

It's Time to Experiment with Your Leadership

Dr. Sofya Isaakyan



What Are the Characteristics of Effective Leaders for the Future?

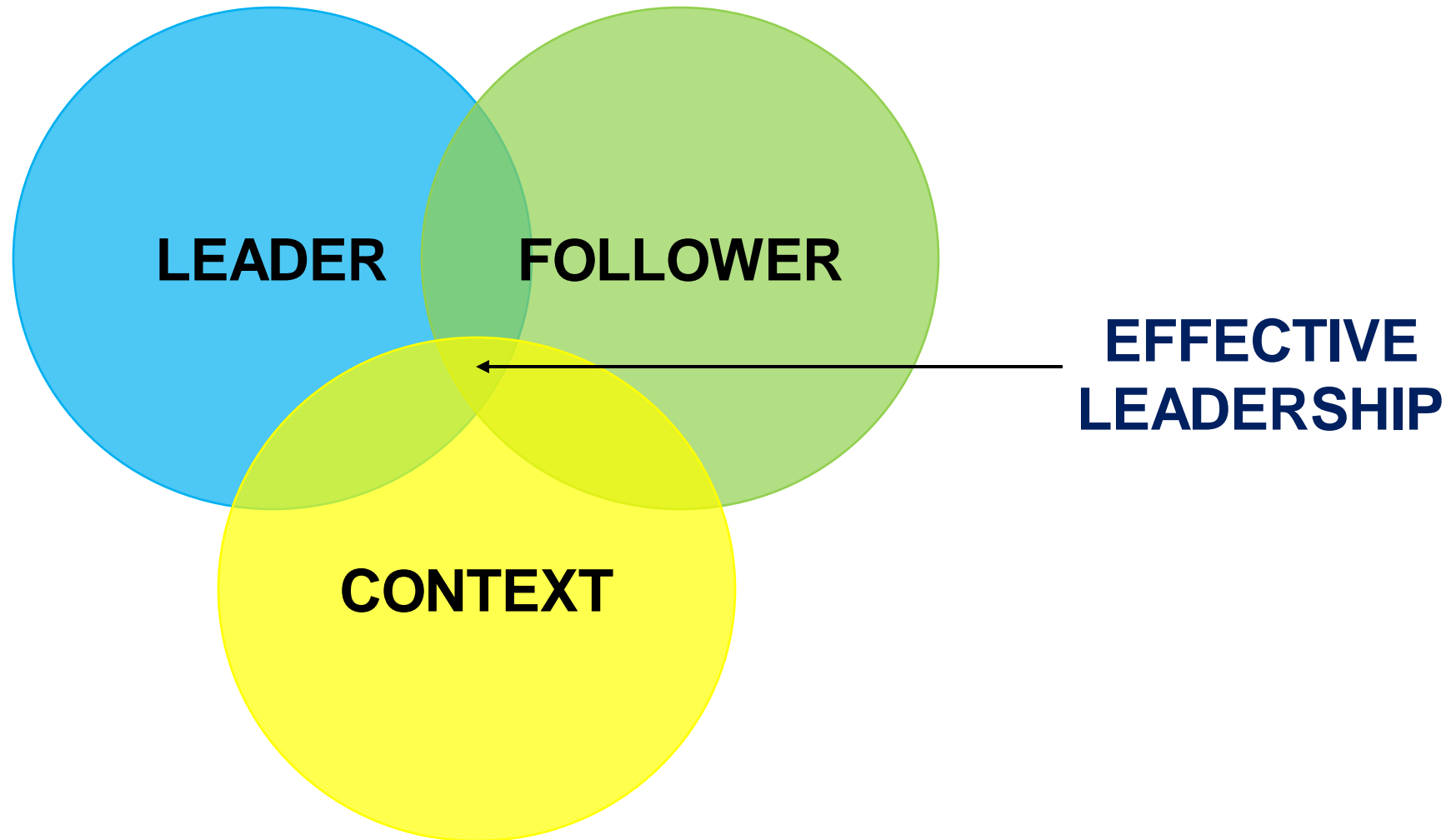


Go to www.menti.com and use the code **4464 0945**

The answer is...

The answer is... IT DEPENDS :)

A More Elaborate Answer...



Analyzing Effective Leaders: Why Extraverts Are Not Always the Most Successful Bosses

