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En Vivo Leadership ©

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Conceptual premise



- The researcher's concept of en vivo leadership has come to light through experiential observations made within a range of military contexts
 - It is distinct to an overarching description of leadership
- It is thought to depict what is occurring within leadership as opposed to describing the function of process of leadership

[Murray, 2003; Murray, 2006]

Approach

“The activated leadership period 1-4, believed to be the realised en vivo leadership time-phase, is subjected to a functional analysis, referring to the examination of the relationship between the behaviour and the environment” (Murray, 2006:42)

“Particular stimuli or situations that precede and follow the behaviours captured by the en vivo time phase are investigated through the deconstruction of the long, medium & short pre-start phases” (Murray, 2006, 42)

Presentation Scope

Individually constructed and plausible organisationally created 'action potential' for leading is explored through the examination of time periods demarcated as leadership

Associated time phases are framed by 'long', 'medium' and 'short term' 'leadership pre-starts'

Indicators of preparatory rehearsal conditions for leading are evaluated during a time phase

Time phase is heightened in sensitivity for personnel who are influenced by antecedents for their performance during leading cognition

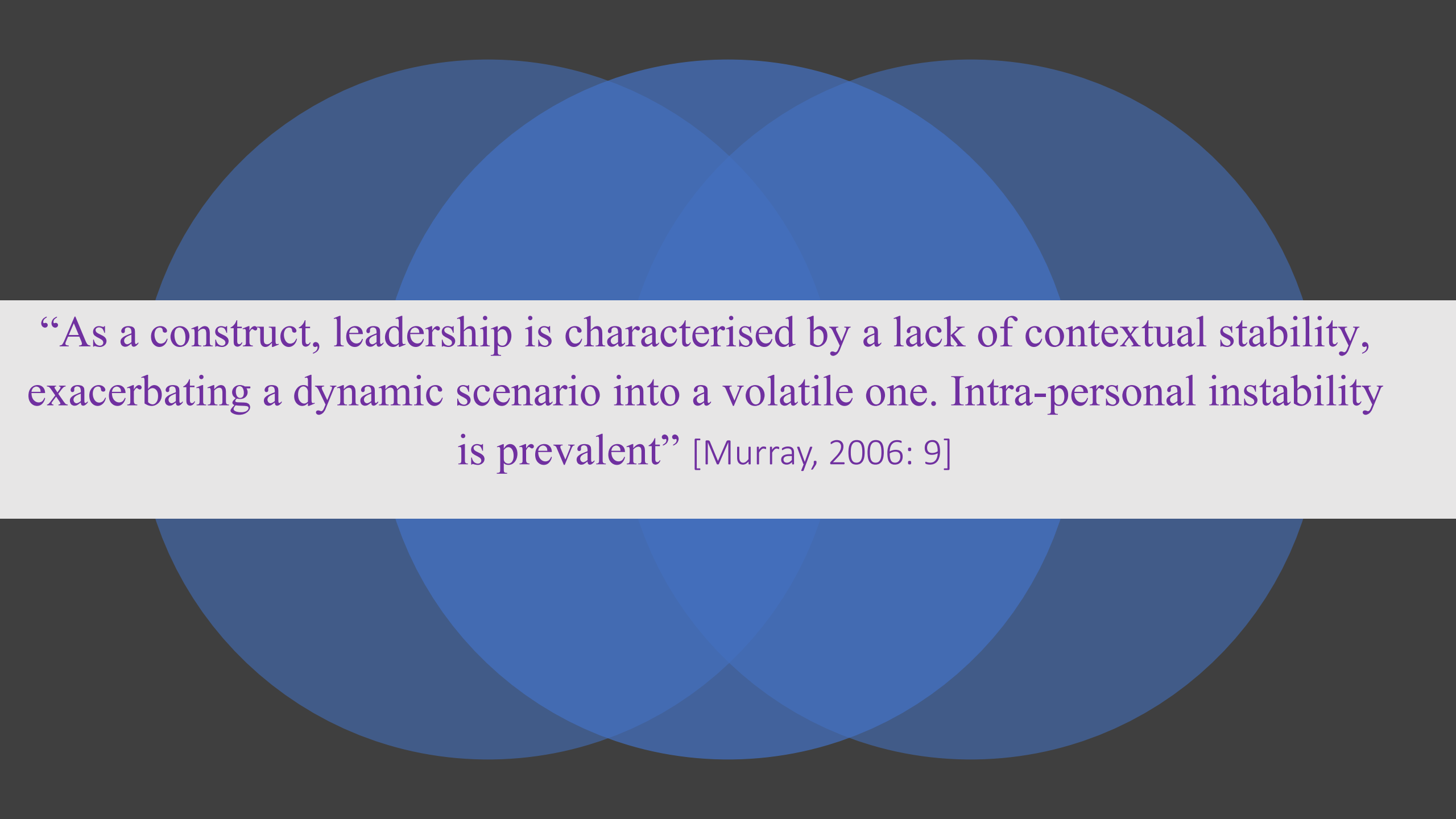
Premise

Explore what happens *during leading* where ambivalence exists (Murray, 2003) aka no single correct course of action readily identifiable

Intra-individual subjectivities believed 'activated' due to nature of events, & convergence, if not conflation, with potential leadership influences from the marked time phases (plausible enablers & contaminants) (Murray, 2006)

The potential for leading is delineated accordingly revealing individuated potency for leading whilst navigating the bespoke (long-pre-start) make-up

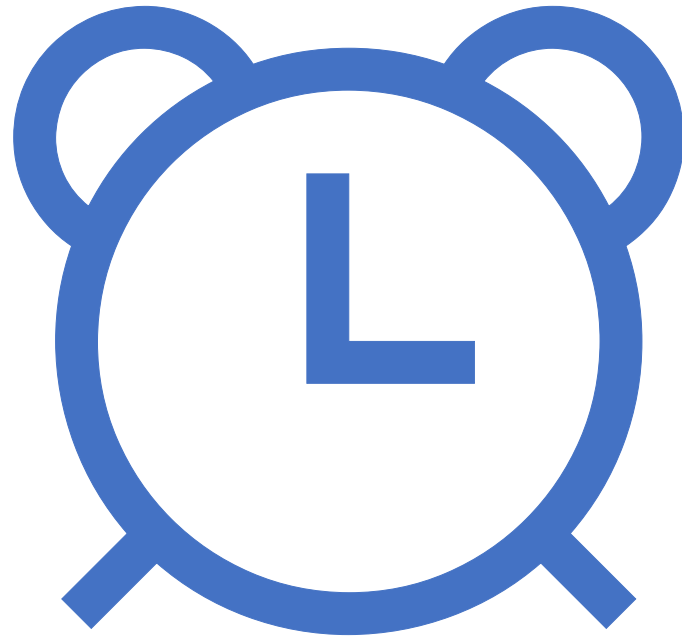
Increased self-awareness & capability for enhanced self-regulation 'during' the episodes recognised to be occurrences of leadership happening 'to' the protagonist



“As a construct, leadership is characterised by a lack of contextual stability, exacerbating a dynamic scenario into a volatile one. Intra-personal instability is prevalent” [Murray, 2006: 9]



Leadership as a phase in time



“En Vivo Leadership is a dynamic time phase within which intra-individual tendencies exert greater influence over behaviour than at other times”

[Murray, 2006; 7]



En Vivo Leadership time configurations by cognitive phase

- 3-2 Medium pre-start conditions of En vivo leadership (days, hours)
- 2-1 Short pre-start conditions (days, hours, minutes)
- 1 Start conditions (minutes, seconds)
- 1-4 Onset of En Vivo Leadership
- 4-5 Post En Vivo Leadership conditions
- 5-3 Long pre-start of En Vivo Leadership



