



THE IVEY
ACADEMY

Leading in Complexity: Hercules meets Buddha

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actions balance budget cash change clarity
communication compassion customers deadlines
decisions delivery direction disciplined empathy
experience fast focus health innovation leading management mental
perfect performance pivot resources retention safety service
simplify urgency values wellness

breathe character coaching **compassion**
 compassionate connection creativity **curiosity**
empathy empower empowerment health
 introspection intuitive kindness learning **listen** listeninglisten
 meditate mental mindfulness observe **patience** patient
 pause people present **question** reflect reflexivity
respect trust understanding

What makes your leadership life complex?

Driving today's performance.



Building sustainable performance.

I need to make it simple!

Lead through these tensions by introducing Hercules to Buddha



Hercules meets the Centaur by Giambologna, Florence

Hercules – **Simplify** and control



Buddha, The Enlightened One. Kamakura, Japan

Buddha – **Create variety** and empower

Provide direction and clarity with Hercules: Purpose, values, decision-making, efficiency



- The Labors of Hercules:
 - Virtues of strength, power, control, single-mindedness, rational thought, accomplishing goals
 - Win wealth and status
- In management:
 - Procedures, hierarchy
 - Market share, stock price, bonuses
- Hercules principles are great for driving coordination and alignment, for efficiency, for short-term results
 - Sense of purpose and priorities, clear authority

**Hercules gets the best out of people when the situation is clear and structured.
But Hercules finds it hard to make choices in ambiguity,
or to get people excited to take initiative themselves.**

Increase opportunities and empower with Buddha: Presence, mindfulness, responsiveness, innovation

- The Teachings of Buddha:
 - Knowledge and wisdom, mindfulness, questioning, acceptance of the world and rising above it, patience, trust
 - Active experimentation, listening, experiencing, and reflecting; *not passive*
 - Attain enlightenment
- In management
 - Informal processes, networks, collaboration, competence development, exploring alternatives
 - Sustainable business model – economic, social, environmental
- Buddha principles are great for empowering responsiveness, innovation, long-term results
 - Coaching, encouraging variety, finding opportunities



Buddha gets the best out of people when the situation is unclear and unstructured, and over the long term. But Buddha finds it hard to give people clear direction, and hard to get people to do things urgently.

Drive clarity and engagement in a dynamic environment: Hercules meets Buddha.



- Simplify and stabilize a few key messages
 - Clear mission / value proposition
 - Values and organizational culture
 - Simple and clear authority and responsibility around key decisions
 - Some core processes

**Hercules meets Buddha
inside *you*, interacting in
constant dialogue.**

- Increase the ability to adapt, and create opportunities
 - Facilitate innovation and empowerment in decision-making
 - Coach, ask questions, develop alternatives
 - Increase informal networks and collaboration
 - Encourage diversity in subcultures



How do I balance these two characters within my leadership?



Even Hercules only had 12 tasks!



Clarity



Curiosity



Be Clear to simplify: drive alignment, coordination, and performance goals.

Clear about the values, lines of authority and accountability that are non-negotiable

- Take every interaction with someone else as an opportunity to clarify the direction and expectations in two-way dialogue
 - Don't assume it's clear to everyone, just because you've stated it several times
- Be obsessive about the things you're simplifying



How do you know when you've got it right?

Others start saying it themselves, as if it were their own.



Be Curious to create variety, encourage empowerment and collaborate for opportunities.

Curious about the people you work with and the possibilities in the work.

- Curiosity about people helps you enable each person as an individual, valuing their different strengths and needs
- Curiosity about ideas creates open-mindedness and humbleness, both important for letting go of control and encouraging autonomy



How do you know when you've got it right?

People do things you would never have imagined, that astonish and delight you.

Your own Hercules and Buddha...

- What do you really need to be Hercules about?
- How can you bring in Buddha?

