

The SPICE Framework: Metaphors in Leadership

The SPICE Framework has been developed by the Reverend Michael Croft of Innovation People as a resource to support effective and efficient strategic and operational decision-making.

A Way of Describing Human Systems

The SPICE Framework describes all human systems in terms of five “zones” divided between what are described as:

- Activating Zones and
- Regulating Zones.

The SPICE Framework makes use of the Primary and Secondary colours. Primary colours relate to actions and decisions. Secondary colours relate to what regulates actions and decisions.

Within the Activating Zones:

- Red relates to Strategy, planning and intention: the rational mind
- Blue relates to Emergence: the unconscious and what actually happens

Within the Regulating Zones:

- Green relates to Context and the narrative, sense of identity and belief systems within a system
- Purple relates to the individual and their performance and fulfillment.

Connecting the Activating and the Regulating Zones

- The Yellow Zone of Patterns relates to the way the world is perceived and through that, actions and decisions taken.



We have found that this simple framework, based upon these five zones functions as a form of fractal of human systems that is memorable and easily and rapidly applied in context.

About the SPICE Framework

The SPICE Framework is a practical, resource with three purposes:

1. Organisational development
2. Decision-making & problem solving
3. Consistent talent development & performance management

The SPICE Framework Simple - Accessible - Clear

Based on five simple elements & unique graphics, the SPICE Framework is designed to be applied consistently from the most junior colleague to the CEO.

The SPICE Framework Robust - Incisive - Accurate

SPICE Framework stands up to scrutiny as intellectually robust generating, incisive and accurate results that directly impact on performance.

The SPICE Framework Development Programmes

Within practical, work-related workshops supported by on-line and video-based resources programme themes include:

- Sustainable Innovation
- Managing Performance
- Strategy & Decision-Making
- Developing Talent & Building Value
- Core Training Programmes

Find Out More?

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*Fully
Alive!*



Summarising a System in Five Letters

We have learned that leaders need to make decisions rapidly and efficiently in operational environments. What is needed is a quick efficient resource that can be applied simply and efficiently. Similarly we have found that emerging leaders in challenging circumstances without the benefit of an MBA programme need simple and efficient tools and resources to support them.

And so for experienced leaders in operational environments and for emerging leaders with a limited intellectual resource to draw upon, the five zones of the SPICE Framework provide a readily applied resource that is memorable and may be applied in a range of situations, one such situation is the way we understand leadership.

Ways of Seeing: the Leader and Leadership

Within the SPICE Framework a distinction is made between the leader and the craft or skill of leading.

Within the SPICE Framework we describe leaderSHIP as a craft or a set of skills that are implemented. We see the leader as being that individual who is appointed to or who takes up the role of leading, deploying their various skills, knowledge and personal attributes with this act of leading falling within four types as summarised in this graphic which, adopting the five zones of the SPICE Framework summarises the act of leading in terms of four types:

- The **Action Centred Strategist** and Planner
- The **Visionary Entrepreneur**
- The **Manager** acting as curator of a system or context
- The **Coach**, supporting and enabling their people.

These four types will each perceive the act of leading with different stresses and emphases. Perhaps more importantly, each type has a critical role to play in the practice of leaderSHIP. What seems to matter is:

1. The way a social system is empowered to draw upon the resources of each type and
2. How individual leaders understand and display each type at any time.



Metaphors in LeaderSHIP and the craft of Leading

Within the SPICE Framework we invite people to consider their own experience of leaderSHIP as leaders and those being led through the lens of metaphors, or ways in which this experience might be described. Amongst these metaphors might be:

- The Navigator
- The Shepherd
- The Gardener

There are other metaphors that might be referenced. For example within the SPICE Framework we often refer to:

- The Servant
- The Planner

These are metaphors of leadership that are important within the SPICE Framework. We will use them to reflect together on the nature of leadership on the ground, in practice and in challenging circumstances.

In Preparation You are Invited to Reflect.....

- On one dominant metaphor of leadership that inform your understanding and experience
- On one dominant metaphor of leadership that inform your practice and the execution of a leadership role.

