The

CONNECTIVE EDGE

Leading in an Interdependent World

Jean Lipman-Blumen

The CONNECTIVE EDGE

Leading
in an
Interdependent
World

Jean Lipman-Blumen

Praise for The Connective Edge

"Anyone working with the Overseas Chinese Network should read this book carefully because connective leadership strategies, rather than mechanical control systems, are more likely to yield success in these interactions and relationships. If you are competing against this network, you need to know why connective leadership makes it so strong."
　　　　—PO CHUNG, chairman, DHL International (H.K.) Ltd.

"Rightfully disdaining simplistic solutions, the author presents a complex design for the new leadership ideal—one that forms short-term coalitions to solve immediate problems (for example, George Bush and his Gulf War Alliance) and moves rapidly and adjusts easily to changing circumstances while taking a long-term perspective."
　　　　—*PUBLISHERS WEEKLY*

"This is the kind of book that will be required reading in some business schools and many management and psychology departments. It should also be read by business process reengineering practitioners who are searching for a deeper understanding of reengineering's most critical success factor—executive leadership."
　　　　—*ENTERPRISE REENGINEERING*

"It should be a must in all college curricula, especially those endeavoring to teach leadership."
　　　　—BILL LAUGHLIN, founder, SAGA Corporation

The
CONNECTIVE EDGE

The Jossey-Bass
Business & Management Series

Consulting Editors
Organizations and Management

WARREN BENNIS
University of Southern California

RICHARD O. MASON
Southern Methodist University

IAN I. MITROFF
University of Southern California

To Harold Leavitt

Preface

Another Book About Leadership? Yes, but this one is quite different. Most leadership books have gone off in three directions:

- The old, power-driven, General Patton direction
- The manipulative, Machiavellian direction
- More recently, the collaborative, empowering, good-guy direction

Yet even current arguments for sharing power and collaborating with competitors miss a critical point about the contemporary world:

> Around the globe, two antithetical forces—interdependence and diversity—are generating tensions that will fundamentally change the conditions under which leaders must lead. To succeed in this dramatically altered environment, where inclusion is critical and connection is inevitable—that is, in the *Connective Era*—we need a new kind of leadership.

As the tensions between interdependence and diversity escalate, the individualistic, competitive, charismatic leadership strategies, whelped on the American frontier, will no longer work. The ego-driven, manipulative, Machiavellian leadership style (never particularly appealing to Americans) won't suffice either. Even the more recently celebrated collaborative management, by itself, can't do the trick. We have little choice but to develop new models of leadership, leadership more appropriate for coping with these contradictory forces.

The Connective Edge describes a different approach to leadership: one that is more politically savvy and instrumental, yet more ethical, authentic, accountable, and, particularly, more ennobling. This new approach, which I call *connective leadership*, can potentially

transform the destructive tensions of diversity and interdependence into constructive leadership action. This book looks at numerous individuals, in many economic and political sectors and from several nations, who exemplify an emerging alternative to Patton, Machiavelli, and the good-guy team leaders.

Even as the Connective Era begins, many traditional leaders persist in their old ways. Here and there, however, new leaders are appearing. Many of us, though, don't know quite what to make of these newcomers, and because we don't, these leaders are often forced to retreat into more familiar, but increasingly archaic, strategies.

This book is intended to hearten those leaders and constituents ready to embark on a journey into this new era. Depending on how we lead, these escalating forces of diversity and interdependence will either tear us apart or offer us the possibility of greater and greater wholeness.

The Book's Audience

This book is written largely for a business audience, but it speaks to leaders in the political and volunteer arenas, as well. It proposes new strategies sorely needed in business and political institutions, large and small, public and private, for-profit and not-for-profit. The book is for leaders who are interested in understanding what leadership is *always* all about, well beyond management for short-term profit. It is also for leaders who care about being better leaders *now*, in today's rapidly changing world.

Since none of us escapes the direct impact of organizations, the book is also intended for everyone who must interact day in and day out with the leadership in complex organizations—and who must face the consequences of those interactions. It is meant for everyone who wishes there were better ways to make things happen in organizations, better ways to make his or her own work and life more meaningful.

Constituents, too, face important choices in the Connective Era. They must choose between traditional, passive followership and active responsibility. This book is written for those who yearn to do something more than simply follow, who are willing to take risks to transcend the ordinariness of their organizational lives.

Overview of the Contents

The Connective Edge has three major sections:

- Part One, which looks at the origins and evolution of the human need for leadership,
- Part Two, which presents the Connective Leadership Model in detail, and
- Part Three, which explores the empirical organizational results and the philosophical implications of the Connective Leadership Model.

