

A person is shown in a meditative pose, sitting cross-legged on a cushion in the center of a dimly lit office. The office is cluttered with various items: a large computer monitor on the left, a desk lamp on the right, and several stacks of papers and books scattered around. The person is wearing a dark long-sleeved shirt and dark pants. The overall atmosphere is one of calm amidst chaos.

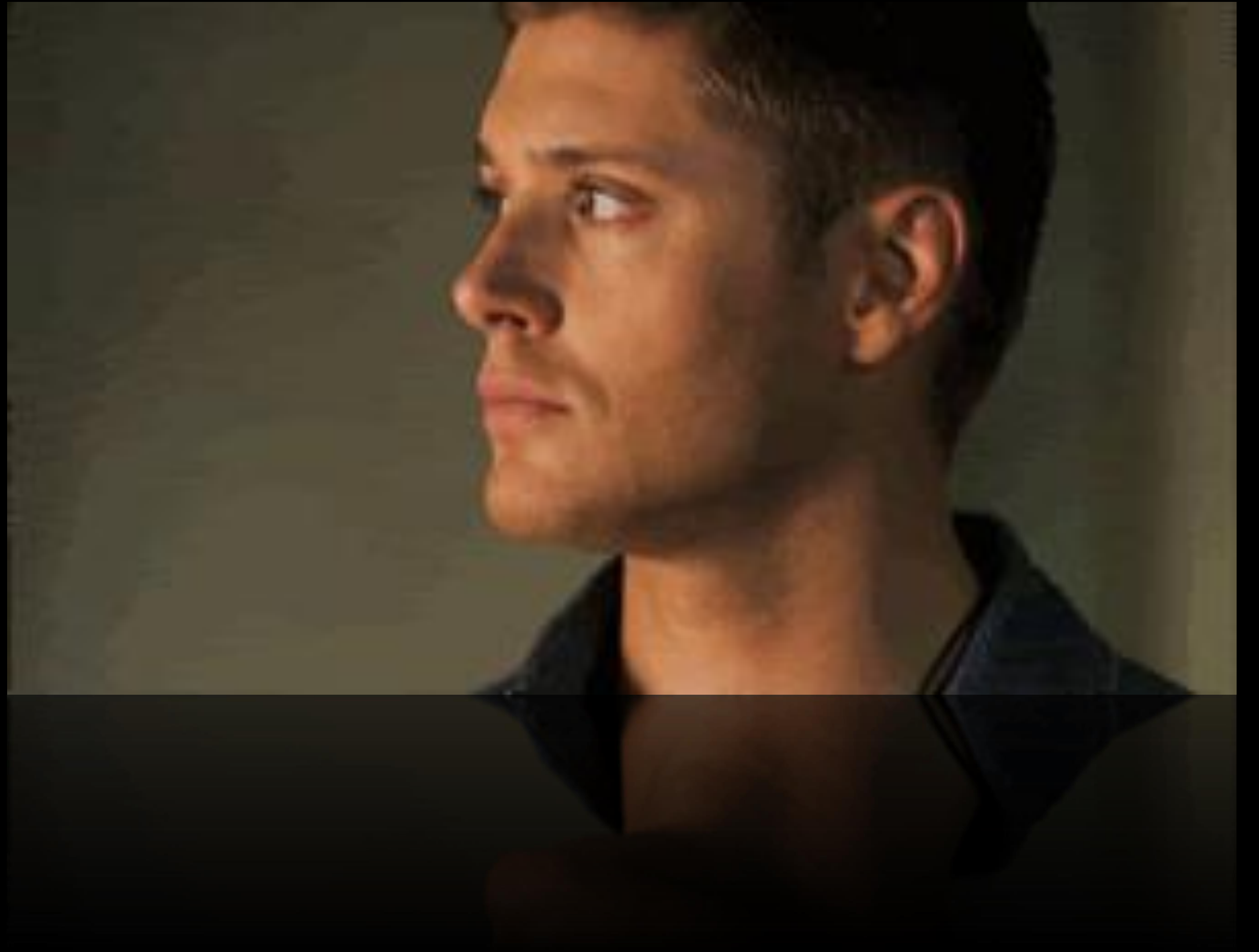
THE MINDFUL MANAGER

FOSTERING EQUANIMITY IN LEADERSHIP

(Or learning to live with the mess)

@cgosimon

WHAT DOES IT
FEEL LIKE TO
BE WRONG?



