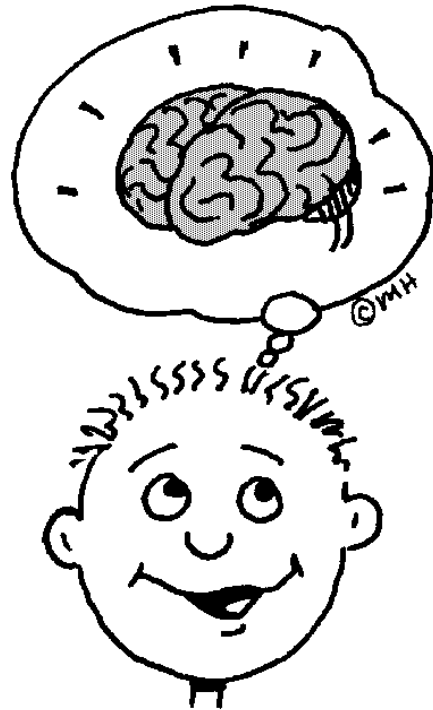


Leadership Excellence

Ian Nield
Judy Hart



If i only
had a ~~brain~~
brain.

Defining & Harnessing Leadership 2nd of 3 excellence workshops

Leadership and us
Leadership and you
Lunch
Leadership effectiveness
Leadership results


The pointless answer! Have you got it?



We deliver **successful business improvement programmes** to hundreds of organisations every year across the UK and around the world


 Loss making
↓ ↑ to double
digit **profits**



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Projected
cost savings
of **£800K**



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87%
increase in
Customer Satisfaction



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Inform, **I**nspire, **E**nergise, **E**mpower



Excel

eurofilms



Private Equity Less Ordinary



PICK EVERARD



BOMBARDIER



Framework for excellence





What matters most?

An Investor in Excellence understands and has clearly defined the core purpose of the organisation as well as a clear vision of its future. It understands what is critical and how the organisation should achieve its goals.



Leading

- 1.1 Forecasts are made to predict trends and the effects of anticipated movements in the marketplace.
- 1.2 Sound strategies and plans are developed to secure the future of the organisation.
- 1.3 Strategies and plans are translated into policies and objectives.
- 1.4 Performance is monitored and strategies and plans are reviewed and updated.
- 1.5 Leaders personally develop and drive a culture of excellence.

Great Leaders?



An alternative view?



Does size matter?



2.2m

Wal-Mart Stores
Mike Duke



1.69m

CNP
Jiang Jiemen



1.58m

State Grid
Liu Zhenya



1.02m

Sinopec
Fu Chengyu



961k

Hon Hai
Terry Gou

A leaders 'moment'



