

# Ready for... distributed leadership.

*Or... what a car, a monkey, and the CIA can teach us about the future of leadership*

Dr. Josh Hodge

Melbourne Business School





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This presentation is provided for educational purposes and does not take into account the specific situation that your organisation may be in.

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# You can learn...

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- The importance of Collective Intelligence
- Why the discussion bias leads us astray
- How to increase Collective Intelligence in your team
- The difference between intrinsic and extrinsic sources of motivation
- How to drive the motivation C.A.R.
- How to equip your team to get more done and need you less

# Why this is helpful...

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- The importance of Collective Intelligence
- Why the discussion bias leads us astray
- How to increase Collective Intelligence in your team
- The difference between intrinsic and extrinsic sources of motivation
- How to drive the motivation C.A.R.
- How to equip your team to get more done and need you less
- The teams you lead will be more innovative, solve problems faster, and get more done
- You will have lower staff turnover
- You can unlearn old patterns of behaviour that were inadvertently demotivating your staff
- You can feel better about delegating
- You can stop having to work so hard and start working on things that matter to you



# Common Information Effect & the Discussion Bias

Groups tend to spend too little time discussing unshared (unique, uncommon) information.

## Why?

1. Probability
2. Mutual enhancement
3. Bias for preference-consistent information

# Common Information Effect & the Discussion Bias

## What does not work:

- More discussion
- Separate review and decision
- Bigger team
- More information (but same distribution)
- Accountability for decision
- Pre-discussion polling

## What does work:

- Team leader is information manager (Increase focus on unique information)
- Suspend initial judgment
- Frame as an information-sharing problem, rather than a judgment to be made
- Minimize status differences

# What predicts Collective Intelligence?

## Group member intelligence

- Average and maximum

## Average group member social sensitivity

- Ability to read others' non-verbal cues

## Equality of conversational turn-taking

- Groups dominated by a few members have lower Collective Intelligence

## Number of women

- Related to social sensitivity

## Level of in-group competition

- Competition lowers performance



# The Importance of Meaning at Work...

Each of us has a map in our heads, of how the world “should” be. When there is a mismatch between the map and the territory, we feel an unpleasant drive state called “meaning violation.”

We can then either try to update our map, (i.e., change our expectations about the world), or we can try to change the territory (i.e., act on the stimulus to try to change it; such as telling people to change, or working to change a situation or person).

With our staff, we can help them not to experience these meaning violating events by understanding their maps deeply, and trying not to set up expectations that we will later violate. For example, we don't say “we are all a family” when in future you may need to fire someone. Because families don't (tend to) fire people, and thus firing someone would create a miss-match between the map you have set up for your staff and the territory you are enacting.

Right now, we have two interesting sources for meaning violation: 1) in our selves, if we expect that staff should want to come back into the office, and 2) in our staff, if we ask them to return and they don't think that they should have to.

Incidences of meaning violation in the workplace tend to increase staff turnover, reduce morale, reduce productivity, reduce organisational citizenship behaviours, lower team cohesion, and lower performance.