I MEAN
REALLY
SCREW UP



Being Wrong

Is Entirely Different from

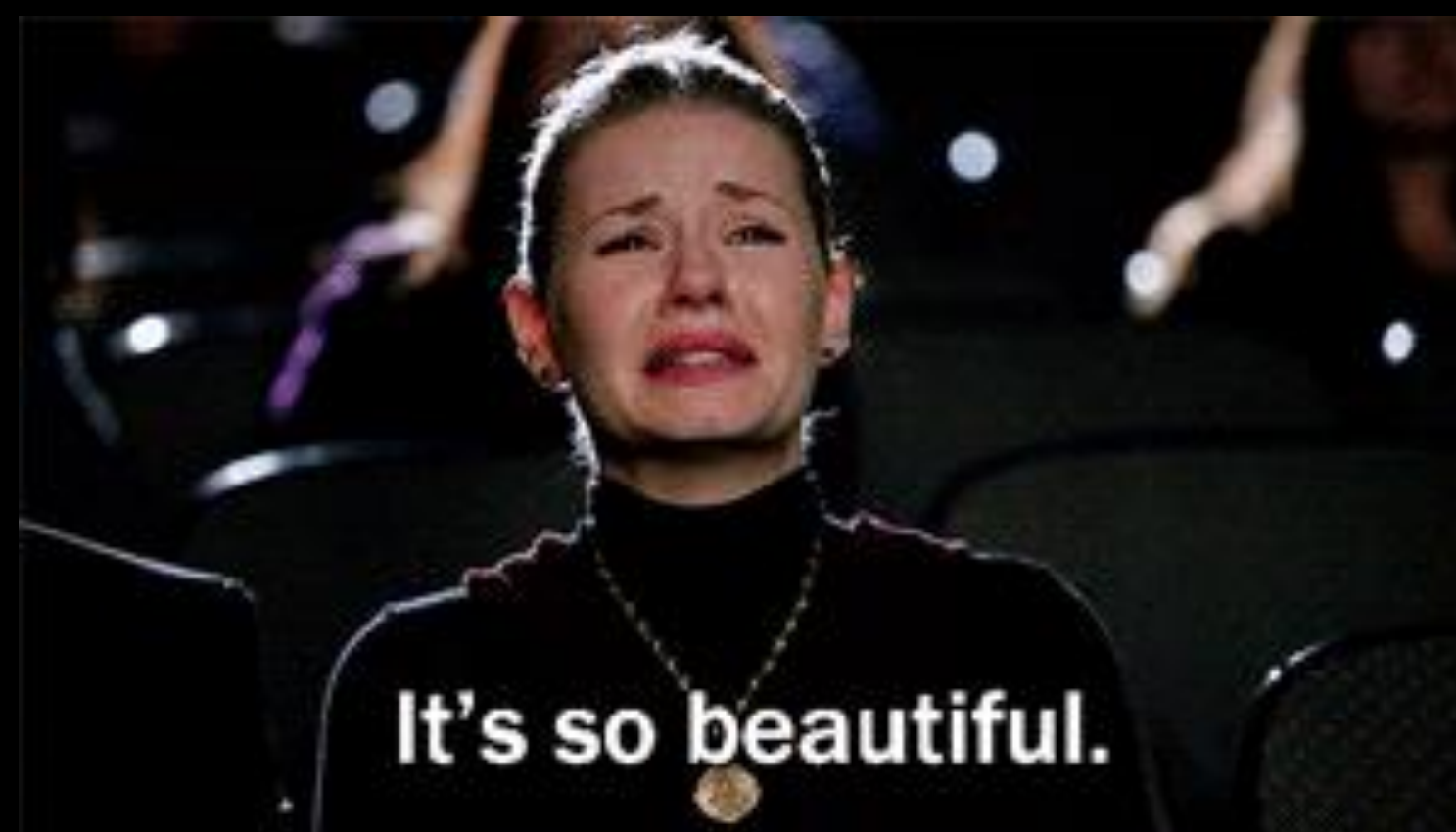
Realising that you're Wrong

A close-up photograph of a hand holding a black pen, poised to check off an item on a list. The list is on a piece of paper with a grid of boxes, and one box already contains a checkmark. The background is dark and out of focus.

It's Good Thing that we check then...



“THE TREATMENT”



“Being unable to make what is just strong,
we have instead made what is strong just.”

—BLAISE PASCAL



THE RELATIONSHIP
BETWEEN
POWER AND RATIONALITY

“The Possession of Power unavoidably spoils the free use of reason.”