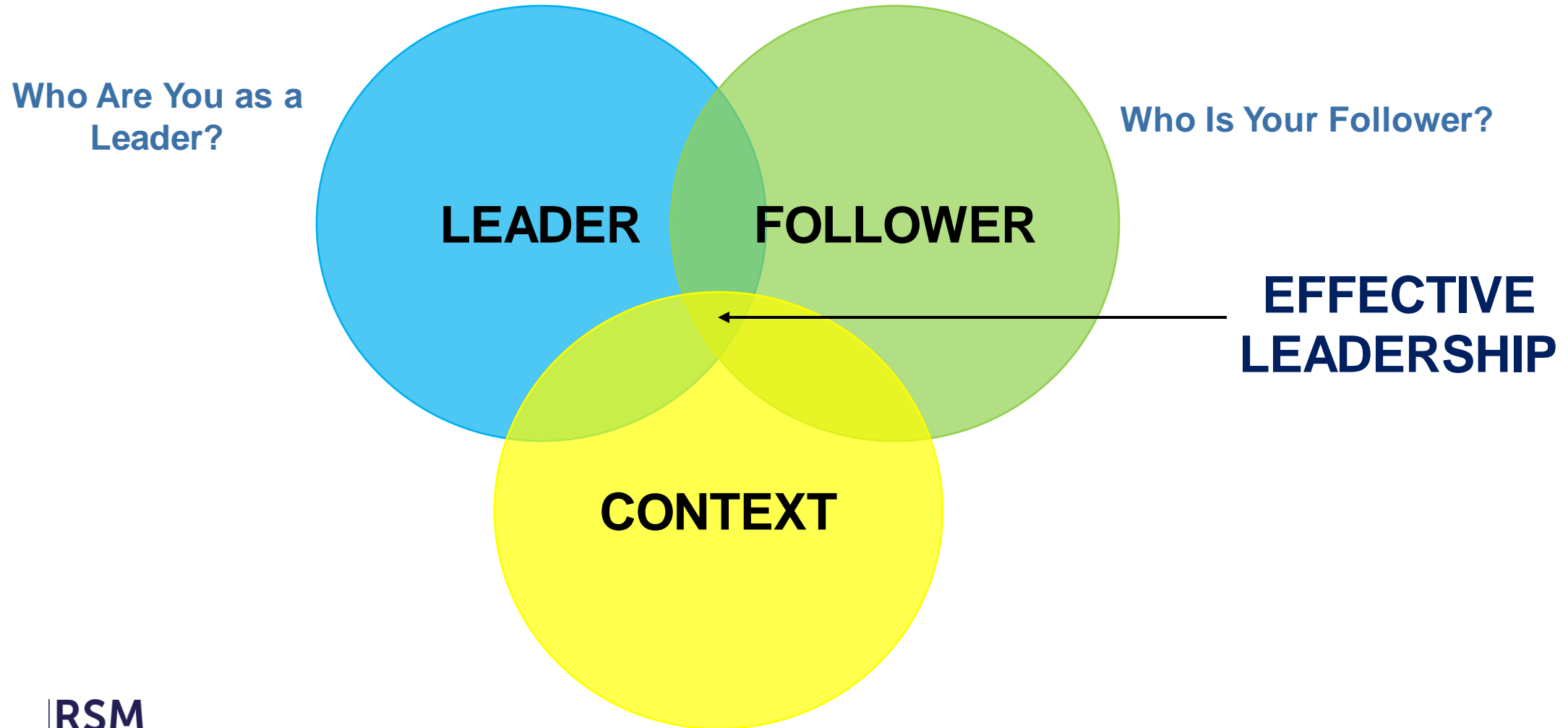
November 23, 2010 • 11 min read

Conventional wisdom tells us that leaders are the men and women who stand up, speak out, give orders, make plans and are generally the most dominant, outgoing people in a group. But that is not always the case, according to new research on leadership and group dynamics from Wharton management professor Adam Grant and two colleagues, who challenge the assumption that the most effective leaders are extraverts.

