

Table 1. Sample Description (n=88)

Sample Characteristic	Percentage
Gender	
Female	33.3
Male	66.6
Sector	
Private	86.0
Public	12.0
NFP	2.0
Location of Business	
International/Global	80.6
National	19.4
Level of Interviewee¹	
1	23.6
2	48.6
3	27.8
Nationality of Interviewee	
UK	26.4
Other European	37.5
USA	20.8
Other	15.3

Note

¹ Levels are reporting levels relative to the CEO. 1= CEO

Table 2: Coding Themes

Theme	Codes	Illustrative Quotes
<p>Attractor</p> <p><i>Creates an energy in the organisation that moves people in new directions</i></p>	<ul style="list-style-type: none"> □ Emotional Connection □ Tunes in to day to day reality □ Visibly works beyond personal ambition □ Aware of own leadership □ Adapts Leadership 	<ul style="list-style-type: none"> □ I said, look, guys, we could be the beacon, we could be the example (RB20) Υ I take advantage of this little meeting in front of this factory to talk about what I see as the future of this great company. (KC5) Υ And the whole conference theme had a very strong kind of excitement, emotion. It was all heart, no head (JC15) Υ What would that look like? How would that benefit the company? (JB12) Υ So, I had to bring this all to life for them; this is what this means, come and see it (SC7) Υ So minimal words and minimal signals that I give have an amplifying effect. (PT21)
<p>Edge & Tension</p> <p><i>Amplifies disturbance in order to shift the organisation's capacity to perform to its potential</i></p>	<ul style="list-style-type: none"> □ Tells it as it is □ Stays constant when the going gets tough □ Spots and challenges assumptions □ Sets and holds high standards □ Does not compromise on talent □ Focuses on a few big priorities 	<ul style="list-style-type: none"> □ Well, if you're at 96 then we got to change the scorecard," because anything that's at 96 whether you get to 96 or 96.2, doesn't matter (MW4) Υ Guys, you got to stop thinking of them as a cost centre. They're not a cost centre. They're in some ways our most important strategic asset (TC8) Υ But I forced them to go deeper, to recognize that because of the past there are still big gaps (AM8) Υ Well, here's the process. Here's how you scored in the process. You came in dead last of the others. It wasn't even close (KC7) Υ So I wanted to get him outside of his comfort zone, and I thought the best place would be to send him to Europe... this guy was the consummate commercial guy. And so, I thought, "Okay, we'll put him in Europe (BB5) Υ I told them that fear is always present because it's part of us, its part of embracing uncertainty (JC9)
<p>Container</p> <p><i>Holds and channels anxiety and disturbance into purposeful energy</i></p>	<ul style="list-style-type: none"> Υ Is self-assured and confident Υ Takes a stand Υ Non-anxious in challenging conditions Υ Provides affirming and encouraging signals Υ Builds ownership, trust and confidence Υ Makes it safe to speak out empathy Υ Dialogue skills Υ Sets and contracts boundaries 	<ul style="list-style-type: none"> □ When we've aligned it, just to be clear, it's not my strategy, it's not Tim's strategy, it's the company's strategy, and it's us owning it together (TD10) Υ So what you embed is trust and with people, yes, trust I think is the right word (SK20) Υ I laid out certain principles about what I thought we could accomplish together: value creation, working as a team, and all these different types of things you would normally see (BB6) Υ ... also defining some boundaries in terms of, you know, how saw the project work could broadly look like BG18)

