

CHARLES HAMPDEN TURNER

Mary Parker Follet: Mother of Leadership Studies

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European Forum on
Paradox and Pluralism
Nova SBE Twinning Project

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NOVA SCHOOL OF
BUSINESS & ECONOMICS



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Mary Parker Follett, 1868-1933, has been called “thoroughly modern Mary” and indeed she is more heralded 80 years after her death than she was in her life-time. While living she was eclipsed by such luminaries as Max Weber and Frederick Winslow Taylor, yet even as their reputations decline, hers climbs. She was well respected in her life-time, the first woman scholar to give a school-wide address at the London School of Economics, an advisor to President Teddy Roosevelt. She was regarded as exceptional, but like many exceptions she wasn’t seen as making the rules, but as a splash of bright colour

Witness, Warning, and Prophecy: Quaker Women's Writing, 1655–1700

EDITED BY Teresa Feroli and Margaret Olofson Thickstun

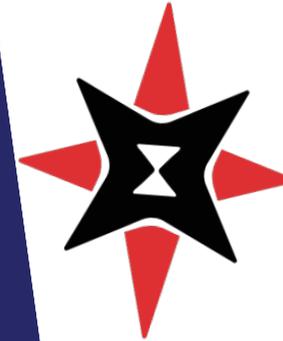


No religious sect showed more respect for women than did Quakers. Their writings were being collected at the start of the 18th century, at a time when female authors were almost unknown. Among their customary roles were convening the face-to-face meetings among Friends and chairing these. Since God spoke through each individual member it was women who heard His words from every side and witnessed his instructions at first hand. Mary, a Quaker, championed small groups in dialogue, a diversity of beliefs, power through people, the reconciliation of conflict and leadership through coordination of ideas. This was very much part of her religious upbringing in the Friends' Meeting Houses she attended.

Quakers encouraged women to assert themselves. An exceptional *Mary* graduated *summa cum laude* from Radcliffe & studied at Harvard & Cambridge Universities.



Is it relevant that Mary was a Quaker? Guess who founded the following organizations?



**American
Friends
Service
Committee**



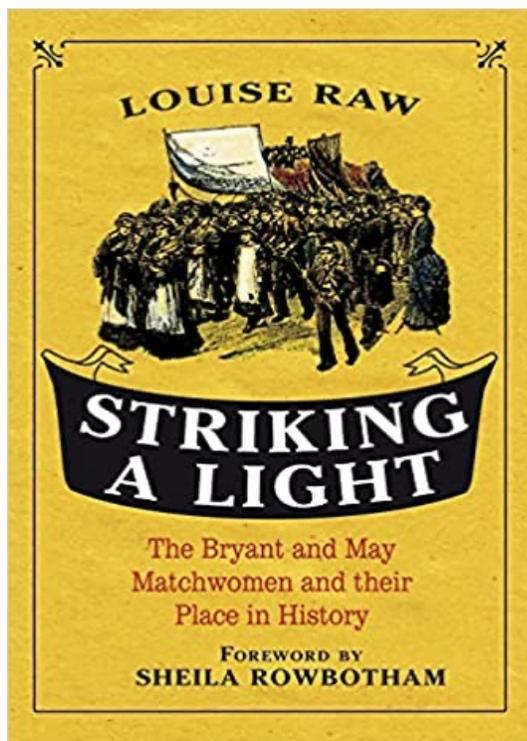
GREENPEACE



**British Quakers contributed to Britain's industrial revolution
FORTY TIMES MORE WEALTH than their numbers justified.**

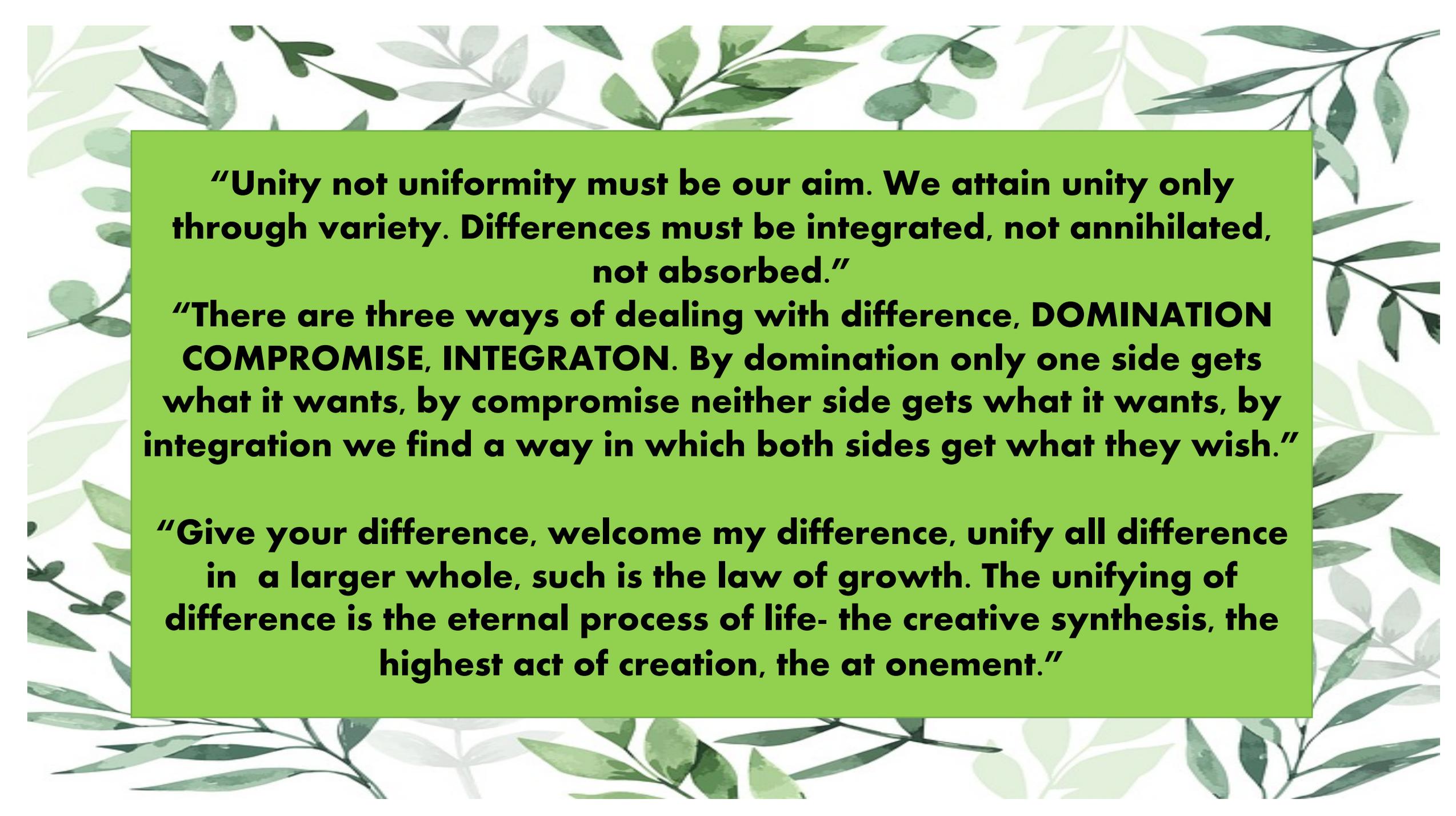


Cadbury



We will consider Follet's views on what follows

- **Unity and difference in viewpoints**
 - * **Coercive power & coercive power**
- **Educate by correcting errors not blaming**
- **Conflict and the opportunity to creatively enrich**
 - **To lead is to create leaders, not followers**
 - * **Harmony within groups, not unison of crowds**
- **Don't give orders, present situations/challenges**
- **The unifying of opposites is the eternal process**
- **We shouldn't let ourselves to be bullied by Either-Or**
 - **Transformative leadership and ideals**



“Unity not uniformity must be our aim. We attain unity only through variety. Differences must be integrated, not annihilated, not absorbed.”

“There are three ways of dealing with difference, DOMINATION COMPROMISE, INTEGRATION. By domination only one side gets what it wants, by compromise neither side gets what it wants, by integration we find a way in which both sides get what they wish.”

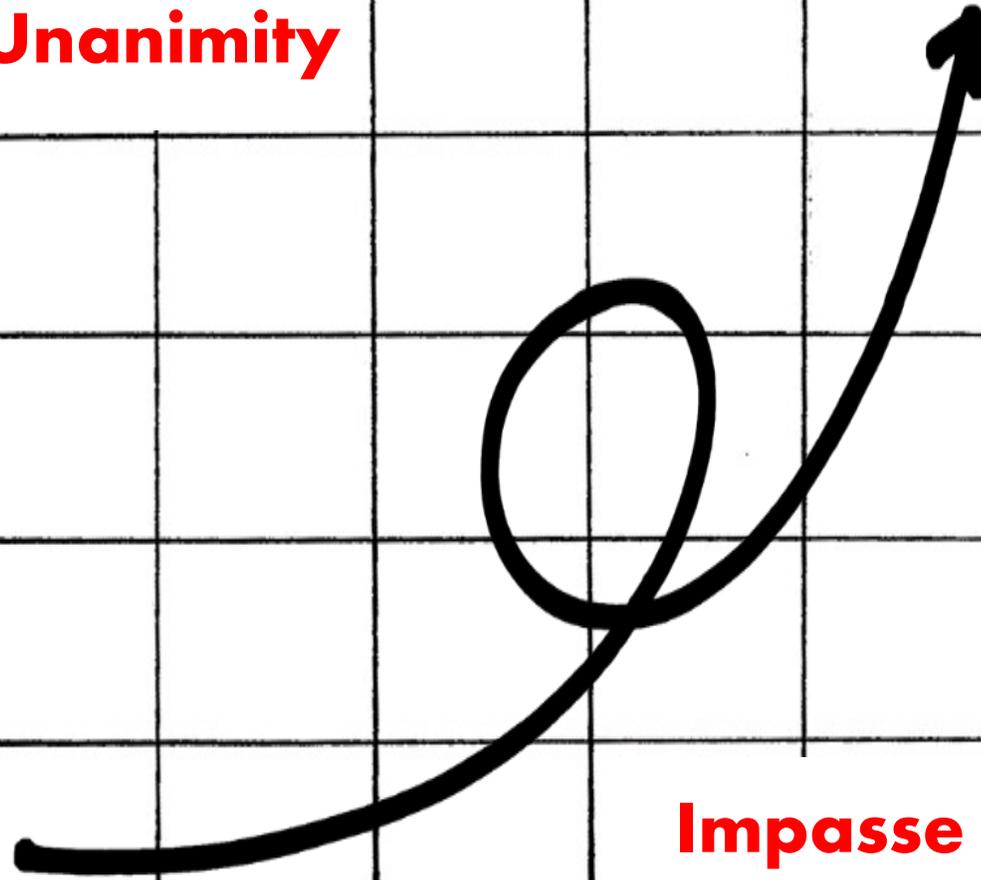
“Give your difference, welcome my difference, unify all difference in a larger whole, such is the law of growth. The unifying of difference is the eternal process of life- the creative synthesis, the highest act of creation, the at onement.”