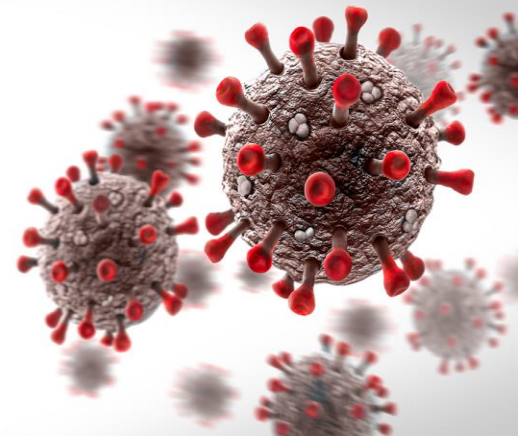
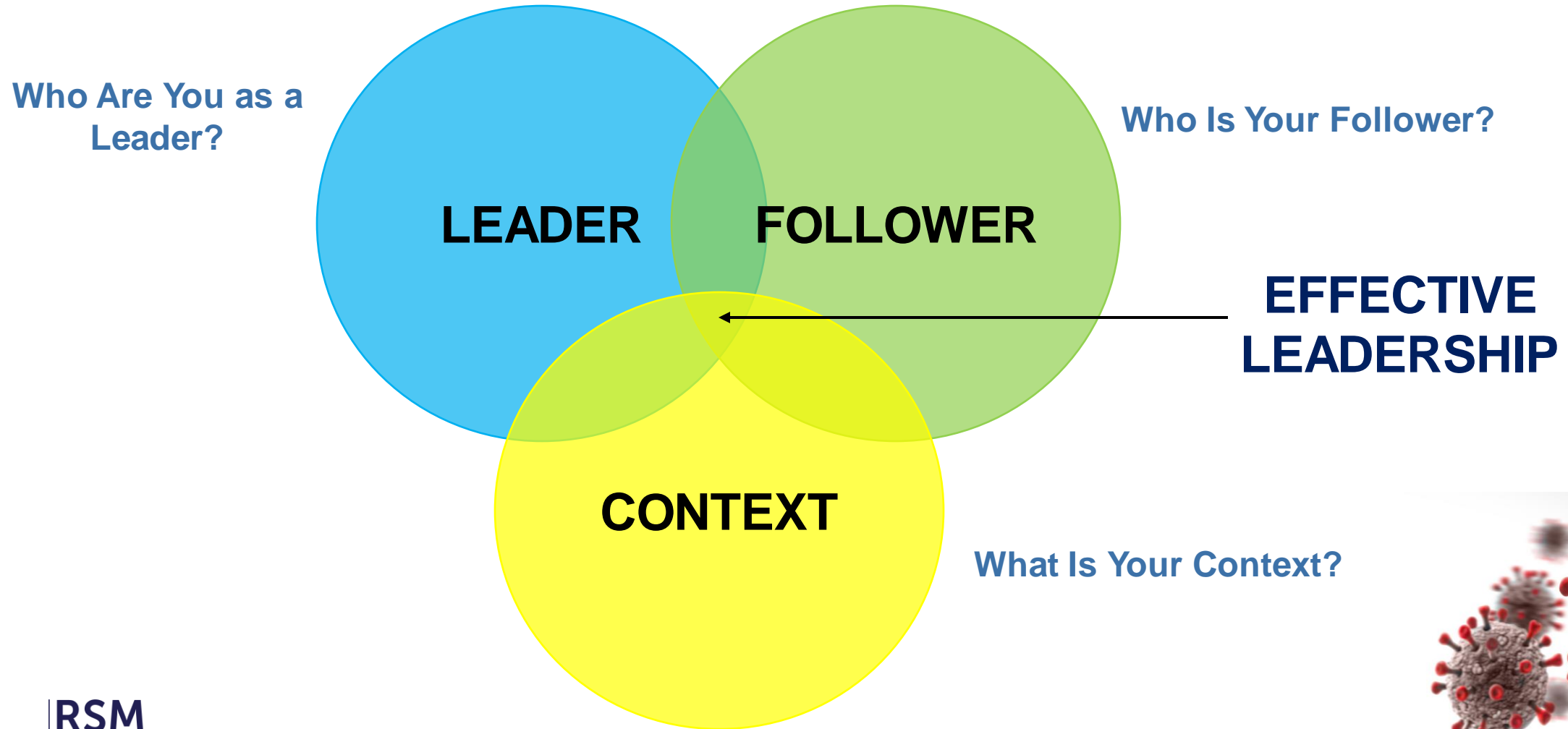
(Grant, Gino, Hofmann, 2011)



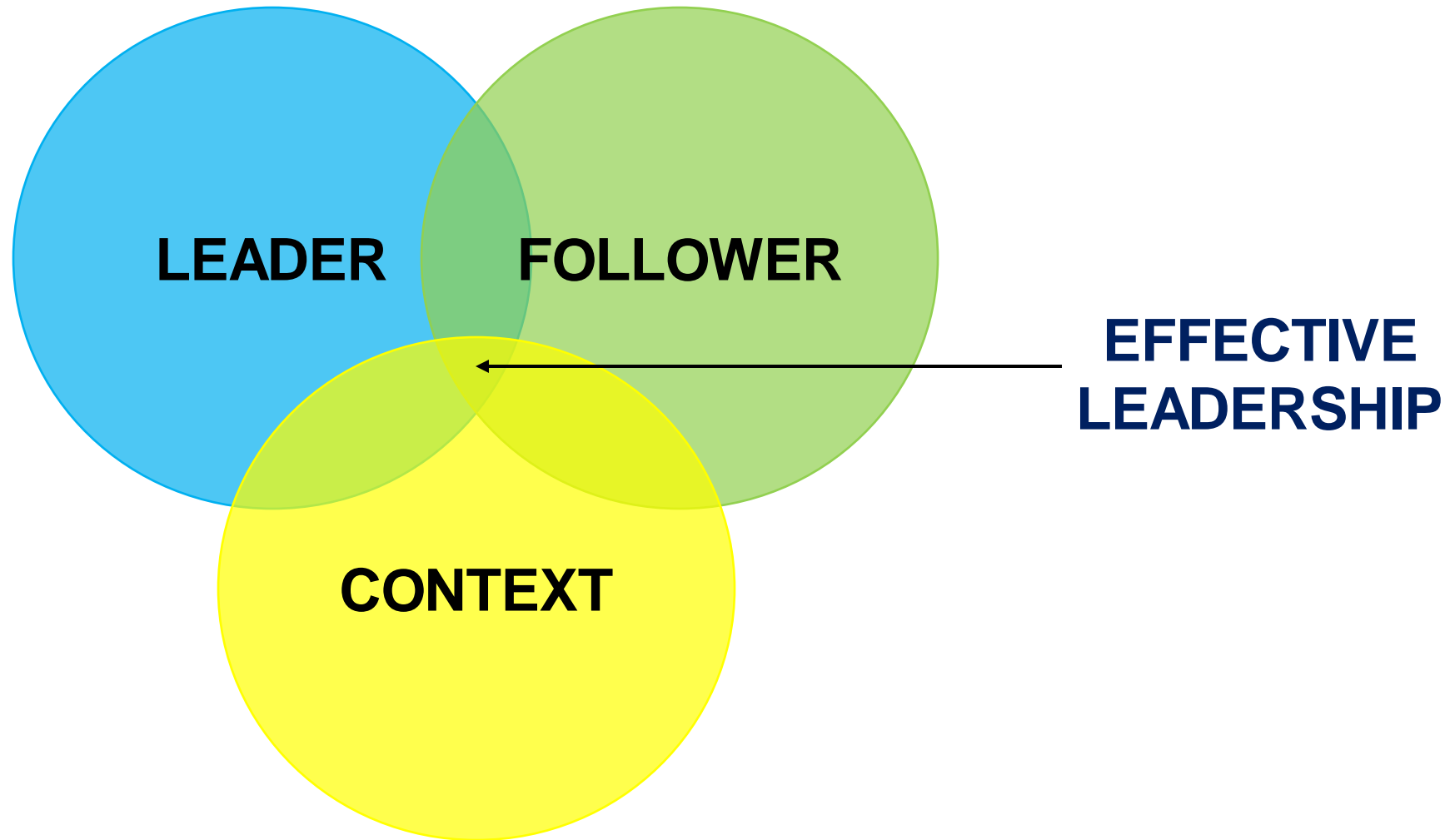
A More Elaborate Answer...



