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Implementing new leadership paradigm using the 6 Box Leadership diagnostics: some data patterns

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ABSTRACT

Investment in, and awareness of, leadership development and its importance have increased significantly in recent decades. Despite this, tangible progress has been patchy. Based on an extensive research, this article argues that such a disparity becomes less of a surprise if one analyses data on organizational climate, compared with that for individuals; and explores the mindsets that underpin common approaches to organisational management. The 6 Box Leadership diagnostic system has been developed on the basis of many years of interdisciplinary research to enable organisations to discover hidden strengths and weaknesses in the areas of Culture, Relationships, Individuals, Strategy, Systems and Processes, and move towards leadership based on collaborative culture, purpose and autonomy. This article presents research background to the 6 Box Leadership Model and associated diagnostic tool, it discusses its diagnostics capability, and it provides an example of data patterns obtained from three case studies. The results show that scores for organisational culture are lagging behind scores for an individual mindset, which may explain the slow implementation of the emerging leadership practices in organisations.

Introduction

It is apparent that organisations today face unprecedented challenges. Some of the key challenges include: a disruption from unconventional rivals, intensifying competition for talent, accelerating pace of change, complexity and uncertainty, as well as a fast transition from the “knowledge economy” to the “creative economy” (Hamel, 2012). Furthermore,

performance continues to decline whether measured through Return on Assets or Return on Invested Capital; U.S. firm's Return on Assets has progressively dropped 75% since 1965, despite rising labour productivity (<http://ow.ly/7TeUE>). The average life expectancy of Fortune 500 companies has steadily decreased from 75 to 15 years in the last 50 years. Furthermore, data shows that only 25% of the workforce is passionate about their work, despite the plethora of techniques and resources spent on L&D and global figures for engagement show that 80% of employees are less than fully engaged at work (Hamel, 2012).

The key causes of this problem are outdated leadership practices based on mechanistic paradigm, bureaucratic organisation, hierarchical command and control mind set, standardisation and specialisation (Hamel, 2012). Similarly, the key premises of a Taylor approach are: Defining the task, command and control, strict standards, focus on quantity, measuring performance to strict standard, and minimising the cost of workers for a task. This is in contrast to Peter Drucker's premises which include: Understanding the task, giving autonomy, continuous innovation, focusing on quality, continuous learning and treating workers as an asset not a cost (Bergstrand, 2009).

While development of individual leaders has indeed become widespread in recent years, many organisational cultures, and much organisational design, remain anchored in a traditional 'command and control' mindset, with features such as:

- Organisational culture is orderly,
- Strategic formation is exclusively the domain of an elite few,
- Cost control is prioritised over innovation,
- Objectives are based on budgets rather than the customer experience,
- Employees are micromanaged – they have little autonomy and their activities are dictated.

The traditional leadership approach worked well for driving productivity and efficiency in production economy but is detrimental for innovation, engagement and resilience which are the key ingredients for success of modern, knowledge based organisations moving towards creativity economy. Current mechanistic leadership and management practices fuel mismatch with knowledge workers' needs, as they tend to ignore corporate hierarchy and need autonomy to be more innovative. As a consequence, people are becoming less engaged, collaborate less, cannot thrive and achieve their full potential. Furthermore, there is a lack of creativity, innovation and passion for work and many

organisations are not sufficiently adaptable to survive. In knowledge-based organisations in particular, emergent leadership practices based on people, purpose and collaboration will lead to more value creation, innovation and engagement.

Implementing Emergent Leadership Practices for More Value Creation

To address this problem, organisations will need to create more value and become more engaging, innovative and resilient than they are now (Hamel, 2009). This requires a fundamental, counterintuitive change of traditional management and leadership practices as well as a change in the mind set. Implementing emergent leadership and management practices will lead to highly engaging and innovative organisational cultures, based on Management 2.0 principles (<http://www.managementexchange.com/m20-principles>) such as collaboration, transparency, meritocracy, purpose, community and autonomy, where the authority is distributed and decisions are made on the basis of knowledge rather than a formal position in organisational hierarchy (Amar *et al.*, 2009) and organisations are managed holistically as complex adaptive systems (Holland, 2006).

Many leading management thinkers have recognized the need for moving away from mechanistic models towards distributed leadership and decision-making, collaborative culture and more social orientation of businesses in addition to Peter Drucker (Drucker, 1954) – from Charles Handy (Handy, 1989) to Henry Mintzberg (Mintzberg, 1998) and Gary Hamel (Hamel, 2007). A more recent synthesis of a large body of the literature on leading knowledge workers (Amar and Hlupic, 2012), also reveals that in order to foster innovation in knowledge based organisations, a different leadership style is needed, based on horizontal rather than vertical leadership, where power and authority are distributed on the basis of knowledge.