Unity and Difference in Viewpoint



We find agreement

Unanimity



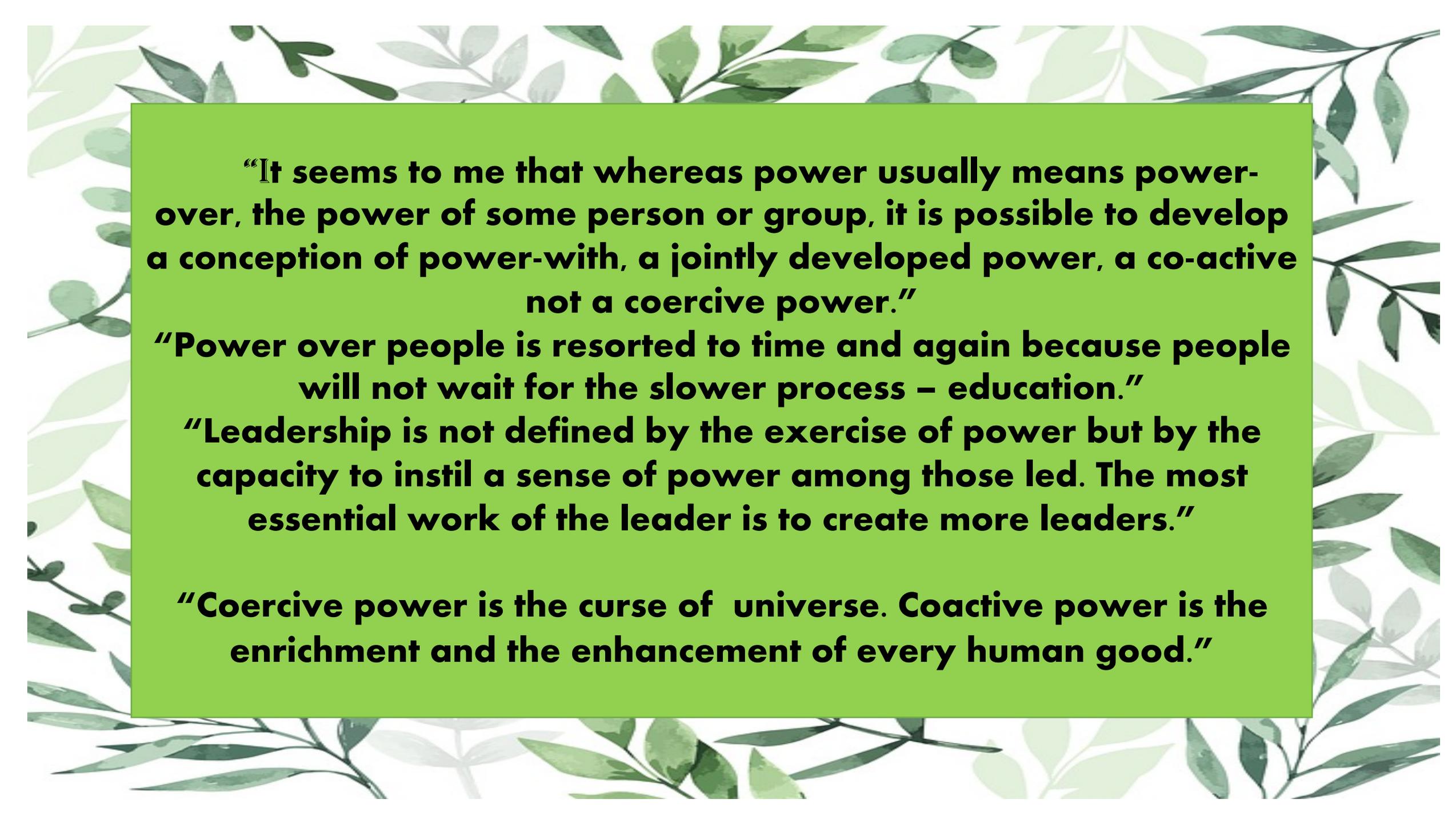
Impasse

**We confront difference/
conflict & variety**

**Unity and integration,
the creative synthesis**



BE DIFFERENT



“It seems to me that whereas power usually means power-over, the power of some person or group, it is possible to develop a conception of power-with, a jointly developed power, a co-active not a coercive power.”

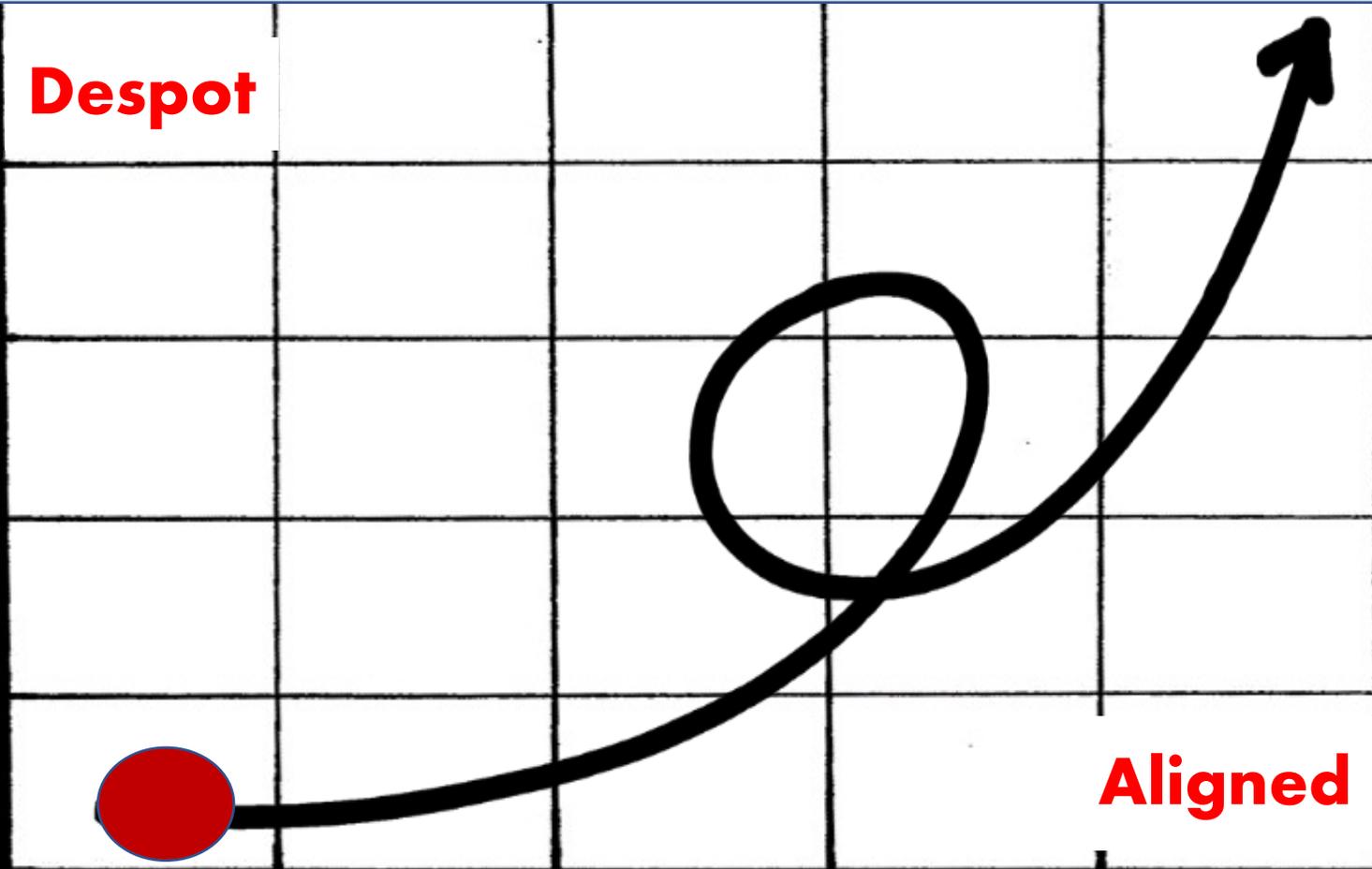
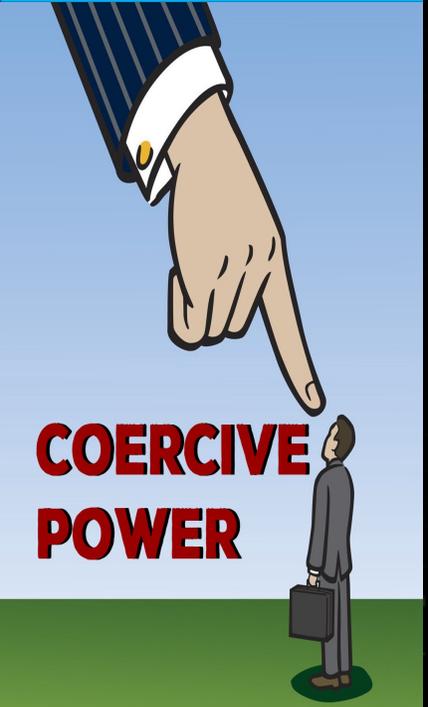
“Power over people is resorted to time and again because people will not wait for the slower process – education.”

“Leadership is not defined by the exercise of power but by the capacity to instil a sense of power among those led. The most essential work of the leader is to create more leaders.”

