

Global (Mis) Leadership

Global Leadership refers to the need for leaders to act in a way that i. reflects the global environment in which their organisations operate and ii. considers all aspects of the leadership role. This has close links to the main conference themes of justice and sustainability in the global economy in that the latter depend largely on the quality of the former. Injustice and unsustainable practices can be thought of as failure to achieve high quality global leadership - hence the term global misleadership. Five strands of misleadership are leadership which is misguided, misinformed, mischievous, misleading or just simply missing.

Contributions are sought in any related areas, the following being aimed at inspiring rather than stifling thought:

Overviews of Global Leadership: Scope, boundaries, frameworks, aspects and elements including but not limited to mission, paradigms, global approach and problem solving practice;

History of (Mis) Leadership: Historical development of both leadership and misleadership: Roles of royal dynasties, religions, politics, nations, corporations and other power groups; Examination of the foundations, attitudes and assumptions upon which current business and social paradigms were built;

Linkages between global leadership / misleadership and the main conference themes of justice and sustainability in the global economy: Development of empires and colonization, including the roles of heads of state, religions, international corporations and groups of nations;

Role of Education, particularly business education, in the global economy: Moving toward a new business paradigm; Proposals for new foundations, attitudes, vision and values relevant to the global economy; Improving problem solving practice;

Justice and Sustainability in the Workplace: The need for leaders to create resonance in the workplace by recognising all the needs of their workers, including spiritual (seen as including such aspects as caring, sharing, connectedness, motivation and morale, with negative spirituality being greed, exploitation, injustice and prejudice. This view of spirituality can be, but is not necessarily related to, a specific (or any) religion);

Case Studies examining specific examples of leadership / misleadership: Actions and reactions of industries, governments and pressure groups; Sectors of the current global economy from the perspective of global leadership: Fair trade and fair treatment; Regions, industries and other sector analysis; Roles of business, governments, religions and other stakeholders in moving towards high quality global leadership

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John Rayment 2008

John is a Principal Lecturer in the Ashcroft International Business School, Anglia Ruskin University, where he is Programme Leader for the Chelmsford based MBA programme.

Coming from an accounting background, John moved increasingly toward decision making and problem solving, including writing a successful text 'Mind Morphing – Decision Making using Logic and Magic'. This led him to consider whether mental fitness could be thought of in similar fashion to physical fitness, i.e. in terms of strength, stamina and suppleness, and the role such mental fitness should play in successful leadership, particularly in the solution of urgent global issues (UGIs).

These thoughts drew the conclusion that while mental processes are vital for good decision making, they are not sufficient to provide and ensure such factors as strong motivation and valid mission and values. This caused John to consider whether another element was necessary, which he ultimately identified as spirituality, loosely defined as 'sustainable, just and fulfilling human presence on the planet'.

The need for such an approach has been highlighted by the increasing range and severity of UGIs, with potential consequences identified by Diamond in his text 'Collapse' – rapid and extensive systemic failure resulting in world-wide catastrophes and major loss of life.

John is researching ways in which these ideas can be taken to the key decision makers of our time.

An initial step was the creation of the Global Fitness Framework which pulled together the concepts of physical, mental and spiritual fitness of individuals, groups and societies.

In this framework, by definition, anything NOT physical or mental must be spiritual. Physical covers aspects such as a person's or organisation's body, assets, resources, equipment and weapons. Mental is taken as the decision making, analytical and logical processes adopted, leaving spiritual to cover connectedness, caring and sharing, life force, drive; motivation, objectives and the possibility of higher forces such as God or gods, or other unknown forces including magic.

Spiritual strength relates to depth and breadth of conviction, commitment, influence and power, clarity of beliefs, ability to resist attack on them and ability to maintain beliefs and act accordingly. Spiritual stamina covers being consistent long term, willing to debate and discuss, but ready to stand up for a cause or beliefs, while spiritual suppleness requires the ability to accept varied attitudes, approaches and beliefs, listen to other views with an open mind, consider their validity and change one's own views when relevant. John believes that it is in the realm of spiritual fitness that the solution to many UGIs lies.