One common thread throughout all relevant seminal and emerging literature in leadership and management is that a majority of authors focus on *what* organisations should do to address their challenges, create more value and improve innovation and engagement. However, a research on *how* to do this in practice is rather rare (Amar *et al.*, 2009). In order to address this gap, the 6 Box Leadership Model was developed, as described in the following section.

The 6 Box -Leadership Model: Creating More Value Through Holistic Management

Based on an extensive research, a holistic 6 Box Leadership Model was developed to help organisations to move towards emergent leadership culture, create more value and to discover specific bottlenecks to value creation in six interrelated areas, covering both people related and economic factors: *Culture, Relationships, Individuals, Strategy, Systems and Resources*.

The initial phase of developing this model related to development of a framework with more than 130 factors that drive value creation in organisations, and grouping these factors in the above-mentioned six areas. This was done through empirical and theoretical research using a thematic analysis with coding. An on-line questionnaire with 105 questions was developed and tested in 10 organisations. Subsequent to this, the final framework was developed with 150 factors that drive value creation in organisations.

In the next phase, an on-line assessment instrument with 120 questions was developed on the basis of the revised framework, and supporting software platform was redeveloped. Figure 1 shows the 6 Box Leadership Model, whilst Table 1 shows examples of the key factors that create value in organisations in each of the six areas with sources of data (Hlupic, 2014).

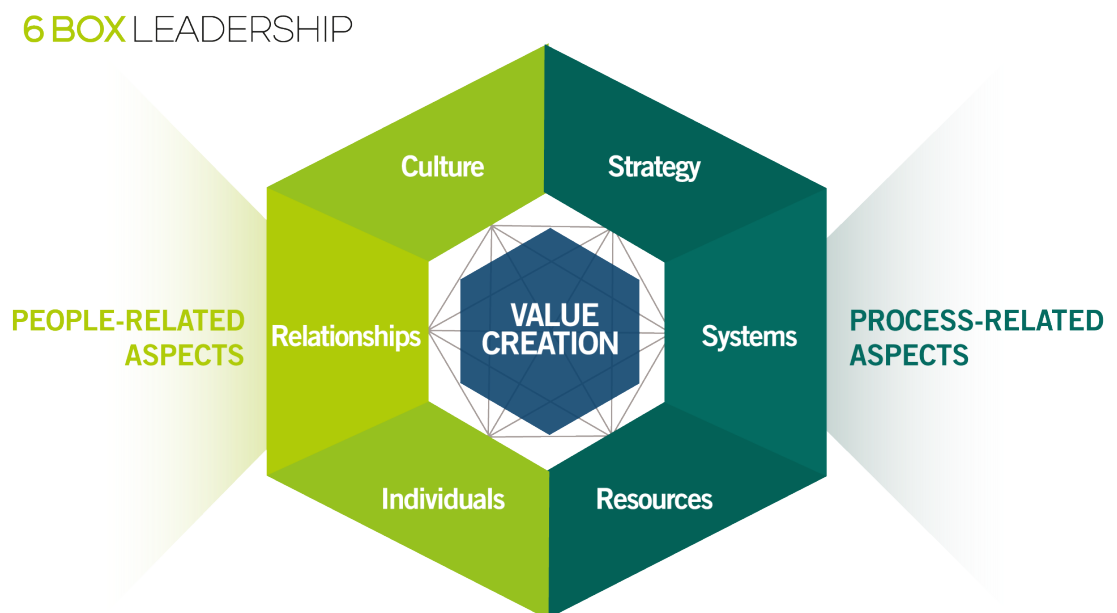


Figure 1. The 6 Box -Leadership Model

Table 1. Examples of factors in the 6 Box Leadership Model and sources of data

FACTORS/THEMES	SOURCES		
	THEORY	PRIOR RESEARCH	SPECIFIC OBSERVATIONS
CULTURE			
Motivated employees	√	√	√
Caring ethos	√	√	√
Democratic culture	√	√	√
Higher purpose	√	√	√
Autonomy of employees	√	√	√
Distributed authority	√	√	√
Transparency	√	√	√
Accountability	√	√	√
Trust	√	√	√
Values	√	√	√
RELATIONSHIPS			
Collaboration	√	√	√
Effective working relationships	√	√	√
Lack of relationship based conflicts	√	√	√
Facilitating informal networks	√	√	√
Good communication	√	√	√
Team building	√	√	√
Quality of internal relationships	√	√	√
Established coaching processes	√	√	√
Established mentoring processes	√	√	√