Within Part One, Chapter One examines the forces that are changing the conditions for leadership. It introduces the Connective Leadership Model and key ideas for rethinking leadership. Chapter Two probes the psychological and existential factors that drive our human yearning for powerful leaders. Chapter Three shifts the focus to an historical view of the American scene. It describes how the troika of individualism, cooperation, and authoritarianism has prevented connective leadership from emerging before now in the corporate environment. Chapter Four explores six worldwide forces catapulting us into the Connective Era. It presents examples of several early connective leaders and considers how both leaders and followers need to change.

As the opening chapter of Part Two, Chapter Five develops the concept of connective leadership and describes the repertoire of nine leadership strategies. Chapters Six through Eight examine the nine styles in three related sets: direct, relational, and instrumental, respectively. Chapter Nine offers a more complete picture of connective leaders acting in this new world.

Chapter Ten, the opening chapter in Part Three, analyzes survey data on more than five thousand executives and managers at middle and senior levels in corporate America. It interprets how leadership styles work or don't work for organizational leaders, entrepreneurs, and intrapreneurs. Chapter Eleven examines the issue of female leadership in the Connective Era, questions whether women in corporate and political roles lead differently than their male counterparts, and reviews leadership styles of some female leaders. Chapter Twelve demonstrates how connective leadership

empowers us personally to wrestle with the core of human existence: life, death, and the search for meaning.

The Research Behind This Book

Three kinds of research inform this book. The first is qualitative research, consisting mostly of interviews with leaders from many different arenas. In this book, the reader will meet leaders from the for-profit, the not-for-profit, and the political worlds. In a few cases, to maintain confidentiality, I have used pseudonyms. In other cases, inasmuch as some of our most visible leaders work in the public arena, the glare of media attention makes well-known leaders easily accessible examples. Not all the leaders who appear in these pages are well known, nor are they necessarily perfect. Few are full-blown connective leaders; yet each exemplifies certain aspects of connective leadership.

The second type of research uses historical, biographical, and autobiographical sources. These materials have been mined to allow us to understand important historical figures, like Mohandas Gandhi and Martin Luther King, Jr., as well as more contemporary leaders like Irish president Mary Robinson.

The third type of research is much more quantitative, based on two survey instruments, the individual *L-BL Achieving Styles Inventory* (ASI) and the *L-BL Organizational Achieving Styles Inventory* (OASI). Between 1973 and 1982, my colleague, Harold J. Leavitt, of the Stanford Graduate School of Business, and I developed the Achieving Styles Model, comprising nine styles that individuals characteristically use to accomplish their goals and that organizations reward. Taken together, the nine achieving styles represent the repertoire of the connective leader. For simplicity's sake, in this book I refer to the model as the Connective Leadership Model.

During that time, we also developed the two instruments previously mentioned: the ASI, for measuring an individual's achieving styles; and the OASI, for measuring the behavioral styles that organizations reward.[1] Later, my students and I developed the *Achieving Styles Situational Assessment Inventory* (ASSAI) for assessing the achieving styles required by each unique situation.

Over the past two decades, we have collected ASI data from nearly thirty-nine thousand people, mostly managers and leaders.

To ensure that our findings are both timely and substantial, I use only the most recent ASI data in this book—more than five thousand cases collected and analyzed since 1984. During much of this same period, we have also collected organizational data, using the OASI. While we have gathered data from managers and leaders in fourteen other nations in Europe, Latin America, and Asia, the major focus of the book remains here in the United States. Where it seems relevant, however, I compare our American subjects with their counterparts abroad.

Since 1982, I have continued to elaborate the Connective Leadership Model, applying it first to individuals and later to organizations (Leavitt contributed significantly to the original Achieving Styles Model before moving on in the early 1980s to other research interests). Using both the ASI and the OASI, I have focused on the fit between the individual's profile and the ideal profile supported by the organization and reflected in its culture. I have been concerned with the relevance of that fit for individual performance and job satisfaction, as well as for organizational effectiveness. I have also been intrigued by the importance of matching individuals', often team members', achieving styles to the demands of any given situation. The ASSAI, used in conjunction with the ASI and the OASI, has been extremely useful for this purpose.

In the mid 1980s, working primarily with students at The Claremont Graduate School in the Peter F. Drucker Graduate Management Center and the organizational division of the psychology program, I became increasingly interested in the link between achieving styles and leadership. This interest grew as I observed the difficulties traditional leaders were encountering everywhere in the world. The leap from achieving styles to the concept of connective leadership came later as I noticed that leaders who used rather unorthodox behavior seemed to open new opportunities for their constituents. That unusual behavior combined very political or instrumental, but also ethical and often altruistic, action. It was also marked by a constant awareness of the connections among people, ideas, and processes. The link between connective leadership and achieving styles has been strengthened by results from ongoing research on achieving styles conducted not only by me and my students at Claremont but by students and colleagues from Finland to South Africa.