A More Elaborate Answer...



The Key is in Finding the Right Balance...



RSM
leadership
summit



BUSINESS OPPORTUNITIES

JUST AHEAD

But Is There a Balance?





Life is like riding a bicycle. To
keep your balance, you must
keep moving.

Albert Einstein

How?



Leadership is

Action

not.. position

Donald H. McGannon

Experimentation

Experimentation

- *“the process of trying methods, activities, etc. to discover what effect they have”*

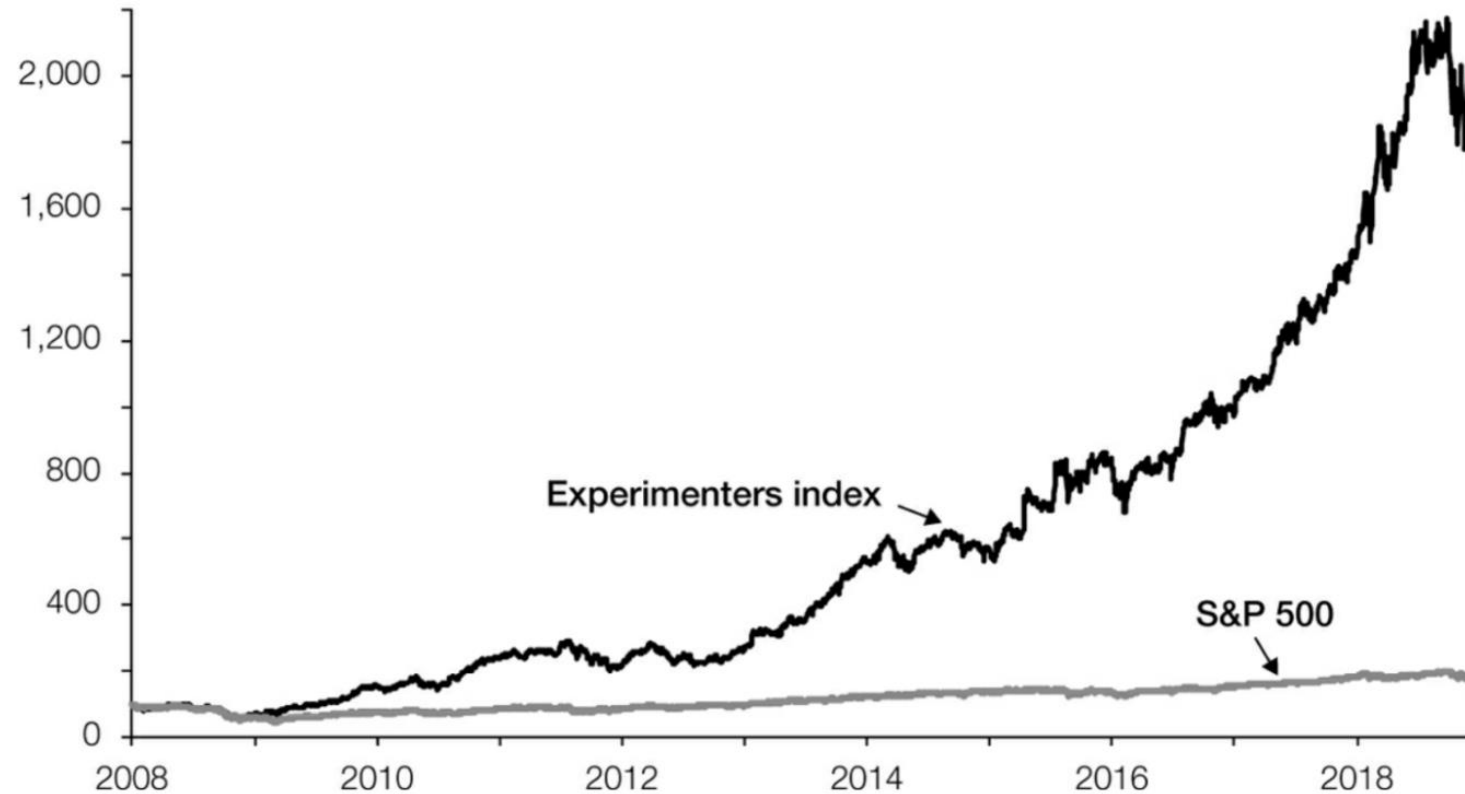
(Cambridge Advanced Learner’s Dictionary & Thesaurus, 2020)