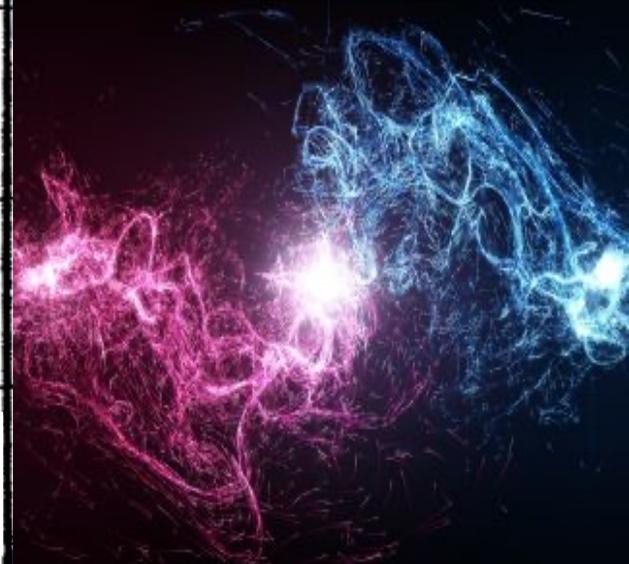
“Coercive power is the curse of universe. Coactive power is the enrichment and the enhancement of every human good.”

Power comes from the coactive initiatives of all participating groups

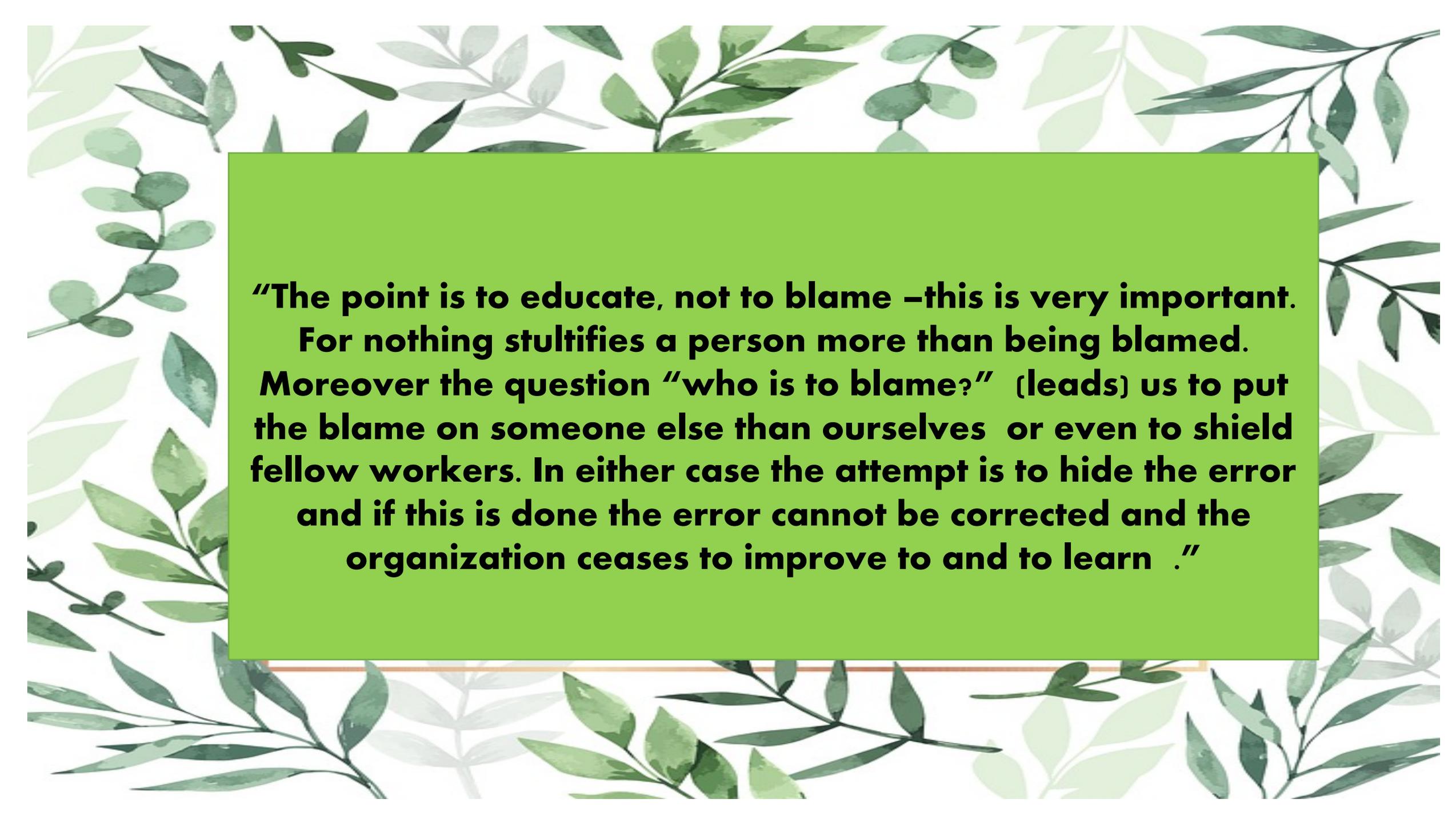
Power is top-down



Power comes from well-orchestrated, COACTIVITY



Power comes from managed coordination



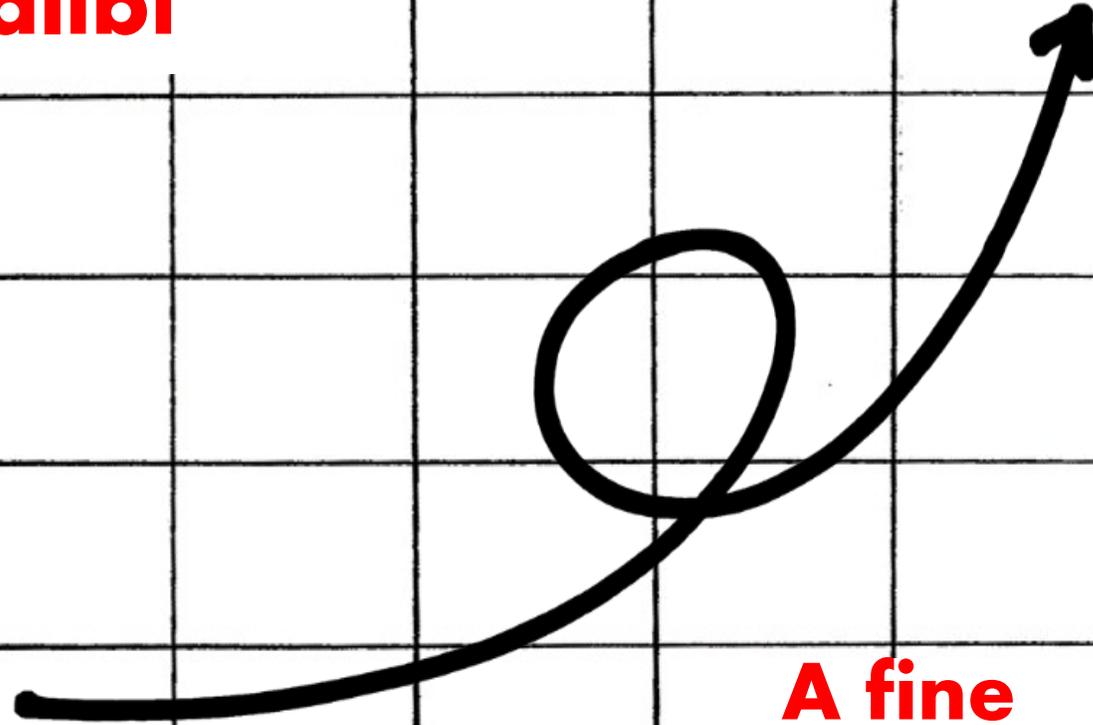
“The point is to educate, not to blame –this is very important. For nothing stultifies a person more than being blamed. Moreover the question “who is to blame?” (leads) us to put the blame on someone else than ourselves or even to shield fellow workers. In either case the attempt is to hide the error and if this is done the error cannot be corrected and the organization ceases to improve to and to learn .”

Zero-in on your goal by correcting errors



The Blame Game

alibi



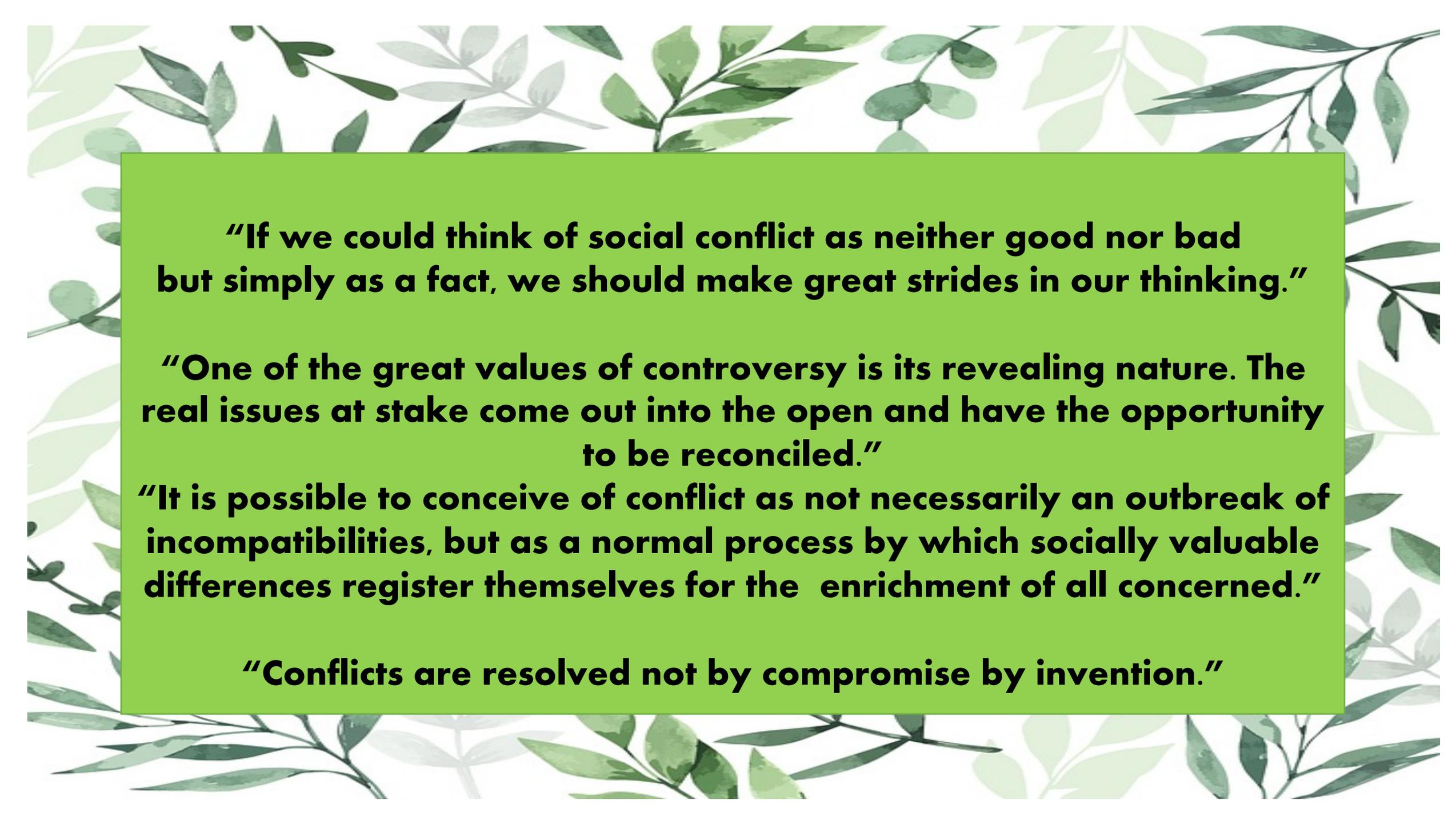
A fine mess



Guided Missile



Compounded errors



“If we could think of social conflict as neither good nor bad but simply as a fact, we should make great strides in our thinking.”

