

# ICBE

IRISH CENTRE  
FOR BUSINESS  
EXCELLENCE

ICBE PRESENTS

# TRANSFORMING IRELAND'S GLOBAL AMBITION

## Managing Mindset in Global Environments

### TUESDAY MARCH 29TH

9.30AM TO 11.30AM

# My Story

## Evolving through work and life experiences



*Valerie Gleeson*  
*Executive Coach and Senior Consultant*

# The landscape on leaving college



Cork Institute of Technology  
Previously known as Regional  
Technical College

- Labour market was at an all time low, with unemployment rising from 7% in 1979 to 17% in 1986
- Emigration levels increased significantly in the 1980's, but in comparison to the 1950's levels, those emigrating were much better educated, with many having third-level qualifications. This represented the changing face of Ireland with an enormous growth in those attending third-level education
- Massive brain-drain from Ireland

- By the early 1980s, many of the world's leading electronics companies had established basic assembly and test facilities in Ireland (e.g. Bourns Electronics (1979), Apple (1980), Fujitsu (1980), Perkin-Elmer, Western Digital)
- In the mid-1980s, the strategy moved from targeting winning companies to specialisation in key high-tech sectors. Along came Lotus (1984), Microsoft (1985), Intel (1989), Motorola (1989), Logitech (1988), Dell (1990)

# Evolving through work and life experiences

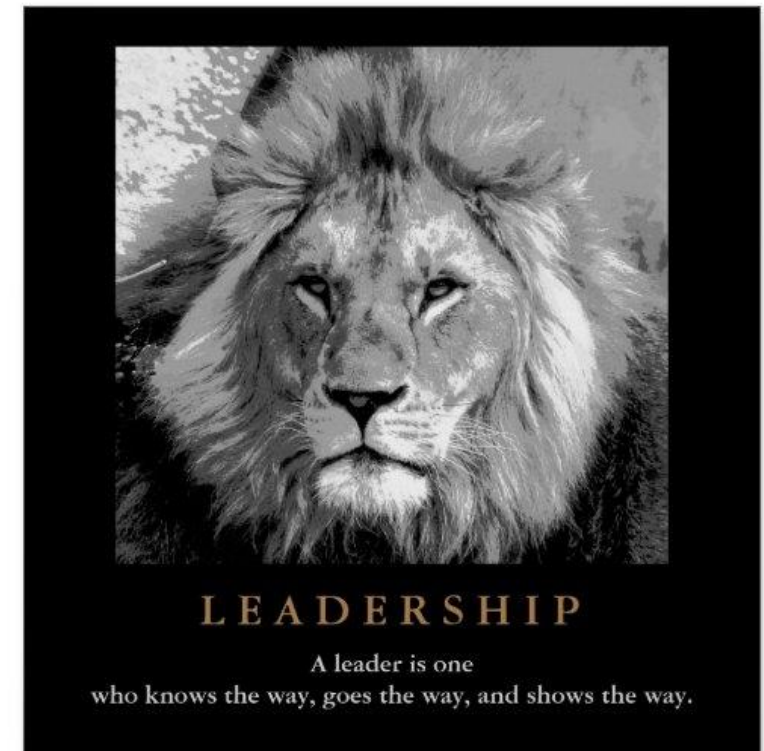


# Early Career – Key reflections and influences

sharptext

NORTH STAR COMPUTERS

- Understanding and **conforming** to the “norms” /”standards”
- **Rules based** , following the structures and processes in place
- Curious, always **curious**
- **Sensing** my place in the organization
- Observing and learning from the leaders in place – Leadership **role models**
- Began to challenge the “norms” of the organization with a focus on continuous improvement and improving on “ways of working”
- Commencing the transition to a “**collective**” focus (moving from I to You)