Spontaneous interactions amongst employees	√	√	√
INDIVIDUALS			
Attitude of employees	√	√	√
Mindset of employees	√	√	√
Skills of employees	√	√	√
Opportunities for learning and development	√	√	√
Motivation of employees	√	√	√
Interpersonal skills	√	√	√
Emotional intelligence	√	√	√
Alignment of individual and organizational values	√	√	√
Delegating responsibilities	√	√	√
Sense of purpose and passion for work	√	√	√
STRATEGY			
Collaborative development of strategy	√	√	√
Prioritising long term performance	√	√	√
Aligning of people and systems	√	√	√
Understanding of a strategic direction	√	√	√
Innovation embedded in strategy	√	√	√
Prioritising people aspects of an organization	√	√	√
Working collaboratively with stakeholders	√	√	√
Avoiding micro-management	√	√	√
Managing risk	√	√	√
Focus on customer	√	√	√
SYSTEMS			
Self-organization of employees in	√	√	√

communities			
Distribution of authority	√	√	√
Experimenting with new ideas	√	√	√
Flexibility of processes	√	√	√
Distribution of decision making	√	√	√
Transparent compensation system	√	√	√
Eliminating activities that fail to add value	√	√	√
Regular feedback on performance	√	√	√
Talent retention	√	√	√
Organisational learning processes	√	√	√
RESOURCES			
Access to resources	√	√	√
Compensation schemes	√	√	√
Sharing of resources	√	√	√
Access to information	√	√	√
Accuracy of information	√	√	√
Intellectual property rights	√	√	√
IT infrastructure	√	√	√
IT support	√	√	√
Software tools for collaboration	√	√	√
Physical infrastructure	√	√	√

The original 120 6 Box Leadership questions (grouped in six boxes), were regrouped and mapped according to additional three frameworks for additional analysis:

(a) Management 2.0 principles

The 6 Box Leadership questions were mapped to 12 principles of Management 2.0 (<http://www.managementexchange.com/m20-principles>) which resulted from Management 2.0 Hackathon conducted within the Management Innovation Exchange (MIX) community. The key principles include (as shown in Table 7): 1. Openness, 2. Community, 3. Meritocracy, 4. Activism, 5. Collaboration, 6. Meaning, 7. Autonomy, 8. Serendipity, 9. Decentralisation, 10. Experimentation, 11. Speed and 12. Trust. Using this mapping of the 6 Box Leadership questions enables to assess to what extent an organisation has implemented Management 2.0 principles and which are the strongest and weakest principles, depending on average scores obtained for each principles.

(b) Key ideas of Peter Drucker

Eight key ideas from Peter Drucker's work were selected, and all 120 questions were mapped into groups related to these ideas: 1. Productive organisation / decentralisation, 2. Respect of workers / employees as assets, 3. Knowledge work productivity, 4. The imperative of community, 5. Focus on serving customers, 6. Responsibility for the common good, 7. Focusing on core competencies / properly executing business processes, 8. Management by balancing a variety of needs and goals. Using this mapping of the 6 Box Leadership questions enables to assess to what extent an organisation is managed using Peter Drucker's principles and which are the strongest and weakest principles, depending on average scores obtained for each idea.

(c) Reinvention Framework

The 6 Box Leadership questions were also mapped to Bergstrand's Reinvention Framework (Bergstrand, 2009) which has been used in various organisations to improve knowledge work productivity. This framework consists of four key knowledge work productivity areas: 1. Envision, 2. Design, 3. Build and 4. Operate. 120 6 Box Leadership questions were mapped to these four areas to assess where the strengths are and blockages to knowledge work productivity in a particular organisation.

For all four mappings of 120 questions that drive value creation, innovation and engagement in organisations, average scores below 40-50% are considered as a sign of possible weakness in a particular area, and scores above 60% as considered as a strength. Scores are relative for a particular organisation, and relatively high scores in a particular organisation could be considered as low in another organisation, which has higher average scores in all areas.

For each question, a 6-point Likert scale was used to eliminate neutral answers, and the possibility to add qualitative comments was also provided. Scores are translated into percentages, and the word frequency of the keywords used in comments is also calculated. In the *fifth phase*, an on-line assessment tool developed has been further tested empirically using 11 additional case studies. Finally, on the basis of data collected, statistical analysis was conducted to determine the reliability of the questionnaire. A random sample of 456 data sets was analysed using Statistical Analysis System (SAS) software. The Cronbach Alpha coefficient was used to check the internal consistency of data. For all six variables (Culture, Relationships, Individuals, Strategy, Systems and Resources) Cronbach Alpha values were high, between 0.812090 and 0.938309, indicating very good reliability of the questionnaire.

