

Normative Foresight: Three Needs, Six Goals, Twelve Values

Ostriches are reactive, unforesighted, and unpredictable in conflict.



Eagles are a combination of hedgehog and fox. They take a big picture, integrative view and seek tactical agility.

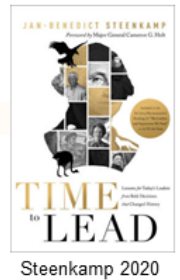
Evolution

Foxes see many options and pursue many ends, often related to no clearly defined overarching goal.



Development

Hedgehogs are leaders who relate everything to a single central vision, and often, find optimal processes for it.



Needs:
(core processes)

Creation

Adaptation

Protection

Actors:
(primary)

Individuals

Networks

Groups

Goals:
(vital capacities)

Innovation and Intelligence

Empathy and Ethics

Strength and Sustainability

Values:
(adaptive priorities)

Freedom & Creativity

Insight & Diversity

Esteem & Love

Conscience & Judgment

Power & Security

Order & Truth

Needs, Actors, Goals and Values of Adaptive Leadership – An Evo-Devo Model

Effective leaders learn to **prioritize and manage these Six IES Goals** and their associated **Values**.

The **Green Goals** fight the **Blue Goals**. The **Purple Goals** get priority. **Character** matters in leadership, above all.

Questions

1. Read the **Six Goals** and **12 Values** Below. **Rank them** based on **Your Attention** to each, as **Leaders**.
2. Do you **prioritize Empathy and Ethics**, with your **superiors and reports**, over the other four goals?

I. Innovation Strategies

1. **Freedom** – Protecting Autonomy, Diagnosing Fear, Building Trust
2. **Creativity** – Experimentation, Trial & Error, Unlearning

II. Intelligence Strategies

3. **Insight** – Sensemaking, Simulation Games, Scenarios
4. **Diversity** – Collaborative, Community and Crowd Intelligence

III. Empathy Strategies

5. **Esteem** – Empowering Leadership, Employee Recognition, Bridging Behaviors
6. **Love** – Servant Leadership, Emotional Intelligence, Employee Development, Alliances

IV. Ethics Strategies

7. **Conscience** – Self-Development, Self-Reliance, Ethical Intelligence
8. **Judgment** – Values-Based Leadership, Critical Thinking, Conflict Resolution

V. Strength Strategies

9. **Power** – OODA Dominance, Performance Management, Human-Machine Partnerships
10. **Security** – Surveillance & Sousveillance, Stress & Penetration Testing, Bounties

VI. Sustainability Strategies

11. **Order** – Organization, Hierarchy, Accountability, Workflow, Benchmarks
12. **Truth** – Evidence-Based Leadership, Trends, Forecasts, Failure Review