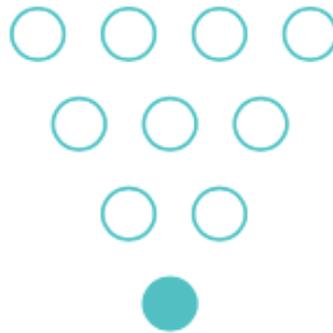


Rethinking



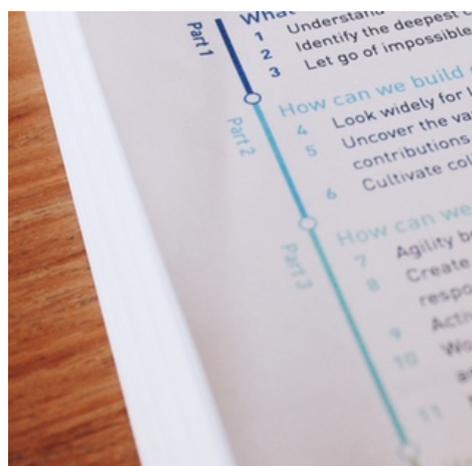
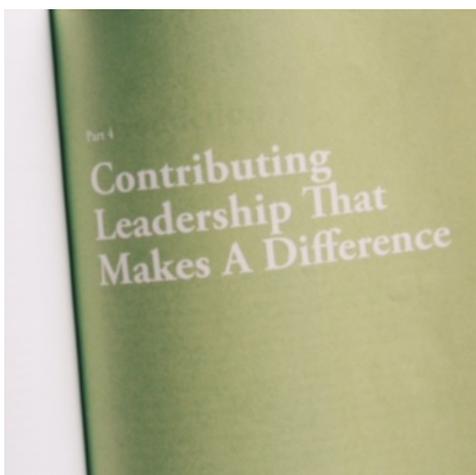
Leadership

Building capacity for positive change

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and Sophie Paterson

A leadership book that distils insights from a range of disciplines and research into a practical, robust approach for those who no longer believe in simplistic solutions or in leaving it up to superhero leaders.



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Who are our target readers?

Rethinking Leadership has been written for people who live and work in the midst of complexity and are seeking to make a positive difference. It invites organisations to move beyond dependence on superheroes by building leadership capacity in everyone. It demonstrates how growing agile and collaborative workplace cultures is a pathway to achieving real change.

It will be of particular interest to those responsible for growing capacity in leadership and innovation across their organisation or network.

What makes *Rethinking Leadership* distinctive?

At the heart of our thinking is a view of leadership as ‘something a group needs to which we can contribute’, rather than a personal trait that some of us have and others do not. Reframing leadership in this way unlocks previously latent capacity and enables the types of agile practice that can navigate change. The book also positions authentic and sustainable practice as central to effective leadership, not an optional extra. All of the material is presented in an integrated way, with a wealth of references to academic thought and contemporary case examples.

It addresses four critical questions:

- **What are the challenges we face?** Readers understand the nature of complexity, how to read the dynamics of contemporary social and organisational reality. From this, it is clear that traditional command and control approaches to leadership are not only inadequate...they are dangerous.
- **How can we contribute to effective leadership?** Readers reframe their understandings of leadership, discover the leadership strengths they bring and the kinds of people they may need around them. We assist readers in building balanced teams with the range of leadership strengths required.
- **If change is a constant, how can we develop agility in our teams?** We provide readers with constructive principles for journeying into unknown and unpredictable territory. Readers discover how to engage meaningfully with the uncertainty and anxiety in themselves and those around them. They also explore ways to grow agile practices that enable teams to creatively engage possibility.
- **How might we each need to grow personally to contribute leadership effectively and sustainably?** We invite readers to develop greater self-awareness as they reflect more deeply on how they act, the things that drive them (good and bad), their personal foundations and what they might need to stay on course when things get difficult. This foundational work highlights the need for integrity, consistency and trust in those with positional authority.

This book is intended to be a companion on the journey of growing leadership capacity – yours or your organisations. It provides a robust theoretical foundation for how leadership thinking got here, and why it needs to change. It also contains practical insights that can be actioned by individuals and teams as they make the shift.



Theoretical foundation for *Rethinking Leadership*

The book synthesises cross-discipline thinking across: transformational leadership models (e.g. Bass and Kouzes and Posner), collaborative leadership (e.g. Schein and Spillane), adaptive leadership (e.g. Heifetz and Linsky), authentic leadership (e.g. George and Avolio), servant leadership (e.g. Robert Greenleaf). It draws on insights into innovation, engaging personal uncertainty and unpredictability (e.g. Bridges and Wheatley), positive organizational cultures (e.g. Senge and Cameron) and agile leadership practices (e.g. Larman, Worley, Uhl-Bien and Marion).

Building on systems theory and positive psychology, *Rethinking Leadership* acknowledges the realities of complex change and anchors leadership action firmly within a strengths-based collective approach, engaging ideas, human development, resilience and flourishing, coaching, and community development.

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About the authors



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Naomi Nash is the CEO and lead consultant with New River Leadership. She has worked with social welfare agencies, schools, executives and individuals to explore leadership and cultural change. She enjoys listening deeply to organisational story, encouraging individuals, fostering positivity and building partnerships. She loves playing guitar, is a budding singer-songwriter and enjoys travelling in Australian wilderness areas.



Sophie Paterson is a teacher, coach, and team-builder with New River Leadership. She has a passion for systems thinking and educational leadership that can equip students and staff to effectively engage change. She has worked in NSW public schools as a teacher, mentor, curriculum coordinator and is an AITSL accredited Lead teacher. More broadly she is passionate about creating learning moments for individuals that unlock potential and purpose to make a difference where they are. Sophie loves walking in the Tasmanian wilderness, teaching her dog clever tricks and trying to create edible gluten free meals.



Why have we written this book?

So much capacity is lost through unhelpful models of leadership or engaging change. We want to help unlock that lost potential and in this way we can grow the *collective social capital* in our world. We are concerned to support people of all ages and backgrounds to contribute leadership and to enable purpose driven organisations to achieve their impact.

Seeking endorsements

 We are reaching out because we value who you are, as well as the way you're contributing leadership in your context. Our hope is that you might be interested in writing a brief endorsement for inclusion in the book. ***This document outlines the key messages of the material, however if you would like to read further before deciding, a full advance copy of the book can be express posted to you on request.***

We would be delighted to receive recommendation in any form, however if it is useful, following are some brief suggestions. Length can be anywhere between one sentence and a single paragraph. The purpose is to send an encouraging signal to the reader that this material will be useful and energising. You are welcome to write from your personal or professional perspective, and let us know if you'd like to place any limitations on how or where the copy is used.