In summary, the following nine steps within the process of development of the 6 Box Leadership diagnostic tool have been taken:

1. Development of an initial framework with 130 factors (grouped in six areas: Culture, Relationships, Individuals, Strategy, Systems, Resources) that drive value creation in organisations based on more than 15 years of empirical and theoretical research using a thematic analysis (Boyatzis, 1998) with coding,
2. Development of the on-line questionnaire with 105 questions,
3. Empirical testing of the on-line questionnaire on 10 organisations,
4. Development of the final framework with 150 factors that drive value creation in organisations based on additional research and further thematic analysis with final coding,
5. Development of the final version of the online questionnaire with 120 questions,
6. Producing mappings of 120 questions to additional three frameworks: Reinvention Framework, Management 2.0 Principles and the Key ideas from Peter Drucker,
7. Development of the new 6 Box Leadership software platform for data collection and analysis, with enhanced functionalities that include all four mappings of 120 questions,

8. Empirical use of an online diagnostic tool in 11 additional organisations.
9. Statistical analysis of data sample to determine reliability of the questionnaire and data correlation.

The original basis for the 6 Box Leadership Model was more than 15 years of research, but it took a further four years of intensive research and practical work to complete the above nine steps.

Figure 2 shows an example of data input in the Culture section of the questionnaire using an on-line tool. Figure 3 shows an example of demographic data input. Figure 4 shows an example of aggregate scores obtained by a company using all four mappings for one company.

Six Box Leadership - Questionnaire									
Questions. Section 1 of 6 - Culture	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Not Applicable	Don't Understand	Optional Comments
1 - Employees are motivated to do their best at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
2 - Employees are stressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
3 - Employees are overworked	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
4 - Our organisation has a caring ethos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
5 - Innovation is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
6 - Our culture has a sense of purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
7 - Trial and error is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
8 - An internal sense of community spirit is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
9 - Environmental responsibility is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
10 - Giving back to the community is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
11 - Transparency is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
12 - Trust is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
13 - Ethical behaviour is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
14 - Senior management determine the culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
15 - Accountability is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
16 - Command and control is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
17 - Employee's values are aligned with the organisation's values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
18 - Democracy is part of our culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
19 - Employees succeed based on the quality of their ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
20 - Employees are afraid to take courageous decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
21 - Our culture focuses on delighting customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
22 - Encouragement is used regularly instead of criticism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

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(C) 2012 Vlatka Hlupic. Platform developed by Peter Blue

Figure 2. The 6 Box- Leadership data input example in Culture box

Candidate ID: 31, Company: Department 1.1

Thank you for agreeing to complete the Six Box Leadership questionnaire.

It consists of 120 questions with a 6-point Likert scale based answers.

Demographics

Position in company	Gender	Age Group	Employed for
Top level management (CEO, MD, Board Level) <input type="radio"/>	No Answer <input type="radio"/>	No Answer <input type="radio"/>	<input type="text"/>
Middle level management (Director level) <input type="radio"/>	Male <input type="radio"/>	~ 19 <input type="radio"/>	in years
Lower level management (some formal managerial responsibility) <input type="radio"/>	Female <input type="radio"/>	20-29 <input type="radio"/>	
Operational <input type="radio"/>		30-39 <input type="radio"/>	
Other <input type="radio"/>		40-49 <input type="radio"/>	
		50-59 <input type="radio"/>	
		60-69 <input type="radio"/>	
		70 + <input type="radio"/>	

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Figure 3. The 6 Box Leadership demographic data input example

Results for the Six Box analysis

Company Name	SixBoxTest
Organisation Type	Company
Departments	0
Industry Class	3 - Communications
Gender Demographic	Unknown
Age Group Demographic	~ 19
Management Level Demographic	N/A

Six Box	Reinvention Framework	Management 2.0	Peter Drucker's Ideas	Word Frequency
Culture 82 %	Envision 83 %	Openess 55 %	Productive Org 57 %	2 really
Relationships 61 %	Design 55 %	Community 58 %	Respect 62 %	2 cool
Individuals 58 %	Build 43 %	Meritocracy 50 %	Knowledge 50 %	2 stress
Strategy 60 %	Operate 58 %	Activism 55 %	Community 58 %	1 boss
Systems 44 %		Collaboration 41 %	Customers 70 %	1 whats
Resources 35 %		Meaning 74 %	Common Good 76 %	1 just
		Autonomy 51 %	Competencies 51 %	1 one
		Serendipity 56 %	Management 47 %	1 happy
		Decentralisation 60 %		1 company
		Experimentation 71 %		1 care
		Speed 47 %		
		Trust 65 %		