The Best Companies Invest in Experimentation



The Best Companies Invest in Experimentation



Source: *Experimentation Works*, 2020



Michael Simmons

Oct 26, 2017 · 11 min read · Listen



Forget The 10,000-Hour Rule; Edison, Bezos, & Zuckerberg Follow The 10,000-Experiment Rule



Photo Credit: [Dan Farber](#)

Deliberate experimentation is more important than deliberate practice in a rapidly changing world.



21K



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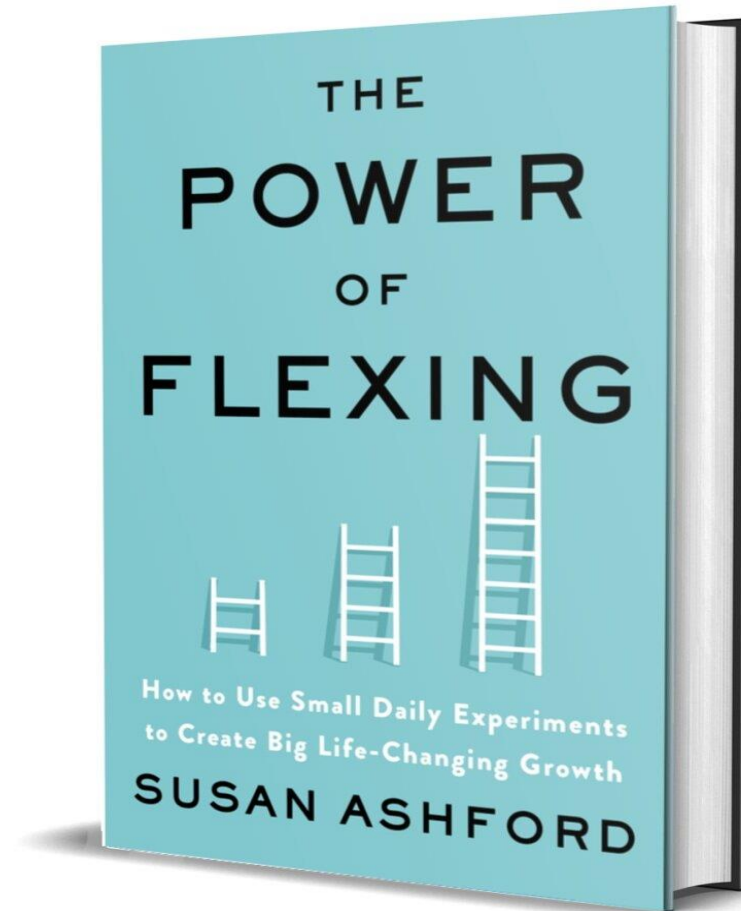


**It is Time to Experiment
with Your Leadership!**

Leadership Experimentation

*“The kind of experimentation that the Power of Flexing requires involves **small, realistic changes in your behavior**—any sort of activity that is **different from what you have done in the past**. The goal is to **move out of your comfort zone** by trying something new so you can determine whether it leads to improvement”.*

(Ashford, 2021, p. 78)



The Concept of Experimentation in Leadership is Not New...

- Experimentation as a form of adaptation to a new role



(Ibarra, 1999)

- Experimentation as an important element and outcome of Execute Leadership Programs

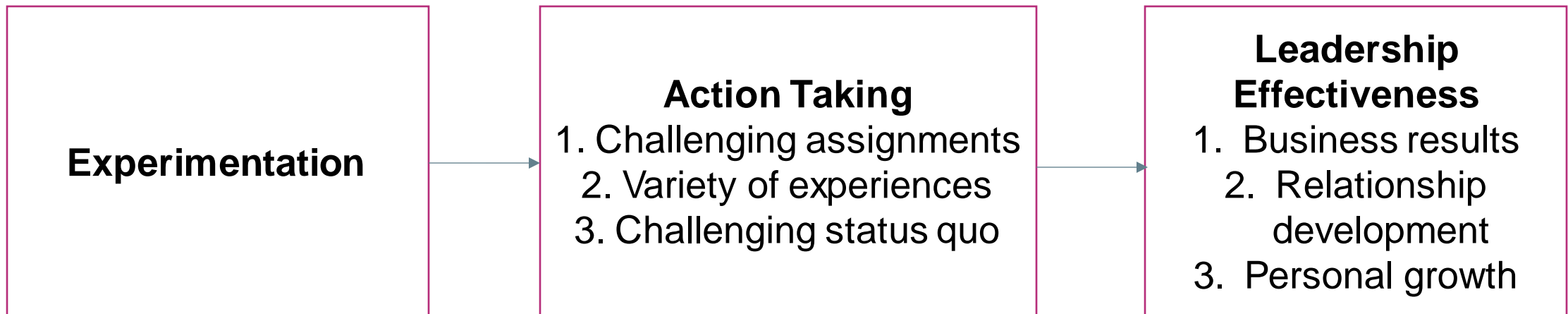


(Kets De Vries & Korotov, 2007; Petriglieri et al., 2011)

Is Leadership Experimentation Effective?