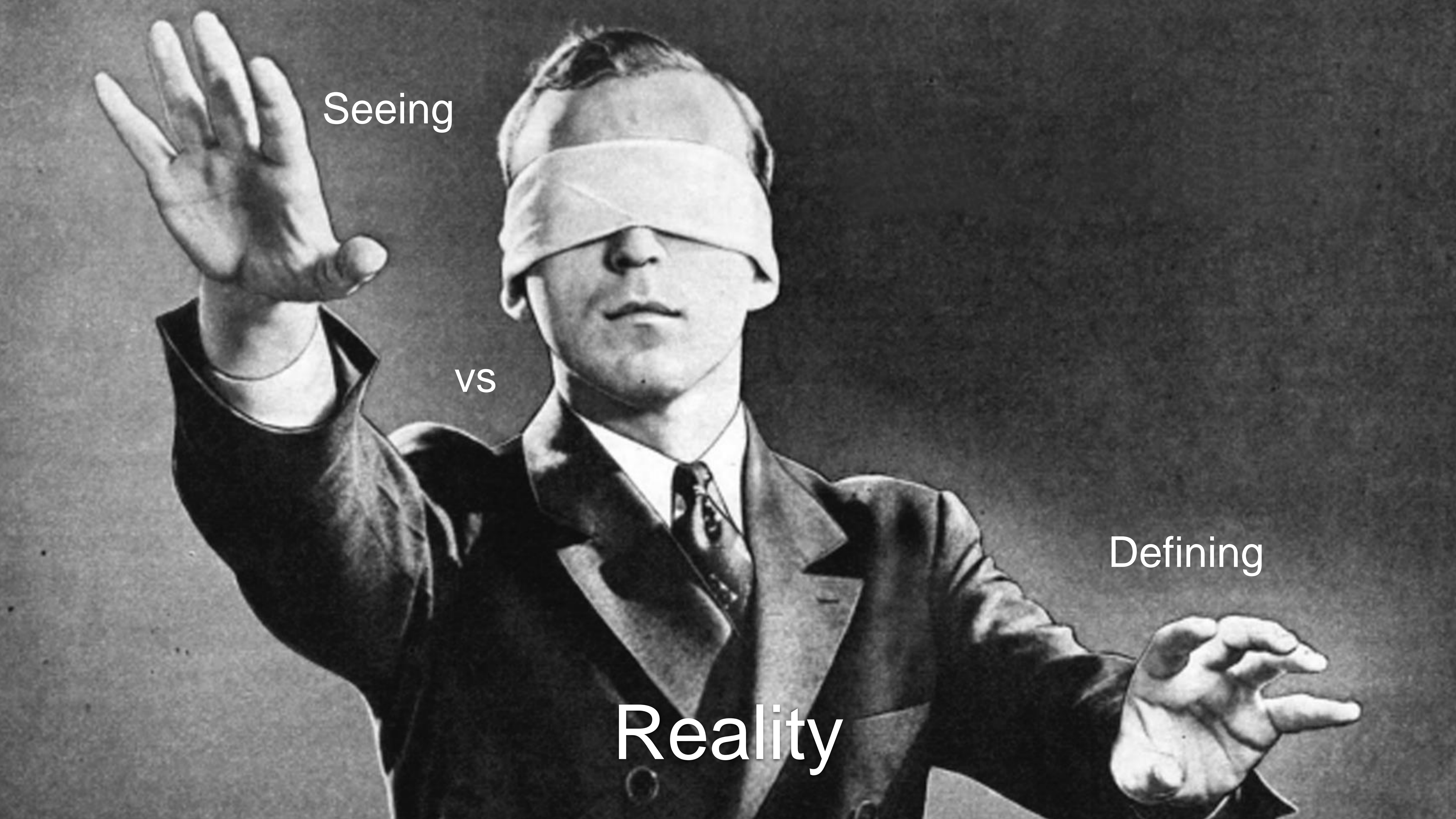
- IMMANUEL KANT

“Knowledge is Power.”

—FRANCIS BACON

“Power defines what information may be regarded as knowledge.”

–BENT FLYVBJERG



Seeing

vs

Defining

Reality



THE LONG DUREÉ OF POWER

BUT WE HAVE
THE AGILES
NOW!



Small Batches!
Working Software!
Collaborating with customers!



BUT WE HAVE
THE LEAN
STARTUP NOW!



THESE ARE NOT VANITY
METRICS

CATCH-22

BY JOSEPH HELLER





Lean and Agile were created by people interested solely interested
being More Rational