Questions (Data points:2)	Section	Score
Employees are motivated to do their best at work	Culture	70 %
Employees are stressed	Culture	70 %
Employees are overworked	Culture	70 %
Our organisation has a caring ethos	Culture	70 %
Innovation is part of our culture	Culture	100 %
Our culture has a sense of purpose	Culture	100 %
Trial and error is part of our culture	Culture	80 %
An internal sense of community spirit is part of our culture	Culture	70 %
Environmental responsibility is part of our culture	Culture	100 %
Giving back to the community is part of our culture	Culture	100 %
Transparency is part of our culture	Culture	70 %
Trust is part of our culture	Culture	70 %

Figure 4. The 6 Box Leadership aggregate output example for one company

In summary, the 6 Box Leadership Model provides assistance to managers to enable more value creation and implementation of the emerging management approaches that will lead to more innovation, better performance and engagement in organisations they manage. It helps to discover hidden areas of strengths, hidden dependencies and blockages to organisational performance, it uncovers developmental opportunities and helps organisations to systematically turn potential into results and turn staff engagement insights into value drivers.

The 6 Box Leadership Model: Research Background

The 6 Box Leadership Model was developed through synthesis and thematic analysis of research findings from a number of research projects carried out by the author (with her colleagues) over the period of more than 15 years. Table 2 shows more details about the key projects that form a research background to the 6 Box Leadership model, research methods used, key findings and their link to the six boxes of the 6 Box Leadership Model.

Some of the insights were also obtained from the author's leading role in the Management Innovation Exchange Management (MIX) 2.0 Hackathon.

These projects used various research methods, both qualitative and quantitative. Majority of these projects were interdisciplinary, investigating various aspects of value creation in organisations that lead to improved performance, innovation, resilience and engagement.

Table 2. Key projects, research methods used, key findings and their link to the six boxes of the 6 Box Leadership Model

PROJECT	RESEARCH METHODS	KEY FINDINGS	LINK TO SIX BOXES
Leading Knowledge Workers	<ul style="list-style-type: none"> - Two in-depth, longitudinal case studies in knowledge intensive organizations in the private sector -Qualitative method (context analysis), observations, semi structured interviews (60+), documentary evidence (triangulation) -Literature review of 300+ articles 	<ul style="list-style-type: none"> - Empirical guidelines for leading knowledge workers - Theoretical model for leading knowledge workers for innovation - Emergent Leadership Model 	<ul style="list-style-type: none"> <i>Individuals</i> <i>Culture</i> <i>Relationships</i> <i>Strategy</i> <i>Systems</i>
Value Creation from Intellectual Capital	<ul style="list-style-type: none"> - Three in depth longitudinal case studies in knowledge intensive organizations in the private sector - Qualitative method (context analysis), observations, semi structured interviews (120), documentary evidence (triangulation) -Literature review of 250+ articles 	<ul style="list-style-type: none"> - A framework for value creation from Intellectual Capital - Factors that contribute to innovation in organizations 	<ul style="list-style-type: none"> <i>Individuals</i> <i>Culture</i> <i>Relationships</i> <i>Strategy</i> <i>Systems</i> <i>Resources</i>
Framework for Organizational Resilience	<ul style="list-style-type: none"> -On-line survey with 88 organizations in the private and public sectors, 6000+ respondents - Quantitative method for data analysis 	<ul style="list-style-type: none"> -A framework for organizational resilience - Factors that contribute to organizational resilience 	<ul style="list-style-type: none"> <i>Individuals</i> <i>Culture</i> <i>Relationships</i>

			<i>Strategy</i> <i>Systems</i>
Teamwork and Change Management	<ul style="list-style-type: none"> - Three in-depth longitudinal case studies in knowledge intensive organizations - Qualitative method (grounded theory, hermeneutics), observations, semi structured interviews (88), documentary evidence (triangulation) -Literature review of 250+ articles 	<ul style="list-style-type: none"> - A theory for leading teams in the context of change management -Human and organizational factors that contribute to the success of change management projects 	<i>Individuals</i> <i>Culture</i> <i>Relationships</i>
Aligning Organizational Culture and IT Systems for Organizational Change Projects	<ul style="list-style-type: none"> - Three in-depth longitudinal case studies in the private sector - Qualitative method (Deductive testing of constructs), observations, semi structured interviews (50), documentary evidence (triangulation) -Literature review of 200+ articles 	<ul style="list-style-type: none"> - A framework for aligning organisational culture and IT systems for successful organizational change projects -Interdisciplinary REBUS framework for successful change projects 	<i>Culture</i> <i>Strategy</i> <i>Systems</i>
Business Process Change	<ul style="list-style-type: none"> - One in-depth longitudinal case study in the private sector - Qualitative method, observations, semi structured interviews (15), iterative prototype development, documentary evidence (triangulation) -Literature review of 200+ articles 	<ul style="list-style-type: none"> - A methodology for business process improvement through dynamic modelling - Factors that contribute to process modelling and efficiency 	<i>Systems</i> <i>Resources</i>
Personal Development and Engagement	<ul style="list-style-type: none"> -Literature review of 200+ articles - Empirical research/ action learning 	<ul style="list-style-type: none"> - EXCELLENCE framework for personal development and engagement 	<i>Individuals</i> <i>Relationships</i>
Management Innovation Exchange Management 2.0 Hackathon	<ul style="list-style-type: none"> -Collaborative, iterative development of Management 2.0 Hacks 	<ul style="list-style-type: none"> -Principles of Management 2.0 -Management 2.0 Hacks 	<i>Individuals</i> <i>Culture</i> <i>Relationships</i> <i>Strategy</i> <i>Systems</i> <i>Resources</i>