Birkinshaw & Gudka, 2022:

- Sample 1: 481 alumni from the Executive Programs of a leading business school
- Sample 2: 310 executives from Finco, a large financial services company



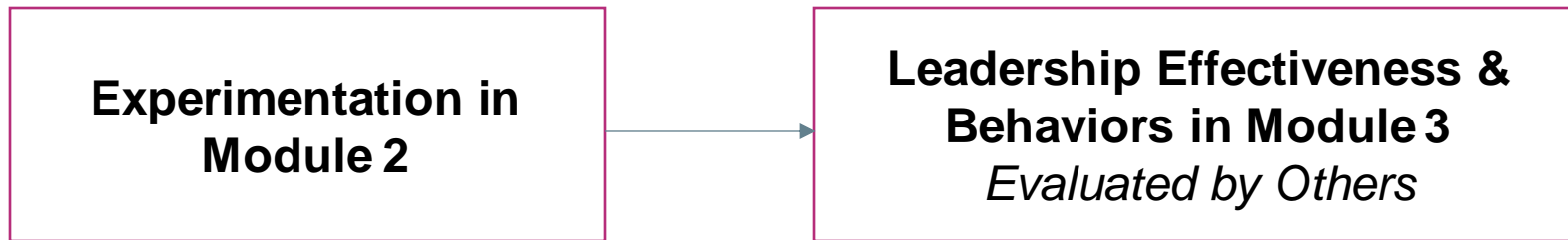
Is Leadership Experimentation Effective?

Comments from the Personal Leadership Development course evaluations (MBA22 & MBA23)

- “The SSEs are **a very valuable tool** to practice new skills and reflect on it”
- “Small-Scale Experiment continues to be the most valuable part of PLD. It serves as an excellent chance to experiment and learn, **providing an excuse to push oneself outside of the comfort zone**. Though challenging to manage on top of the heavy course load, the SSEs are a valuable part of the MBA experience. Fortunately, the inclusion of the SSE planning documents was very helpful this term in balancing SSEs with the workload”
- “The Small-scale experiments **have been awesome for me**. They have **presented opportunities and a safe space to test new behaviors** and evaluate their results and other’s response to them”
- “Doing SSEs **really helped** and I **will continue to do them after graduation**”
- “The SSEs are **an incredibly powerful tool** for me to learn about my own behavior and understand its impact on others. This is a very important approach I **will take it forward in my career as a leader**”

Is Leadership Experimentation Effective?

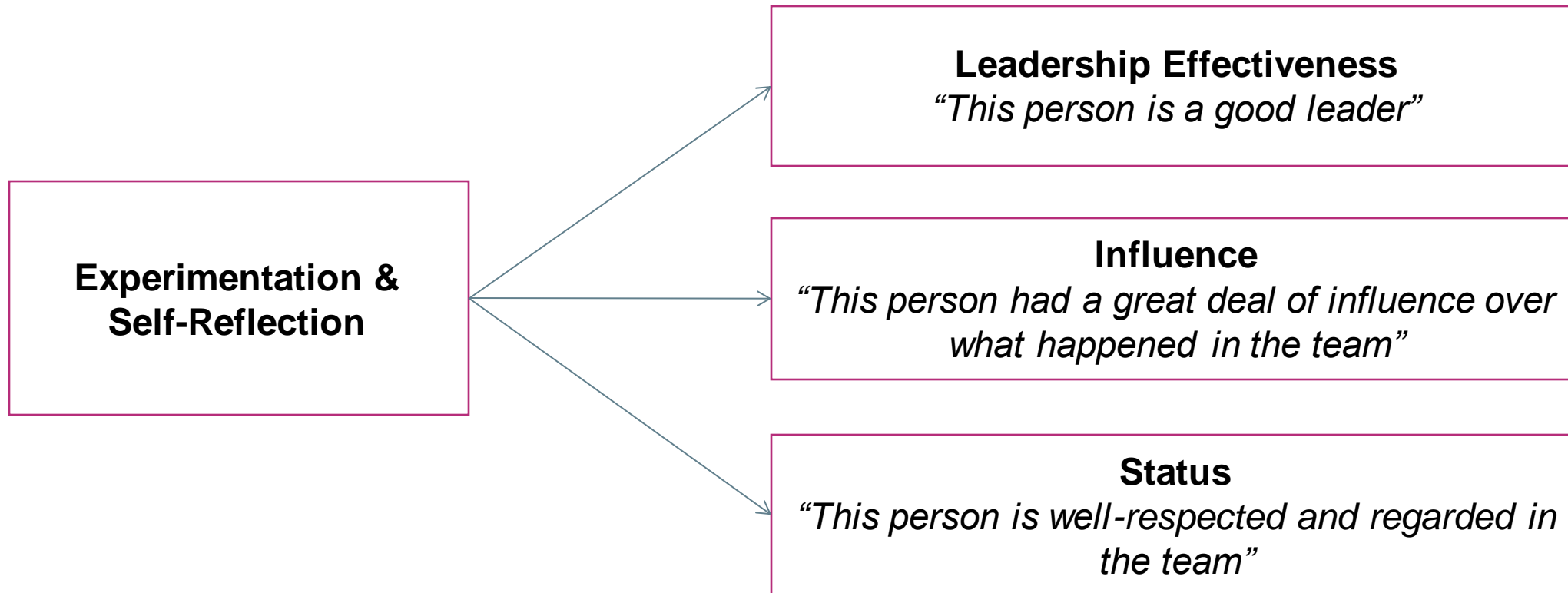
- Sample: 94 RSM FT-MBA students
- Context: Each student conducts one leadership experiment
- Period: 4 weeks (1 week planning & 3 weeks practice)
- Topics: Diverse



