
*When managing for both volatility and **stability**, leadership becomes a dynamic process that requires continuous learning and the adaptive application of knowledge.*

The Agenda

- Flexible Expertise
- Developing Flexible Expertise
- Ethical Leadership
- Unconscious Knowledge and Ethical Leadership

Flexibility – Lay People's Notions

- ability to handle **different situations in different ways**
- respond **effectively to new** and complex situations
- see things from several **different perspectives**
- tolerate ambiguity and **uncertainty**
- **adapt to change**
- **learn** from mistakes
- solve problems in **new ways**; redefining the problem
- attack problems from **multiple angles** or points of view
- thinking **outside** the box
- go **above and beyond** the bounds of routine and previous exposure
- ability to **dissociate** from a current thinking framework
- ...

Cognitive Flexibility – formal definitions

- Garaigordobil (2006): the aptitude for **changing** from one line of thinking to another
- Chi (1997): the ability **to shift** across ontological categories containing concepts and situations
- Hund & Plumert (2005): the ability to group items in the same way (i.e., stability) and **in different ways** (i.e., flexibility) is necessary for **adaptive functioning**
- Frensch & Sternberg (1989): the ability to **change one's mindset** to incorporate the demands of a situation to arrive at the best response to a problem
- Kossowska (1996): ability **to switch** from one mode of responding to another
- Wand (1958): the ability to **devise new methods** of solving problems when familiar methods are less appropriate, ... **to reject** an assumption when that assumption does not contribute to solving a problem
- Sternberg et al. (2005): ... as the ability to **deal with novelty** and to establish automatized levels of information-processing plays a critical role in the successful application of information-processing components to adapting to, selecting, and shaping the environment in novel situations.

Expertise and problem solving

Expertise enables...

- Near transfer of knowledge (similar problems)
- Analogical problem solving
- Speed and cognitive efficiency
- Accuracy

Flexible Expertise enables...

- Near and far transfer of knowledge (different problems)
- Adaptive problem solving
- Creativity
- Novel problem solving

Three faces of differences in problems that require flexible expertise...

- ***Salient***

- things appear to be different / novel ... and they are

- ***Deceptive***

- things appear to be different but they are not

e.g., right hand vs. left hand traffic

- ***Opaque***

- things appear to be similar but they are not

e.g., raising children, team leadership

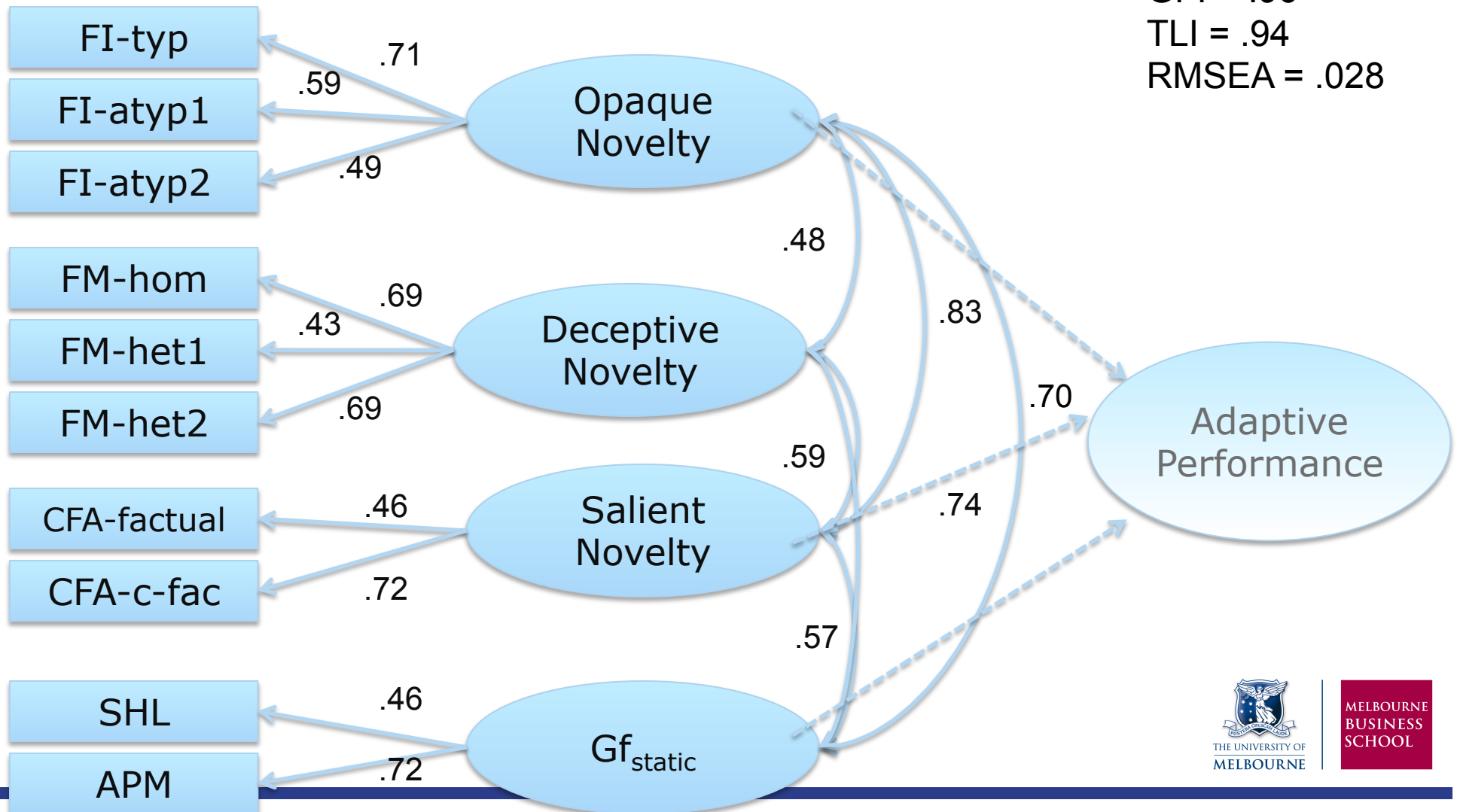
Flexible expertise is more than Gf.

