

LEADERSHIP AND THE ILLUSION OF CONTROL

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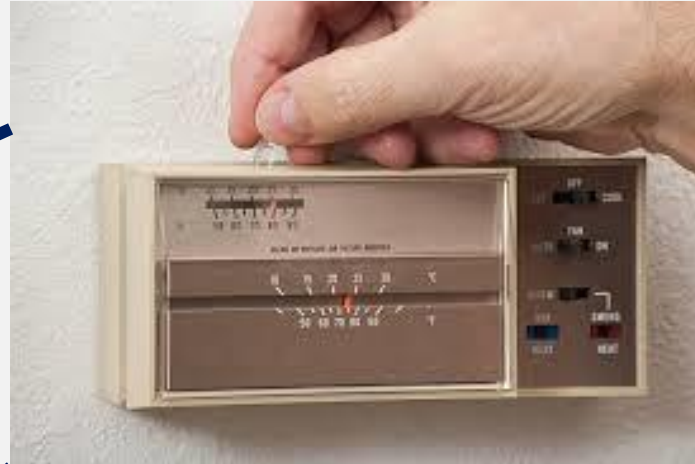
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LEADERSHIP IS LIKE A THERMOSTAT



THE FOUR DIRTY D'S



Distrust

Deviance

Dissatisfaction

Disengagement

THEN THIS HAPPENED...



COVID HAS CHANGED/IS CHANGING
EVERYTHING, EXCEPT....



A NEW/BETTER LEADERSHIP?



THE FOUR DIRTY D'S



Distrust

Deviance

Dissatisfaction

Disengagement

THE FOUR VIRTUOUS T'S (OK, THREE T'S AND ONE M)

Trust

Truth



Tenacity

Meaningfulness

NOW WHAT?

Are you a good leader?

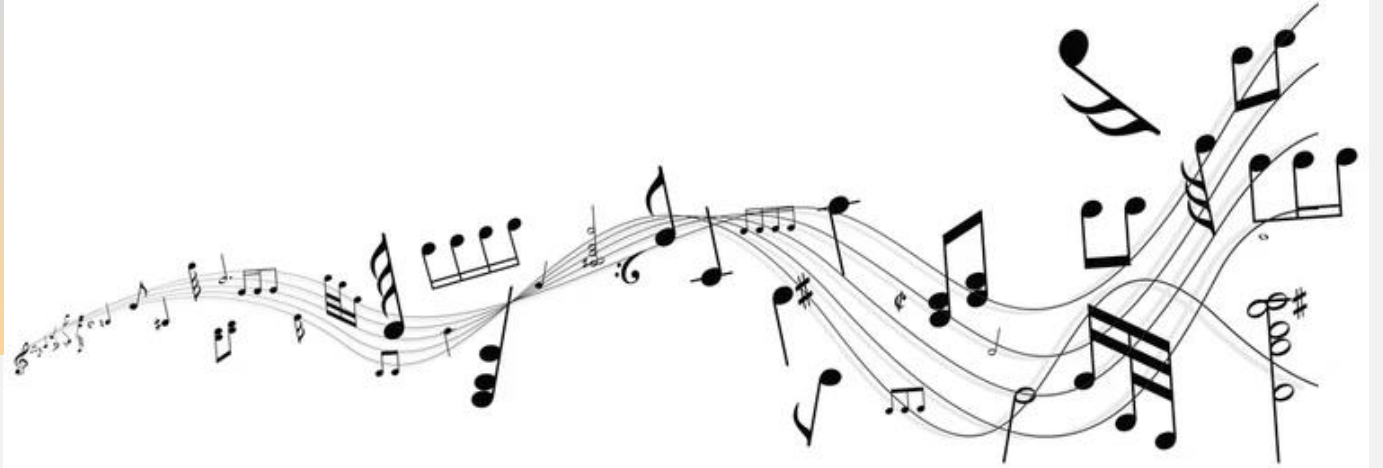
HOW TO BE A GOOD LEADER – DURING AND AFTER THE PANDEMIC?

You might have to change the culture

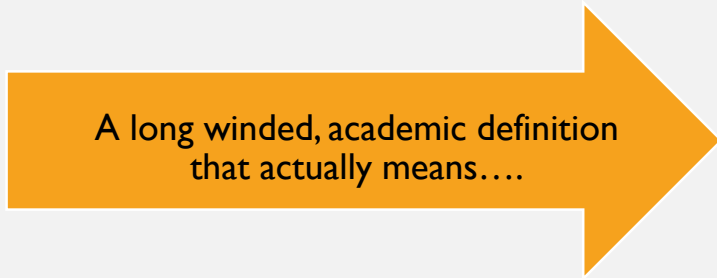
WHAT IS CULTURE?

