

*How will who lead whom to do what, when, where and why?*

This question comes in part from the work of Dr. Clare W. Graves, an obscure researcher at Union College in Schenectady, New York, as modified by Spiral Dynamics® founders Don Beck and Chris Cowan. I've added pieces to the question to illustrate that leaders and even managers must answer questions about who, what, when, where, why and how of being, doing, having and becoming every day.

Who

For the past 20 years as a professional coach, consultant and accomplished entrepreneur, I've found myself and my clients attempting to answer this question. I've studied pundits, gurus, leaders, managers, coaches and the people who suffered and prospered behind them. In spite of all that, I've found 5 things a "generative" leader, or manager must do in order to manage and lead in the 21<sup>st</sup> Century of complexity.

Whom

These five leadership "metacompetencies" crossover all domains of action and are present in each one of our lives, personally, professionally, in our businesses, and in our networks, social and otherwise. While I can do nothing more in this short overview than provide you with the schematic, the nuts and bolts are worth pursuing and perfecting.

Why?

Steven Hawking, the renowned physicist said that the 21<sup>st</sup> Century would be known as the Century of Complexity. Without going into depth, there are two things that are basic to complexity which managers and leaders must be concerned about: change and uncertainty. They appear in every molecule of the present and will be present in the unfolding of the future. You, nor I will be able to predict either one. Without these predictive abilities, how are we to help our families, professions, businesses or organizations thrive?

Two keys: *resilience and generativity.*

Whatever we do in managing and leading ourselves and others, we have no choice but to promote our ability to be resilient; adaptability in high change environments; to function in uncertain conditions; and our capacity to be generative—to solve more problems than we create. Notice I didn't say it would be easy. I have been able to provide you with the essential components in a model I've named Generati. This name reflects more than just a model of leadership, but a model of living differently in an age where sustainability may be more important than any other factor.

The Generati Toolkit: Five metacompetencies—c ompetence about competencies.

- Attention
- Intention
- Alignment
- Capability
- Coaching

When

**Attention** is the trim-tab of leadership. Without it, the rudder will break under heavy loads. Attention has five competencies which explains how we pay attention: information, time, energy, action, and memes. Memes being a “cultural” unit of instruction like: the customer is always right, or “don’t talk to strangers”, or “this is how it’s done around here”, as examples. Attention is about the ITEAM. People say there is no “I” in team? They are incorrect. If you don’t attend to your information, time, energy, action and memes, and those of others, there is no team at all.

Where

**Intention** has nine components: assumptions (current), vision (future), values (present), and principles (past), which make up what I call “Identity.” Strategic direction (compass headings), key success factors (metrics), goals (tasks—what by when), and standards (minimum operating levels) make up what I call strategic intention. Identity and Intention are linked by Purpose. That’s nine competencies that orient the leadership and management system from its core to completeness.

How

**Alignment:** includes ten competencies that serve a person or an organization in steering the ship. Motivation, development, function, instrumentation, reciprocation, integration, differentiation, experience, emergence and energy. Ten essential components of alignment. It was Nietzsche who said, “if the why is big enough, the how doesn’t matter.” Philosophy aside, in an age of uncertainty, a ship without a rudder and a navigator go nowhere.

What

**Capability** is the engine of leadership. Listing these fourteen competencies does little justice to creating capability, but this overview permits only a glimpse at the system. Self-Knowledge, Constructiveness, Proprioception, Mindfulness, Inquiry, Simplicity, Reality, Leverage, Tension, Detachment, Humility, Actionability, Strategic Focus, and Dynamic Engagement.

*The language of leadership*

**Coaching.** In the end, I found the beginning. Generative leadership begins and ends with coaching. The reason I call it the language of leadership is it’s profound ability to work across conflict, problem solving and practicing required for development. While coaching can be prescriptive when used as such, it’s profoundly more efficient and effective when used developmentally. Simply, coaching is executed through listening, observing, discerning, modeling and delivering; made up of feedback, questions, statements, challenges and ideas.

**How will who lead whom to do, be, have and become what, when, where and why?** No other question is more profound, or easier to answer if you employ generative leadership to create resilience and sustainability. Want a next step? Score yourself on our online survey.