# Mid-Career – Key reflections and influences



- Limiting Beliefs / **Emotional Intelligence**
- **Courage** , unafraid to put my hand up
- Seeing the **Choices available** and take up **Challenges**
- **“bite the bullet”** and go for it – **Move to the NL** – Establishment of EDS
- Pursued and obtained CPA Ireland qualification
- Global team member in **cross functional** global initiatives
- Transitioning and navigating from complicated to complex situations, **listening** to others perspectives, **systemic** thinking, moving beyond area of specialty
- Accountability and Creativity – Setting and achieving goals set
- **Strategically** focused
- Creating **positive** atmosphere with a **growth mind-set**
- Establishing **new capabilities** within organizations ( PMO, Portfolio Management, Large Cultural transformation)
- Keen focus on **deliverables** and **results**



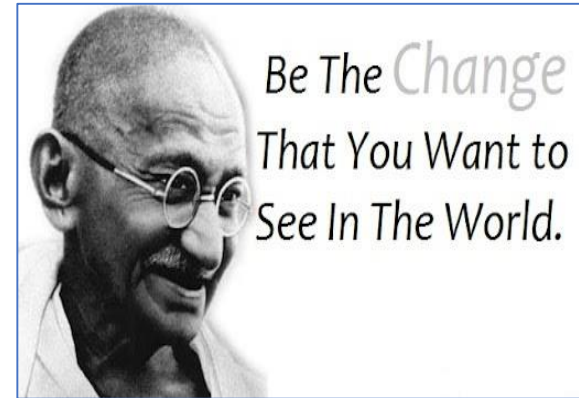
"If someone offers you an amazing opportunity and you're not sure you can do it, say yes - then learn how to do it later."

- Richard Branson

# Recent Career – Key reflections and influences



- A significant shift in how I viewed the world and my place in it – **expanding consciousness**
- **Autonomous** and **Self Authoring**
- Strategically focus from a **collective** perspective ( “WE”)
- Shared vision , **building on** relationships
- Key focus on **Engagement** and **Development** of self and others
- Establishment of **Global Agile COE**, and led **Global Digital Transformation** for McKesson Technology
- Finalist – Women in IT Awards UK – Transformation Leader of Year 2018
- **Life-long learning** : Fed my curiosity around human motivation and human Potential ( IMI Org Development and Transformation, IMI Executive Coaching, StageSHIFT Vertical Development, EMCC Senior Practitioner Accreditation)
- **Intentional** and **Purpose** led focus to Leadership and Organizational Development



# Fixed or Growth Mindset



## Fixed Mindset Indicators

- Desire to look smart, look good
- Avoid challenges as may be exposed
- Give up easily in the face of obstacles
- Effort is seen as fruitless, better to stay with what you know you can do well rather than veer into new territory
- Ignore or avoid feedback on their work
- Feel threatened by the success of others

