



CHAPTER 9

Reactive Leadership at Work From Patriarchy to Partnership

The authors frame the shift from leadership in the Reactive structure of mind, and leadership from the Creative structure of mind as a transition from Patriarchy to Partnership. And, the journey to Partnership is both a systems journey and a personal journey.

The systems journey is the conventional approach, where tools and policies and organization structures are tinkered or revolutionized. And it is important. But, the results without the personal journey are ineffective.

The personal journey includes mastering the inner strengths and motivations of each of us, and to transform them with a structure of mind that is no longer ego-centered or other-opposed and to build the capacity to use those strengths by choice and with intention.

Patriarchy is rooted in Ego-centric and Reactive structures. In Patriarchy, the 'leader' believes that they have more power or intellect or heart than the rest of the organization - they hold the cards and manage from the top - in reaction to others.

Partnership is rooted in Creative/Integral/Unitive structures of mind. Partnership, is led by those who hold command of their purpose and strengths and the confidence hold dedication to others -as necessary for best performance.

Build common understanding of the chapter terms

- Describe the three Reactive Mindsets represented in The Leadership Circle Model (Compliant, Controlling and Protecting). How does this align to the work described in this chapter by Karen Horney?
- Describe the gifts of each of the Reactive Tendencies (table 9.1, page 190). How can these gifts be self-limiting?
- Table 9.2 (page 192) correlates different dimensions across the universal model of leadership. For example, Complying is very negatively correlated (-.75) to Achieving. Self-Awareness is very highly correlated (.88) to Achieving. Discuss correlations that interest you.
- Why is patriarchy still so prevalent in business today? Provide examples of how it shows itself, day to day.
- Why is partnership the preferred approach as we aim to fulfill our Promise of leadership?

Explore the implications of the chapter concepts for leaders and organizations

- What are the implications of patriarchy versus partnership, as it relates to transformational change in organizations?
- What do leaders need to be doing on their own journey?



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- The authors make the statement, “Culture, when it is ineffective, eats strategy for lunch”. What are the implications for leadership teams?

What is new for you? What does this change for you?

- From the Taking Stock Questions (page 203): There is not safe way to be great. And no great way to be safe. Where do you stand?

Take-away Round Robin

- What is your key take-away from today? What action/change can you make?
- What are the key insights in this chapter as it relates to the leaders you support?