- Experimentation measure: *How much did you succeed (or fail) in effectively practicing your new behavior of [your experiment] on a scale from 1 (completely failed) to 10 (completely succeeded)?*

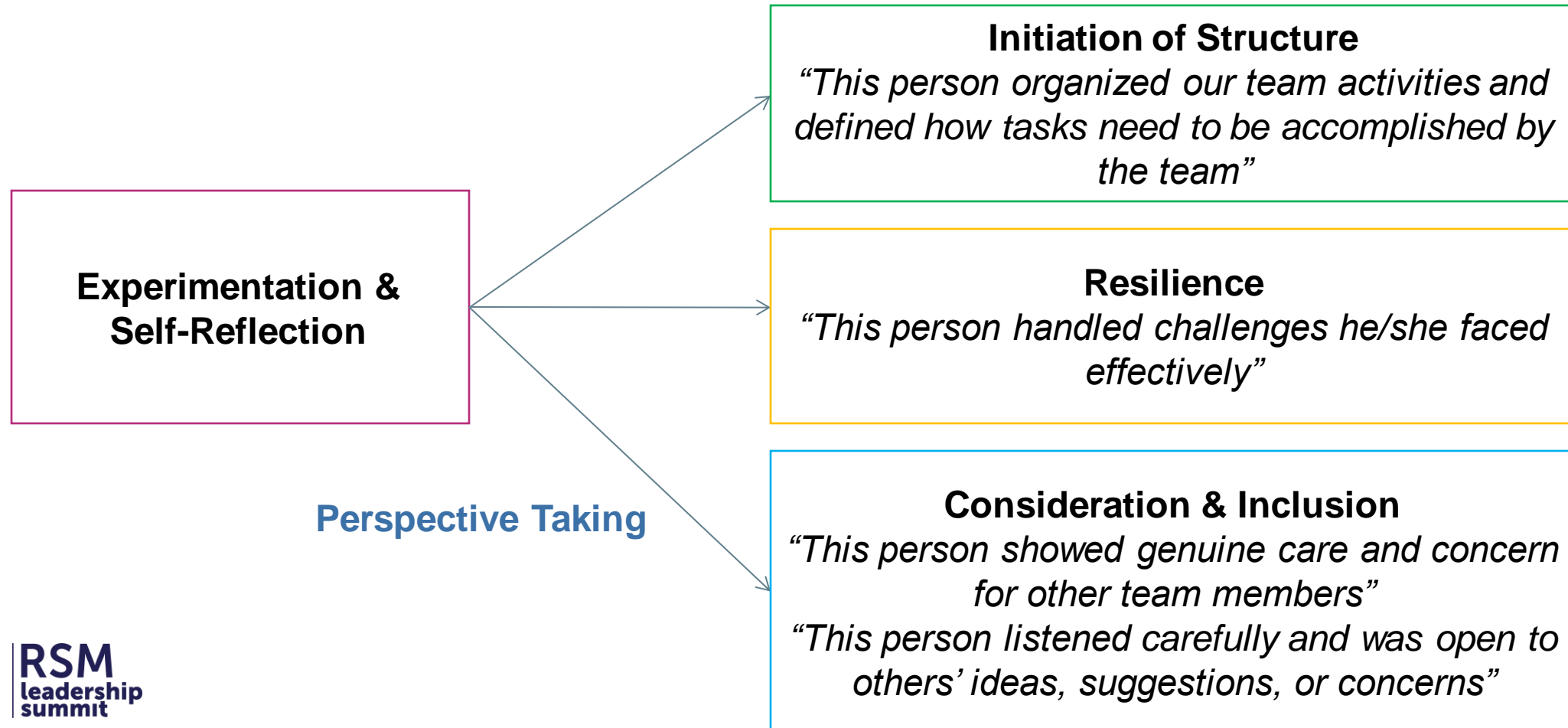
Is Leadership Experimentation Effective?

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Is Leadership Experimentation Effective?