## Generati: A Generative Model of Leadership Competence

Attention	Intention	Capability	Alignment	Coaching
<b>Information</b> Info-Capable Prioritizes Requirements Evaluates Effectively Sustains Capability	<b>Assumptions</b> Knows Assumptions Surfaces Intention Juggles Perspectives Links Behavior	<b>Self-Knowledge</b> Is Open Actively Participates Readily Admits Mistakes Curious Learner	<b>Motivation</b> Knows own motivation Identifies other motivation Values motive differences Aligns values	<b>Listening</b> Listens Quietly Filters Noise Use Silence Strategically Witnesses Conversations
<b>Time</b> Time Awareness Manages Attention Respects Others Leverages Time	<b>Vision</b> Articulates The Future Is Reality-Based Communicates Vision Integrates Vision	<b>Constructiveness</b> Is Optimistic Acknowledges Contributions Encourages Dialogue Knows Differences	<b>Development</b> Senses developmental needs Provides Challenges Development guides growth Innovates Alternate Paths	<b>Observing</b> Observes Non-Verbals Observes Affect Notices Action Observes Learning
<b>Energy</b> Personalizes Energy Manages Stress Sustains Energy Energy Aware	<b>Values</b> Values Strategically Tactically Strategic Values Now, Near, Far Multiple Bottom-Lines	<b>Proprioception</b> Differentiates Relationships Existentially Aware Understands Needs Notices CC & Potential	<b>Function</b> Knows preferences Understands others Aligns work Guides communication	<b>Discernment</b> Expressed & Implicit Listens For Values Creates Actionability Weighs Benefits
<b>Action</b> Action-oriented Reflective Experiments Reviews Action	<b>Principles</b> Aligns Principles Principally Consistent Emerges Principles Universally Principled	<b>Mindfulness</b> Connected Emotionally Optimizes Stress Empathic Notices Differences	<b>Instrumentation</b> Knows values Understand values Uses values Aligns values development	<b>Modeling</b> Proactive with own needs Walks Talk Models Solution Encourages Learning
<b>Motivation</b> Reflects on needs Identifies Ends Relates Means & Ends Innovates w/Design	<b>Strategic Direction</b> Strategically Controlled Tactically Flexible Integrates Action Purposes Strategy	<b>Inquiry</b> Resists Problem Solving Pushes Degrees of Freedom Promotes Choice Encourages Self-Direction	<b>Reciprocal</b> Identifies Antecedents Process Oriented System Thinker Supports dialogue	<b>Delivery</b> Uses the 20-80 Rule Models Inquiry Facilitates Actionability Makes/Keeps Commitment
	<b>Key Success Factors</b> Measures Optimally Purposes Measurement Measures 24/7 Opens the books	<b>Simplicity</b> Listens Clarifies Instructions Promotes Simplicity Facilitates Clarity	<b>Integral</b> Values Balance Inside-Outside Socially Aware Culturally Adept	
	<b>Goals</b> Writes Down Goals Creates SCHMART GOALS Aligns Goals Recalibrates Often	<b>Reality</b> Understands Reality Uses Evidence Surfaces Reality Seeks Feedback	<b>Differential</b> Specifies Differentiates Dimensionalizes Opportunity Recognizes Patterns	
	<b>Standards</b> Standardizes Routines Sets Boundaries Continuously Improves Seeks Customer Input	<b>Leverage</b> Identifies Importance Understands Motivation Evaluates Urgency Surfaces Low-Hanging Fruit	<b>Experiential</b> Experiential Invites experience Uses Intuition Leads with meditation	
	<b>Purpose</b> Knows Capability Intentioned Decides Efficiently Purposefully Integrated	<b>Tension</b> Recognizes Value Of Tension Encourages Some Tension Coordinates Tension Allows Small Failures	<b>Emergent</b> Surfaces Root Causes Notices Rule-Sets Leverages Tensions Uses Conditionals	
	<b>Results-Oriented</b> Knows Business Model Identifies Leverage Harvest Low-Hanging Fruit Increases Well-Being	<b>Attachment</b> Notices Attachment Surfaces Perspectives Takes Perspectives Lets Go	<b>Energy</b> Energy Aware Energizes Others Apply Energy & Information Transforms Energy	
		<b>Humility</b> Humble Accepts Blame Recognizes Others Not Fooled		
		<b>Discernment</b> Not A Know-It-All Resists Advising Supports Inquiry Build Capability		
		<b>Strategic Focus</b> Controls Strategically Fosters Tactical Freedom Uses PAAR Matches Complexity		
		<b>Dynamic Engagement</b> Supports Discovery Discloses Effectively Accepts Unconditionally Leads Across All Levels		