What  
motivates  
people





# ***DRINK COFFEE***

Do Stupid  
Things Faster  
with More  
Energy

# Not all motivation is the same...

No  
Motivation

Controlled  
Motivation



Autonomous  
Motivation



For more on this see: <https://youtu.be/TEiv1yqISgk?si=l02WkXc0mzRg555r>

# Not all motivation is the same...

Competence  
Autonomy  
Relatedness



No  
Motivation



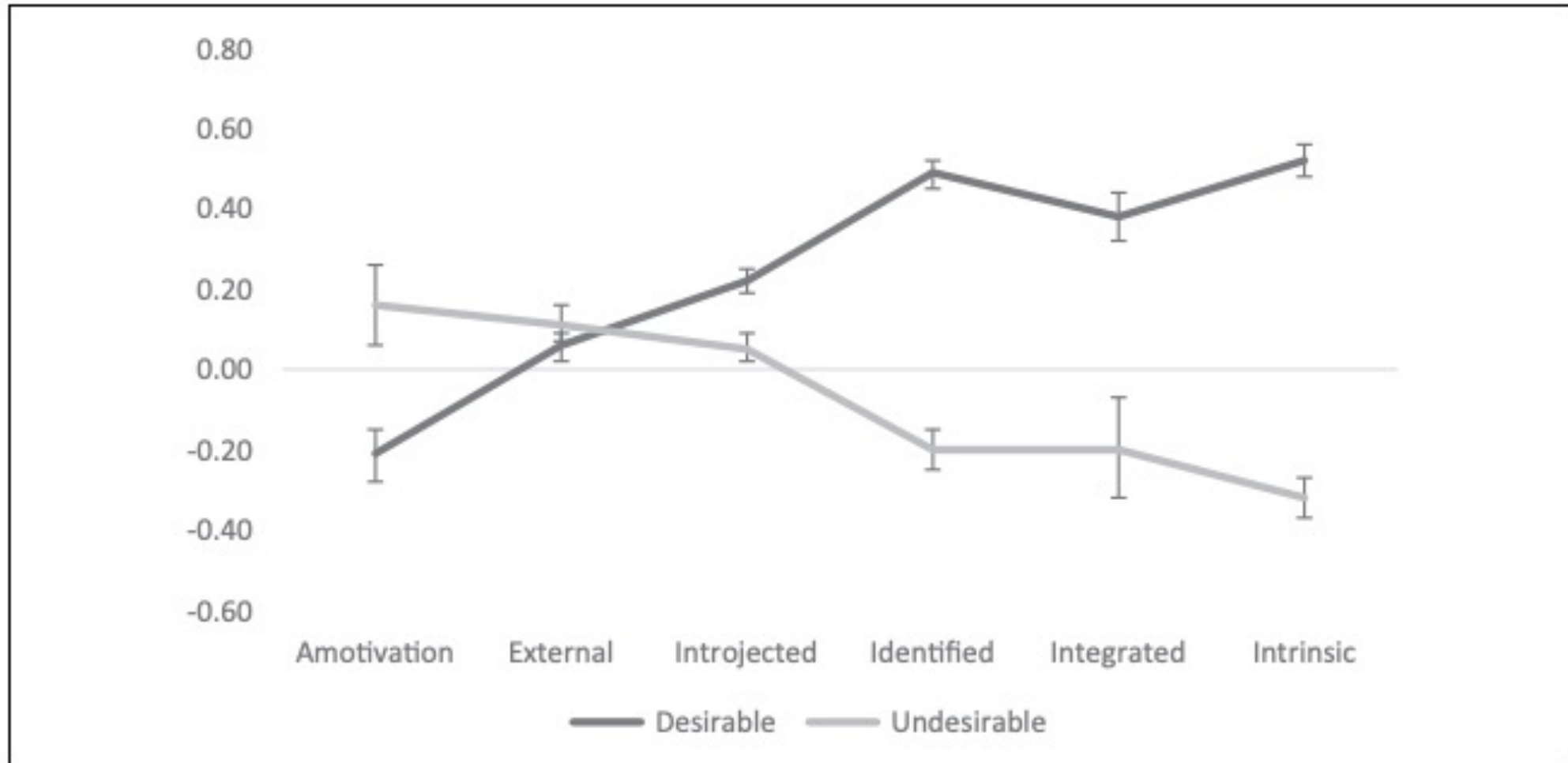
Controlled  
Motivation



Autonomous  
Motivation



# Not all motivation is the same...



**Figure 2.** Summary of results regarding the relationships of the types of motivation on outcomes. *Note.* Desirable outcomes include affective commitment, normative commitment, engagement, job satisfaction, OCB, performance, & proactivity. Undesirable outcomes include absenteeism, burnout, continuance commitment, distress, turnover intention.

