

**AN ILA LEADERSHIP PERSPECTIVES WEBINAR
ORGANISED BY LEADERSHIP DEVELOPMENT
MEMBER COMMUNITY**



Online Webinar

TASK, PEOPLE AND CHANGE. AN INTRODUCTION TO 2 NORWEGIAN CONCEPTS FOR SOCIAL LEARNING

- 9 Dec, 2024 6:00pm - 7:00pm
(Central European Time UTC+1) /
12:00pm - 1:00pm (EST UTC -5)

**Learn more about
Task, People and
Change, as a model of
simplicity for:**

Building an inclusive
organizational culture;

Leadership development and
building of organizational culture;

Transformational leadership



Bjørn Zakarias Ekelund

Speaker

Chairman/Senior Consultant



Oyvind Lund Martinsen

Speaker

Professor in Organizational
Psychology, Norwegian
Business School

REGISTRATIONS

Please RSVP for this free webinar by
registering here:

<https://bit.ly/GlobalVoicesWebinar-Dec24>

ABOUT THE WEBINAR

The Task, People, and Change model of Leadership coined by Gary Yukl has been a central model in both presenter's innovative work. Bjørn Z. Ekelund has used this model to map individual differences related to cognitive style and communication differences. A psychological assessment was developed more than 25 years ago, naming the three styles Red, Blue and Green. A seminar concept where participants socially construct the meaning of the Red, Blue, and Green evolved. And, this assessment has been used by ½ mill people in more than 75 countries. This concept of Red, Blue, and Green stresses complementarity, equality, positivity, and trust. There are no power differences highlighted.

Oyvind Lund Martinsen has used this Task, People, and Change model as the basis for a 360-degree feedback tool, a concept where leadership is clarified and made distinct from management. It reflects a strategic model where all organizations' needs to adapt, produce, and benefit from human resources to perform optimally. In his research, he focused on the scientific support for the model, and to investigate leaders' self-insight. He found low correspondence between leaders' self-assessment and subordinates assessment, which emphasizes the need to strengthen leaders' reflection, development, and performance in leadership development.

Both concepts highlight communication between people in different positions, shared understanding through dialogue, and collective reflexivity.

What is the epistemological grounding for this practice? Both measures and concepts evolve inside Norway. Are there cultural qualities that make it challenging to use this communicative practice outside Norway?

ABOUT THE SPEAKERS

Bjørn Zakarias Ekelund is a Norwegian business consultant. Psychologist (1983), Univ. of Oslo, Norway, MBA (1997), Henley Management College, London, UK. Studies in International Management (2006/7), University of Agder, Norway. He has been leading consultant organizations since 1987, at the same time doing extensive consultative work focused on interpersonal interaction, team analysis, innovation and cross-cultural challenges. Since 1993 he has been the principal owner and managing director/chairman of Human Factors AS in Norway. He is most known for creating the Diversity Icebreaker – a concept that combines the assessment of cognitive styles with an experiential learning seminar. Email: bze@human-factors.no

Oyvind Lund Martinsen has a PhD in cognitive psychology, University of Bergen, Norway 1995. Associate professor in psychometrics from the same year. Associate professor in organizational psychology at Norwegian Business School from 1999. Full professor same place from 2011. Associate Dean for the Executive Master of Management programs in Norwegian Business School (2003-2006). Chairman at the department of Leadership Research, Norwegian Military (2006), head of department for the Department of Leadership and Organizational Behavior at Norwegian Business School (2015-2023). Adjunct positions at several institutions. Consulting experience with a number of organizations. Email: oyvind.martinsen@bi.no

REFERENCES

Amundsen, S. & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *Leadership Quarterly*, 25, 487-511

Ekelund, B.Z. 2019. *Unleashing the Power of Diversity. How to Open Minds for Good*. Axon (UK)/New York (US): Routledge, Francis & Taylor.

Ekelund, B. Z. An Inclusive Language of Diversity. A chapter published in *Inclusive Leadership: Equity and Belonging in Our Communities*. A Volume in the International Leadership Association series, *Building Leadership Bridges*, published in October 2023 by Emerald Group Publishing. Editors: Joanne Barnes, Michael Stevens, Bjørn Z. Ekelund, and Karen Perham-Lippman

Kopperud, K. H, Martinsen, Ø. L., & Wong Humborstad, S. I. (2013). Engaging Leaders in the Eyes of the Beholder: On the Relationship Between Transformational Leadership, Work Engagement, Service Climate, and Self-Other Agreement. *Journal of Leadership & Organizational Studies*, 21, 29-42

Martinsen, Ø. L., Furnham, A., Grover, S., Arnulf, J. K., & Horne, G. (2021). Dark- and bright-side reactions to government advice about Covid-19, and a test of a method to moderate such reactions. *Personality and Individual Differences*. DOI: <https://doi.org/10.1016/j.paid.2021.111016>

Martinsen, Ø. L., Arnulf, J. K., Furnham, A., & Lang-Ree, O. C. (2019). Narcissism and Creativity. *Personality and Individual Differences*, 142, 166-171

Thompson, G., Glasø, L., & Martinsen, Ø. L. (2015). Antecedents and Consequences of Envy. *The Journal of Social Psychology*, 156, 139-153