Military Performance Leadership

Organisational Performance Leadership

IMAGE REDACTED

How to acknowledge & alleviate pervasive reductionist tendencies in thinking whilst utilizing their available value

En vivo precursors



Should two courses be judged equal, then the will cannot break the deadlock; all it can do is suspend judgement until the circumstances change, and the right course of action is clear

Source: underpinning elements of Buridan's Dilemma

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Buridan Donkey

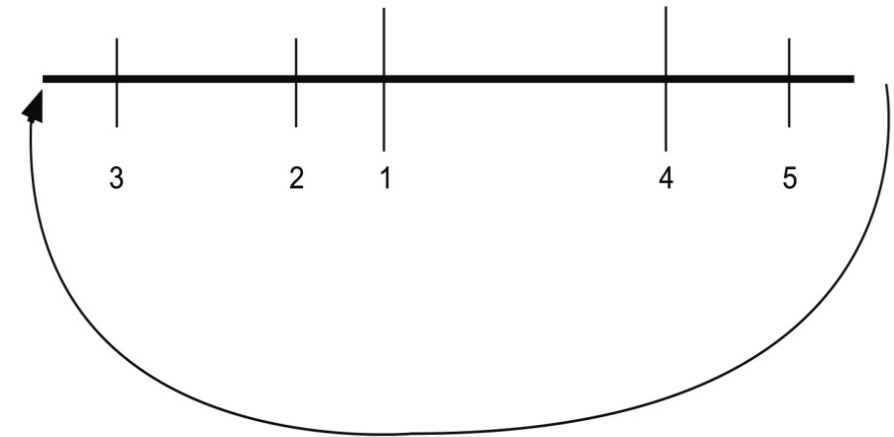
Sensitisation to other forces exerting influences ‘during’ the ‘onset of leadership’

In the face of two alternatives deemed as viable, a human cannot make a rational choice



Fig. *en vivo* leadership schematic © Murray

- **3** Medium Pre-start conditions of *en vivo leadership*
- **2** Short Pre-start Conditions of *en vivo leadership*
- **1** Start Conditions of *en vivo leadership*
- **1 - 4** Onset of *en vivo leadership* Time Phase
- **4 - 5** Post *en vivo leadership* Conditions
- **5 - 3** Long Pre-start Conditions



from intra-individual
insight, a strategic
capability is advanced

Underpinning sources



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Mumford, M.D., Zaccaro, S.J., Harding, F.D., Fleishman, E.A. & Reiter-Palmon, R. (1993). *Cognitive and temperament predictors of executive ability: Principles for developing leadership capacity*. Alexandria, VA: U.S Army Research Institute for the Behavioural Social Sciences.



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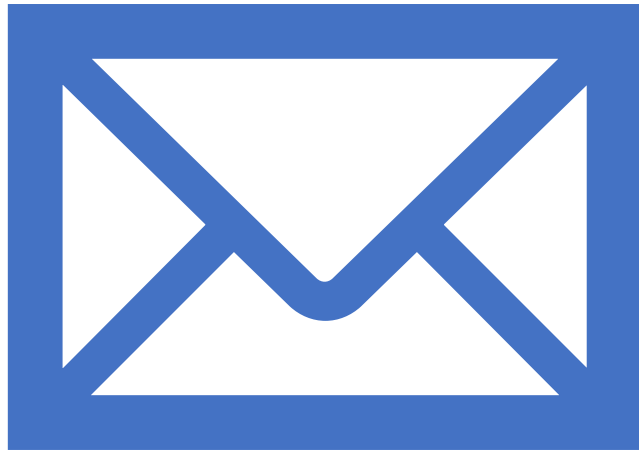
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Murray, P.F. (2003). *The activated ingredients of Performance Leadership*. Presented at the Airman's Development Squadron Open Day Seminar. Royal Air Force Cosford, February, 2003.



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Thank you

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