- Sample: 94 RSM FT-MBA students



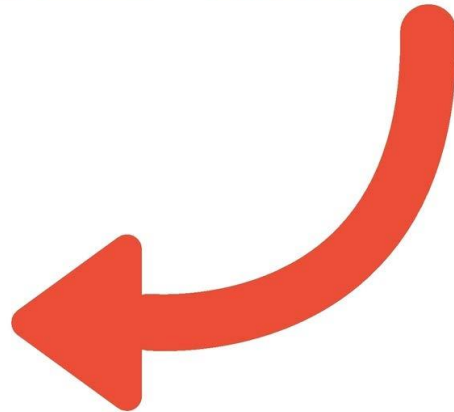
How to Set Up Daily Experiments?

Step 1: Formulate Your Leadership Goal



Step 2: Introduce a New Behavior to Address Your Goal

OLD HABITS



NEW HABITS



EVIDENCE BASED



Step 3: Practice Your New Behavior on a Daily Basis



Step 4: Observe & Reflect



Step 5: Continue (or Do Not Continue) with Your New Behavior & Move to The Next Experiment



Example: “Eat That Frog”



Engage in an Ongoing Experimentation Process!



It Is Time for Your Experiment!

It Is Time for Your Experiment!

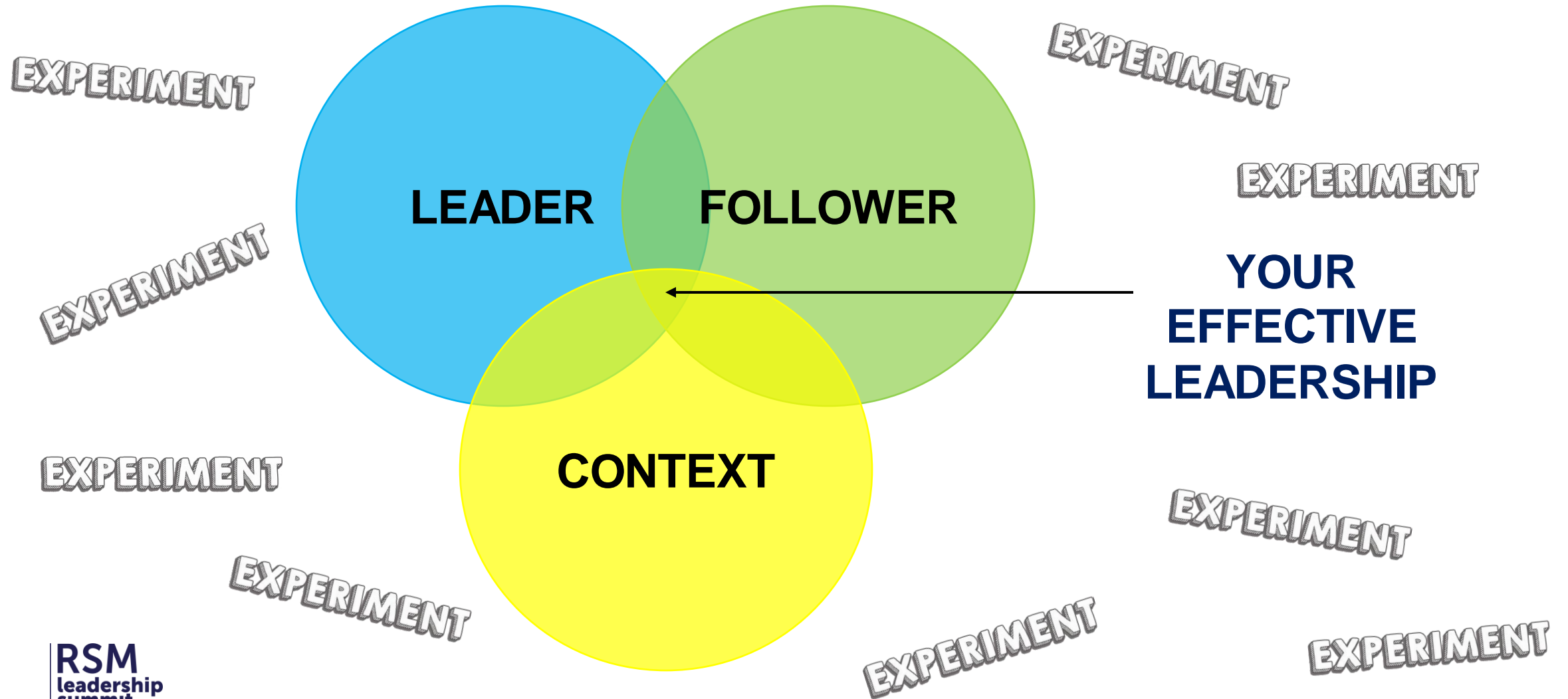
- You will get a form to plan your Leadership Experiment
- Fill out the form and plan your Leadership Experiment (5 min.)
- Find a conversation partner (somebody whom you do not know!) and discuss with each other your leadership experiments (20 min.)
 - Share the planning of your Leadership Experiment
 - Ask questions
 - Give suggestions for improvements
 - Exchange your contact details and make an agreement to update each other on the progress/results of your Leadership Experiment in 2-3 weeks
- Please come back after 25 minutes 😊

**YOUR
TURN**

It IsTime for Your Experiment!

Q&A

Set Up Daily Experiments to Be Ready for the Future!



MAKE IT FUN!!!

Join the Erasmus Centre for Leadership Lounge!





Thank You!

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