χ^2 (29) = 32.8 (.29)

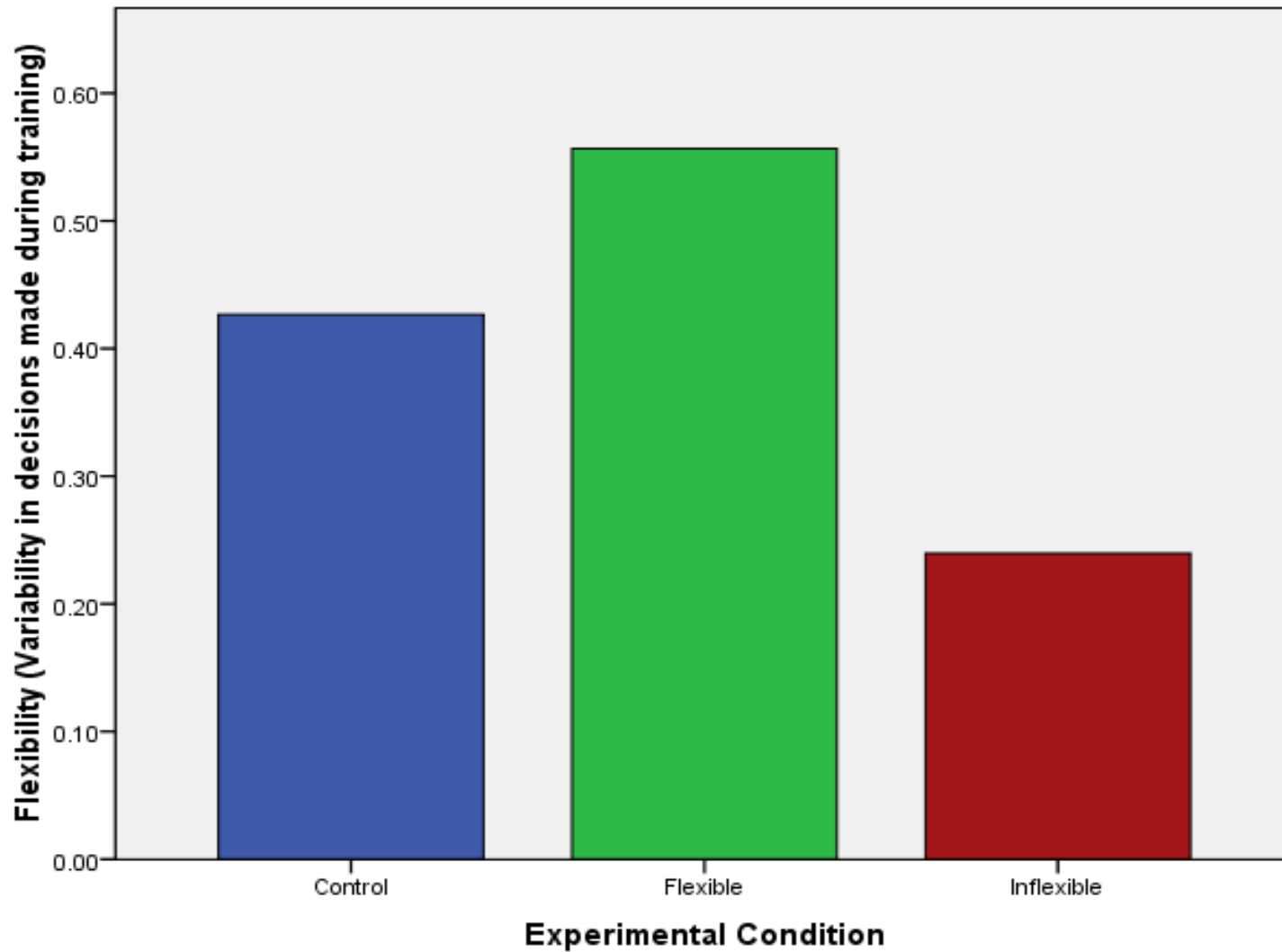
GFI = .96

TLI = .94

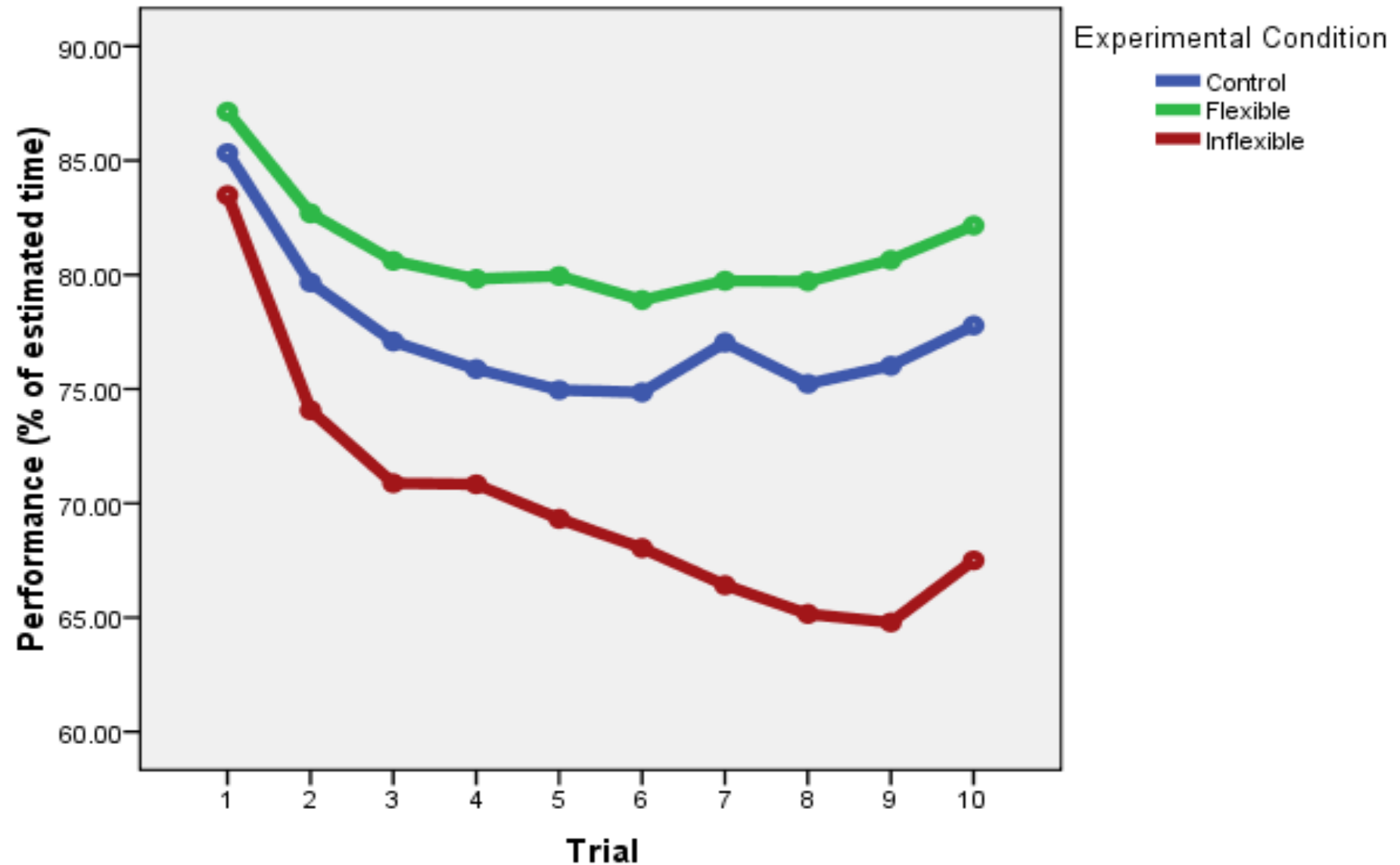
RMSEA = .028



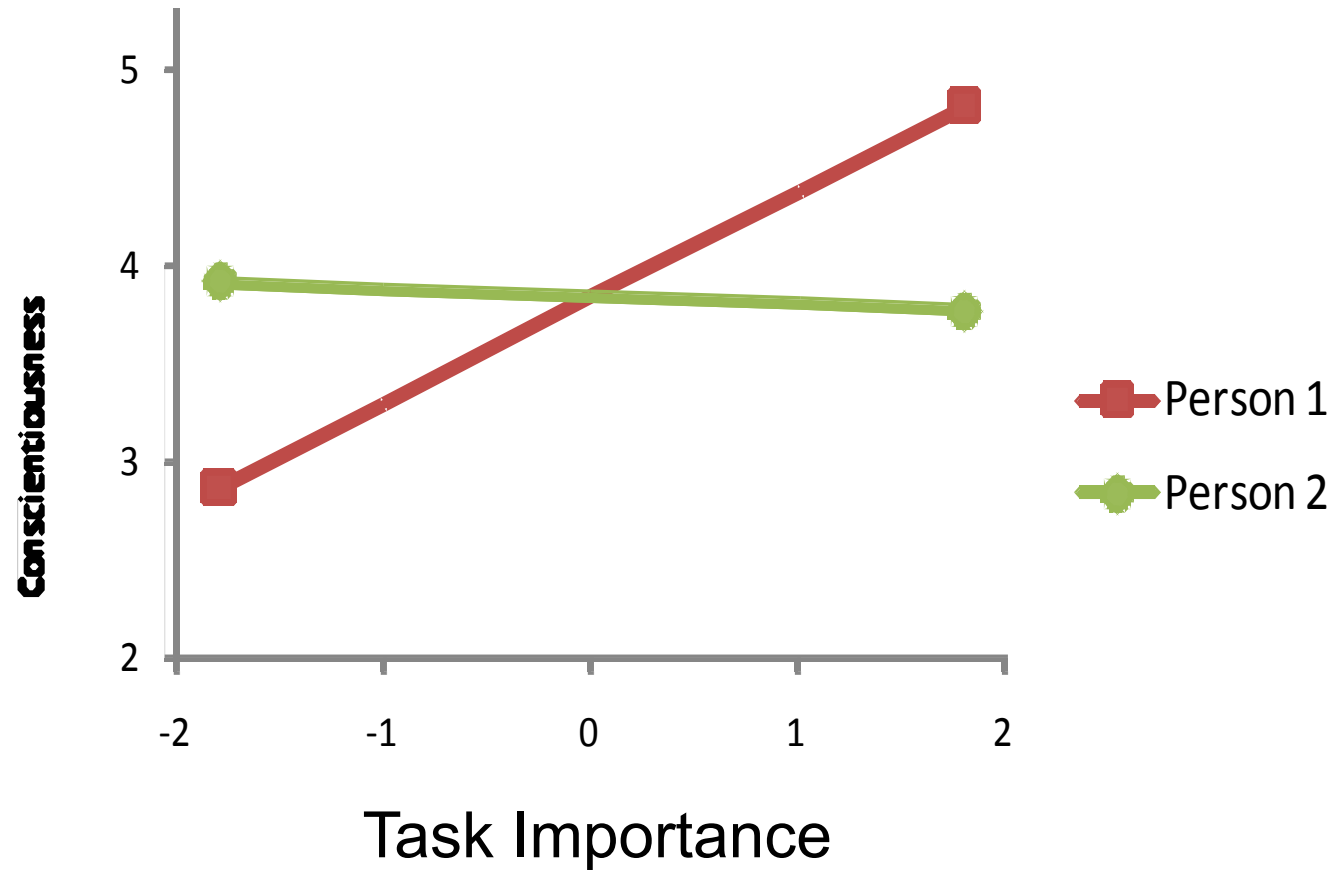
Flexibility Measure by Condition



Transfer Performance by Flexibility Condition



Responsiveness to Task Difficulty



Learning Skills for developing flexible expertise*

1. Learning Mindset

- Believe that ability is developed not natural
- Set learning goals
- Frame achievements as gains not losses
- Focus on strategies not abilities
- View failure as a learning opportunity

2. Diversity of Experience

- Recognize diversity in experience
- See challenges and mistakes as diversity
- Look for diversity in people - surface and depth
- Explore and test hypotheses
- Learn to operate outside your comfort zone