“One of the great values of controversy is its revealing nature. The real issues at stake come out into the open and have the opportunity to be reconciled.”

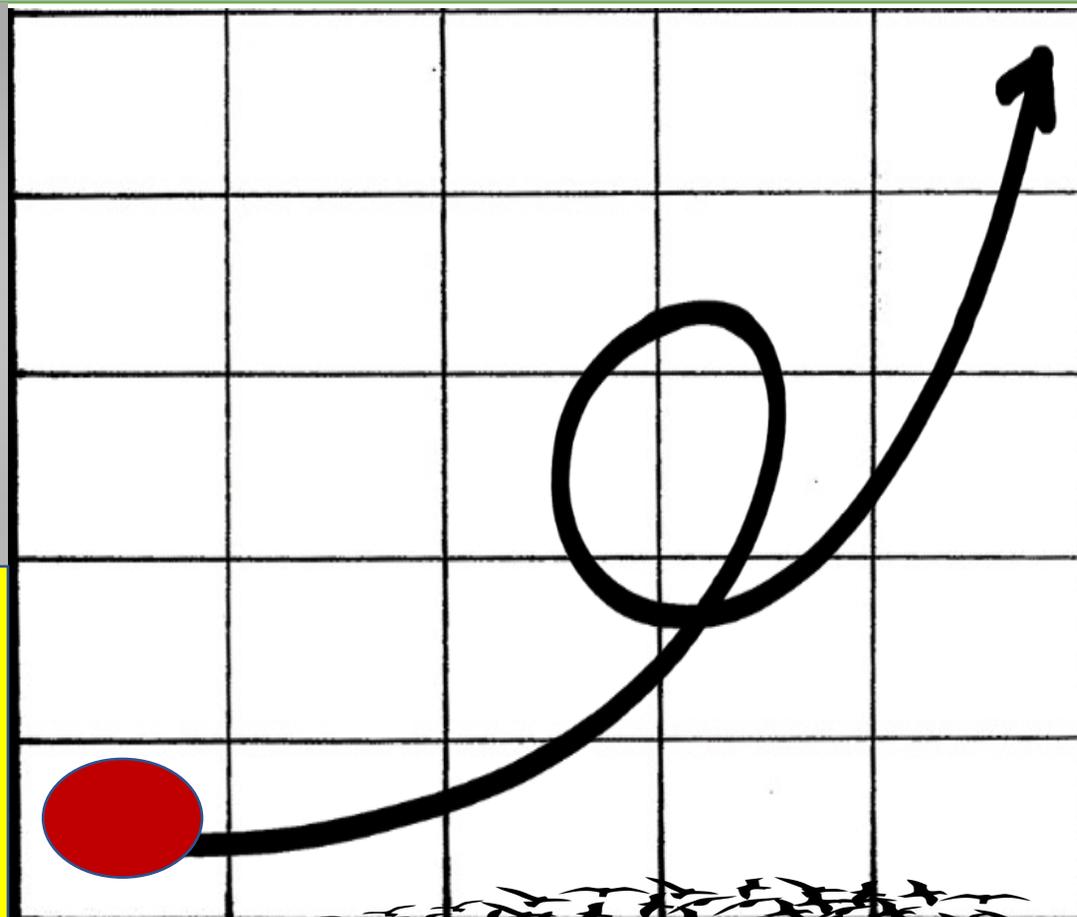
“It is possible to conceive of conflict as not necessarily an outbreak of incompatibilities, but as a normal process by which socially valuable differences register themselves for the enrichment of all concerned.”

“Conflicts are resolved not by compromise by invention.”

Conflict and the opportunity to create

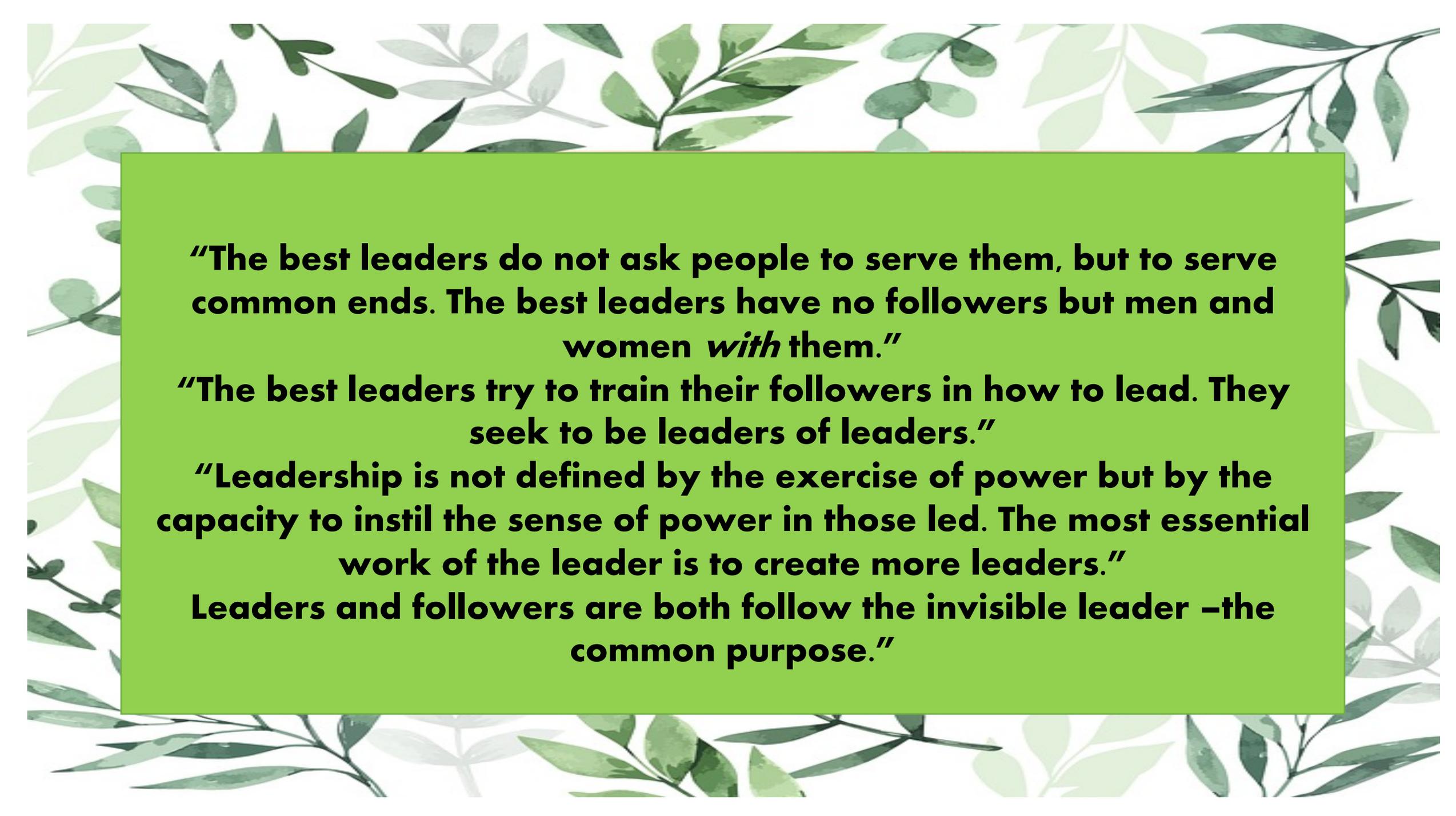


**Need to avoid
destructive
conflict**



**Reconciled values
lead to cultural-
societal enrichment**

**Passionate advocacy
of values**



“The best leaders do not ask people to serve them, but to serve common ends. The best leaders have no followers but men and women *with* them.”

