

# Leadership Transformed

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PROFILE BOOKS

First published in Great Britain in 2013 by  
PROFILE BOOKS LTD  
3A Exmouth House  
Pine Street  
London EC1R 0JH  
*www.profilebooks.com*

First published in the United States of America in 2013 by  
Amazon Publishing

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1 3 5 7 9 10 8 6 4 2

Printed and bound in Great Britain by  
Clays, Bungay, Suffolk

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A CIP catalogue record for this book is available from the British Library.

ISBN 978 1 78125 124 9  
eISBN 978 1 84765 965 1

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# Introduction

**I**N THE BOOK'S SEVEN main chapters, each of the seven metaphors for leadership transformation will be explored in detail. The seven metaphors are represented visually in figure 3.

The 7 Metaphors for Leadership Transformation®



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*Figure 3*

## *Introduction*

In the Fire chapter, we'll look at the motivational forces that initiate and sustain transformation efforts. In a departure from conventional change literature, I'll move beyond the notion of a "burning platform" — an idea coined by consultant Daryl Conner in the late 1980s and popularized thereafter by Professor John Kotter to denote urgency and commitment to change — to the notion of a "burning ambition." In this critical shift, I outline how to move from a mindset of perennial fear and urgency to a far more energizing context that provides the fuel to sustain what is often a long and arduous journey of transformation. In addition, we'll explore the distinction between organizational versus personal imperatives for change. I'll present a four-quadrant matrix that allows you to plot your motivation across each of these dimensions and assess your level of "fuel for the fire."

The Snowball chapter explores the notion of accountability, and the consequent momentum or "snowball effect" that occurs when a critical mass of leaders commits to principles of constructive leadership. I'll break down several aspects of the metaphor, including how to make the Snowball roll faster, sweeping more leaders into the process, and how to eliminate the friction generated by leaders who aren't committed to the journey. Finally, we'll look at how to create a tightly compacted Snowball by embedding the principles of constructive leadership into organizational systems and structures. At this point, the Snowball becomes an almost unstoppable force with the potential to crash through all obstacles.

In the Master Chef chapter, we'll take a look at how to "artfully"

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apply leadership frameworks, tools, and strategies throughout a transformation effort. I liken the change frameworks to a chef's recipes, the leadership tools and diagnostics to a chef's utensils, and the various leadership strategies to a chef's cooking techniques. I then discuss how, on their own, none of these elements are remarkable; the majority of transformation efforts fail despite the presence of all of these ingredients. Having the frameworks, tools, and strategies is not enough; in fact, they can give us a false sense of security. It is their artful application that can make the difference between success and failure. The metaphor grants deep insights into how a leader can progress thoughtfully from amateur cook to master chef—the latter being able to deploy frameworks, tools, and strategies in highly contextual and creative ways.

In the Coach chapter, I use a sports analogy to distinguish between several important roles in the leadership coaching process. The leader is captain of the team, a role clearly different from that of the coach. Unlike the traditional notion, I position coaching as most effective when it comes from a range of stakeholders, including the formal coaching staff (consultants), teammates (the leader's team and colleagues on the journey with them), and fans (the leader's family and personal relationships). I address the fundamental issues of creating trust among the different stakeholder groups and an environment where each has a mutual stake in the outcome of the coaching.

The fifth chapter will draw upon two examples from popular culture to explore the various Masks a leader can wear and the

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impact of those Masks. The first is the mask of the Broadway musical *Phantom of the Opera*, whose function is to conceal imperfections. The second is the 1994 Jim Carrey film *The Mask*, which concerns adopting a persona that isn't aligned with one's authentic self, values, or aspirations. In both cases, the Mask produces adverse effects on both the leader and those he or she leads. We'll explore how leaders can shed the heavy burden of wearing a Mask in favor of a more congruent "best self" that draws on their unique purpose, strengths, and values.

In the sixth chapter, we'll investigate three different aspects of the Movie metaphor to explore how leaders can develop critical capabilities of self-awareness and reflection. The first aspect is the notion of being trapped in a repeating scenario, as in the Bill Murray classic *Groundhog Day*. The second aspect is the editing suite—equivalent to leaders reflecting on their actions after key interactions. Once proficiency has been reached in the editing suite, the final aspect of the metaphor is becoming the director of one's own Movie: a leader able to take control and direct a new Movie with a story line that is in keeping with his or her vision. We'll also look at techniques that allow leaders to slow down their Movies and choose a better course of action in real time.

The concluding chapter, Russian Dolls, will explore the various journeys interconnected with a leader's own journey of transformation, which I represent as dolls-within-dolls. These may include, but are not limited to, a personal doll, a leadership doll, a team doll, an organizational doll, and an up-line doll. I use the notion of "up-line" to represent the hierarchy above

the leader; this might be an international parent company, a board of directors, or a state or federal regulatory body. Within the metaphor of the Russian Dolls, this constitutes the largest or outermost doll. We'll investigate the notion of doll (stakeholder) management, on the premise that when the dolls fit neatly within one another, they have the potential to travel well together. I'll pay particular attention to managing expectations of the up-line doll, such as the corporate parent or board of directors, which has the potential to "swallow" all of the other dolls — and the leadership agenda along with it.

### **How the book is going to work**

Each of the seven main chapters will provide an in-depth explanation of the respective metaphor, its individual parts, and how it may be best used to enhance your leadership effectiveness. The metaphors each promote meaningful reflection and purposeful action in a different way. Each chapter will be filled with stories and anecdotes from the original subjects of my doctoral research, as well as from many other leaders who have since used the metaphors to accelerate their journeys.

While I discuss the seven metaphors in seven separate chapters — a somewhat unnatural but necessary convention — you will pretty quickly get a sense of the relationships between them. This is one reason why most of the leaders in this book appear in multiple chapters; it was all but impossible to limit their stories to one metaphor, and it would have been inauthentic to try.

## **Moving beyond inspiration to purposeful action**

I have been personally inspired by the leaders in this book on my own journey as a business leader, consultant, and researcher, and I hope you will be too. But my wish is for you to go beyond inspiration, and to successfully apply these lessons yourself. To help you do this, my colleagues and I have designed a very comprehensive set of free resources on my blog. These resources include sophisticated audiovisual material such as three-minute animations of each metaphor and documentary-style footage of many of the leaders in the book. They also include dozens of exercises that will allow you to put the metaphors into practice on your own or with your team. Until now, these resources have only been available to the clients of our management consultancy, so I'm excited to share them with you. To access these resources, simply go to my blog, [www.peterfuda.com](http://www.peterfuda.com), and follow the prompts.

If you're action oriented, you might like to visit the website at the end of each chapter to complete the exercises and interact with the audiovisual resources. If you're more reflective, then consider reading the whole book first, before visiting the website. Either way, the book and website have been designed so that you can choose your own adventure — so have fun!