3. Active Reflection

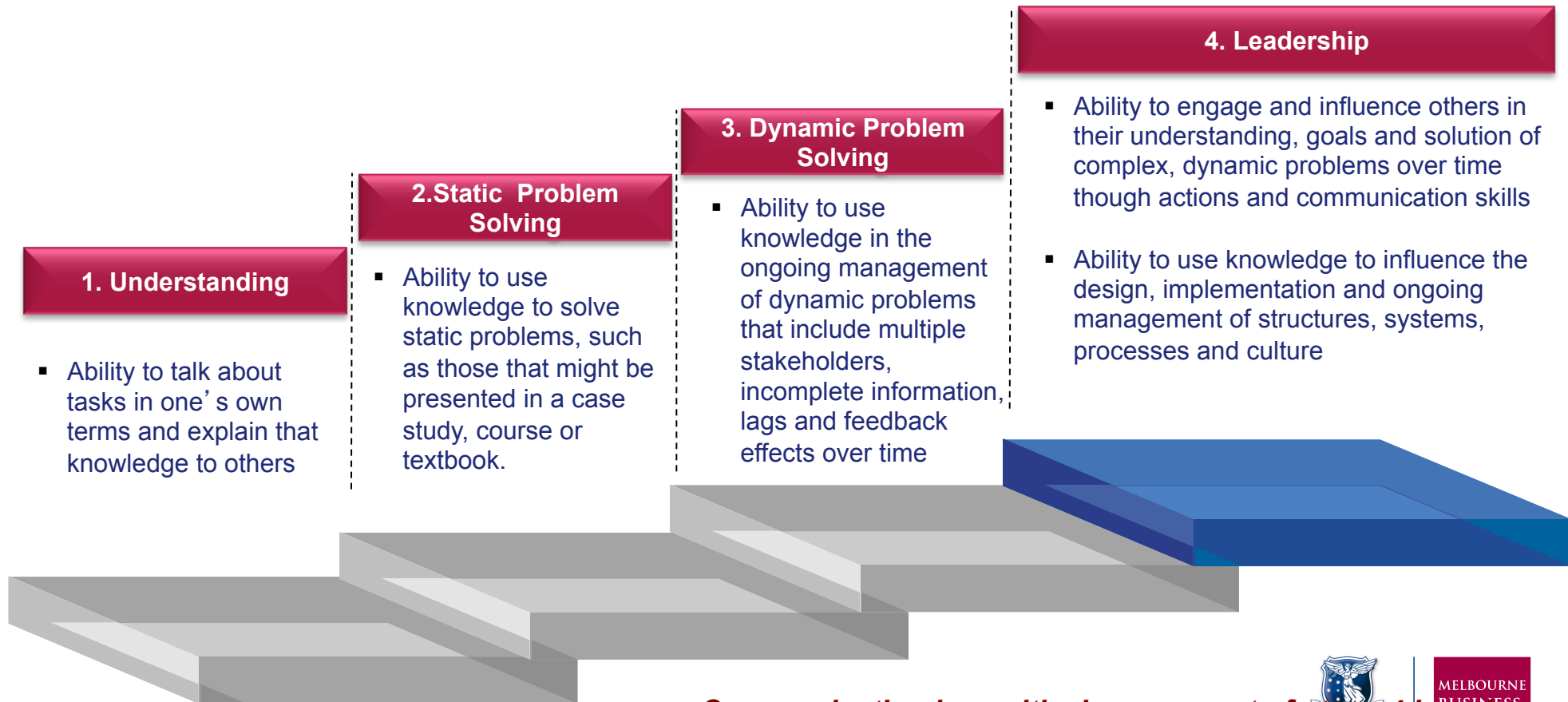
- Balance conscious & subconscious processes
- Use tools for deliberative processing
- Use the Evaluate - Diagnose - Predict cycle
- Ask questions and listen to answers (5 W's)
- Use interactions to reflect (e.g., coaching)

4. Recording Knowledge

- Know the limits of your working memory
- Keep a workbook and write stuff down
- Identify chunks and relationships in knowledge
- Use tools to organize & record your knowledge

Four steps in leadership development

Developing leadership capability for dynamic and complex roles must go beyond traditional training, Stages 1 & 2, to Stage 3 & 4



Communication is a critical component of stage 4 learning

Leadership Behaviors & Functions

- *Coaching*
- *Team Building*
- *Performance management*
- *Problem solving*
- *Collaboration*
- *Strategic Thinking*
- *Empowerment*
- *Developing Others*
- *etc*

Leadership Behaviors & Functions describe what leaders do...

What leaders do

Leadership Behaviors/Functions

- *Coaching*
- *Team Building*
- *Performance management*
- *Problem solving, etc*

Behaviors described in
**competency
frameworks and
leadership models**

A developmental approach to leadership needs to go beyond description of what leaders do...



Contextual Influences

- Task demands
- Accountability
- Setting

Personal Factors

- Knowledge, including
 - Task knowledge
 - Values and other beliefs
 - Dispositions & Skills

Leadership Behaviors/Functions

- Coaching
- Team Building
- Performance management
- Problem solving, etc

Micro Execution Behaviors

- Communication
- Thinking
- Self-management
- Flexibility

Ethical Leadership Capability Framework

Leadership Capability

- Execution of leadership capability is through skills in
 - **Actions** - what the leader does as a role model
 - **Communications** - language and what the leader says
 - **Systems and process** - to reinforce values & minimize moral hazard
 - **Culture** - norms and other enablers of the practice of values

Ethical Reasoning

- Product of experience, thinking skills and learning processes
- Includes understanding of
 - ethics and their applications to the work
 - problem solving processes

