and senior management team.
- All companies to seek to add value to all stakeholders (beyond customers and shareholders); business held accountable for this.
- Business to have higher purpose beyond cash.
- Business leaders held accountable for their overall personal leadership development.

(v) Generally Applicable Recommendations
- Leaders Walk the Talk e.g. CEOs speaking from vulnerability, creating space to fail, being honest, having coaching, committing to their own development.
- Reject the cult of 'busy-ness', and help staff become more reflective and purposeful.
- Ensure Human Resources directors have high action logic and are committed to improving culture of organisation.
- Include action logic in recruitment strategies of all members of SMT & board.
- All 'heads' of human resources must have clear expectations to drive their organisations and their own psychological development.

34 Adapted From: Brett Thomas' Integral Manifesto website: http://integralleadershipmanifesto.com/ [accessed 26 August 2013] the basis of their forthcoming book *Integral Leadership*.

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