

# QRC Tribal leadership

Based on Tribal leadership, August'2018, by Henny Portman

Tribal leaders upgrade as many people – and clusters of people – as are willing and able to move forward to stage four, the zone of tribal pride.

A tribe is any group of about 20 to 150 people (Dunbar's number) who know one another enough. A small company is a tribe, and a large company is a tribe of tribes.

Tribal stage	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Collaboration	Alienated	Separate	Personal	Partnership	Team
Communication	"Life sucks"	"My life sucks"	"I'm great"	"We're great"	"Life is great"
Structure					
Culture	When people at this stage cluster together, their behaviour expresses despairing hostility, such as in a gang.	The person at stage two is separate from others, although unlike stage one, stage two people are surrounded by people who seem to have some power that they lack. When people at this stage cluster together, their behaviour is characteristic of being apathetic victims.	The person at stage three is connected to others in a series of two-person relationships. When people at stage three cluster together, they attempt to outperform one another (on an individual basis) and put one another down. Although this is often done under the veil of humour, the effect is the same: each is striving for dominance. Individuals' behaviour expresses a "lone warrior" ethos, and collectively, the culture becomes the "wild, wild west".	The person forms structures called triads, in which they build values-based relationships between others and established a noble cause. When people at stage four cluster together, they radiate tribal pride.	Stage five shares the same characteristics of stage four, except that there is no "they". As a result, these people form ever-growing networks with anyone whose values resonate with their own. Once the situation changes, the culture regresses to stage four, where it can move forward once a new opportunity arises or is engineered.

## Tribal Strategy

Encourage him/her:

- to go where the action is (lunch with co-workers, attending social functions, meetings)
- to cut ties with people who share the "life sucks" language
- to notice ways in which life itself works

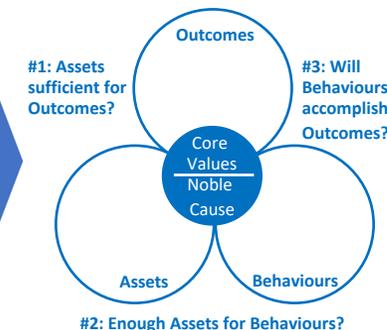
Leverage points to upgrade tribal culture

Encourage him/her:

- to make a friend
- to establish relationships with people who are at late stage three
- Show him/her how their work does make an impact
- Assign small projects

Encourage him/her:

- to form triads, to be coached
- to use transparency
- Assign work that requires partnership
- Show that what's brought to this point will not be enough to move forward
- Describe stage 4 role models



Encourage him/her:

- to run team sessions (explore core values, sense, outcomes that inspire, its assets and behaviours)
- team to take advantage of market conditions to make history
- Ensure the triads are based on values, advantages, and opportunity