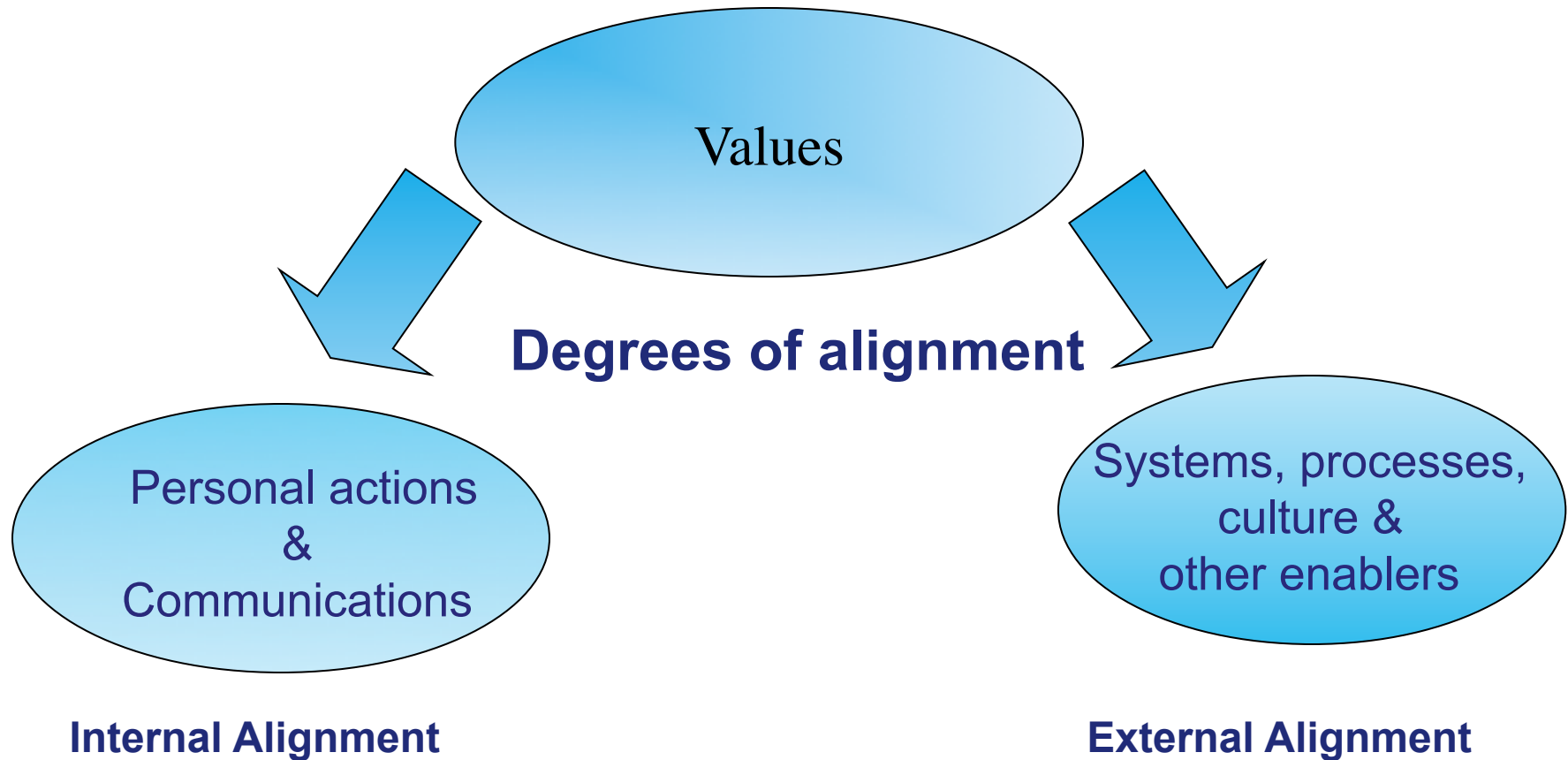
Core Values

- Moral compass & guides for how leaders should act
- Influence emotional reactions to events
- Enable consistency in decision making
- The litmus test for decision making and good judgment

