Leadership Development

G-Pro Lead Workshop
September 2006
Dr. Peter Topping
From Strategy Formulation to Effective Execution

- Average gap between strategic plan objectives and actual performance is greater than (-) 35%
- Major reasons cited include:
  - Inadequate/unavailable resources
  - Poorly communicated strategy
  - Lack of clarity on actions required to drive strategy
  - Organizational silos and culture blocks to execution
  - Unclear accountabilities for execution
  - Inadequate consequences for success/failure
  - Poor senior leadership

Mankins & Steele, HBR July-Aug 2005
"What emerges…is a sequence of events that goes something like this: Strategies are approved but poorly communicated. This, in turn, makes the translation of strategy into specific actions and resource plans all but impossible. Lower levels in the organization don’t know what they need to do, when they need to do it, or what resources will be required to deliver the performance that senior management expects. Consequently, the expected results never materialize. And, because no one is held responsible for the shortfall, the cycle of underperformance gets repeated, often for many years."

Mankins & Steele, HBR July-Aug 2005
Rules for High Performance Organizations

- Simultaneous focus on enhance planning & execution – and critical links between them
- Keep it simple, make it concrete
- Debate Assumptions, not forecasts
- Use a rigorous framework, speak a common language
- Discuss resource deployments early
- Clearly identify priorities
- Continuously monitor performance
- Reward and develop execution capabilities

Mankins & Steele, HBR July-Aug 2005
Olympic Gold Medal Winners in High Jump

- Scissors
- Western Roll
- Straddle
- Fosbury Flop

Source: Pascale
Distinguishing Strategy from Effective Execution

Box 1
Manage the present

Box 2
Selectively forget the past

Box 3
Create the future

Source: Vijay Govindarajan, Tuck School of Business, Dartmouth
Box 1

Competition for the present

Performance Gap

Restructuring

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Box 2 and Box 3

Competition for the future

Opportunity Gap

Renewal
The Ten Commandments

Box 1

Benchmark best practices
Top-down strategy making
Defend your rules
Set realistic goals
Centralize resource allocation
Focus on business unit
Focus on current customers
Sprint
Portfolio of businesses
Leverage current core competencies

Box 2 and Box 3

Create next practices
Bottom-up strategy making
Obsolete your rules
Set unrealistic goals
Decentralize resource allocation
Focus on white space
Focus on leading-edge customers
Marathon
Portfolio of core competencies
Build new core competencies
“We look for lessons in the actions of great leaders. We should instead be examining what goes on in their heads – particularly the way they creatively build on the tensions among conflicting ideas.”

“How Successful Leaders Think”
Roger Martin, HBR, June 2007
“Human beings are distinguished from nearly every other creature by a physical feature: the opposable thumb. Thanks to the tension we create by opposing the thumb and fingers, we can do marvelous things – write, thread a needle, guide a catheter through an artery….Analogously, we were born with opposable minds, which allow us to hold two conflicting ideas in constructive, almost dialectic tension. We can use that tension to think our way toward new, superior ideas.”

“To take advantage of opposable minds, we must resist our natural leaning toward simplicity and certainty.”

“We often don’t know what to do with fundamentally opposing models. Our first impulse is usually to determine which is ‘right’ and, by process of elimination, which is ‘wrong’.”

Roger Martin
HBR, June 2007
“...the ability to hold two opposing ideas in mind at the same time and still retain the ability to function” – the sign of a truly intelligent person

F. Scott Fitzgerald
Aligning Leadership Practices with Situational Context

Take into account:

• Organizational/Environmental context
• Differences among ‘followers’
• Your strengths & weakness (self-awareness)
<table>
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<tr>
<th>Generational Mindsets</th>
<th>Working-Age Matures</th>
<th>Baby Boomers</th>
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<td>Cradle-to-grave</td>
<td>On my terms</td>
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<td>The “Office”</td>
<td>Work at my desk</td>
<td>Work at home</td>
<td>Work “virtually” anywhere</td>
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<td>Relationship Between Work &amp; Leisure</td>
<td>Purpose of leisure is to recharge batteries for work</td>
<td>Work now so you can play later</td>
<td>Never the twain shall meet</td>
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<td>The Home</td>
<td>Multi-generational</td>
<td>Nuclear family</td>
<td>Back in the nest with mom and dad</td>
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<td>Fun</td>
<td>Saturday night “out”</td>
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<td>Financial Focus</td>
<td>Save for a rainy day</td>
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<td>Icons</td>
<td>Lee Iacocca</td>
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<td>Formative Years Identity</td>
<td>Date and mate romantics</td>
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<td>Millennial Mindset</td>
<td>Batten down the hatches</td>
<td>Live for today</td>
<td>Prepare for the best</td>
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</table>
“One way to change people is to see them differently”.

--Barry Stevens
How people learn

PDI’s Development Pipeline™

Insight

Do people know what to develop?

Motivation

Are people willing to invest the time and energy it takes to develop themselves?

New skills & knowledge

Do people have the capabilities they need?

RW practice

Do people have opportunities to try their new skills at work?