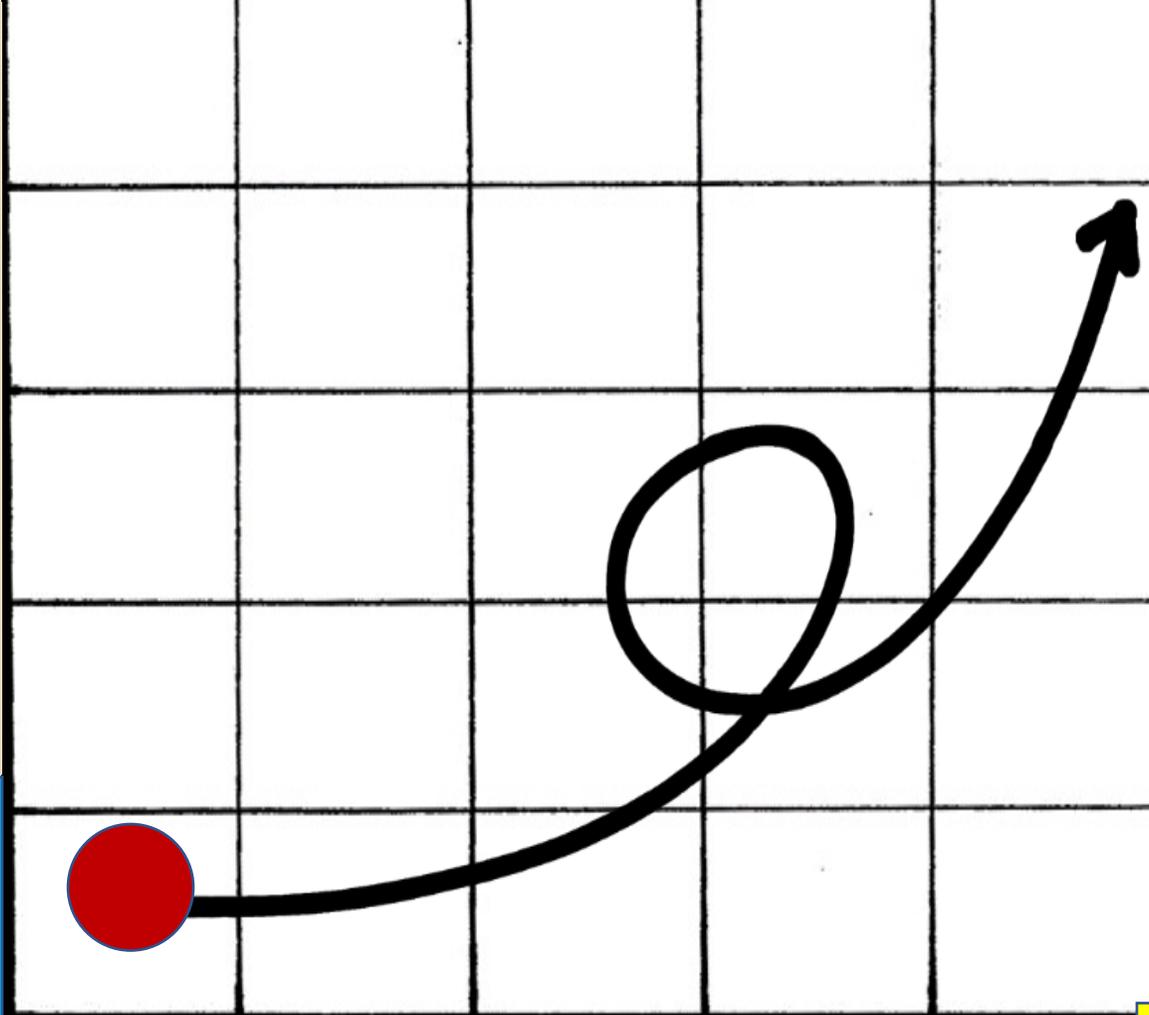
“The best leaders try to train their followers in how to lead. They seek to be leaders of leaders.”

“Leadership is not defined by the exercise of power but by the capacity to instil the sense of power in those led. The most essential work of the leader is to create more leaders.”

Leaders and followers are both follow the invisible leader –the common purpose.”



Set the common purpose and the higher goal

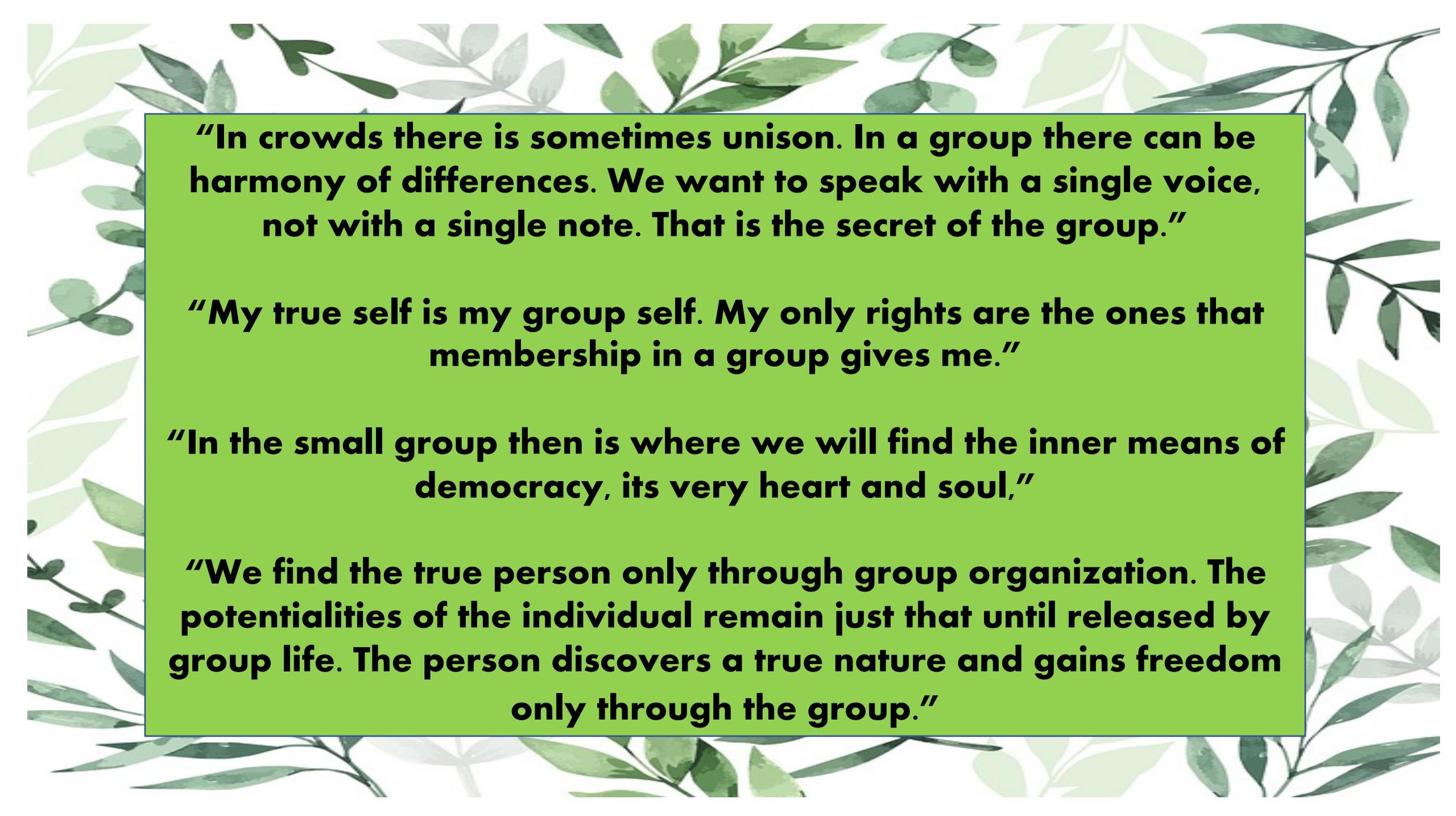


Be the leader of future leaders, all are servants of a higher goal



EMPOWERMENT
The Guardian

Imbue all employees with a greater sense of personal power



“In crowds there is sometimes unison. In a group there can be harmony of differences. We want to speak with a single voice, not with a single note. That is the secret of the group.”

“My true self is my group self. My only rights are the ones that membership in a group gives me.”

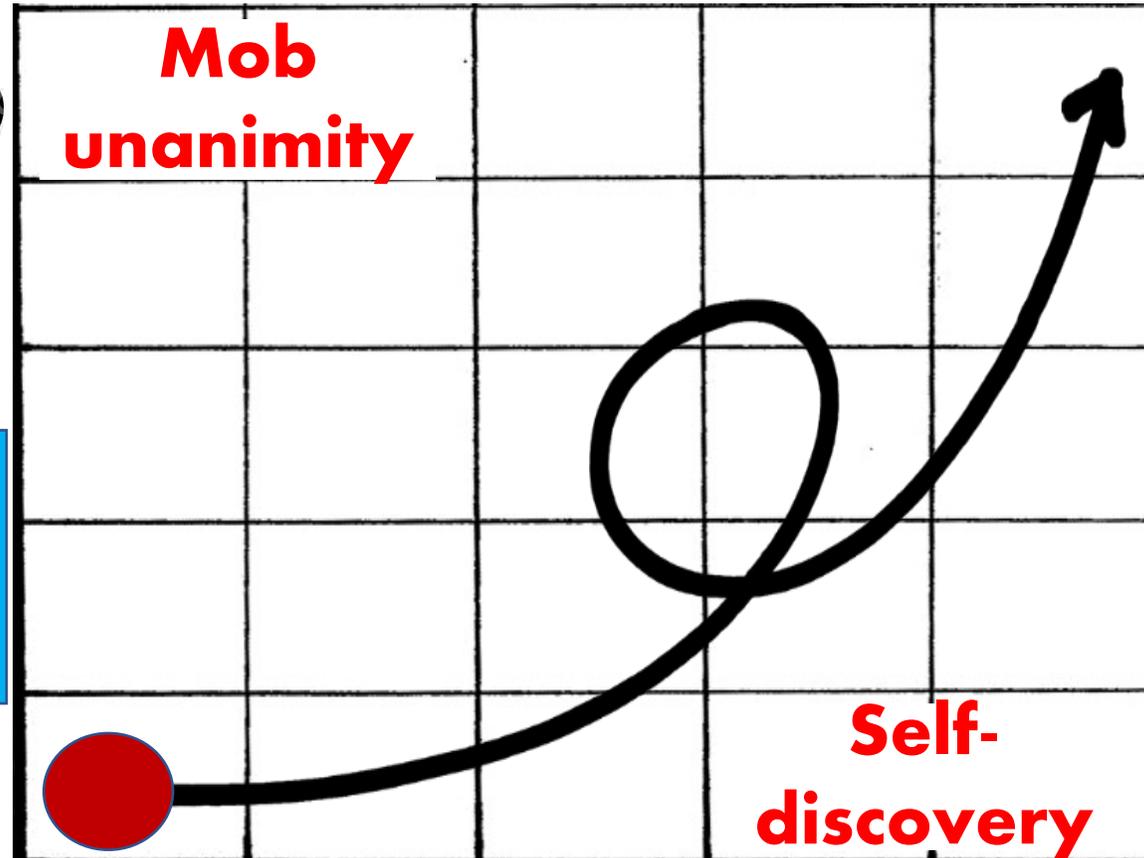
“In the small group then is where we will find the inner means of democracy, its very heart and soul,”

“We find the true person only through group organization. The potentialities of the individual remain just that until released by group life. The person discovers a true nature and gains freedom only through the group.”