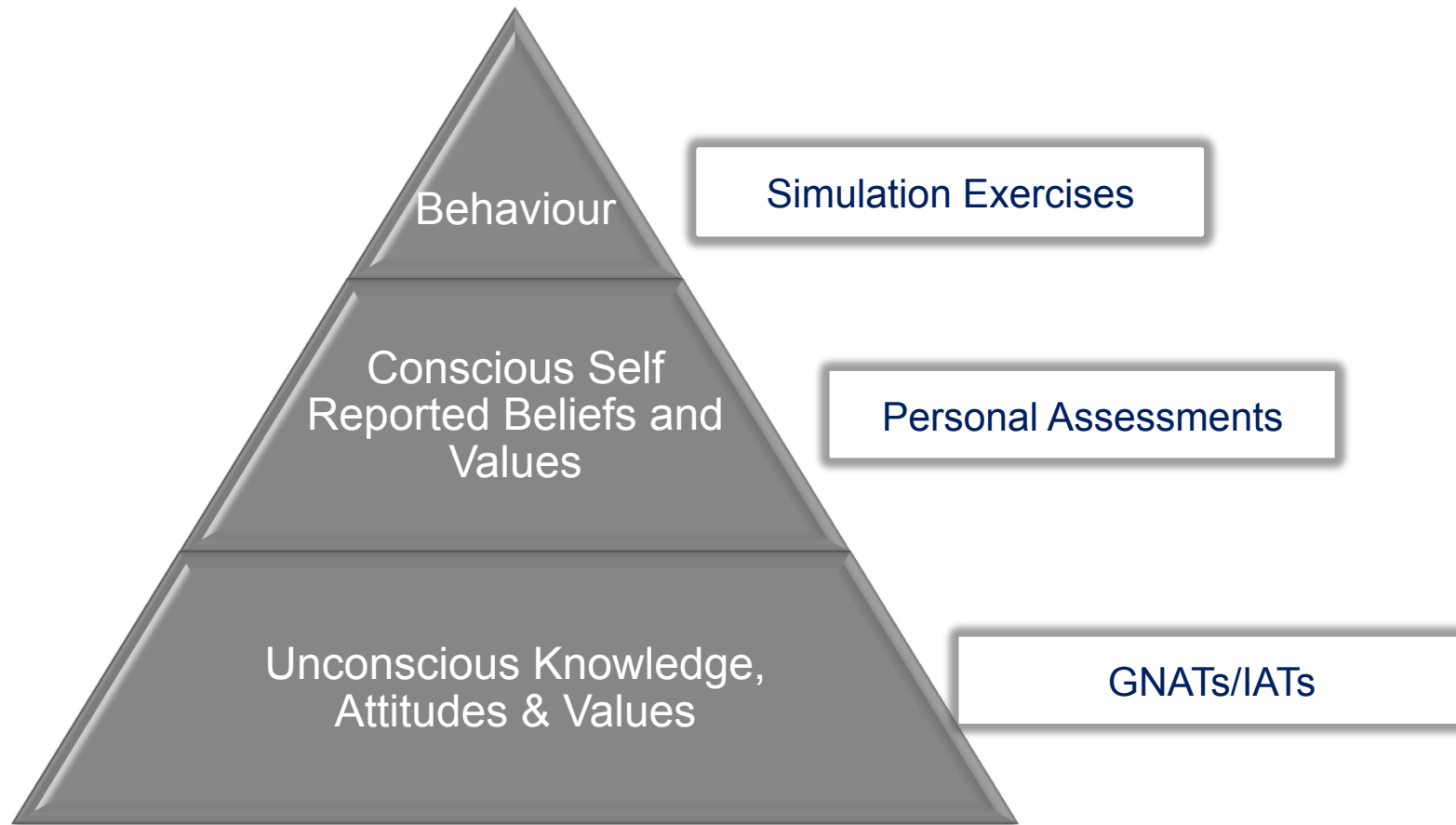
Personal Attributes

- Cognitive abilities and personal characteristics
- Provide capacity to act ethically in a personal sense
- Enable engagement and influencing of others
- Contribute to the effectiveness of leadership