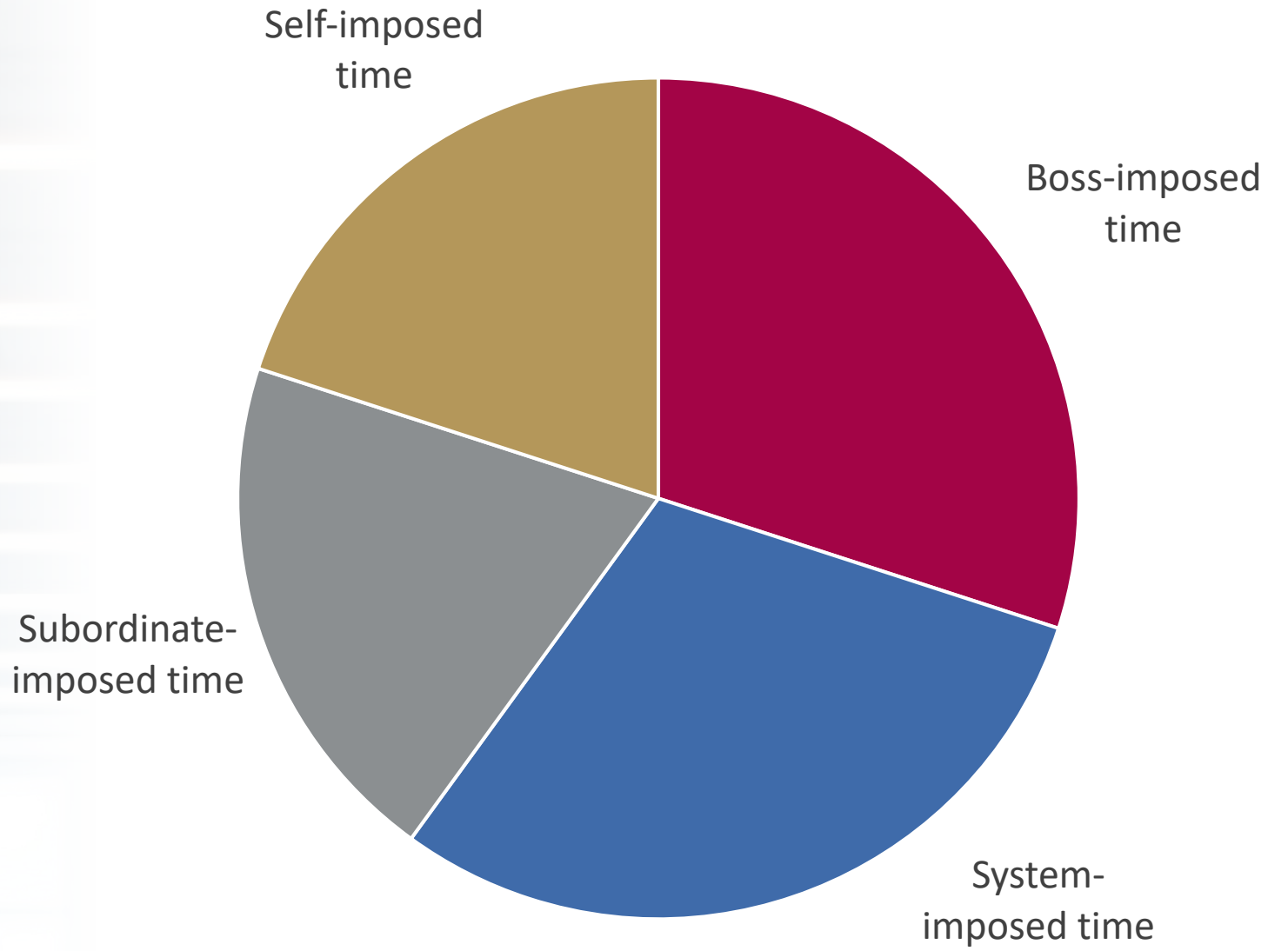
Competence  
Autonomy  
Relatedness