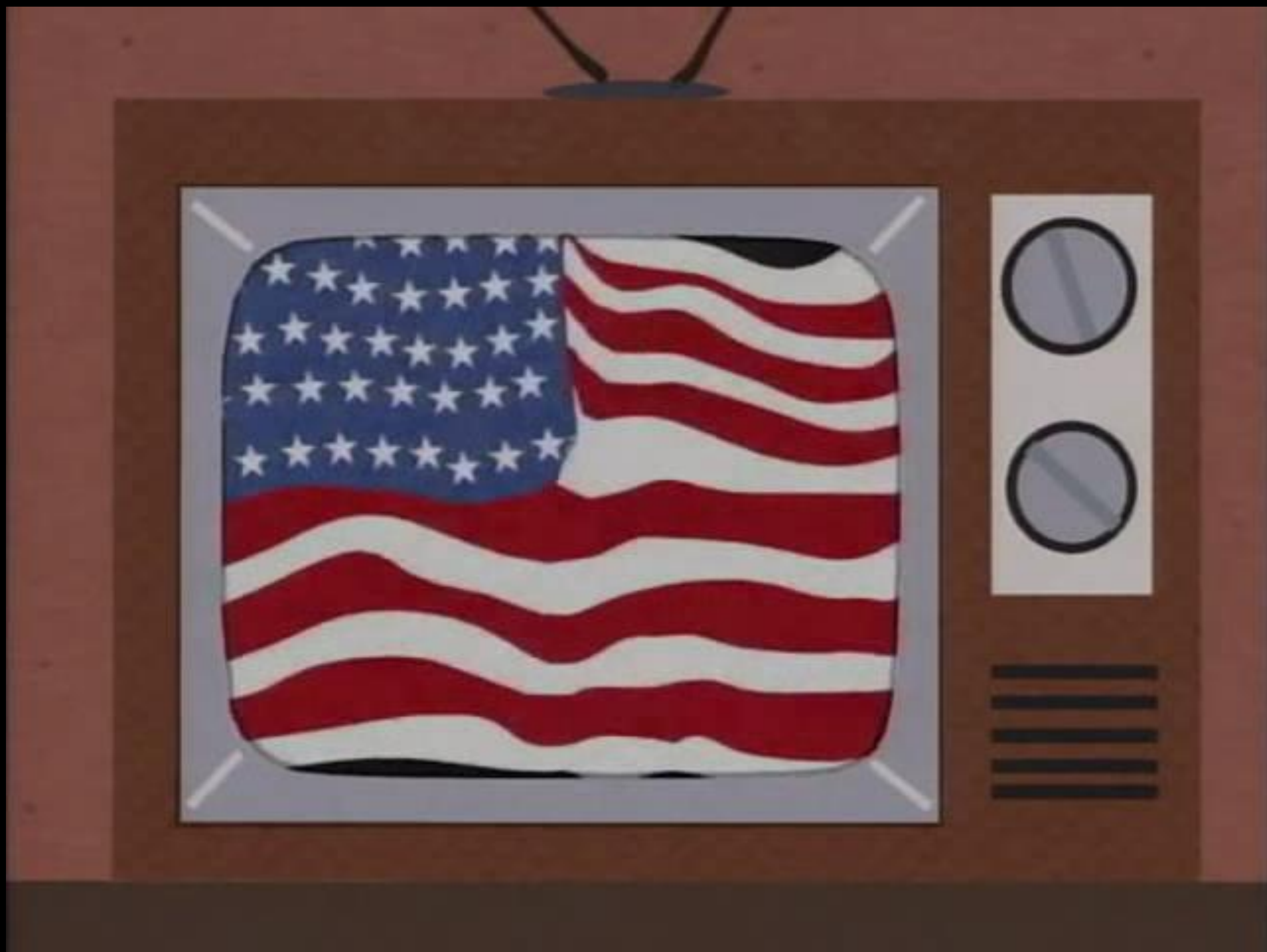
POWER BLURS THE
LINES

Between

Rationality

and

Rationalisation



You don't hate collaborating with customers do you?

You don't hate early and continuous delivery of value do you?