Next, John developed the concept of Global Leadership, with four elements, a global approach, effective decision making, contemporary mission and new economic paradigm.

The global approach requires true appreciation of the value of all life forms world-wide, care for the planet and its resources, and a move away from nationalistic behaviours and domination by exploitative international corporations.

Effective decision making uses the ASK SIR L model from John's decision making text, the first three elements of which (ASK – Appreciate, Specify and Kauses) are viewed as often being given far too little attention by decision makers.

Contemporary mission builds on the concept of a sustainable, just and fulfilling human presence on the planet

New economic paradigm challenges the current paradigm with its outmoded foundations:

- Individuals **should** act in their own self interest
- As **should** organisations and nations
- Competition is 'a good thing'
- Market forces result in optimisation
- Public sector for any adverse aspects
- Natural resources there to be exploited
- animal, vegetable, mineral....human
- Business / population growth is desirable

These must be replaced with a paradigm based on individuals and organisations:

- Acting ethically, honestly and with integrity
- Aware of global issues
- Recognising their role in shaping the future of humanity and the whole planet
- Co-operating with customers and suppliers
- Collaborating with other businesses
- Actively reduce use of natural resources and negative global impact
- Developing local community and wider society
- Recognising each individual's basic humanity, value and rights
- Act together to tackle issues
- Share resources fairly
- Reduce exploitation of resources and people

John is currently focusing on the concept of 'Misleadership' which studies the ways in which followers (i.e. the vast majority of humanity) have been and are being misled by their 'superiors'. Aspects of this include leadership which is misinformed, misguided, missing, misleading or mischievous.

Misinformed leadership is where the leader is unaware of important information, skills, techniques or consequences, or misunderstands their importance or how to use them. Misguided is where the objectives, while intended to be legitimate, prove to be inappropriate. Missing is where relevant leadership does not take place, including where the 'wrong' people make decisions. Misleading is where the leader deliberately aims at achieving hidden objectives, rather than those of the followers. Mischievous

is where the leader deliberately seeks to build and take advantage of power over their followers, possibly based on the ignorance of their followers.

John acts as a consultant to a range of private and public sector bodies, leads international postgraduate programmes in leadership and management and facilitates adoption of his ideas by organisations. In April 2008 he organised and led an international conference on Global Leadership.

John is a triple-qualified accountant and has an MBA. He is most easily contacted by e-mail on john.rayment@anglia.ac.uk or telephone +44 (0) 845 196 6859.

Jonathan Smith Rèsumè 2008

Jonathan Smith is a Senior Lecturer in the Ashcroft International Business School, Anglia Ruskin University, where he leads international postgraduate programmes in leadership, management and human resource management (HRM). He facilitates innovative masters level courses in leadership, strategy, organizational change, HRM and research methods. Jon coaches and supports a large number of HR professionals in the research, design and implementation of best practice HR initiatives in organisations. As a member of the University senate Jon has been involved in establishing the strategic direction of the University. His current research, consulting and development interests are focused on organizational, team, and individual transformation through spiritual leadership; development and training within the police; and sustainable development for businesses. In April 2008 he co-organised an international conference on Global Leadership.

He is a member of the Academic Advisory Board at Saint Mary's University in Nova Scotia; a judging panellist for the International Spirit at Work Awards, and member of the Board of the Chinese American Scholars Association. He is currently involved in work at the FBI Academy near Washington DC in America regarding spirituality in policing, and has been a visiting speaker at Sydvast University in Finland, and Concordia University in Montreal.

Jon has experience in a variety of managerial and training roles, in a number of public and private sector organisations. Prior to working at the university Jon was a Director of Studies at the UK National Police Training and Development Authority, working with the 43 Home Office Forces of England and Wales to shape and drive the training agenda to achieve world-class performance within police training.

Jon is a Chartered Fellow of the CIPD, and Fellow of the HE Academy. He has a Ph.D in Education, MA in HRM, and a first class honours degree in Mechanical Engineering. He is a trained Mechanical Engineer and has undertaken a wide range of production, research and project management roles.

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