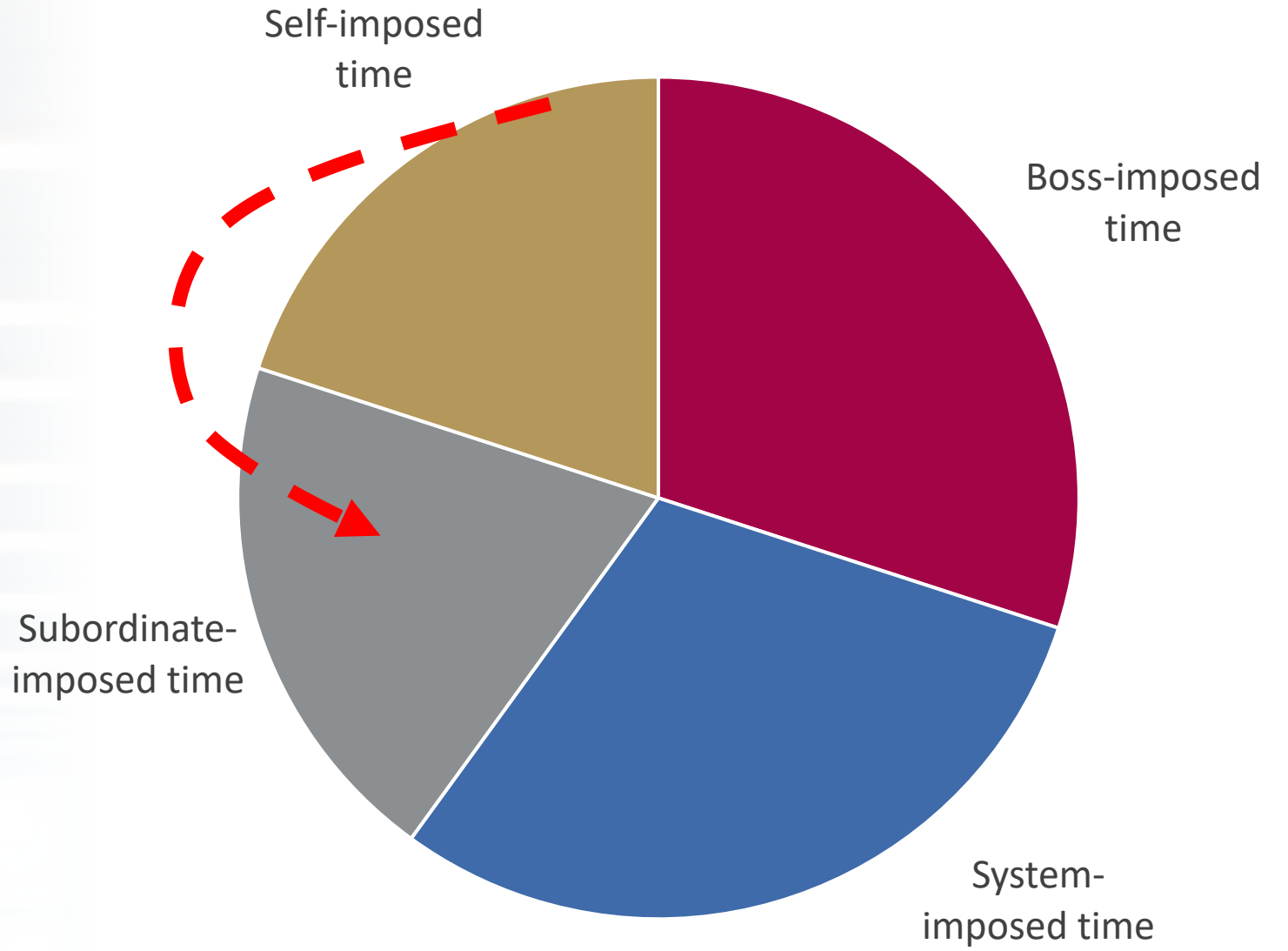


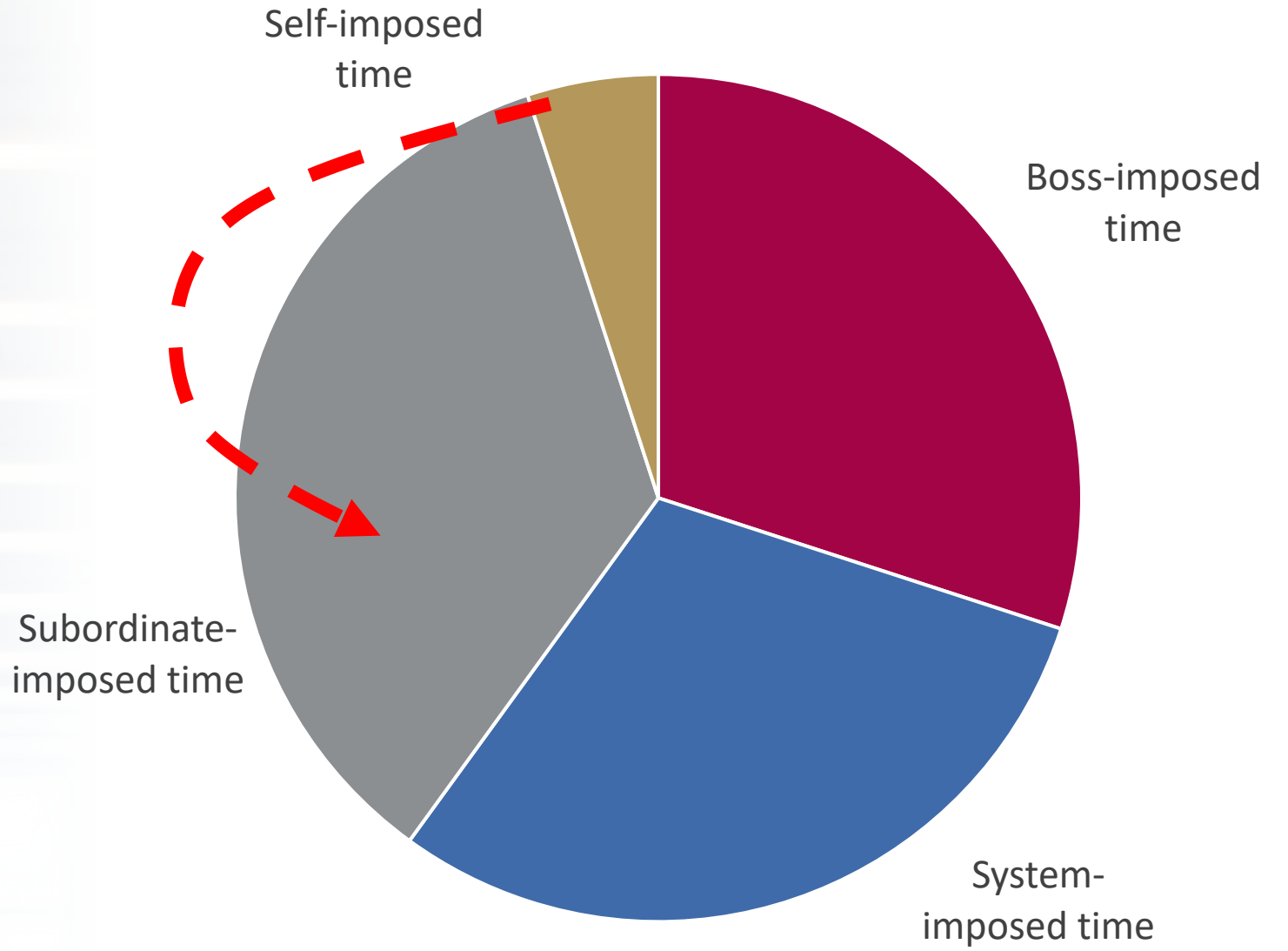