What we have here, is a failure to have Equanimity

TWO PROBLEMS

- The Self
- The System

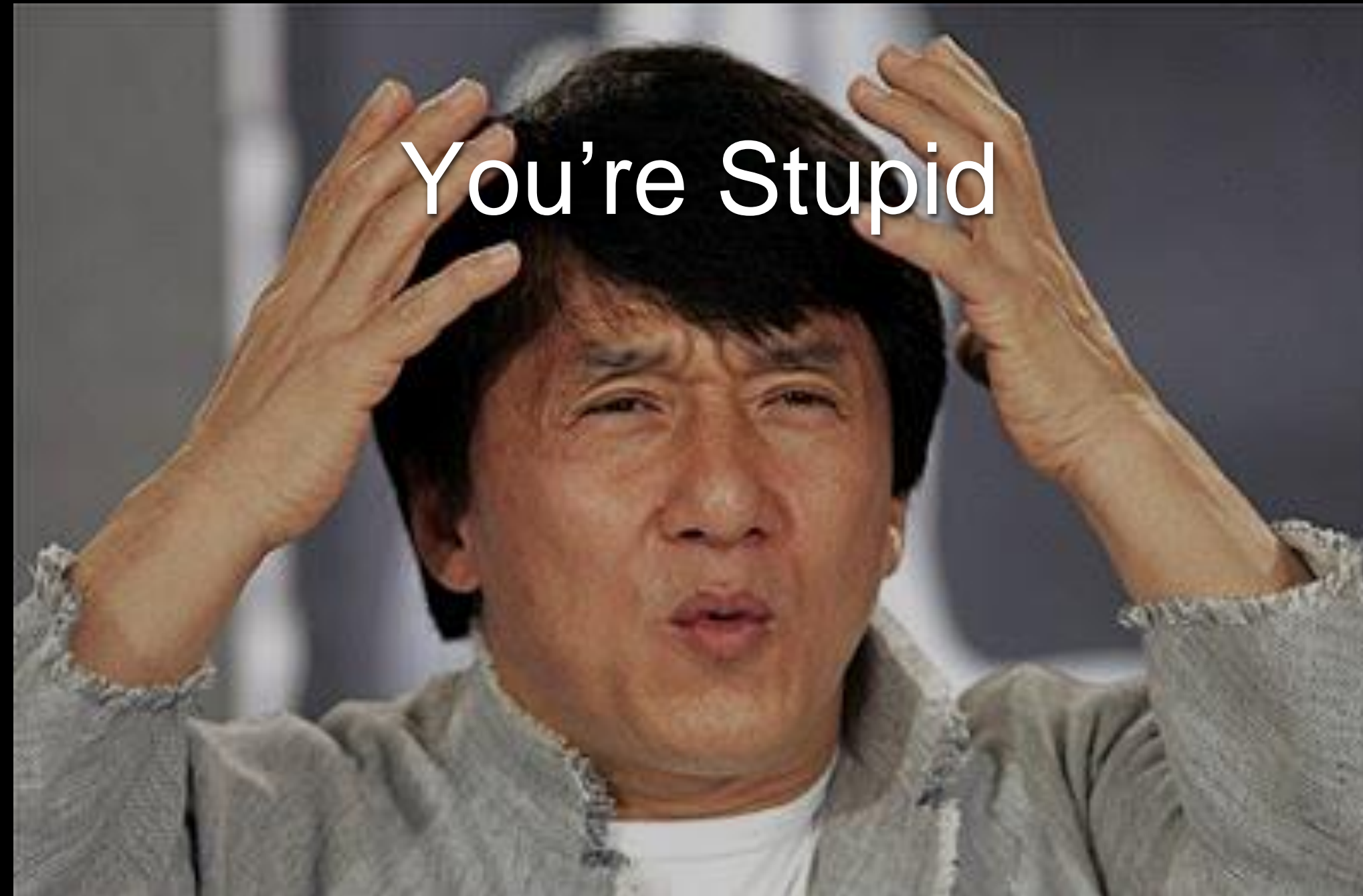
The Self

I SCREW UP, THEREFORE I AM



We believe our opinions are “The Truth”

SO IF YOU DISAGREE WITH ME THEN...



You're Stupid

You're Evil



You're Ignorant



BUT...