Despite its research foundations, this book is not intended as a research report. Although research provides its conceptual basis, the book also draws on a wide range of consulting experience with companies, nonprofit organizations, and governments. That combination has led me to write this book primarily for a nonacademic audience. Readers interested in finding out more about the methodology and other research findings supporting this book may write to me c/o The Business & Management Series at Jossey-Bass Publishers.

<div align="center">✑</div>

This book offers a different and intentionally positive perspective on leadership. It describes leadership behavior that is both provocative and savvy, yet pragmatic and honorable. In the Connective Era, traditional approaches to leadership cannot address the complexities created by increasing diversity and interdependence. I believe that connective leadership offers new possibilities for learning effectively in these turbulent times.

Pasadena, California   JEAN LIPMAN-BLUMEN
February 1996

Acknowledgments

Like leadership, writing a book requires many contributions from individuals who fall below the casual observer's angle of vision. During the overly long journey that this book has become, I have had help, comfort, and chastisement (to get on with it) from my family as well as from many colleagues, students, and friends.

First, Hal Leavitt, my primary intellectual colleague, has listened patiently, critiqued honestly, and even edited mercilessly when necessary. From the very outset, my beloved colleague Jessie Bernard goaded me to do two things: write faster and emphasize the critical importance of women leaders. I am particularly indebted to Warren Bennis, who barely knew me at the time, for his generous encouragement after reading an earlier draft of the book. It was Sol Levine's probing questions about the connective leader's special capacity to handle serious societal issues that prompted me to address those questions in a way that I believe moves the discourse of the book to a different level in the final chapter. Maura Harrington, my major research assistant on the Achieving Styles Project, ran the achieving styles data with expertise and good humor. Another valued research assistant, Mike Henderson, tracked down many elusive references. Greig Stewart has been a dear friend, an intellectual gadfly, a clipping service *par excellence*, as well as a one-person rooting section for almost two decades. Connie Martinson, my friend since adolescence, was an endless source of support and wise logistical advice, including suggestions for titles. Denise Marcil offered great savvy and sympathy about the content and the publication of the book.

The editorial work that such an undertaking inevitably demands is daunting. Everyone at Jossey-Bass with whom I worked was endlessly enthusiastic and supportive. I was extremely fortunate to have as my initial editor at Jossey-Bass Bill Hicks, who had a great feel for the ideas in this book. It was into his very large shoes

The Author

Jean Lipman-Blumen is the Thornton F. Bradshaw Professor of Public Policy and professor of organizational behavior at the Peter F. Drucker Graduate Management Center in Claremont, California. She is also cofounder and codirector of the Drucker Center's Institute for Advanced Studies in Leadership. Her research interests include organizational and managerial behavior, leadership and power, crisis management, strategic planning, public policy, and gender roles. Her major public policy areas include the management of science, particularly agricultural research policy, as well as international development, education, and women's issues.

Prior to moving to California, Lipman-Blumen served as president of LBS International, Ltd., a Washington, D.C., policy analysis and management consulting firm. She served as a special consultant to the White House Domestic Policy Staff under President Jimmy Carter and has consulted to various departments and agencies of the U.S. government, such as the Executive Office of the President (the White House), the Department of State, and the National Institutes of Health. She has also consulted to numerous private sector organizations, such as the Ford Foundation and Bell Laboratories, as well as to many foreign governments, including Bulgaria, Egypt, Norway, Sweden, Thailand, and the USSR.

Lipman-Blumen has published numerous book chapters and contributed articles to journals such as *Scientific American, Harvard Business Review, Harvard Educational Review, Journal of Marriage and the Family, Liberal Education,* and *Stanford Magazine.* She is the author of *Gender Roles and Power* (1984) and *Sex Roles and Social Policy* (1978, with J. Bernard).

Lipman-Blumen received her A.B. degree in English literature and her A.M. degree in sociology from Wellesley College. She received her Ph.D. degree in sociology from the Harvard Graduate School of Arts and Sciences and did her postdoctoral work in

mathematics, statistics, and computer science at Carnegie Mellon and Stanford Universities. She is listed in *Who's Who in the World, Who's Who in Social Science, Who's Who in Science and Engineering, Who's Who in American Men and Women in Science, The World's Who's Who of Women,* and *Women's Organizations and Leaders.*