Harmony within the group rather than the unanimity of the hostile crowd



Agreement is achieved

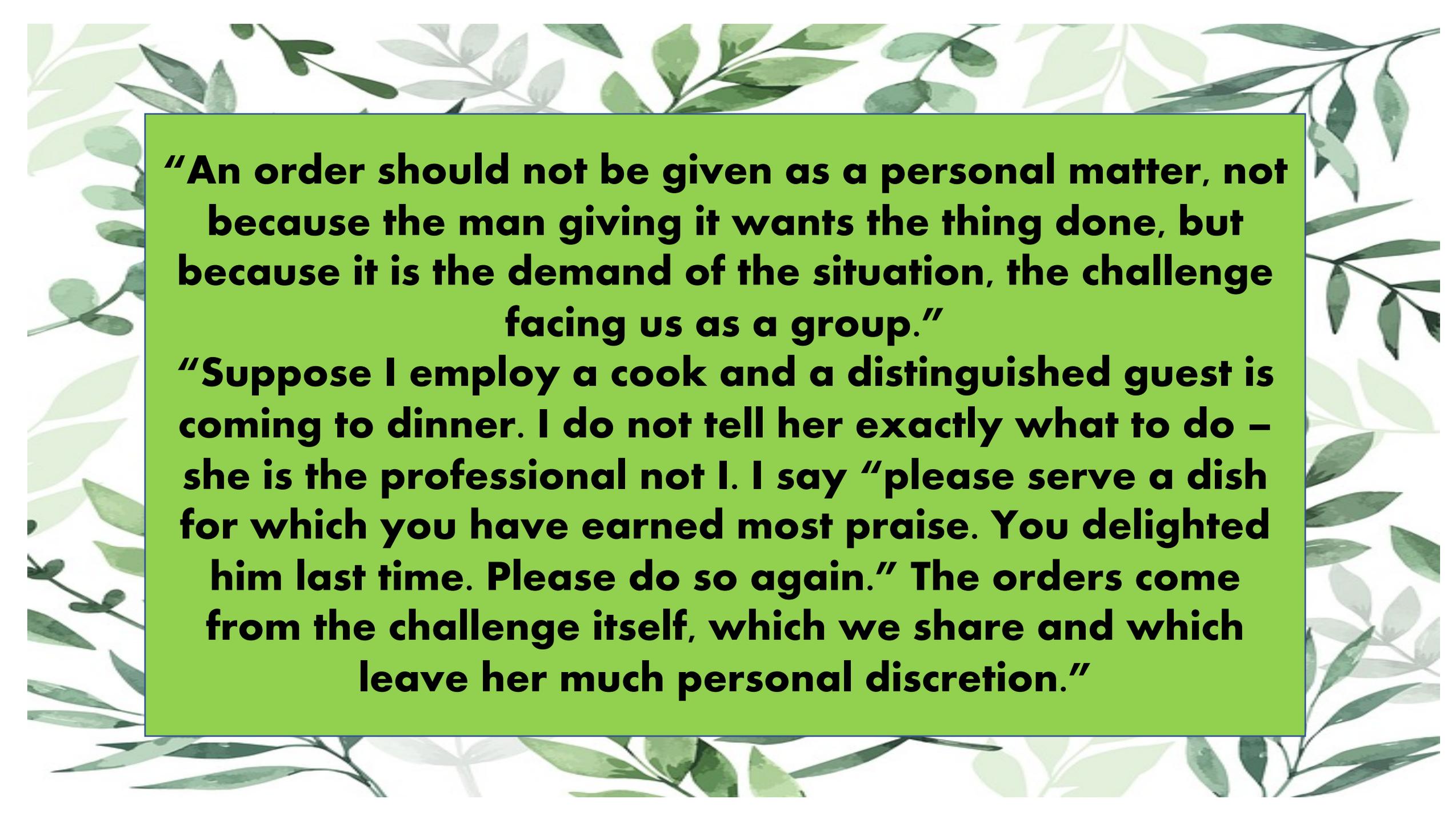


Group members elicit new potentials, reconcile their differences



Problem solved!





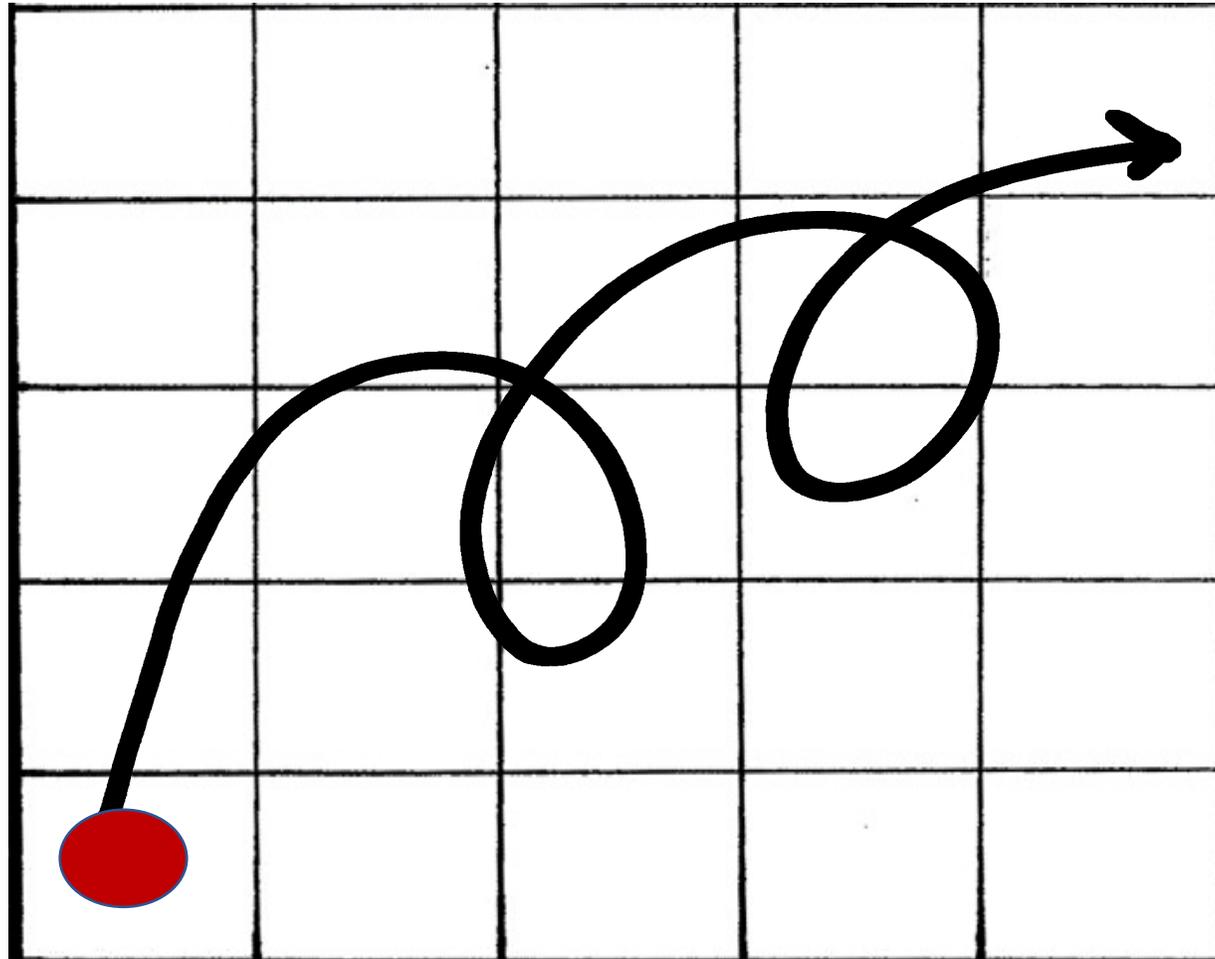
“An order should not be given as a personal matter, not because the man giving it wants the thing done, but because it is the demand of the situation, the challenge facing us as a group.”

“Suppose I employ a cook and a distinguished guest is coming to dinner. I do not tell her exactly what to do – she is the professional not I. I say “please serve a dish for which you have earned most praise. You delighted him last time. Please do so again.” The orders come from the challenge itself, which we share and which leave her much personal discretion.”

Don't give orders, present situations & challenges



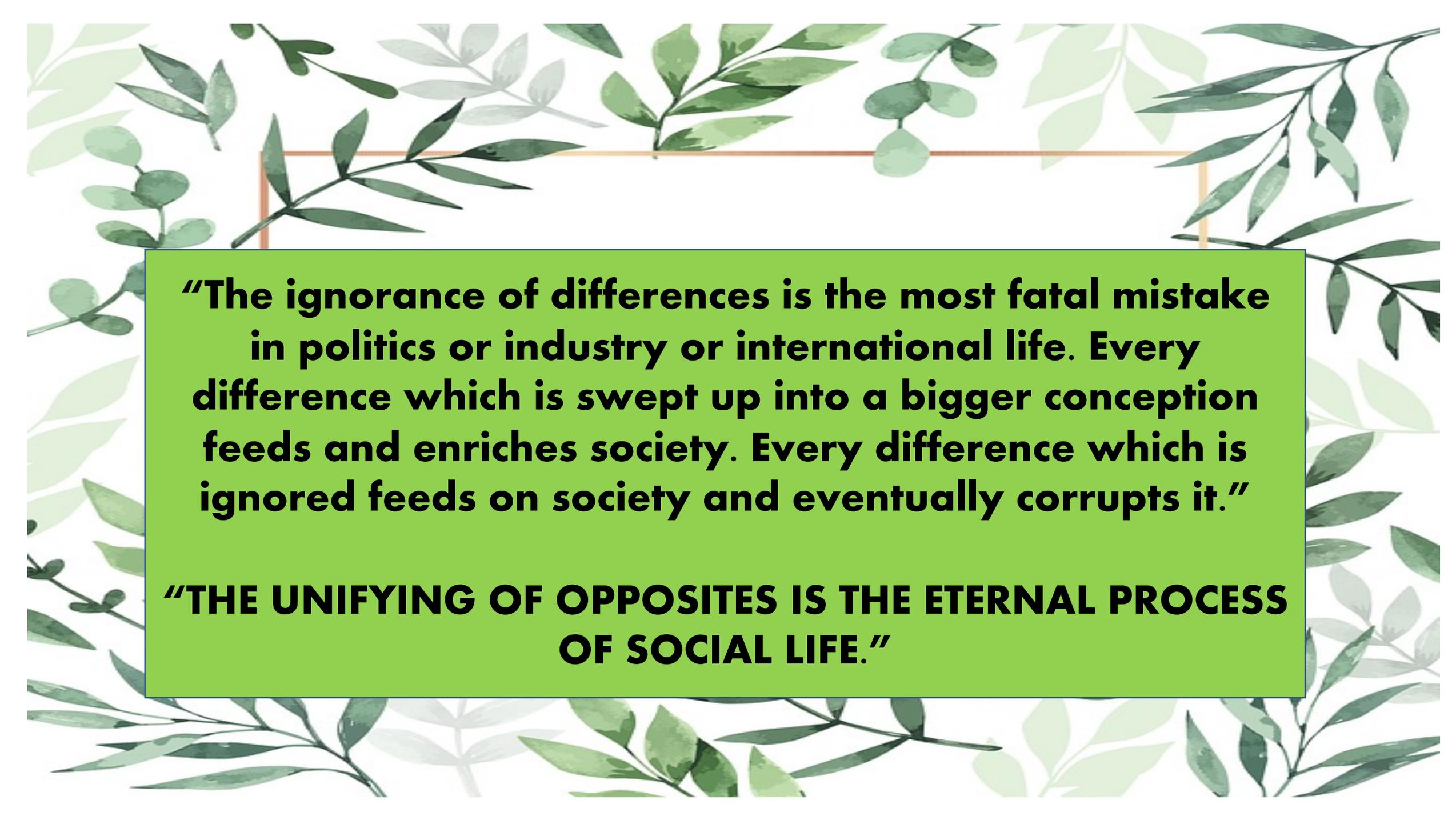
**Engage the skills
and capacities of
your employees...**



