The Peter Principles

EveMBA

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Aligning Leadership Practices with Situational Context

Take into account:

• Organizational/Environmental context
• Differences among ‘followers’
• Your strengths & weaknesses (genuineness)
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?
Five Components of Emotional Intelligence at Work

- Self Awareness
- Self Management
- Motivation
- Empathy
- Social Skills
Six EI Leadership Styles

• **Coercive**
  – *Do what I tell you*

• **Authoritative**
  – *Come with me*

• **Affiliative**
  – *People come first*

• **Democratic**
  – *What do you think?*

• **Pacesetting**
  – *Do as I do, now*

• **Coaching**
  – *Try this*
The Five Practices of Exemplary Leadership

• Challenging the Process
• Inspiring a Shared Vision
• Enabling Others to Act
• Modeling the Way
• Encouraging the Heart
A Method For Change

Leadership Orientations
The Derailed: Fatal Flaws

1. Insensitive to others: abrasive, intimidating, bullying style
2. Cold, aloof, arrogant
3. Betrayal of trust
4. Overly ambitious: thinking of next job, playing politics
5. Specific performance problems with the business
The Derailed: Fatal Flaws (continued)

6. Over managing: inability to delegate or build a team
7. Inability to staff effectively
8. Inability to think strategically
9. Inability to adapt to boss with different style
10. Over dependent on advocate or mentor

My Leadership Principles

• **Trust is the foundation for leadership** – to gain trust, you have to give it; hard to build, easy to lose; respect others & respect yourself

• **Be genuine & authentic** – to thine own self be true

• **Resist the urge to rush to judgment** – seek first to understand

• **Leadership is highly contextual** – requires insight and personal flexibility

• **Credibility is within your control** – be the change you wish to see; don’t promise what you can’t deliver

• **Build effective alliances and social networks** – existing relationships enhance speed and effectiveness
My Leadership Principles

• **Stay on the high ground** – resist the temptation to do unto others; do what’s right even when others are not; maintain your personal dignity

• **Use both/and thinking** – it’s not a black & white world; strive for balance in managing polarities and recognize that its dynamic;

• **Develop your direct reports** – get your successor ready; coach, teach and mentor others; invest the time now, it has a high ROI

• **Keep perspective** – be patient, not hesitant; keep the long term in mind

• **‘How’ is as important as ‘What’** – inclusion, fairness, transparency, empathy; commitment & engagement come from the balance of “head & heart”

• **Find balance in your life** – the more integrated you are, the more effective you will be over time
“A leader … is like a shepherd. He stays behind the flock, letting the most nimble go on ahead, whereupon the others follow, not realizing that all along they are being directed from behind.”

_Nelson Mandela_