Accountability

Do people internalize their new capabilities feel accountable to actually improve performance and results?
Three Leadership Frameworks that fit most organizations today

• “Emotional Intelligence” (EQ)
  – Daniel Goleman
  – ‘Primal Leadership’

• Leadership Practices Inventory (LPI)
  – Kouzes & Posner
  – ‘The Leadership Challenge’

• The Leadership Diamond
  – Peter Koestenbaum
  – Leadership: The Inner Side of Greatness
  – www.pib.net
Emotional Intelligence

“Emotional Intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence.”

From, Executive EQ, Cooper & Sawaf
“We should take care not to make the intellect our god. It has, of course, powerful muscles, but no personality. It cannot lead, it can only serve.”

Albert Einstein
Emotional Intelligence as Energy

“We are convinced that if each of us could add our passion and commitment to an emotional product, we could beat anybody. Emotions are something nobody can copy.”

Chairman Nicholas Hayek, Swatch
Emotional Intelligence as Competence

“When assessing 181 different competency models, I differentiated between purely cognitive or technical skills and emotional competencies... I found that 67 percent - two out of three - of the abilities deemed to be essential for effective performance were emotional competencies.”

Dan Goleman, Working With Emotional Intelligence
Five Components of Emotional Intelligence at Work

- Self Awareness
- Self Management
- Motivation
- Empathy
- Social Skills
Emotional Intelligence

**SELF-AWARENESS**

- Knowing which emotions you are feeling and why.
- Recognizing the links between feelings and what we think, do, and say.
- Recognizing how our feelings affect our performance.
- Maintaining a guiding awareness of our values and goals.

Dan Goleman, Working with Emotional Intelligence
Emotional Intelligence

SELF-MANAGEMENT: People with the competence:

- Manage their impulsive feelings and distressing emotions well.
- Stay composed, positive, and unflappable, even in trying moments.
- Think clearly and stay focused under pressure.

Dan Goleman, Working with Emotional Intelligence
Emotional Intelligence

MOTIVATION: PEOPLE WITH THIS COMPETENCE:

- Are results-oriented, with a high drive to meet their objectives and standards.
- Set challenging goals and take calculated risks.
- Pursue information to reduce uncertainty and find ways to do better.

Dan Goleman, Working with Emotional Intelligence
Emotional Intelligence

EMPATHY: PEOPLE WITH THIS COMPETENCE

Are attentive to emotional cues and listen well.

Show sensitivity and understand others’ perspectives.

Help out based on understanding other people’s needs and feelings.

Dan Goleman, Working with Emotional Intelligence
Emotional Intelligence

SOCIAL SKILLS: PEOPLE WITH THIS COMPETENCE

Leverage diversity: cultivate opportunities through different kinds of people.

Display political awareness: read social and political currents accurately and efficiently.

Communicate and influence effectively: listen openly and send convincing messages to win commitment.

Dan Goleman, Working with Emotional Intelligence
Emotional Intelligence in action: Star Performers

- Better at self-motivation: took the initiative, especially in crises.
- Built high trust relationships across the organization.
- Understood and accessed informal networks of information, ideas and political support efficiently and effectively.
- Created effective teams from networks to create breakthroughs.
The Five Practices of Exemplary Leadership

- Challenging the Process
- Inspiring a Shared Vision
- Enabling Others to Act
- Modeling the Way
- Encouraging the Heart
Challenging the Process

• Searching out Opportunities

• Experimenting and Taking Risks
Inspiring a Shared Vision

- Envisioning an Uplifting Future
- Enlisting Others in a Common Vision
Enabling Others to Act

• Fostering Collaboration

• Strengthening People
Modeling the Way

• Setting the Example

• Achieving Small Wins
Encouraging the Heart

- Recognizing Individual Contributions
- Celebrating Team Accomplishments
Observer’s Perceptions of People Who Use LPI Behaviors

People who frequently demonstrate LPI behaviors are seen as:

• Being more effective in meeting job-related demands

• Being more successful in representing their units to upper management

• Creating higher-performing teams
Observer’s Perceptions of People Who Use LPI Behaviors

• Fostering loyalty and commitment

• Increasing motivational levels and willingness to work hard

• Reducing absenteeism, turnover, and dropout rates

• Possessing high degrees of personal credibility
The Leadership Diamond is a philosophically based approach to Leadership Development. It provides a common vocabulary, and an in-depth set of principles and concepts, to help individuals develop their own leadership abilities and to help them teach leadership to others.