Schein (1990):

a pattern of basic assumptions that are invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration...that is taught to new members as the correct way to perceive, think and feel in relation to organizational problems



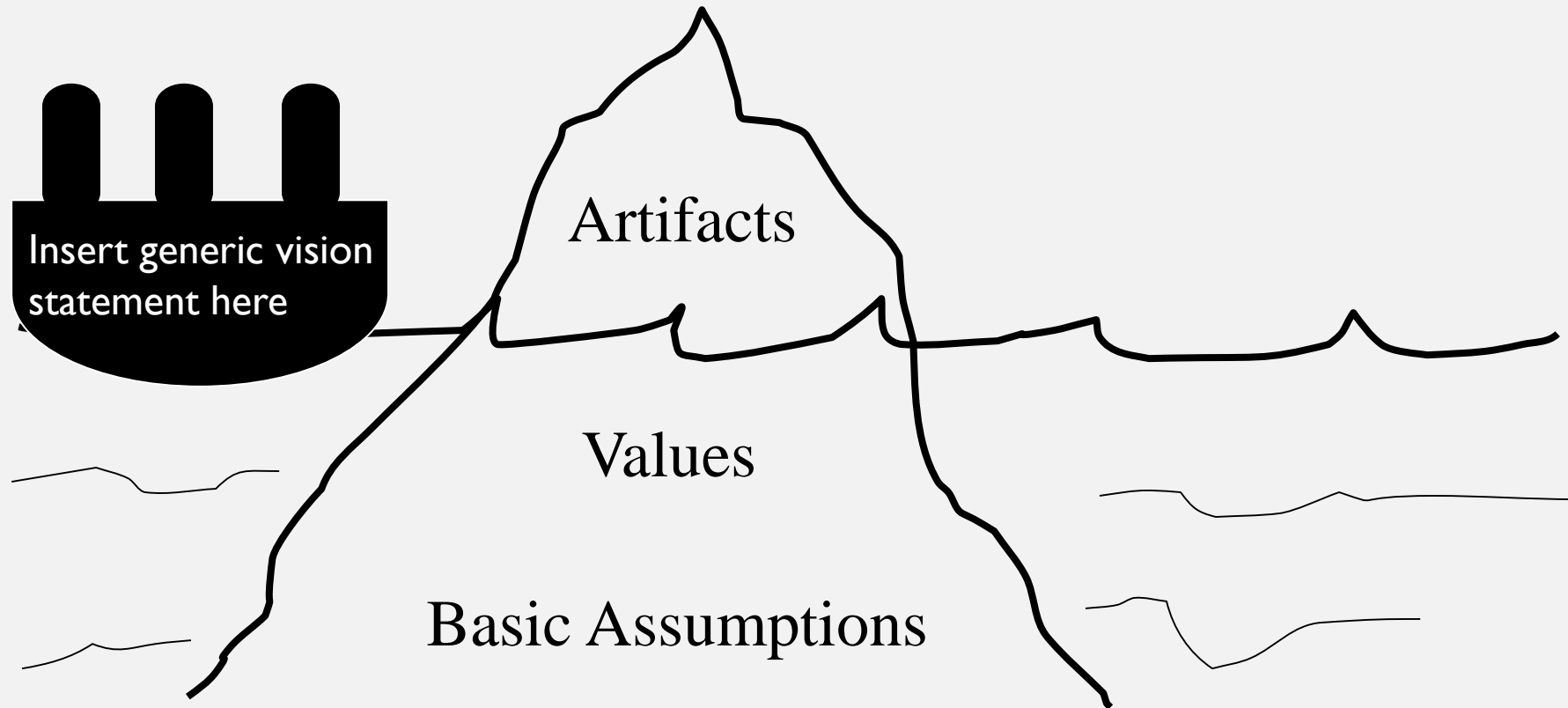
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A long winded, academic definition that actually means....

How we do things around here

THREE LEVELS OF ORG. CULTURE (SCHEIN, 2004)



SOME QUESTIONS?

What are we here to do?

Is it meaningful? Can it be more meaningful?

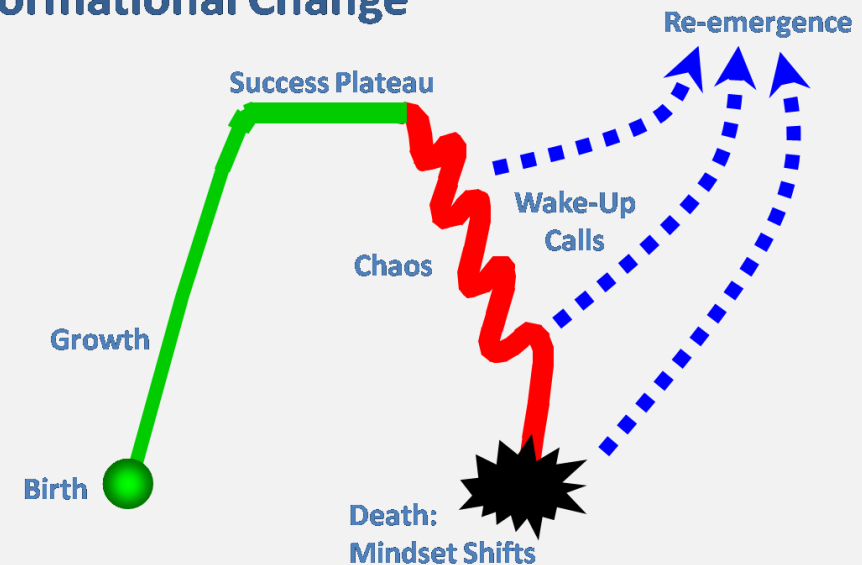
How can I model the behaviors I want to see in others?

How do I overcome my fear of change?

CAN CULTURE BE CHANGED?

- Yes. How?:
 - Create Threat
 - New Members
 - Articulate New Direction
 - Reward and Punishment
 - Explode Old Myths

Transformational Change



IN SUMMARY...

- Covid is awful
- Leadership is hard
- Control is an illusion

BUT, we can:

- Change our cultures for the better, to
- Bring more meaning and autonomy to all our work

THANK YOU!

Comments and Questions

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