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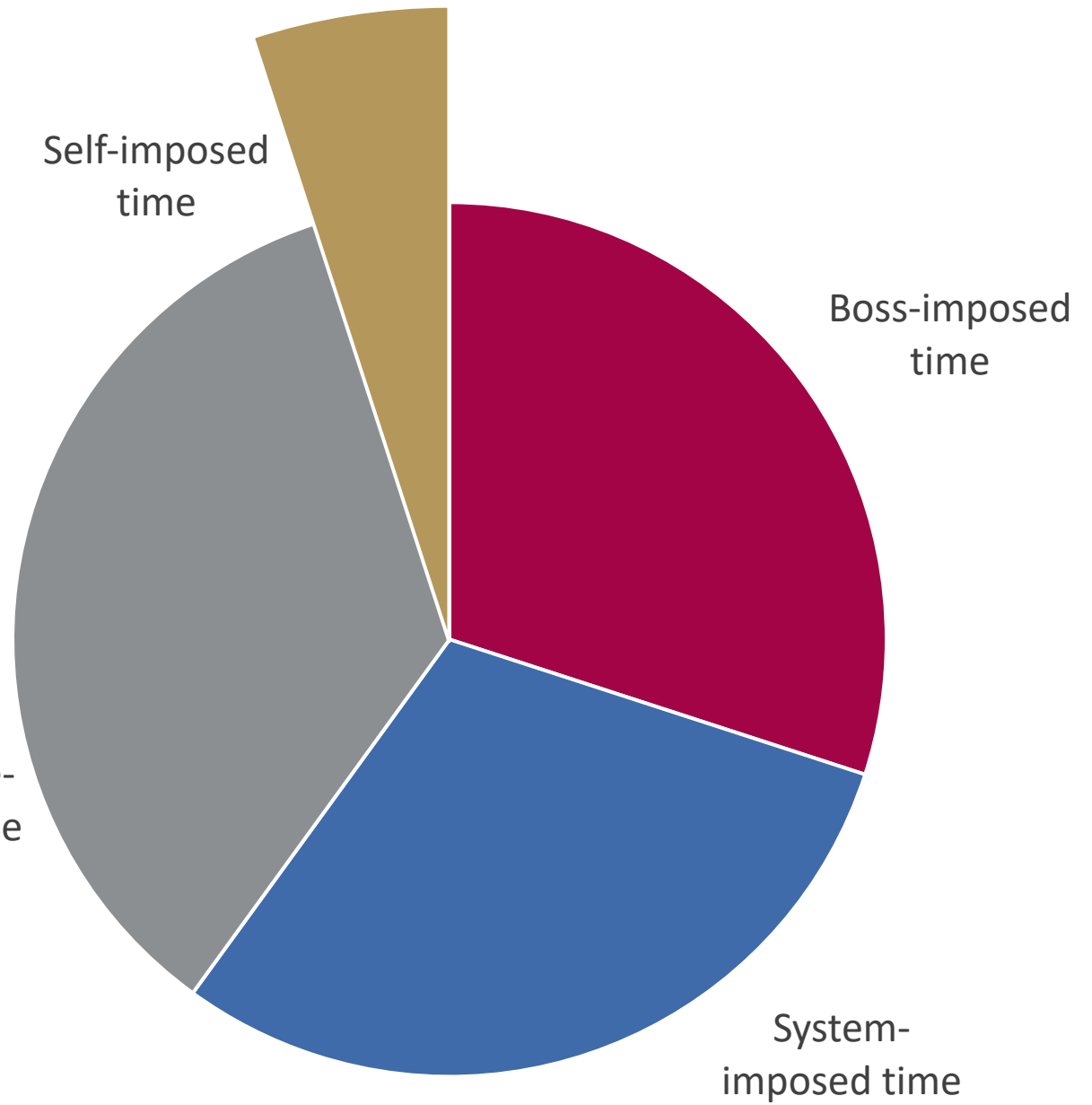