## Growth Mindset Indicators

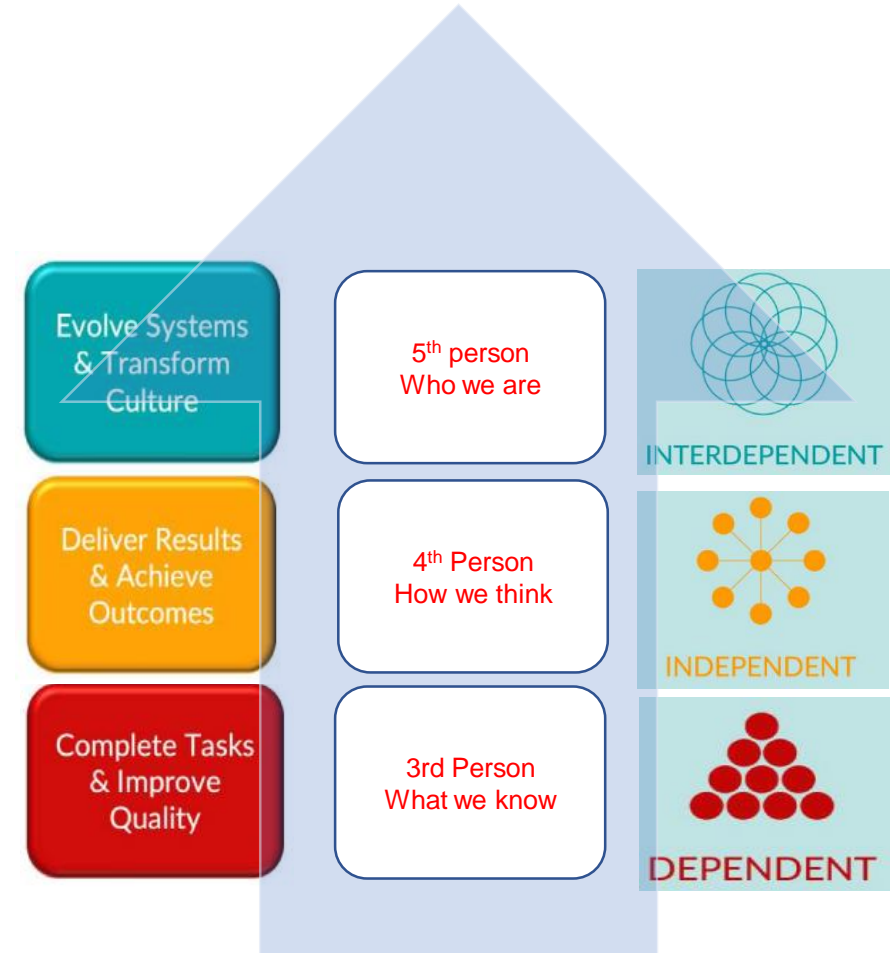
- **R**esourceful
- **A**ccountable
- **P**ositive
- **P**atient
- **O**ptimistic
- **R**esilient
- **T**enacious
- A**ware
- C**urious
- C**ourageous
- O**pen to feedback
- R**eflective
- D**isciplined

