

ADVANCING UNITY OF MISSION AND EFFORT
ACROSS AN ENTERPRISE
OF ORGANIZATIONAL AND COMMUNITY ENTITIES

SWARM LEADERSHIP:



A GUIDE FOR META-LEADERS

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KEY THEMES AND POINTS OF REFERENCE

WHOLE IMAGE NEGOTIATION (W.I.N.): Inter-dependent achievement. Negotiate a “fit” among stakeholders based on a big picture, imaginative, interest-based strategy. A mutually beneficial “WIN” the parties can share.

FIVE PRINCIPLES OF SWARM LEADERSHIP: No one entity is in charge. Success requires many different leaders to partner, setting an example for a wide set of constituencies.

1. **UNITY OF MISSION:** Stakeholders share commitment to the overarching convening purpose and to operational success.
2. **GENEROSITY OF SPIRIT AND ACTION:** A voluntary eagerness to contribute effort and resources to the achievement of the mission.
3. **STAY IN LANES AND HELP OTHERS SUCCEED IN THEIRS:** Stakeholders take responsibility for their duties, assisting and not intruding upon the tasks and duties of others.
4. **NO EGO AND NO BLAME:** Stakeholders do not take individual credit for successes that result from shared efforts and do not unduly accuse others for operational problems.
5. **A FOUNDATION OF TRUSTING RELATIONSHIPS:** Leaders have experience with one another, fomenting integrity, confidence and mutual belief in their capacity to succeed together.

META- LEADERSHIP: A wide, or “meta-,” understanding of problems and similarly broad view of potential solutions, often requiring partnerships across a range of different organizations, entities and people. Meta-leaders practice influence beyond authority and the capacity to generate integrated connectivity of action across a wide spectrum of people and interests. The three dimensions of practice: the Person; the Situation; and Connectivity.

THE WALK IN THE WOODS: Structured process to structure and motivate interest-based negotiation among diverse stakeholders. Designed to build confidence. The four steps: **SELF-INTERESTS** - Express and hear objectives and concerns among key stakeholders; **ENLARGED INTERESTS** – What are points of agreement and disagreement; how does this reframe key problems; **ENLIGHTENED INTERESTS** – Given the reframing, what new ideas and opportunities might be explored and discovered; **ALIGNED INTERESTS** – Generate a mutually beneficial solution that emerges from what is learned during the Walk in the Woods process.

MULTI-DIMENSIONAL PROBLEM SOLVING: In contrast to uni-dimensional problem solving (for me) and two-dimensional problem solving (me against you), multi-dimensional problem solving is “us together.” Integrate key perspectives and interests to accomplish a leveraged, collaborative solution.

PROBLEM STATEMENT

Swarm leadership applies to problems that involve many different organizations, departments or professions. The problem, considered significant by the relevant stakeholders, cannot be solved by one of these entities alone. Collaboration or partnership is necessary.

Given the nature of the problem, the relationships among key stakeholders, or the relevant legal authorities, no one entity has exclusive or absolute decision-making authority over all other entities (if so, one entity could simply order or command compliance). Hence, there is a voluntary quality to swarm leadership. Stakeholders therefore must be motivated to play.

The level of partnership or collaboration accomplished correlates directly to the quality of the outcomes achieved.

STATED AS CLEARLY AS POSSIBLE: WHAT DO (OR WOULD) STAKEHOLDERS AGREE IS THE FUNDAMENTAL PRESENTING PROBLEM?

WHO HAS A STAKE IN THIS PROBLEM? LIST NAMES AND AFFILIATIONS:

AS YOU REVIEW THE PRINCIPLES OF SWARM LEADERSHIP, KEEP IN MIND THE PRACTICES OF WHOLE IMAGE NEGOTIATION, META-LEADERSHIP, THE WALK IN THE WOODS AND MULTI-DIMENSIONAL PROBLEM SOLVING.

1. UNITY OF MISSION

What overriding mission
would bring key parties together into
a connected partnership?

In what ways is this shared mission:

Meaningful differently for many people?

Important: It makes a difference/significant.

Achievable: a stretch and it can be done

What's in it for me/us? Tangible/Intangible

Value Added: Why does it matter?

Simply stated,
the unity of mission is:

2. GENEROSITY OF ACTION AND SPIRIT

What motivations
would engage stakeholders
to voluntarily contribute effort and resources?

What would leaders do to set a tone that is:

Interested-Listening-Curious

Receptive/Welcoming to ideas and inputs

Motivating and Reciprocal – Giving and Getting

Open- Participative- Engaging

In what way is this problem Bigger than anyone alone?

3. Stay in Lanes and Help Others Succeed in Theirs

What can leaders do to maximize
the success of each entity
and avoid competition and conflict among entities?

What can leaders do to encourage activity that:

Builds Trust and Confidence from Others

Shows Trust and Confidence to Others

Performs; Gets the job done

Clarifies how the work of one entity contributes to the Whole

Demonstrates how the success of the Whole supports the Work/Success of each entity

4. No Ego – No Blame

How can a tone be established
so that: 1) undue individual credit is taken for joint efforts
and 2) blame is not cast when shared problems arise?

What can be done to encourage role-modelling of emotional intelligence by leaders:

Self-Aware: Respectful and Appreciative of Others

Disciplined: Talk and Behavior in Control

Empathetic: Appreciates circumstances of others

Motivated by the good of the Whole - not the self

Socially comfortable and engaged: It's about "us!" not "me."

5. A Foundation of Trusting Relationships

What can be done to foster
interactions and decision-making
based upon mutual confidence among leaders?

What can be done to encourage leaders to build connectivity based upon:

Experience: Crucible events together

Success: It can only be achieved together

Role Models: For one another and many others

Expectations: We are in this together

Time and Timing: We are in this for the long haul

THE OUTCOME

STATED AS CLEARLY AS POSSIBLE: WHAT COULD LEADERS ACROSS AN ENTERPRISE ACHIEVE IF THEY WERE TO ENGAGE IN SWARM PRACTICES?

IN LIGHT OF THE PLAN AND POTENTIAL YOU DEVELOPED AMONG THE LEADERS AND STAKEHOLDERS IN YOUR CASE. WHAT OBSTACLES COULD INTERFERE WITH:

Unity of Mission?

Generosity of Spirit and Action?

Stay in Lanes and Help Others Succeed in Theirs?

No Ego/No Blame?

A Foundation of Trusting Relationships?

WHAT COULD BE DONE TO OVERCOME THOSE OBSTACLES?

FOR THIS PROBLEM SET, WHAT COULD BE DONE TO ENCOURAGE THE PRACTICES OF SWARM LEADERSHIP? HOW CAN YOU BEST ACHIEVE “ORDER BEYOND CONTROL?”