Research projects that form a foundation of the 6 Box Leadership Model involved both theoretical and empirical research. Theoretical research relates to a review and synthesis of more than 1000 research articles, whilst empirical research is related to more than 23 case studies, involving more than 300 semi-structured interviews. Many of these case studies were in-depth, longitudinal case studies, carried out over the period of 2-3 years. Empirical

research also involved a survey involving 88 organisations and more than 6000 respondents in a survey.

The findings from all these research projects informed the development of a holistic framework with more than 150 factors that drive value creation in organisations. The framework was developed using thematic analysis (Boyatzis, 1998), including coding. The factors in the framework were grouped in six interconnected and interrelated areas that form the basis of the 6 Box Leadership Model: Culture, Relationships, Individuals, Relationships, Strategy, Systems and Resources. On the basis of these factors, an on-line questionnaire was developed to enable assessment of hidden strengths and bottlenecks in each of the six areas (as well as in the areas related to three other mappings), and discovery of hidden dependencies and blockages to value creation.

There are 120 questions in the final version of the survey. A 6-point Likert scale was used (where the range of answers is from 1-strongly disagree to 6- strongly agree). Each question has an option to add qualitative comments, which enables cross-referencing with quantitative results. The questions with highest scores point to key strengths, and the lowest scoring questions help to identify bottlenecks. Addressing bottlenecks will lead to more value creation, improved performance, innovation and engagements and moving from Management 1.0 to Management 2.0 and moving from a Taylor to a Drucker approach to management.

This research related to the 6 Box Leadership Model builds on author's own previous work (including an article published in *Harvard Business Review* in 2009 (Amar *et al.*, 2009)) and research related to the Emergent Leadership Model (shown in Figure 5). This model was used as one of the starting points for developing the 6 Box Leadership Model (in addition to a large sample of published research conducted by others).

The Emergent Leadership Model was developed after extensive literature search in personal and organisational development. Some of the sources that have informed development of this model include Wilber's integral theory of consciousness (Wilber, 1997), Piaget's theory of cognitive development (Piaget, 1977), Maslow's hierarchy of needs (Maslow, 1943), Spiral dynamics model (Beck and Cowan, 1996), Loevinger's stages of ego development (Loevinger, 1970), Cook-Greuter's Leadership Development Framework (Cook-Greuter, 2004) and research related to the Tribal Leadership (Logan *et al.*, 2008). The model shows how individuals and organisations go through different developmental levels. It

also shows the levels of maturity of organisational culture as individuals and organisations evolve.

Each level has certain individual and organisational characteristics summarized as follows: At level 1, employees have a lifeless mindset, there is an apathetic / fear based culture, and employees and leaders are isolated and disengaged. At level 2, the mindset is reluctant; there is stagnating/blame culture, autocratic leadership, and overwhelmed and disengaged employees. At level 3, the mindset is controlled, culture is orderly, leadership is based on command and control, people are micromanaged, and relationships are self-centered. At level 4, the mindset is enthusiastic, there is a team ethos, culture is collaborative, the leadership style is distributed and employees have unleashed purpose and passion for work. At level 5, the mindset is unlimited, there is strong team cohesion, the culture is unbounded, leaders are inspirational and there is a strong sense of purpose and passion for work.

Once the predominant organisational culture moves from level 3 to level 4, a shift from Management 1.0 to Management 2.0 is achieved as well as a shift from a Taylor to Drucker management style. The 6 Box Leadership Model was developed to identify bottlenecks for this shift.



