

## On Leadership: Igniting Leadership

*Conroy Ross Partners is a proud community producer for the series On Leadership that is being aired by Access7, a community programming station in Southern Saskatchewan. The following is based on thought leadership of our firm, as well as our local guest leader.*

While traditional leadership is thought to include one leader and many followers, our guest leader Cathie Kryzanowski, General Manager of Saskatchewan in Motion, has to look at leadership a different way. Her organization exists to increase physical activity in Children and Youth by increasing opportunities for them to be active. Saskatchewan In Motion has no legitimate power; neither the children or the community of Saskatchewan report to directly to Saskatchewan in Motion, forcing them to lead in a non-traditional way. However, they do not want followers, they seek more leaders; they are 'igniting leadership'.

According to Health Canada guidelines for activity levels, less than 15% of kids in Saskatchewan are getting enough physical activity. Of greater concern, 69% of Saskatchewan parents believe that their kids are getting enough physical activity based on the same guidelines. Saskatchewan in Motion is 'igniting leadership' among members of the community for a behavioural change that enables us to lead and promote a more active and healthy lifestyle. They are enabling leaders in every community to take action against these statistics and increase activity levels in the next generation.

By developing many leaders, all supporting one vision, Saskatchewan In Motion is 'creating a tribe' or following principals consistent with Seth Godin's Tribes. "A tribe is a group of people connected to one another, connected to a leader, and connected to an idea."ii According to Seth Godin, a tribe needs three things in order to be successful:

1. A Leader (one or many) – In this case, Saskatchewan In Motion is the leader.
2. A Shared Interest – The shared interest is in the health and fitness levels of the next generation.
3. A Way to Communicate

The goal surrounding the creation of this tribe is to create a more active lifestyle in the children of our province.

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## Whole System Change

At Conroy Ross Partners, we promote open communication to move people from passivity to activity<sup>iii</sup> for a cause. Through large group facilitation, we build leadership capacity in others through two steps:

1. Create Opportunity
2. Develop Accountability

Using large group methodology as a method, we create the opportunity for stakeholders to get involved in taking action and we establish that they are accountable to the cause. Large group methodology is based on a theory that an answer to a problem is much too complex for one person, one boss, and one leader to have the answer<sup>iv</sup>.

Whole system change is large and complex and in Cathie Kryzanowski's case, the 'whole system' includes all of Saskatchewan's youth, as well as their family, school and community environment. Having the appropriate stakeholders in the room is the beginning of whole system change. This is how a movement is started.

**"A movement is thrilling. It's the work of many people, all connected, all seeking something better."** <sup>v</sup>

In order to put large group methodology to use, start by bringing together key stakeholders to reach the 'system' (i.e. those who need to contribute the most to the cause, or the movement). Get as many people together as possible. Large group sessions tend to be more successful because it is easier to lead what you have built. Leaders tend to contribute more to solving the problem when they had a hand in creating the solution. The more people you have in the room creating the solution, the more people will become leaders of the movement.

First and foremost, remember that this large group facilitation session is about moving people, leaders, from passivity to activity – of mind, of action, of engagement of people<sup>vi</sup>.

There is undeniable power in large groups forming together to achieve one common goal. Having diverse minds and experiences within the group often makes solutions stronger and achieves greater community buy-in. Large group sessions enable change

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(both incremental and large paradigm shifts) to be made in real time, and commitments to be solidified.

Creating a movement for behavioural change is not about one leader inspiring many followers, but about many leaders inspiring even more leaders, each who create followers.

i John R. P., French and Bertram Raven – Six bases of Power Theory

ii, v Seth Godin - Tribes

iii Dannemill Tyson Associates – Real-Time Strategic Change: a consultant guide to large-scale meetings.

iv, vi, vii Dannemill Tyson Associates – Real-Time Strategic Change: a consultant guide to large-scale meetings.