**...by presenting to them the
situation and the challenge**



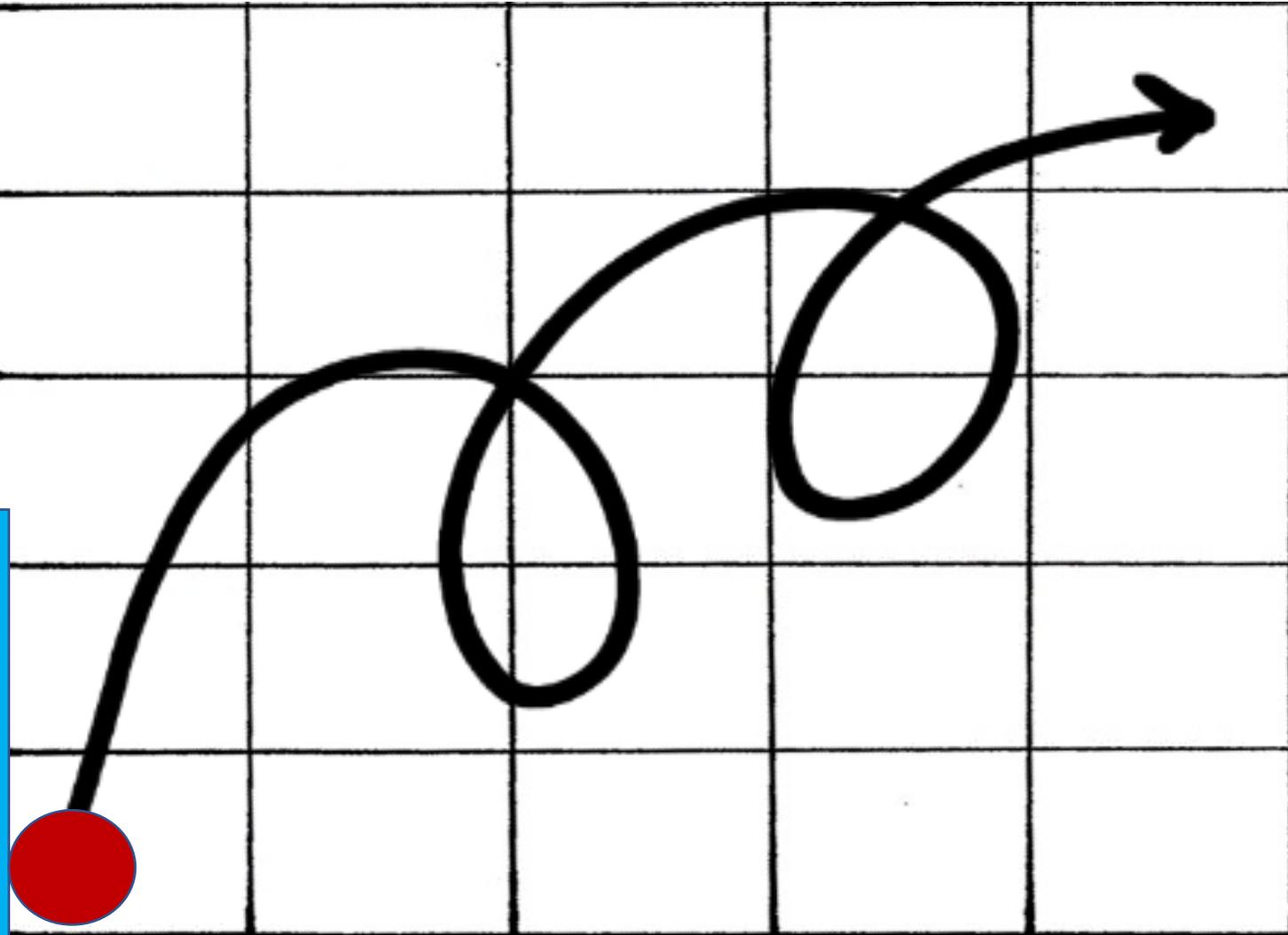
**...and
eliciting their
autonomy**



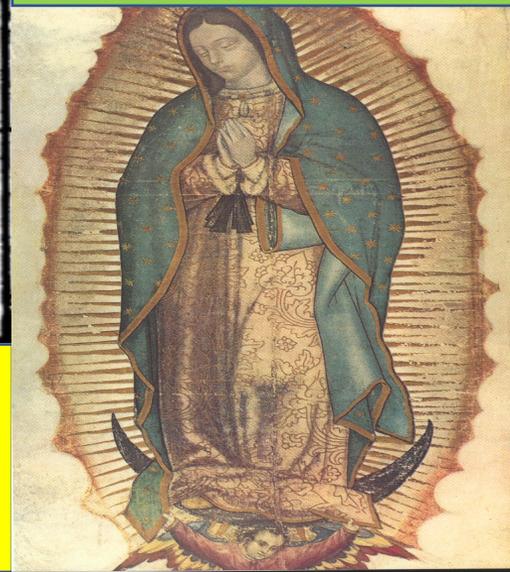
“The ignorance of differences is the most fatal mistake in politics or industry or international life. Every difference which is swept up into a bigger conception feeds and enriches society. Every difference which is ignored feeds on society and eventually corrupts it.”

“THE UNIFYING OF OPPOSITES IS THE ETERNAL PROCESS OF SOCIAL LIFE.”

"THE UNIFYING OF OPPOSITES IS THE ETERNAL PROCESS OF SOCIAL LIFE"

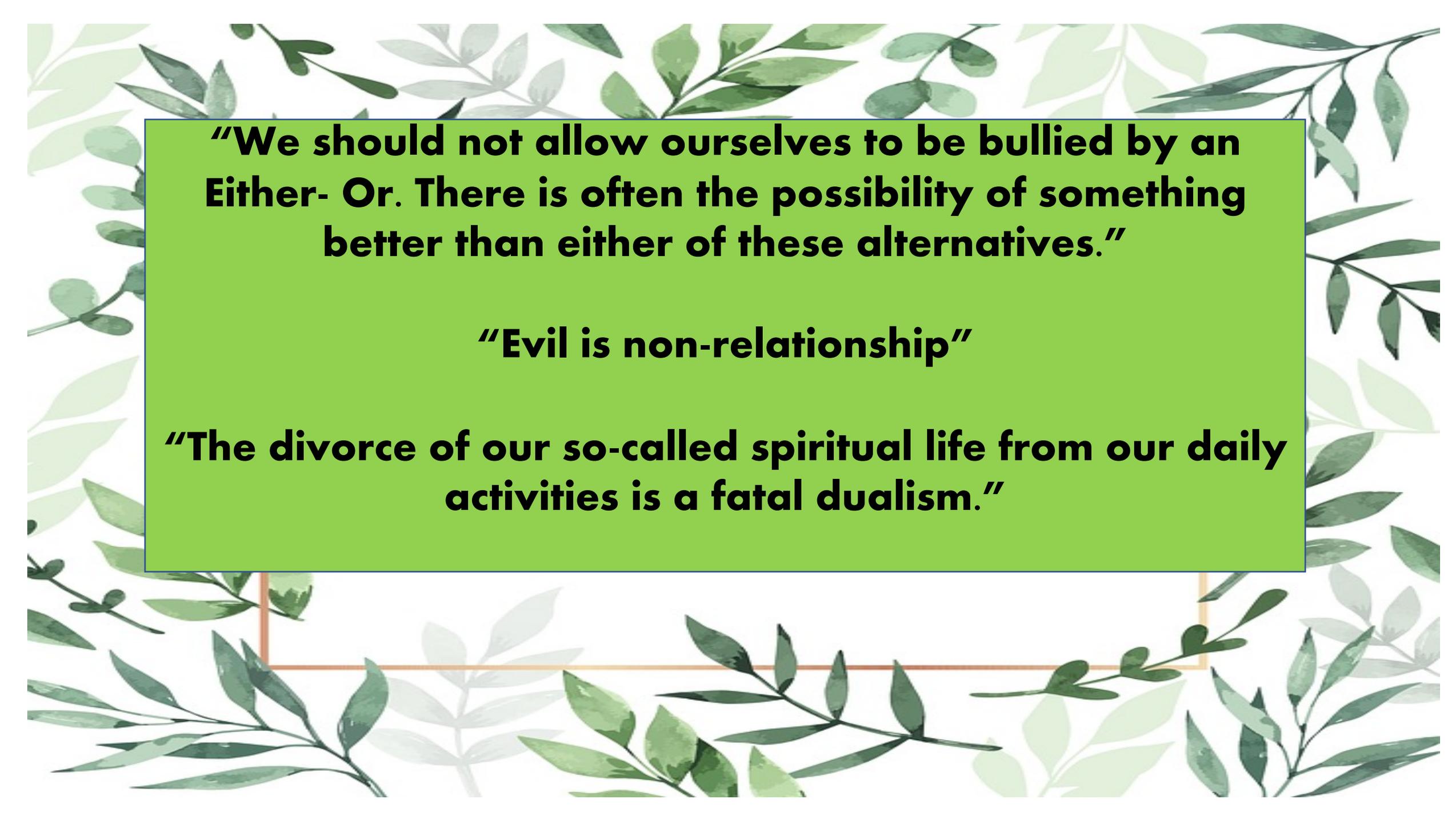


**UNIFYING
OPPOSITES**



**Ludicrously
stereotyped
and oppressive
image of
masculinity**

**Physically impossible combination of
purity, virginity and motherhood**



“We should not allow ourselves to be bullied by an Either- Or. There is often the possibility of something better than either of these alternatives.”