Figure 5. The Emergent Leadership Model

Application of the 6 Box Leadership Model in Practice: Examples of Projects

The model has been successfully used in more than 20 organisations worldwide in the private and public sectors, to help them create value, discover hidden areas of strengths, dependences and blockages to organisational performance, improve innovation and engagement, and support strategy development. Different organisations obtained different benefits from using this assessment tool. Table 3 shows some examples on how 6 Box Leadership Model was used in different organisations and how it created the value for these organisations.

Table 3. Examples of the 6 Box Leadership projects

Type of organisation	Examples of benefits obtained from the 6 Box Leadership survey
FTSE100 company, UK	This large retail company has been going through a company-wide performance improvement initiative and the 6 Box Leadership survey has been done to facilitate this project. The results obtained revealed several key areas that the company needed to address to improve overall performance and improve enabling conditions for innovation and engagement. These results were used for the development of the subsequent stages of performance improvement initiative. Since this project was completed, this company experienced 33% increase in revenue and increase in net profit of 213%.
Central Government Department, UK	The 6 Box Leadership survey has been done in all departments of the central government unit. The results obtained informed the Executive Board of the key strategic areas that this organisation needs to focus on to improve performance and innovation, and some of these results were used for a new strategic focus. The results of this analysis were also used to design a tailored three years long senior management development programme, where key areas for improvement discovered through the 6 Box Leadership analysis were addressed directly in this development programme. Finally, it has been decided that the 6 Box Leadership Model will be used as a framework for development of a new HR strategy for this organisation.
Media Company, South Africa	The 6 Box Leadership survey has included all employees of this SME. The results have revealed some fundamental problems in several areas (boxes) which led to the decision by the Managing Director to sell the company. He said: " <i>This is a very accurate assessment of the business. I was impressed. It highlighted some fundamental problems with the business</i> ". The company was sold few months after the survey was completed.
Vocational training company, UK	6 Box Leadership survey was conducted in HR and IT Departments of this major vocational training company, supported by the UK Government. The results provided a valuable insight into key areas for improvement that will provide enabling conditions for better performance and innovation in these two departments. These areas were subsequently addressed and were also used to design internal leadership training programme for the key executives.
IT training company,	The 6 Box Leadership survey was conducted across the entire

UK	organisation, where interesting dynamics amongst various national training centres were revealed. These results were used by the CEO to initiate a number of changes to improve performance of some of the lower performing training centres as well as company-wide initiatives to improve connectivity and collaboration between different parts of an organisation.
National Health Service (NHS) organisations, UK	Four projects have been conducted in various parts of the NHS to discover key drivers for performance and key areas for improvement. All projects provided valuable insights for these organisations as reflected, for example, in the statement of the Chief Executive of one of the Integrated Primary Care Commissioning organisations: <i>“Confirming what was working well for us and discovering what was really driving our success has proven to be very enlightening. Equally, being able to see the organisation through our staff’s perceptions and linking this to our culture, strategy and processes has been very valuable. We now have a holistic perspective through which to help sustain and enhance our performance, engagement and patient outcomes.”</i>
An academic department, UK	The Leadership survey was conducted in an academic department of a UK University to discover the key blockages to innovation and engagement. Following a feedback session, a plan was developed to address key blockages that the department could address internally to improve academic output. This has resulted in more innovative ideas, new projects and new communities of passion formed by academic staff involving both internal and external communities.

Although the survey provides both quantitative and qualitative data, it has been used mainly as a qualitative tool to identify the key areas of strengths and weaknesses (on the basis of highest and lowest average scores for questions in six areas) that need further analysis and discussion in order to design an intervention for value creation.

Companies that are knowledge intensive, where core activities depend on innovation from knowledge workers, would particularly find this diagnostic tool very beneficial as it was the case with various cases studies where this tool was tested. The reason for this is that research shows that knowledge workers cannot and do not want to be led using traditional vertical leadership approaches, they tend to ignore corporate hierarchy, and they need interactions and autonomy to be more innovative and engaged (Goffee and Jones, 2007). The 6 Box Leadership diagnostic tool provides a means for implementing Management 2.0 principles in practice as well as management based on Peter Drucker’s ideas that will lead to more value creation, better performance, more innovation, engagement and better overall success for organisations.

6 Box Leadership Data Collection: Some Data Patterns

Data from 456 respondents obtained from three case studies (from the NHS Trust, an insurance company and IT consulting company) was analysed and some interesting patterns were observed. Table 4 shows data patterns from these case studies.

The data shows a sharp contrast between individual and organisational development. Respondents were asked the extent to which they agreed with a series of questions embedded in the 6 Box Leadership diagnostic tool developed to help organisations implement new leadership paradigm in practice. The highest scores are relatively high, and nearly all of them pertain to individual characteristics. For example, of eight scores in the range 4.0-4.5 on a 1.0-6.0 scale, seven relate to individuals or relationships, and only one to culture, which was to do with accountability.