Subordinate-imposed time



# The scale of initiative

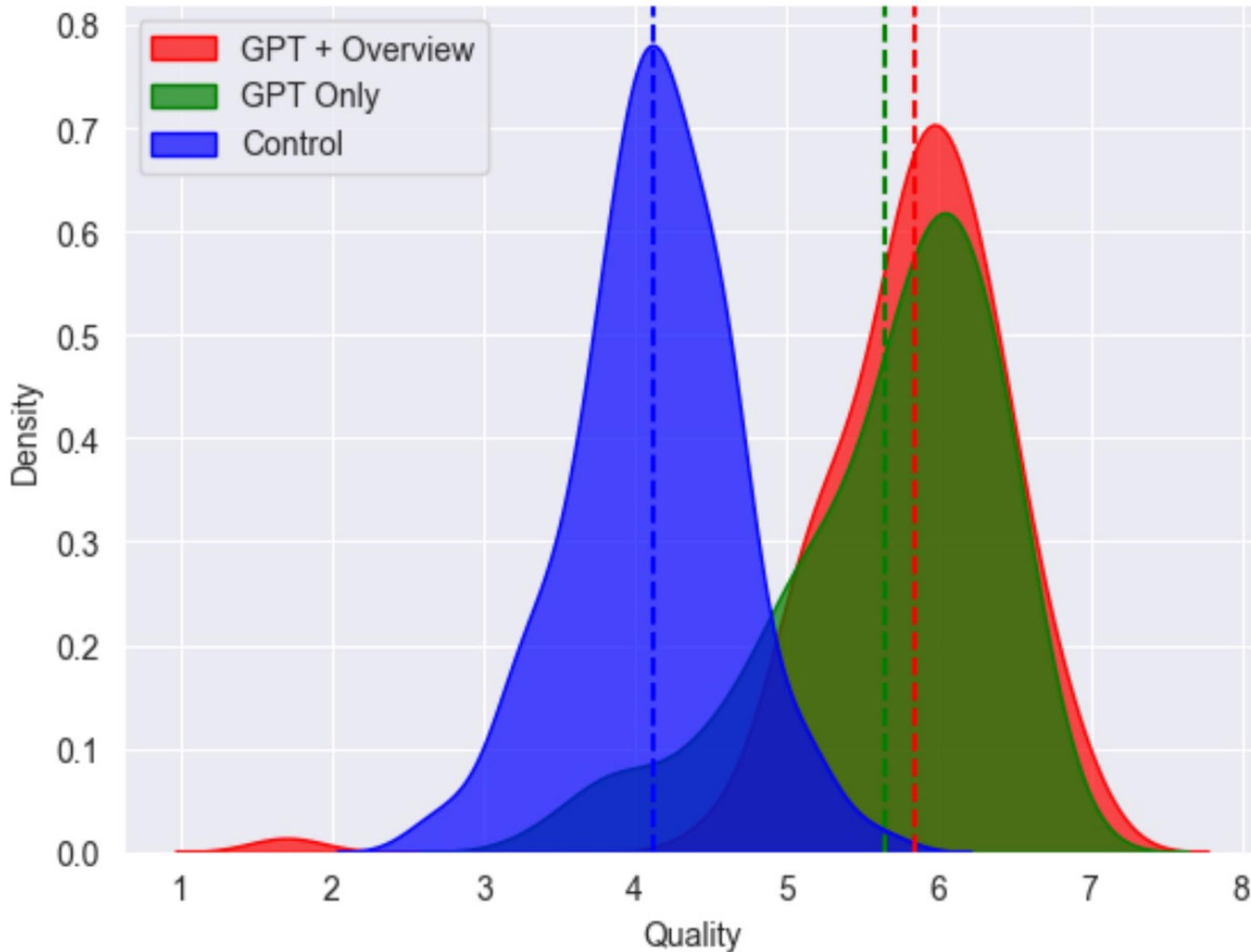


6. Act on own initiative, don't report
5. Act on own initiative, report through routine procedure
4. Act on own initiative, report at once
3. Recommend an action, proceed with approval
2. Ask what to do
1. Wait until told
0. Hide problems