Peter Koestenbaum, Ph.D.
Leadership Thoughts

- Leadership is first and foremost a way of thinking, a mindset.
- Leadership attitudes and behaviors are increasingly expected of people in all walks of life and in all levels within organizations.
- Well-managed organizations have a critical mass of people with leadership minds.
- A person’s first responsibility is to demonstrate leadership in his or her own life (work, community, family) - this is how personal credibility is established.
- Leadership minds can be developed. People have more leadership potential than they are currently displaying.
- Leadership education and coaching is one of the highest forms of leverage for an individual, organization or nation.
A Method For Change

Leadership Orientations

ETHICS

REALITY

“GREATNESS”

VISION

COURAGE
Reality Orientation

Detail (Practical level)
Info & Objectivity (Social level)
Survive (Psychological level)
Shared reality (Philosophical level)

REALITY
Have no illusions
Vision Orientation

Reasoning & Analysis
Systemic & Strategic
Creativity
Reflection
VISION
Think Big & New
Act with sustained initiative

COURAGE
Advocate & Identity
Autonomy & Isolation
Anxiety
Free will & Responsibility
Ethics Orientation

- Teamwork
- Meaningful work
- Empathy & loyalty
- Integrity
- ETHICS
- Be of service
Orientation Summary

**ETHICS**
The value of people

**REALITY**
Pragmatic facts of life

**VISION**
The larger view

**COURAGE**
Free will & sustained initiative
Your LEADERSHIP DIAMOND

- Vision
- Ethics
- Reality
- Courage
Definition of a Problem:

A question or situation that presents uncertainty, perplexity, or difficulty. A person who is difficult to deal with. A question put forward for consideration discussion, or solution.

The American Heritage Dictionary
Problem Solving Mindset:

The use of a systematic process designed to analyze a problem to determine its cause so that a solution can be implemented to correct or eliminate it.
Steps in Problem Solving:

Nearly every problem that you encounter on the job or in your life involves the following processes:

- Identifying the problem
- Selecting the problem to solve
- Seeing different solutions
- Evaluating possible results
- Implementing the solution

Learning Style Inventory
TRG Hay/McBer
A Problem

Characteristics Of Problems To Solve

- Difficulties are not ongoing
- There is an end point
- They are solvable

Problem Language

Problem language is Either/Or

Example

- Who do we hire for this job?
- Do we build or buy?
A Polarity

Characteristics Of Polarities To Hold

Difficulties are ongoing
There is no end point
They are not solvable

Polarity Language

Polarity language is Both/And

Example

How can we achieve stability and change?
Polarity Definition

Polarity

Ongoing tension between opposing interdependent imperatives (poles)
The Poles

Left Pole - Right Pole

Interdependent, equally desirable alternatives, both of which are needed to optimize a situation over time
Polarity Map Template

Shared Purpose

Benefits:

Left Pole
Negative Consequence of Over-Emphasis:

Right Pole
Negative Consequence of Over-Emphasis:

Benefits:
Shared Purpose

A statement that energizes, adds meaning to, and assists in managing and optimizing the benefits of both poles
Polarity Mapping - THE WHOLE PICTURE

1. Put the neutral terms for the opposing sides of your polarity in the boxes for the pole names.
2. Put the benefits of the left pole in the quadrant above the left pole name.
3. Put the benefits of the right pole in the quadrant above the right pole name.
4. Put the negative consequences of over-focusing on the left pole below the left pole name.
5. Put the negative consequences of over-focusing on the right pole below the right pole name.
6. Put the shared purpose in the small box on top of the polarity map.
The Polarity Map

Organizational Effectiveness

Benefits:
- Fast
- Flexible
- Responsive
- Engrained
- “Ownership”
- Focused
- Close to customer

Negative Consequence of Over-Emphasis:
- Redundant
- Inefficient
- Independent
- Fiefdoms
- Not learning oriented
- Misaligned

Benefits:
- Interdependence
- Integrated
- Economies of scale
- Efficient
- Shared learning
- Consistency and standardization

Negative Consequence of Over-Emphasis:
- Out of touch with local markets/customers
- Conformity & compliance
- Ineffective
- Overly bureaucratic
- Slow
- Non-entrepreneurial

Originated by Barry Johnson, Ph.D.,
This model presents a way to display and work with the elements making up the polarities we encounter in our lives.
The Polarity Map

Organizational Transformation

Benefits:

Stability

Change

Benefits:

Negative Consequence of Over-Emphasis:

Originated by Barry Johnson, Ph.D.,
This model presents a way to display and work with the elements making up the polarities we encounter in our lives.
“The art of progress is to preserve order amid change and to preserve change amid order.”

Alfred North Whitehead
Discovering the Genius of *Both/And*

<table>
<thead>
<tr>
<th>Polarity Management</th>
<th>The object in Polarity management is to create synergy from the best of both opposites while also avoiding the limitations of each</th>
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<tbody>
<tr>
<td><strong>BOTH</strong></td>
<td><strong>AND</strong></td>
</tr>
<tr>
<td>• Self-discipline</td>
<td>• Flexibility</td>
</tr>
<tr>
<td>• Give</td>
<td>• Take</td>
</tr>
<tr>
<td>• Specialization</td>
<td>• Integration</td>
</tr>
<tr>
<td>• Continuous Improvement</td>
<td>• Breakthrough Thinking</td>
</tr>
<tr>
<td>• Being supported</td>
<td>• Critical Analysis</td>
</tr>
<tr>
<td>• Diversity</td>
<td>• Commonality</td>
</tr>
<tr>
<td>• Getting the Job Done</td>
<td>• Building Teamwork</td>
</tr>
<tr>
<td>• Ideas and Dreams</td>
<td>• Value in the Past</td>
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Definition – ‘Principled Leadership’

“A guiding hand that beckons and shows others the way.”