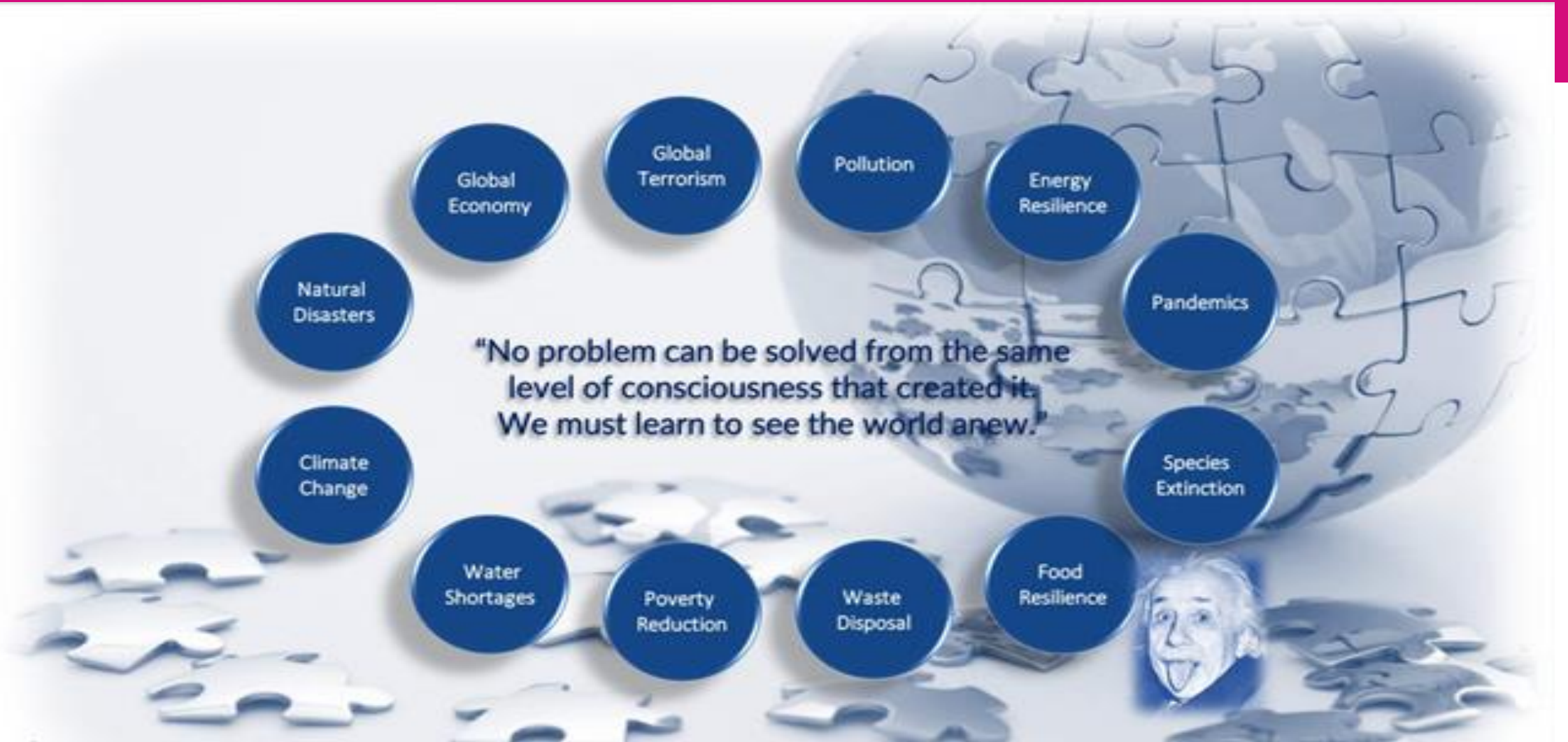
# Stages of Adult Vertical Development

## Why it really matters

	HUMAN MOTIVES	ETHICS & MORALS	HOLISTIC SELF
POST-CONVENTIONAL	METAWARE COGNITIVE MIND SELF-TRANSCENDENCE	UNIVERSAL CARE	IRONIST
		UNIVERSAL PRINCIPLES	ALCHEMIST
		CARE FOR ALL OTHERS	CONSTRUCTIVIST
CONVENTIONAL	SUBTLE TIER SELF-AUTHORING SELF-ESTEEM	SOCIAL CONTRACTS	SYNERGIST
		PUBLIC INTEREST	CATALYST
		LAW & ORDER	ACHIEVIST
CONCRETE	SOVEREIGN SAFETY & SECURITY	MUTUAL EXPECTATIONS	SPECIALIST
		SELF-INTEREST	CONFORMIST
		OBEDIENCE	RULE-BASED
			OPPORTUNIST
			IMPULSIVIST

COGNITIVE Piaget, Kegan; MOTIVES Maslow; MORALS Kohlberg, Gilligan; HOLISTIC SELF Loevinger, Cook-Greuter, O'Fallon, Braks © Copyright StageSHIFT Coaching & Consulting Ltd 2022





- Global Economy
- Global Terrorism
- Pollution
- Energy Resilience
- Natural Disasters
- Pandemics
- Climate Change
- Species Extinction
- Water Shortages
- Poverty Reduction
- Waste Disposal
- Food Resilience

**"No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew."**



# Systems thinking



- ▶ The Whole is greater than the sum of its parts – Aristotle
- ▶ A System is not the sum of its parts, but a product of its interactions – Russ Ackoff
  - ▶ It consists of interactions between the parts, processes, people, frameworks, norms
- ▶ Changing one part of the system affects the whole
- ▶ A system exhibits predictable patterns of behavior
- ▶ The part can never be well, unless the whole is well – Plato

# Key insights – Leadership of the Future

## What really matters

- Being intentional with real sense of purpose and clear vision for the future
- The ability to attract, inspire and develop strong empowered teams and leaders
- The capacity to evolve systems and transform culture
- The capacity and capability to transcend complexity
- Creation and the holding of psychologically safe space for their team
- Being Authentic – Walking the talk
- Being good listeners
- Creating a positive atmosphere with positive mind-set
- Decisiveness
- Being curious and continuing in their own development journey (life long learner)

# My Purpose

*To inspire and enable strategic leaders and their organizations to flourish so that everyone leads fulfilling lives as we forge a more equitable, joyful and sustainable world*



Thank you

# QUESTIONS & ANSWERS