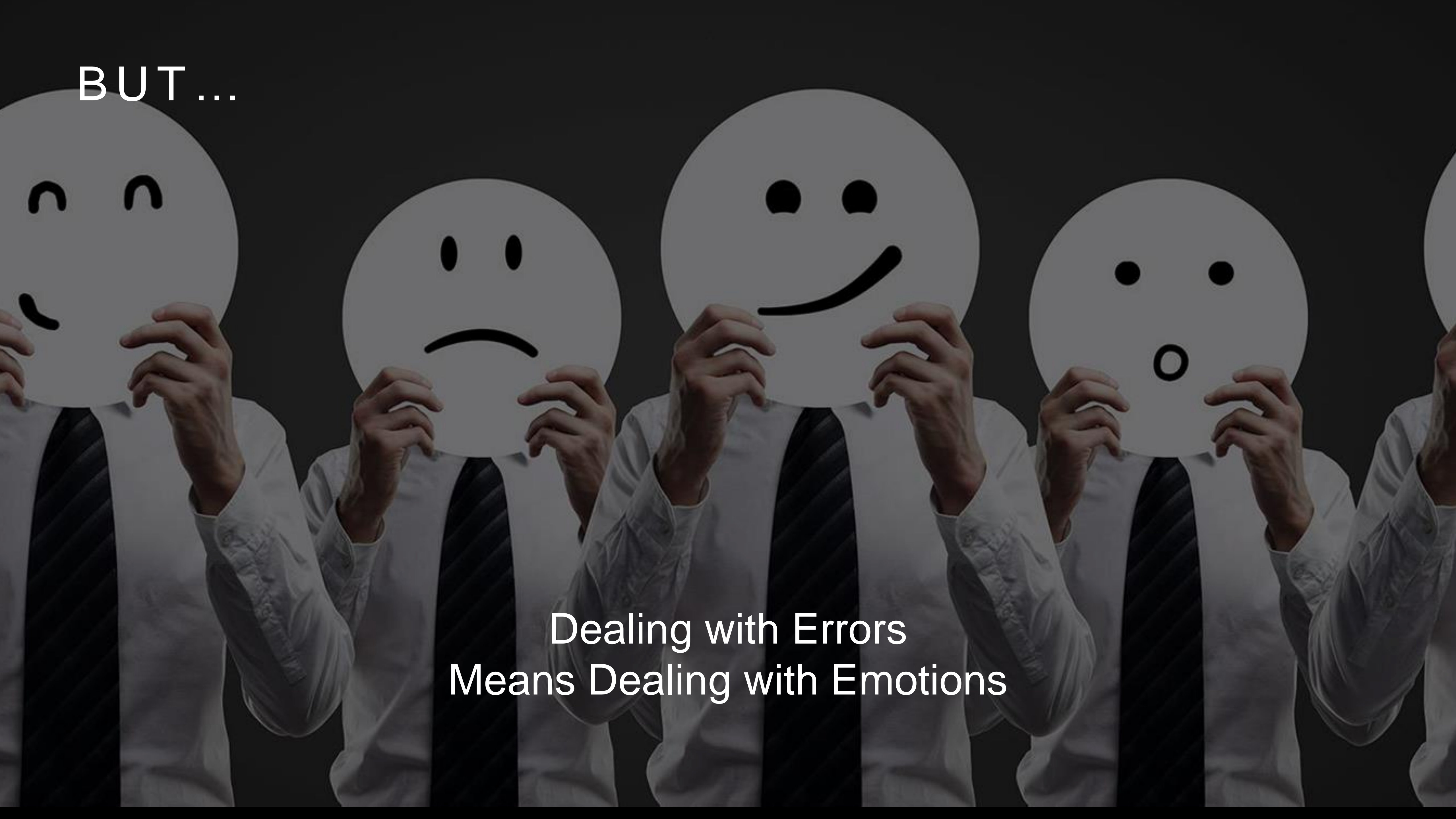


MANAGERS ARE SUPPOSED TO BE “PROFESSIONAL”

The System



BUT...



Dealing with Errors
Means Dealing with Emotions



MANAGERS ARE SUPPOSED TO
BE “CERTAIN” & “DECISIVE”

BUT...



SO WHAT CAN I DO?

DISTINGUISH BETWEEN...

Being Emotionally Intelligent
and
Being “Emotional”



BEING PROFESSIONAL SHOULD
MEAN BEING COMPLETE
HUMANS

DO YOU SEE?

Mistakes as Roadblocks
or
Mistakes as Milestones?

DO YOU?

Hold Beliefs
or
Have Knowledge

WHAT CAN WE DO?

Human Beings are Social Animals

Our Communities can define, coerce and corrupt us
Or Balance Us

We have the Leaders we deserve



SHARE THE BURDEN

A black and white photograph of a lone tree standing on a vast, rocky, and cracked landscape. The ground is covered in large, irregular rocks and deep, winding cracks, suggesting a dry or volcanic environment. The tree is positioned in the center of the frame, standing alone. The sky is filled with heavy, dark, and dramatic clouds, creating a somber and isolated atmosphere. The overall scene conveys a sense of solitude and the challenges of managing in isolation.

YOU CAN'T CHANGE
MANAGEMENT IN ISOLATION

SAFETY

is

EVERYONE'S

RESPONSIBILITY!