Competence  
Autonomy  
Relatedness



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**CONSULTING**  
**GROUP**

For more on this see: <https://www.hbs.edu/faculty/Pages/item.aspx?num=64700>

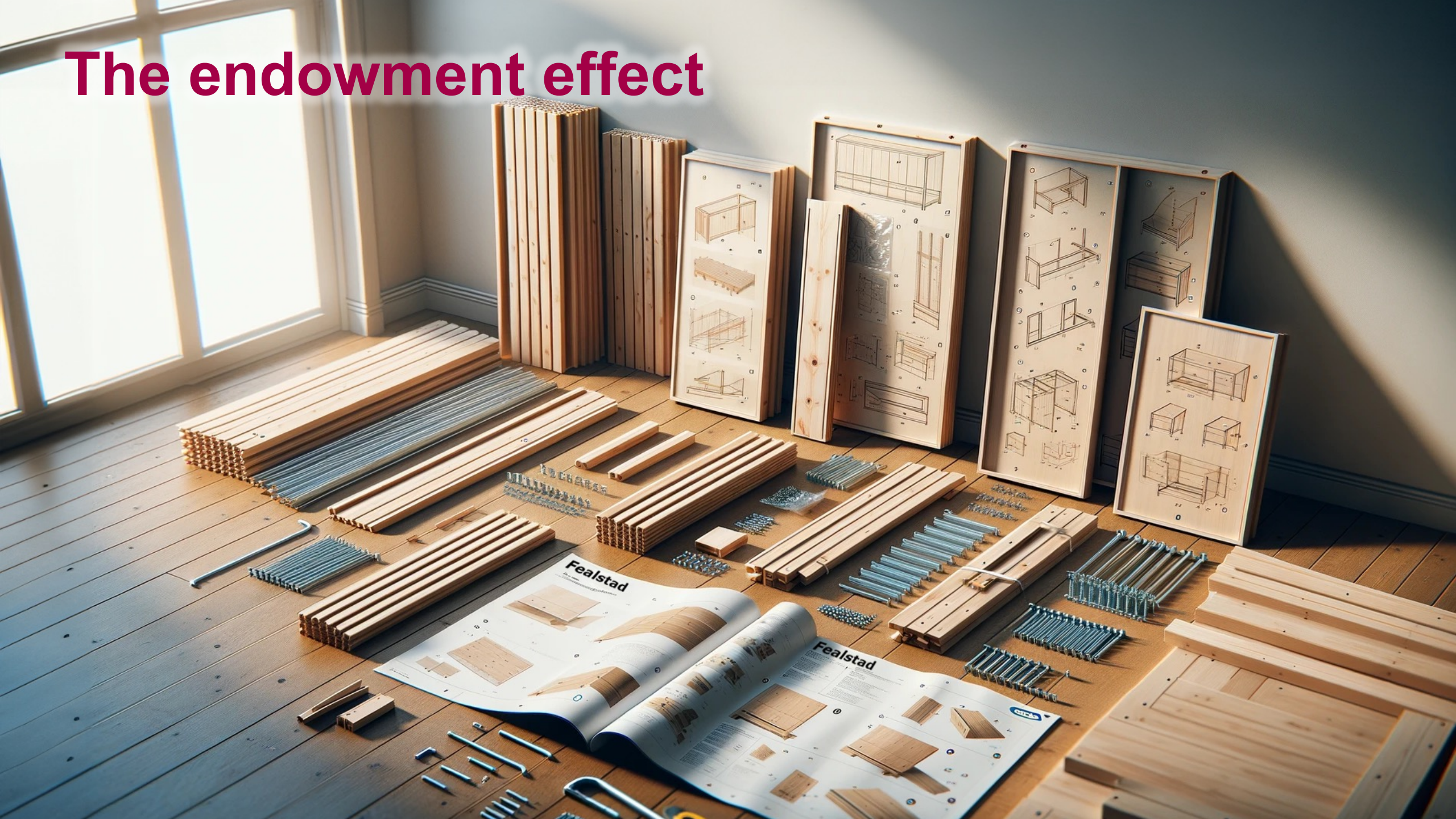


Competence  
Autonomy  
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# The endowment effect