Table 4. Some data patterns from the 6 Box Leadership diagnostics

HIGHEST SCORING QUESTIONS, n=456		
Question	BOX	MEAN (1-6)
Q046 - My work gives me purpose	Individuals	4.03425
Q015 - Accountability is part of our culture	Culture	4.03540
Q045 - I regularly improve my skills	Individuals	4.06364
Q054 - I interact with other parts of the organisation	Individuals	4.10706
Q048 - I chose my words carefully to motivate people	Individuals	4.11442
Q053 - I achieve more through working with others	Individuals	4.11818
Q035 - I interact with different teams	Relationships	4.24940
Q047 - I am motivated to do my best at work	Individuals	4.25170
LOWEST SCORING QUESTIONS, n=456		
Question	BOX	MEAN (1-6)
Q107 - Budgets are not tightly controlled	Resources	1.13861
Q002 - Employees are not stressed	Culture	1.29360
Q014 - Senior management do not determine the culture	Culture	1.39381

Q003 - Employees are not overworked	Culture	1.66741
Q016 - Command and control is not part of our culture	Culture	2.03311
Q108 - Compensation schemes don't change much	Resources	2.04040
Q065 - There are no gaps between our stated and realised objectives	Strategy	2.04359
Q067 - When organisational problems arise, micro-management is not the first response	Startegy	2.18718
Q066 - When financial problems arise, cost cutting is not the first response	Strategy	2.22938

Examples of the highest scored statements include:

- “My work gives me purpose”,
- “I regularly improve my skills”,
- “I choose my words carefully to motivate people”.

For the lowest eight scores, none related to individuals or relationships – all were matters of strategy or organizational culture. For example:

- “Our employees are not stressed” (a low score indicates high stress),
- “Employees are not overworked” (low score indicates over-work),
- “Command and control is not part of our culture” (low score indicates it is).

These findings are consistent with others that the author has collated and analysed in recent years, described and discussed in much detail in (Hlupic, 2014).

The pattern that emerges is that, in many examples, individual senior managers are encouraged to be self-aware, to adopt a coaching personal leadership style, and to understand the importance of team-building and engagement; only then to be reinserted into a corporate environment where the rules allow for little autonomy, financial controls prevent autonomy and innovation, and creativity is not encouraged. This reflects lack of a wider ideological renewal to support leadership development, and the need to implement new leadership paradigm in practice.

The implications are considerable. They imply that the limited and patchy progress towards implementing high-achieving, highly engaged workplaces is not an accident, nor a failing of individual leaders, but rather a failure to renew the business model in a more comprehensive way; or to challenge the mindsets, or cultural beliefs, that underpin it. It calls into question the compartmentalisation of much business analysis and management training; especially the disengagement of leadership development and organizational design. More fundamental reappraisal of the dominant business model is called for, with the lead taken by intellectual leaders within the field, and the business schools.

Conclusions

Business as usual is no longer an option for organisations today, and we cannot use old solutions to solve new problems. In order to survive and thrive in the current challenging business environments, organisations need to create more value, become more innovative and have more engaged and passionate employees. This cannot be achieved by using outdated leadership practices based on a Taylor approach focused on mechanistic, command and control based management. This approach does not work anymore for majority of organisations and it needs to be replaced by the emergent leadership practices based on principles such as collaboration, emergence, trust, transparency, distribution of authority and decision making. This will lead to more value creation, innovation and engagement.

The majority of leadership literature focuses on what type of leadership needs to be implemented in contemporary organisations, but it provides very little guidance on how to achieve this in practice. Likewise, majority of well-known organisational diagnostic tools such as a Balanced Scorecard (Kaplan and Norton, 1996) or McKinsey's 7S model (Peters and Waterman, 1982) were developed 10-20 years ago when focus emergent leadership principles was very rare.

In order to address this gap, a holistic 6 Box Leadership Model and associated diagnostic tool has been developed to help organisations to find hidden strengths and blockages to value creation, innovation and engagement, and to drive strategy development. It is based on extensive interdisciplinary research, and it focuses on principles of emergence and holistic approach to management, rooted in the key ideas of Peter Drucker and principles emergent leadership. The tool has been successfully used in more than 20 organisations so far and further projects are currently in progress. All organisations that have had the 6 Box Leadership survey done have experienced value creation and improvements in various

aspects of their business. Data obtained on a sample of 456 respondents from three case studies show that there is a sharp contrast between individual and organisational development. Whilst the individual mindset seems to be shifting towards emergent leadership practices, their implementation in organisations is rather slow and impeded by existing traditional organisational cultures.

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