Ethical Leadership & Value Alignment

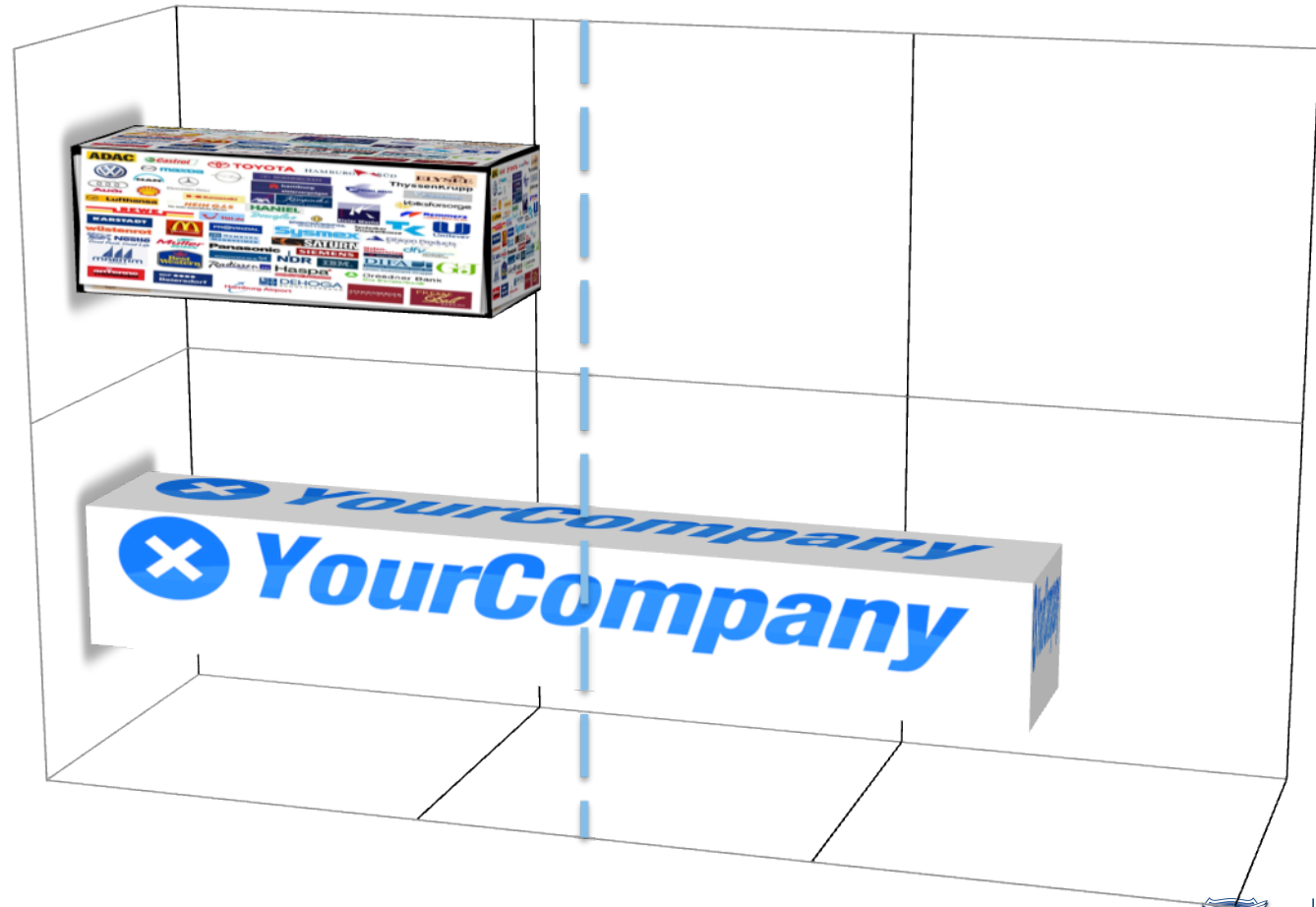


Testing Alignment of Conscious and Unconscious Knowledge and Values



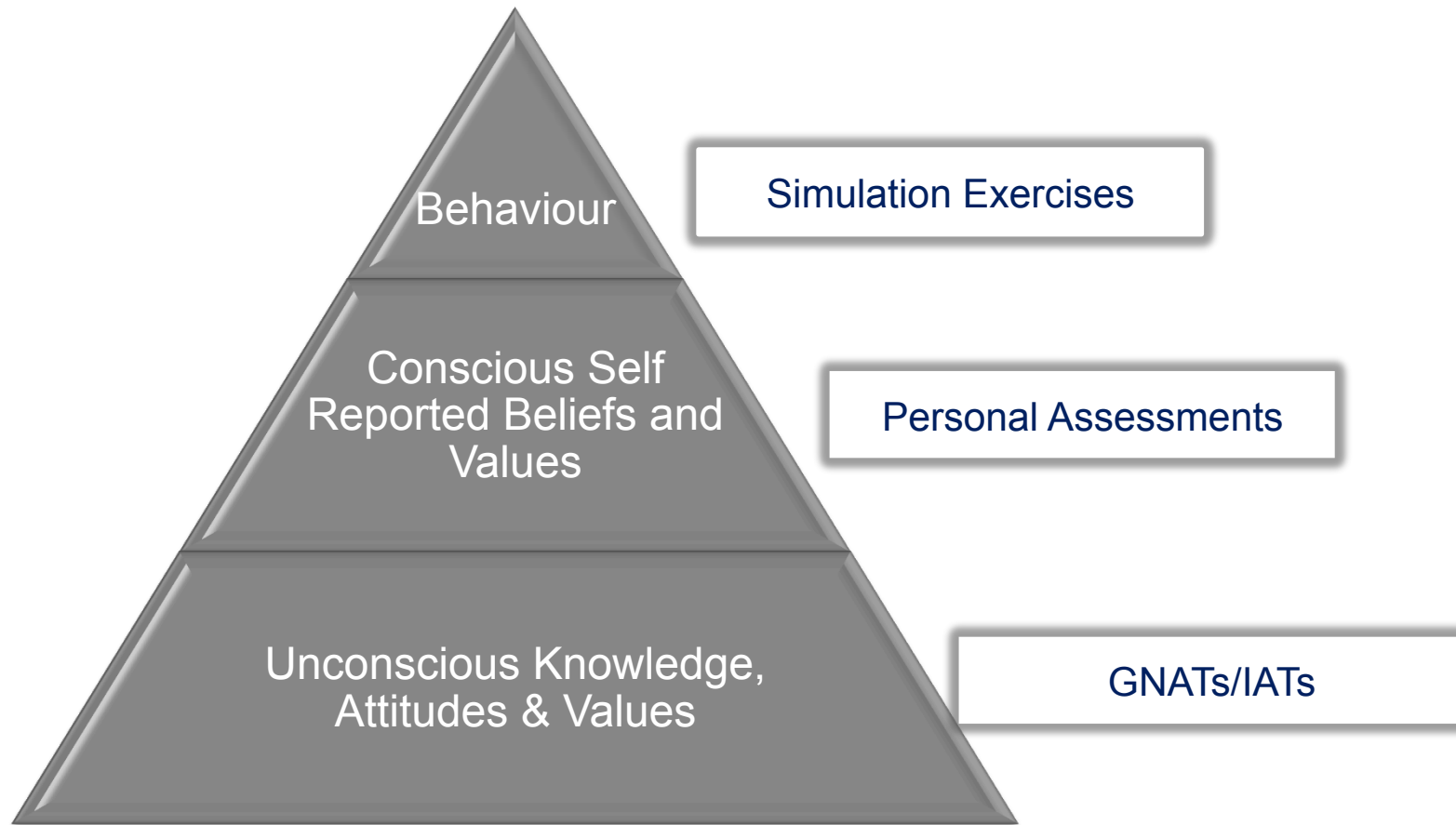
Your Unconscious and Conscious Associations of Your Company Values with Your Company...

**Unconscious
Values
Association**



**Conscious
Values
Association**

Testing Alignment of Conscious and Unconscious Knowledge and Values



Concluding Thoughts

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- Developing Flexible Expertise
- Ethical Leadership
- Unconscious Knowledge and Ethical Leadership