

**HOST LEADING:
TAKING A NEW PRACTICAL VIEW ON LEADERSHIP**

HOSTED BY JOHN BROOKER
&
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aha!moments



*Guests are carrying precious gifts
with them
which they are eager to reveal
to a receptive host*


Henri Nouen
(1932-1996)

OUTCOMES

- look at the value of the *Host Leadership* metaphor through the lens of your contexts of action
- be inspired to lead in ways that bring people together
- use, to many practical benefits, the step- forward and step-back dance of the *Host Leader*
- begin adopting the new roles and positions of engagement

CONNECTIONS IN BREAKOUT ROOMS

Say hello to your room-mates, and then talk about,

- three  things you already know about the topic of this workshop, &
- two of the outcomes that stand out as important for you.



THE BIG PICTURE

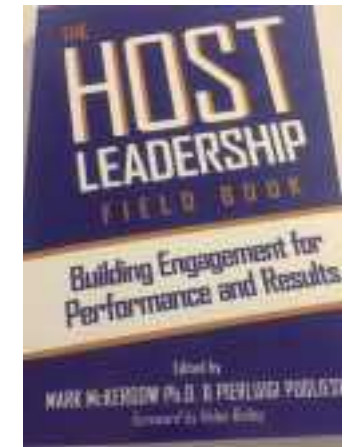
We will

- ... explore the metaphor of host as leader and leader as host in different contexts
- ... talk about how the Host Leadership model – 2 steps, 4 positions, 6 roles - can be useful for the work you do and for achieving more of what you want to do
- ... get involved in many different activities

WHAT DOES LEAH DO

- Lives in Bulgaria & works internationally
- Was a school teacher many moons ago
- Managed educational projects
- Works with people who want to make progress
- Writes
- Has been developing practices related to *Host Leadership* for nearly ten years

<http://hostleadership.com/resources/>



Mark McKergow &
Helen Bailey

BRIEFLY WRITE DOWN ...

- ... a Host Leadership related question you want an answer for during / as a result of the workshop



TIME FOR A NEW LOOK AT LEADERSHIP

- Communication is faster
- Connection is greater
- Markets are global
- VUCA world – volatile, uncertain, complex, ambiguous

TAME AND WICKED PROBLEMS

TAME

- May be complicated
- There *is* an answer
- Analysis and problem solving





e.g. extremism & terrorism, famine

- Closely interwoven in the environment, uncertain boundaries
- Therefore many links and unexpected connections
- No instant (easy) answer – there will always be further issues and emerging difficulties
- Have to be worked on in a dynamic and response-able way ...

Time for a new look at leadership: the metaphor of host as leader & leader as host

The meaning of leading has changed:

- building **relationships**
- engagement – awareness, commitment, taking action, participating

HOW ARE METAPHORS IMPORTANT?



Education is a
thorny road. →



Business is a
battlefield.



Our cultural heritage is a
quagmire. (bog)

LEADERSHIP METAPHORS

- What metaphors for leaders can you think of?
- Please write them in the *Chat box*!

STEP FORWARD: LEADER AS HERO



LEADER AS HERO

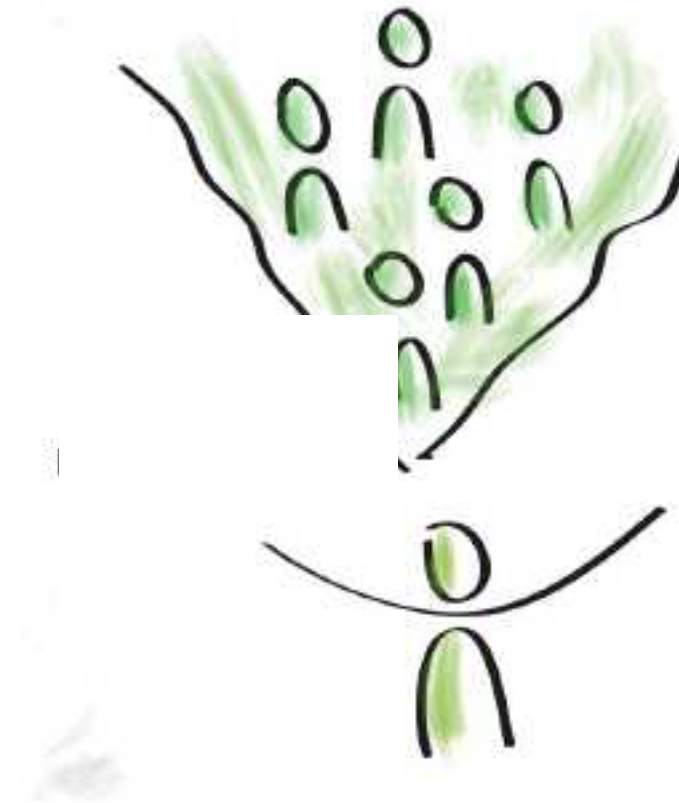


The others? The 'rescued people'?

