

# Meta-Leadership in Practice

Meta-Leadership is a guide for solving complex problems involving numerous stakeholders. The “Meta” prefix describes an overarching grasp of problems as well as a broad perspective on potential solutions. Organizations are now less hierarchical and more oriented toward inter-dependence with other entities: an enterprise view of what they do. Therefore, successful leaders must expand their thinking, influence and activity beyond the formal bounds of their authority. The definition and metric of Meta-Leadership is “People Follow You.” Those people include a boss, peers, outsiders as well as subordinates.

There are three dimensions of Meta-Leadership, which combine when put into practice:

## The Person of the Meta-Leader

Meta-Leaders are grounded in *who* they are and *why* they are leading. Exhibiting emotional intelligence—self-awareness, self-regulation, motivation, empathy and social skills—their authenticity rallies those who follow. In stressful times, they are able to get up and out of the “basement,” the primal survival fear instincts of their brain that otherwise overcome rational decisions and actions. They foster this discipline and balance in themselves and others.

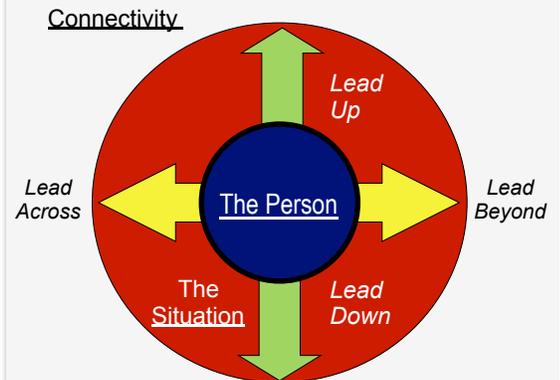
## The Situation

Step one in solving a problem is in understanding it. What is happening? The “Meta” view encourages a far-reaching analytic lens, recognizing the different experiences and motives of the many involved stakeholders. Building solutions requires development of options, engagement of key parties and negotiation of mutually acceptable and feasible solutions. The Meta-Leader guides strategic integration of differing perspectives, recognizing that by their very nature, situations continuously evolve.

## Connectivity

Meta-Leaders intentionally link and leverage the efforts of many different organizations and people. By proactively galvanizing knowledge, motivations, and capabilities, they forge invaluable unity of effort and initiative. This connectivity includes leading *DOWN* to subordinates; leading *UP* to bosses or reporting authorities; leading *ACROSS* within one’s organization; and leading *BEYOND* to those outside the organization. The result is a collaboration that coalesces key stakeholders who are together able to accomplish outcomes that none could reach alone.

## The Dimensions of Meta-Leadership



“How can I make you a success?”

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