	<ul style="list-style-type: none"> □ Creates alignment at the top Υ Builds networks of relationships 	<ul style="list-style-type: none"> Υ They said, well, we didn't trust ourselves to do so. I said, yes, but I agreed to be your sponsor, so you can call upon that responsibility as well because otherwise I wouldn't have offered myself. (PT12)
<p>Transforming Space <i>Makes and takes opportunities to shift things in the 'here and now'</i></p>	<ul style="list-style-type: none"> □ Engenders trust □ Making themselves vulnerable and open □ Understands what is happening in the moment □ Breaks established patterns □ Inquires into systemic issues □ Creates time end space 	<ul style="list-style-type: none"> □ I'm sure we all, in talking about our current situations, I would have been perfectly frank about our vulnerabilities (JW4) □ And so we talked explicitly about: are we going to show up differently this time, and how are we going to do that? (RC19) □ It's a very cool space – very cool – so we have, you know, music playing, you know, with the radio on, now and again in the early evening they put it on. It's just a really nice environment (TD15) and I asked them to sit down together and work together with all their imperfect numbers and their partial understandings of what the problems were, and come up with ideas and suggestions (PM3)
<p>Shaping <i>Leading others "my way"</i></p>	<ul style="list-style-type: none"> □ Exhibits confidence and certainty Υ Controls what needs to be done Υ Likes to be seen as the "mover and shaker" Υ Drive a pace for the change which they expect others to follow Υ Expects that people do what they do Υ Is personally expressive and persuasive 	<ul style="list-style-type: none"> □ But I am the pioneer, I am the trendsetter (MT11) □ I think I was just teaching what I wanted to do, and seeing how people were reacting, (HM7) □ I think I was probably struggling with figuring out how to get us back in control (JJ10) □ I mean I had plenty of time to summarize and categorize the information so I could lump it sort of into what main areas of improvement you could do (BG14)
<p>Systemic Perceiving and Framing/Tuning in to the System <i>Tunes into the emotional climate of self, others and the wider system</i></p>	<ul style="list-style-type: none"> □ Pays attention to visible signs □ Puts their experience into words □ Notices and tunes into emotions □ Anticipates and impact of actions and events on others □ Anticipates and impact of 	<ul style="list-style-type: none"> □ one of the things that I noticed was, it was very much what would I call an 'I' culture. (BB1) □ but you could tell with body language, with facial expressions, with who they were looking at, etc. etc. that some people either didn't understand the topic,(IF12) □ those moments are good. At least you see the people if people are comfortable they know it's something that's going to happen (SVK14) You can identify all those steps and where people are in that change process (AB8)

	actions on the wider system	
<p>Staying Present <i>Pays close attention to the present moment without getting 'caught up'</i></p>	<ul style="list-style-type: none"> □ Uses language to describe her/his experience □ Doesn't get caught up in their responses □ Focuses upon what is happening in the present □ Avoids distraction □ Pays attention to what is happening □ Consciously makes time and space to process what is going on □ Remains "calm and curious in difficult situations" 	<ul style="list-style-type: none"> □ but I made the time. Because I thought it was important to keep this journey, even though at that moment in time there were probably other more important things going on sometimes (MW19) □ I tried not to manifest that frustration, so usually I keep it for myself, and then I would somehow say, so okay, let's both think about this (AC9) □ So I would say I met her escalation, when she got a little more animated, I tried to match that a little bit, but not to make it any worse than that (KC20) □ I would sit there quietly, often with my eyes closed, just breathing deeply, and just trying to centre myself. (RB22)
<p>Curious and Intentional Responding <i>Uses awareness and intention to slow down the period between experiencing and reacting or judging, staying curious about what arises</i></p>	<ul style="list-style-type: none"> □ Notices own feelings and emotions without reacting instantly □ Conscious of both one's options on how to respond to what is being experienced □ Approaches what arises in any situation with curiosity □ Avoids judgement □ Understanding others before they evaluate □ Uses personal intention as an "inner compass" □ Is not afraid of uncertainty and trying out new things 	<ul style="list-style-type: none"> □ What was very helpful, and, in some way, not premeditated was just being very open minded and optimistic around where we would be able to go, (HB7) □ and I think I was continually trying to find different interventions that would try to get to at least some of the people around the table to engage.(RC9) □ and it's tempting to step into that and say, I've given it some thought; here we go, but you need to be very careful with that because use it like a plexus that people are asking for in a direct control environment that they're used to work in (PT21) □ Now I have to go into a different mode of managing him out and setting myself up for that to happen (JB7) □ if you put yourself in his shoes, he will be patient, because the mouse was trapping the lion. So you got to understand his feeling (JC21)