STEP BACK: LEADER AS SERVANT



LEADER AS SERVANT (R. GREENLEAF, 1972)



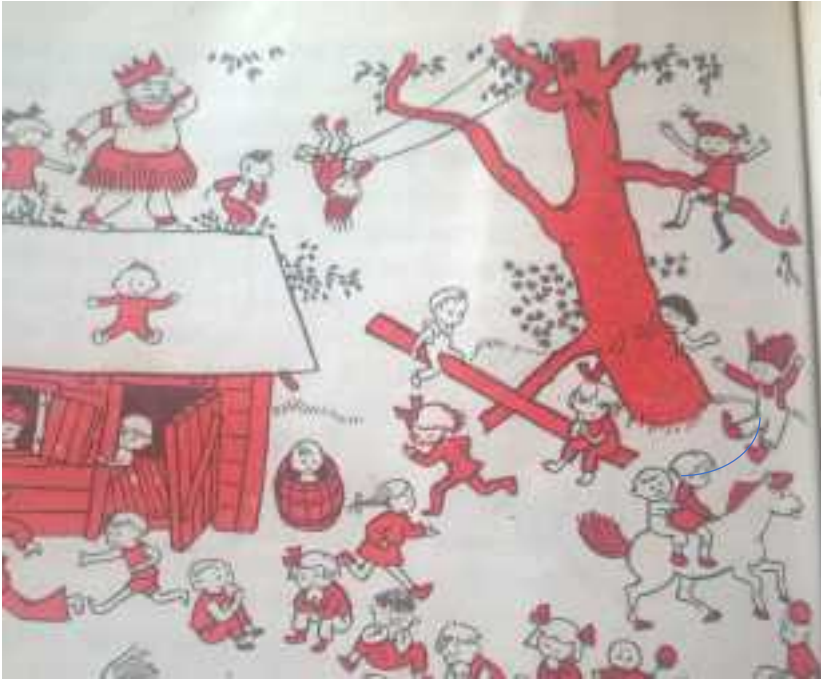
The others? The 'masters'?

STEPPING FORWARD AND BACK: LEADER AS HOST



The others? They become the 'guests'

WHAT IS A HOST?



Host [hohst]

noun

‘A person who receives or entertains guests’ –
Oxford English Dictionary

ROOTS OF HOSPITALITY: HOSTING IN ANCIENT TIMES

Key for survival



HOSPITALITY IN ANCIENT TIMES – ABRAHAM'S STORY



- Abraham & the three visitors
- Welcome people & they can turn out to bring you great gifts
- Abraham – servant or host?
- Founding tale of society – welcoming and sustaining people