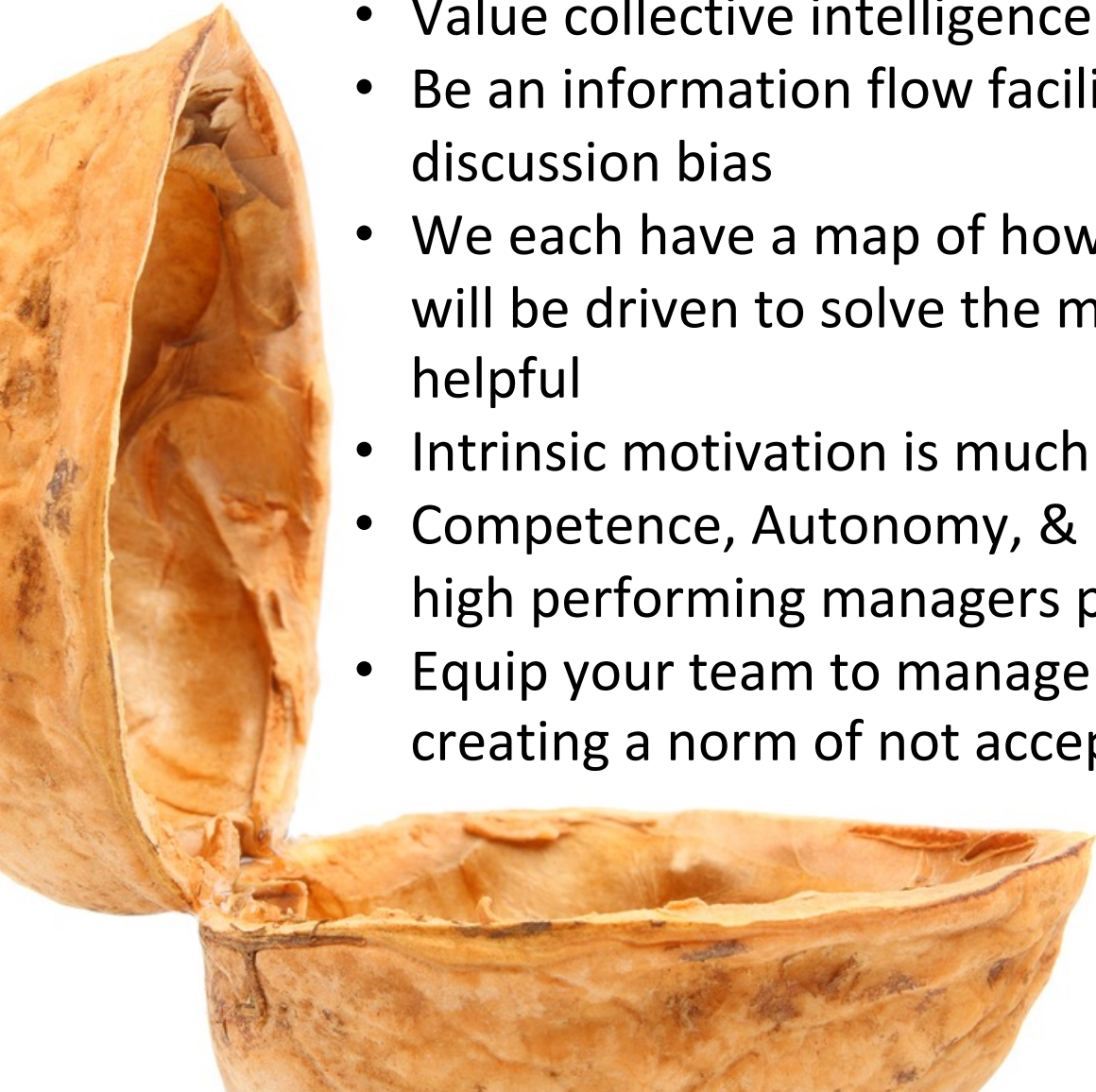
# Care and feeding of monkeys...

1. Monkeys should be fed or sent back into the wild
2. Negotiate the level of initiative
3. Feeding monkeys by appointment is magic
4. Most monkeys can be fed in under 15 minutes
5. Set a next feeding time during current feed
6. Keep monkeys at a population you can manage
7. Examine your motives for your direct interaction with monkeys



# In a nutshell

- Value collective intelligence over any single contribution
- Be an information flow facilitator to make sure you don't fall into the discussion bias
- We each have a map of how the world "should" be, if you violate it, your staff will be driven to solve the mismatch, and not necessarily in a way that is helpful
- Intrinsic motivation is much more powerful than extrinsic motivation
- Competence, Autonomy, & Relatedness are the CAR that drives motivation; high performing managers point the CAR at a common purpose
- Equip your team to manage their own monkeys by building their capacity and creating a norm of not accepting monkeys



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