“Evil is non-relationship”

“The divorce of our so-called spiritual life from our daily activities is a fatal dualism.”

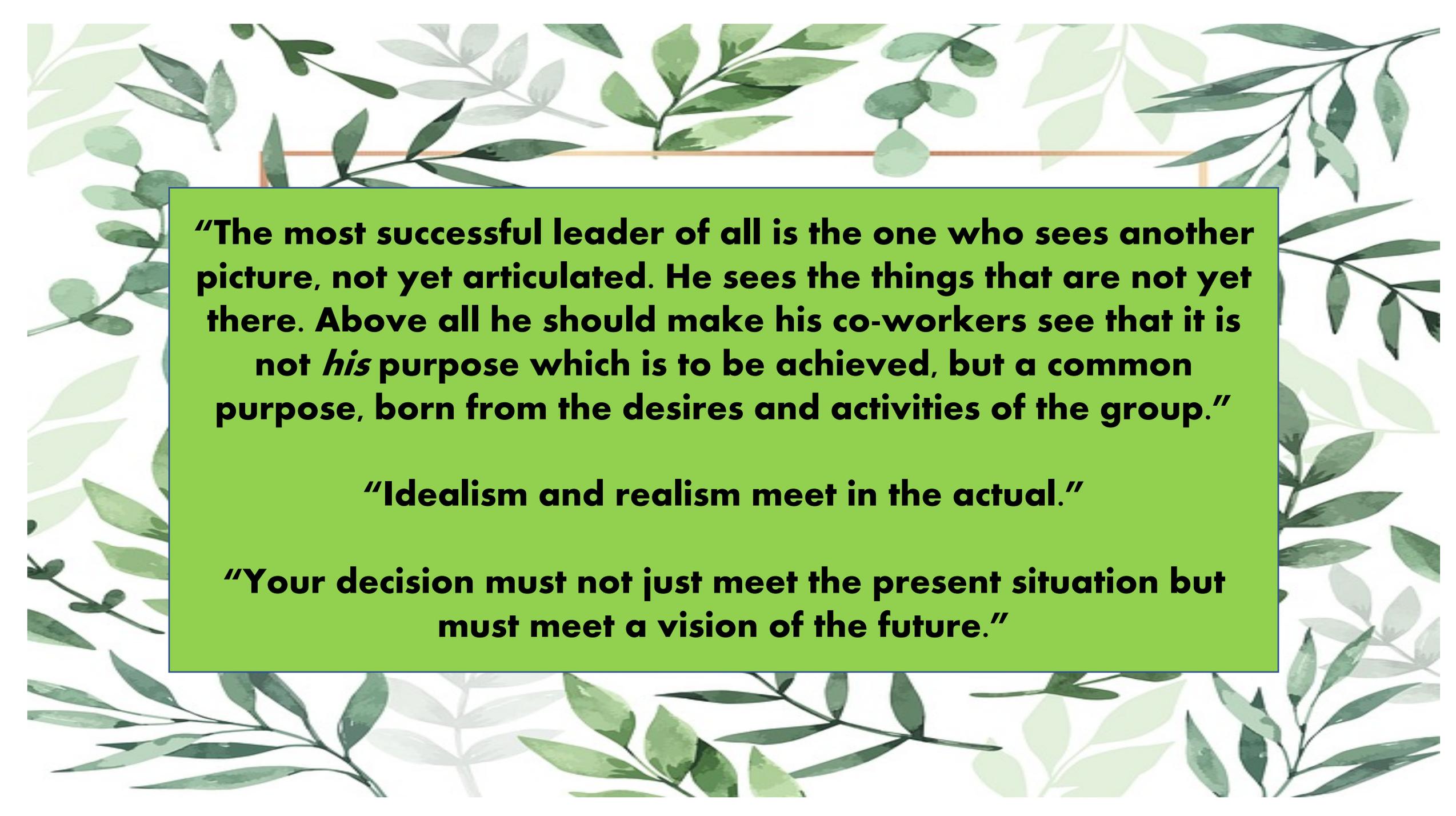
We are
EITHER
alive...



OR we a dead , we cannot be both.

Yet the SPIRIT
of our love,
our lives, co-
creations and
our teachings
live on
through
others.

What
will
you
leave
behind
?

The image features a decorative background of various green leaves and branches. A light green rectangular box with a thin dark border is centered on the page, containing three lines of bold black text. The text is a quote about leadership, emphasizing the importance of seeing a common purpose for a group rather than just one's own.

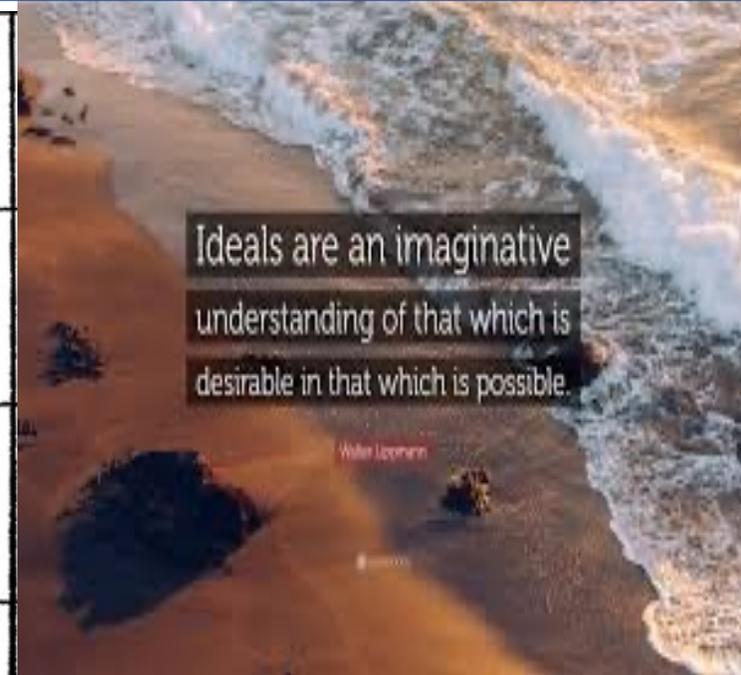
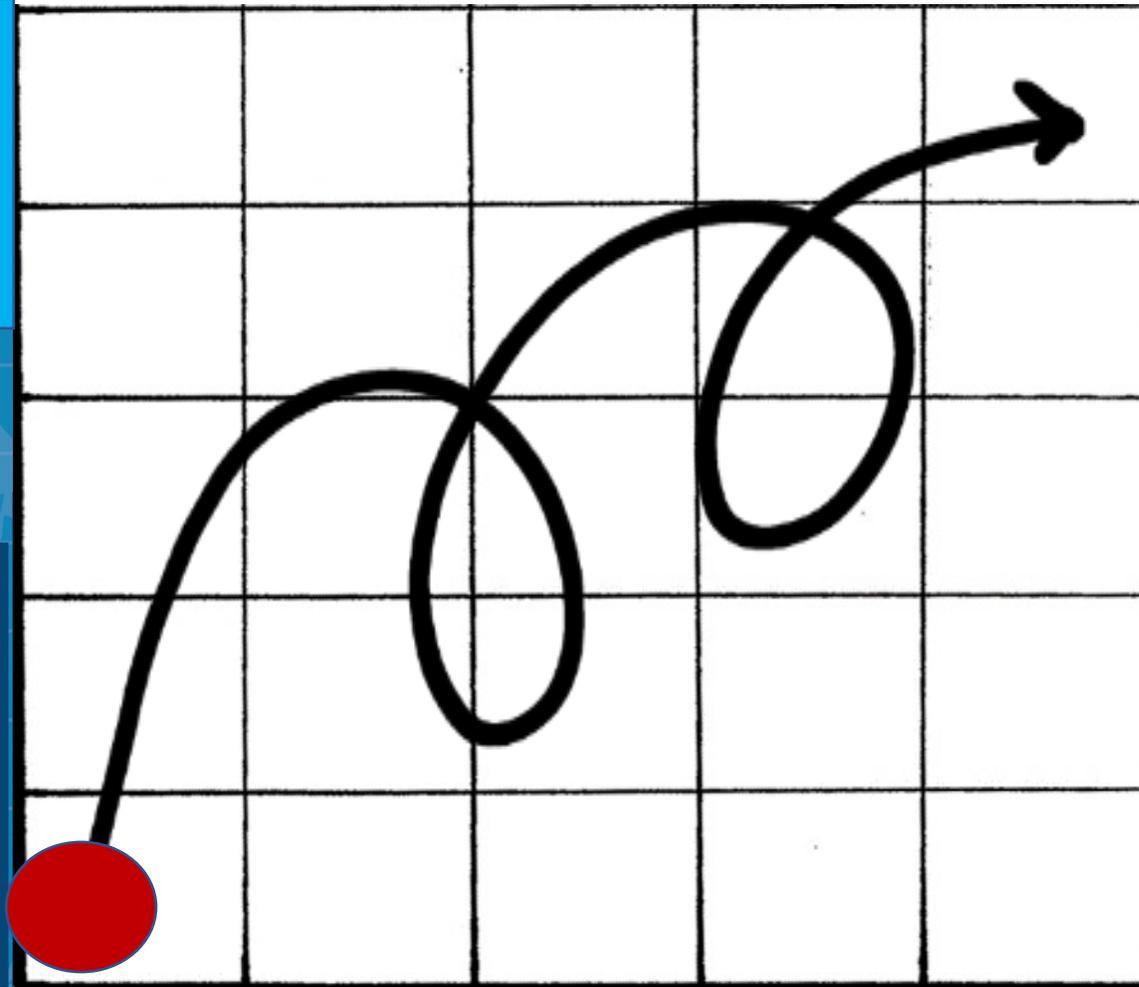
“The most successful leader of all is the one who sees another picture, not yet articulated. He sees the things that are not yet there. Above all he should make his co-workers see that it is not *his* purpose which is to be achieved, but a common purpose, born from the desires and activities of the group.”

“Idealism and realism meet in the actual.”

“Your decision must not just meet the present situation but must meet a vision of the future.”

Unifying ideals which mutually transform both leaders & followers

**Leaders
transform
employees**



**Employees transform
their leaders**