Mindfulness leads to Equanimity

Equanimity lets you effectively ~~manage~~ navigate complexity

Equanimity leads to compassion

We experience others from
the outside

But ourselves from the inside



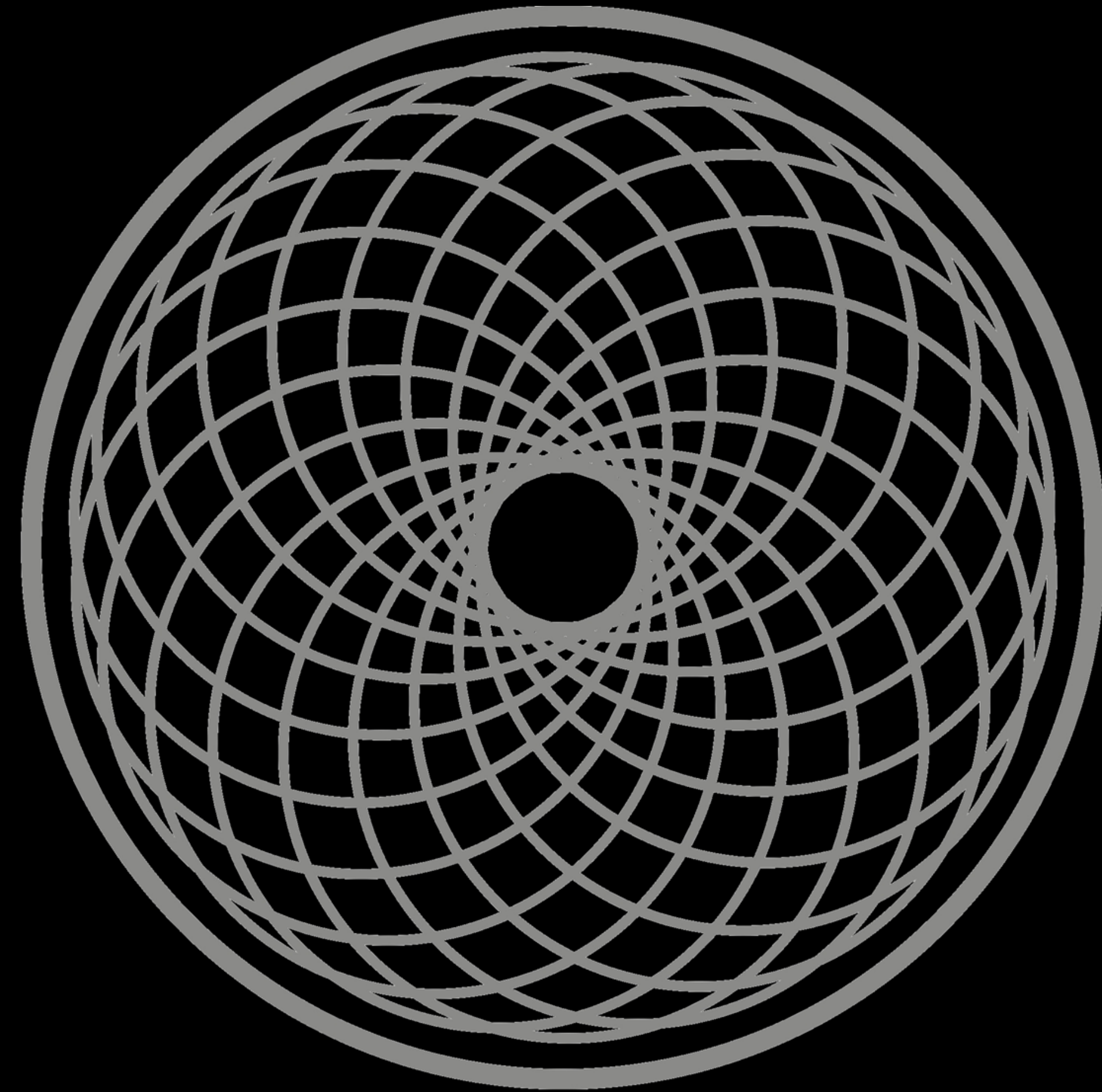
From the outside the irrational
use of power looks
irresponsible and ugly

Whereas compassionate,
mindful leadership appears as
courage, honour and grace.





IF ONLY LEADERS WOULD USE
THEIR POWER TO SHAPE NEW
REALITIES INSTEAD OF DISTORTING
OUR VIEW OF THE EXISTING ONE



LASTing Benefits

Lean Agile & Systems Thinking