LEADERS AS HOSTS

Nelson
Mandela



Chris
Bonnington



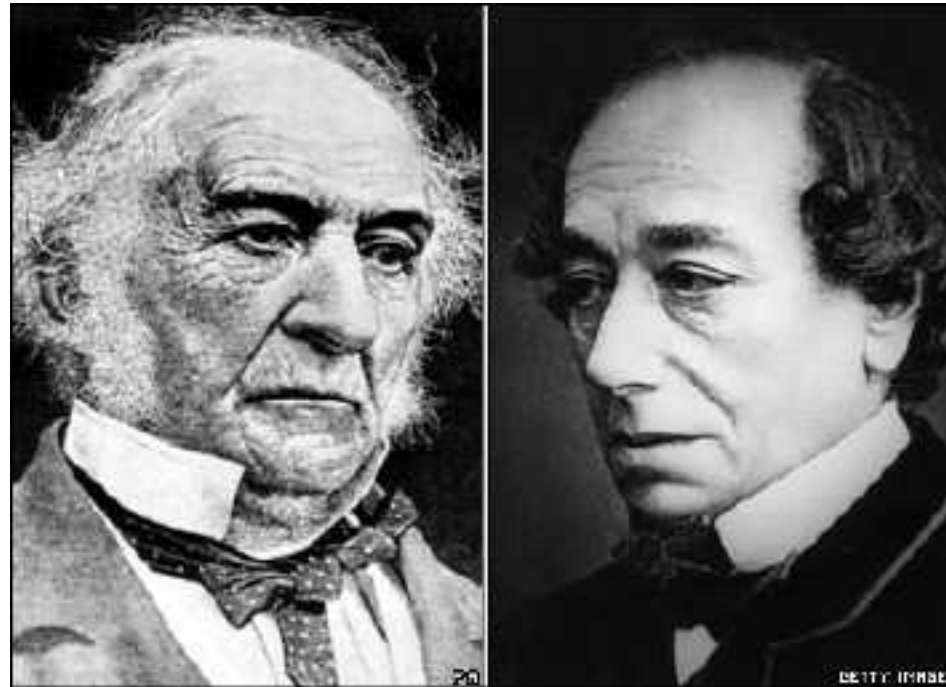
Chris
Anderson



THE LEADER AS HOST – “*THE DISRAELI EFFECT*”

(Warren Bennis, pioneer in leadership studies)

Gladstone and Disraeli



ACTIVITY IN BREAKOUT ROOMS



- If you had to explain to a colleague why you think a new metaphor for leadership is important, what would you say?
- Write it down in a sentence or two and keep for future reference.



THINK OF ... (1)



... a personal leadership challenge you are facing right now

Make a few notes

- Who?
- What?
- When?
- How?
- Why?



We will work with these later.

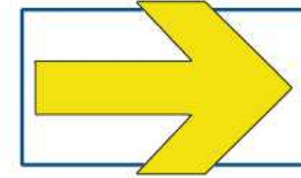
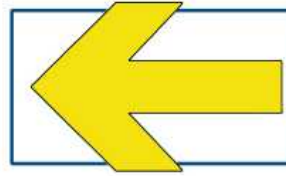
WHAT IS A HOST LEADER?

Host leader (n.) someone who engages fellow participants in a purposeful endeavour

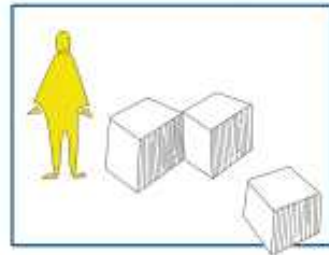
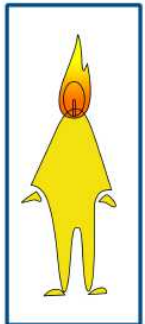


HOST LEADERSHIP MODEL

- 2 steps: forward and back
- 4 positions



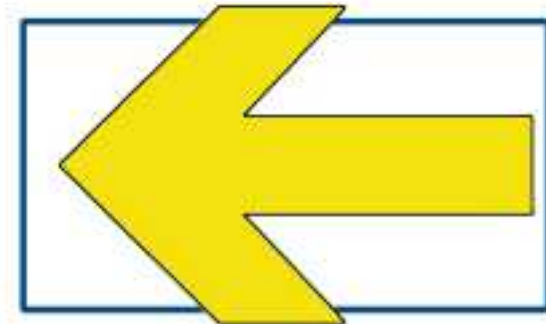
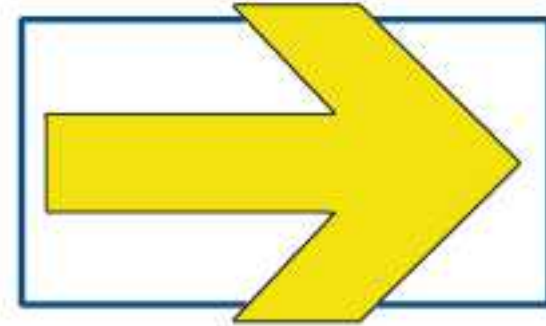
- 6 roles



A KEY QUESTION FOR A HOST LEADER

Should I step forward or step back next?

- How do I step forward? How do I act when I step forward, in which role and in what position?
- How do I step back and allow things to happen? Switch off? How to stay alert? How to watch out for what is happening in the space I have created?



A RANGE OF POSSIBILITIES FOR LEADING



When are the times to make for each end?

Four positions in the dance of the Host Leader

A host leader adopts these positions as she he engages
with people and events



FOUR POSITIONS IN THE DANCE OF THE HOST LEADER

- **IN THE SPOTLIGHT** – up-front, in full view
- **WITH THE GUESTS** – public, yet intimate
- **IN THE GALLERY** – overview
- **IN THE KITCHEN** – more private & intimate work



A host leader adopts these positions as she / he engages with people and events

FROM RULES TO ROLES

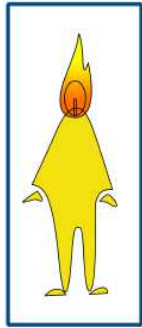


- roles – something you do (when the time comes)
- complex & shifting situations need flexible & contextual responses
- when to do it & when not to do it



HOSTING IN PRACTICE: SIX ROLES

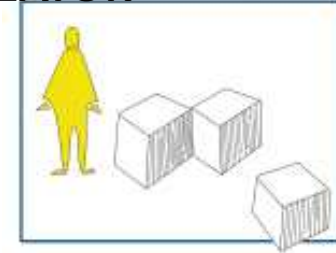
INITIATOR



INVITER



SPACE CREATOR



GATE KEEPER



CONNECTOR



CO-PARTICIPATOR

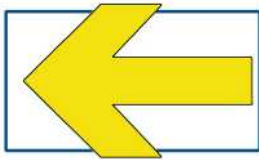


Breakout rooms: Which of the six roles grabs your attention?

- Tell the others in your group what made you pick it?
- What drew your attention?
- How can you connect the image and the name of the role to some of your personal experience?

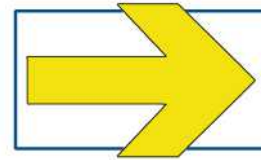
INITIATOR

Stepping forward and back as an initiator



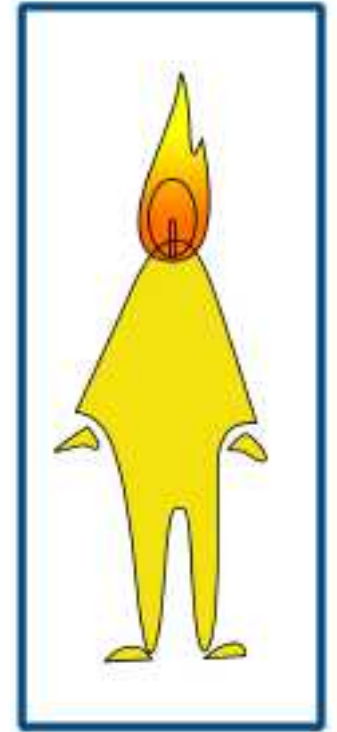
Responding

- Listen for what is being called for
- Avoid extensive & detailed planning
- Keep awareness of what is happening



Getting things started

- Form a hope or intention
- Get things moving
- Respond with dynamic steering



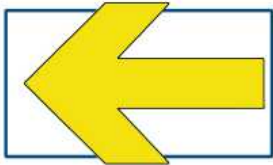
PROMPTS: WHAT IS CALLING YOU RIGHT NOW?



- **What** is there in your life / work that's calling you, right now?
- Maybe it's something you've known about for a long time ... or have just become aware of it?
- What would be the benefit of that? For you? For others? For society?
- What would be a good first step? Signs of progress?

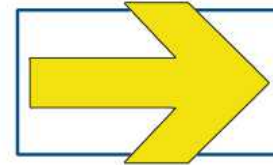
INVITER

Stepping forward and back as Inviter



Giving choice and space

- Think about who to invite
- What do I need next?
- Offer choice & space for an authentic 'Yes'



Inviting with soft power

- Start with the soft power of the 'Ask'
- Make it personal, attractive, acknowledging
- Extend a welcoming hand

THREE KEYS TO A GREAT INVITATION

“An invitation is always an acknowledgement.” Lynne Twist

- Acknowledgement

What I value about YOU and why I'd like you to be part of this

- Attraction

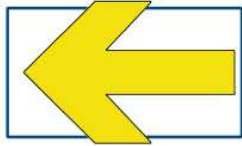
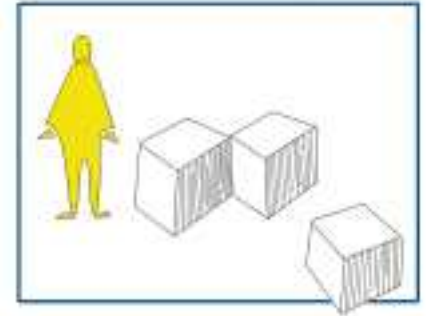
What am I inviting you? And how great is it going to be?

- Optional (!)

to get an authentic and heartfelt 'Yes', there has to be the possibility of a 'No'

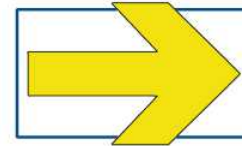
SPACE CREATOR

Stepping forward and back as Space Creator



Allowing people to use the space

- What would be a great space?
 - Physical
 - Interactional
 - Headspace
- What message is your space conveying?
- Hold the space while people use it



Creating the space

- Create a space to support what you want to happen
- Focus on the details as well as the big picture
- Keep the space refreshed, invigorated and evolving

PROMPTS



What messages is your space conveying? To you?
to your people?

Which area would you focus on first? Physical
space? Interactional? Head space?

GATEKEEPER

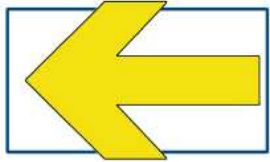
“Hospitality is about the crossing of thresholds, the re-imagining of boundaries and the negotiation of space.”

Mary David Walgenbach OSB, Sisters of Saint Benedict of
Madison, Wisconsin



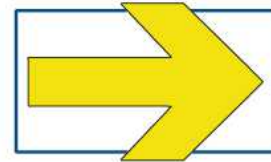
GATEKEEPER

Stepping forward and back as Gatekeeper



Excluding and Defining

- Take note of the thresholds to your space
- Be observant of the borders & boundaries Can they be changed?
- Step back and welcome people from other boundaries & spaces



Including and Allowing

- Welcome people in and establish routines
- Be prepared to exclude topics and people – temporarily or (if you really must) permanently



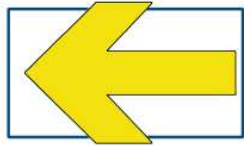
PROMPTS



- Who / what do you really want to be included?
- What routines & rituals (will) help people know they are in your space?

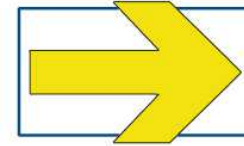
CONNECTOR

Stepping forward and back as Connector



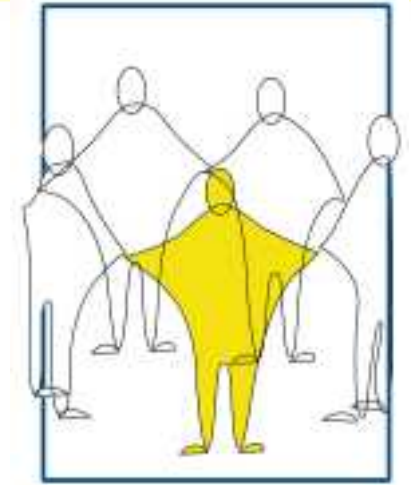
Allowing contact

- Look out for not yet connected
- Look for opportunities to build connections b/n others
- Be aware of connections all around



Making connections & intros

- Connect with new people & their walk
- Connect others
- Respond to new awareness with openness – perhaps a new call is forming



THREE LEVELS OF CONNECTING

- Level 1: Connecting *with* others

 - Understanding people

- Level 2: Connecting others

 - Connecting people and ideas

- Level 3: Wise interconnectedness

 - Everything is connected

PROMPTS



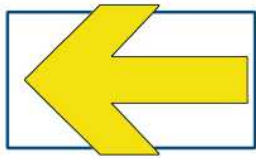
What themes might you use to connect with others?

Who could you usefully connect to, right now?

CO-PARTICIPATOR

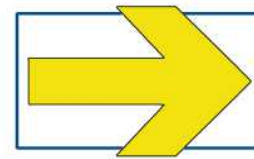


Stepping forward & back as Co-Participant



Joining in

- Look for opportunities to serve others first
- Take a turn with everyday tasks
- Be alert to the pinch / critical points (in the gallery)



Initiating & providing

- Step forward to provide care & support, serve others first (in the spotlight)
- Join in & “eat the same food” (with the guests)
- Be prepared to intervene when necessary

PROMPTS



What are your opportunities to co-participate and join in?

PERSONAL LEADERSHIP CHALLENGE IN BREAKOUT ROOMS

- Finish off your notes



- Share in your group &



- Welcome comments



THE TOPIC RELATED QUESTION???

- Do you have an answer?