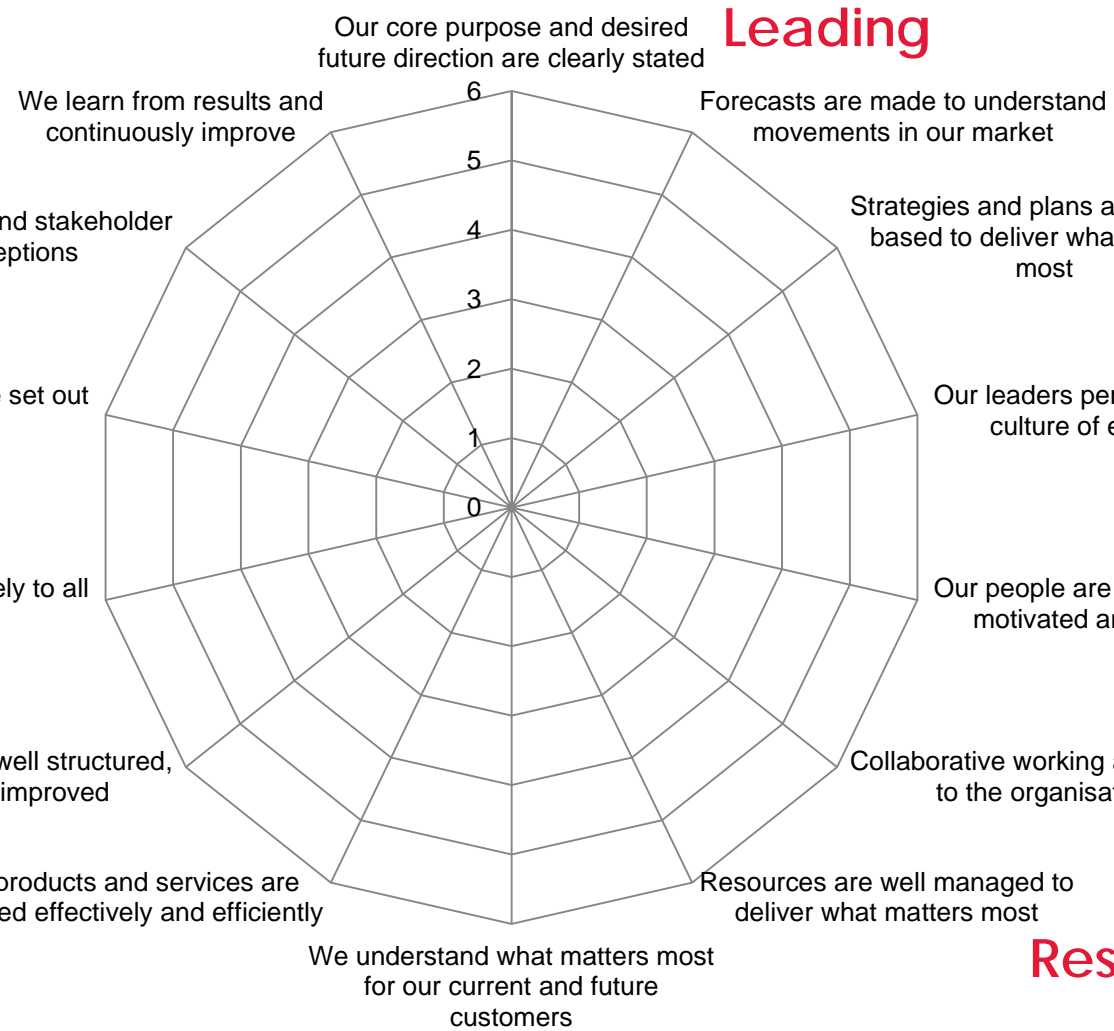
True Leaders

- Photo's from the day

How to use this tool
Assess your organisation's readiness by answering each question with a 0-6 rating (where 6 indicates strongly agree and 0 indicates strongly disagree)

Achieving

Leading



Delivering

Resourcing

Name.....

email:.....

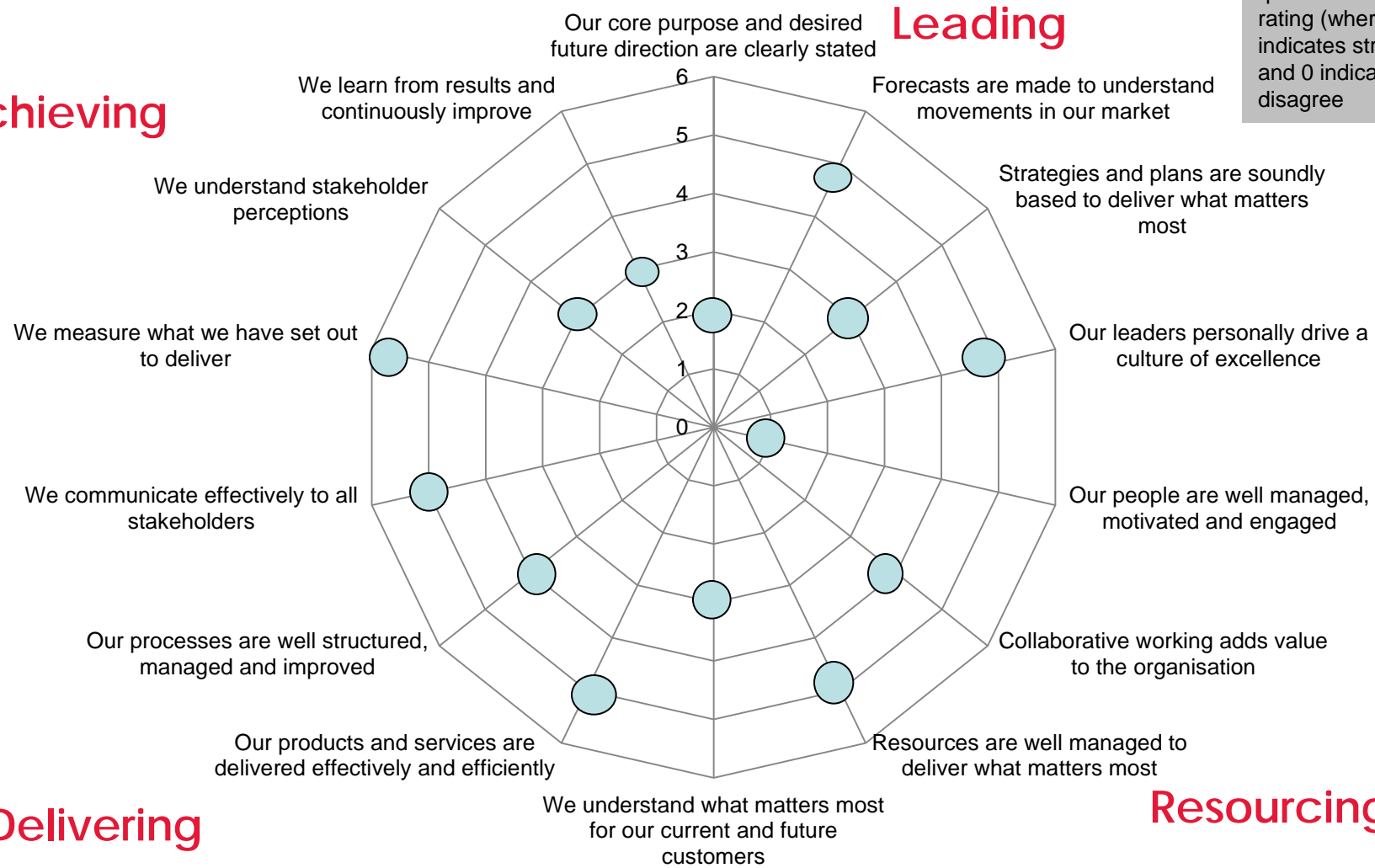
How to use this tool
Assess your organisation's readiness by answering each question with a 0-6 rating (where 6 indicates strongly agree and 0 indicates strongly disagree)

Achieving

Leading

Delivering

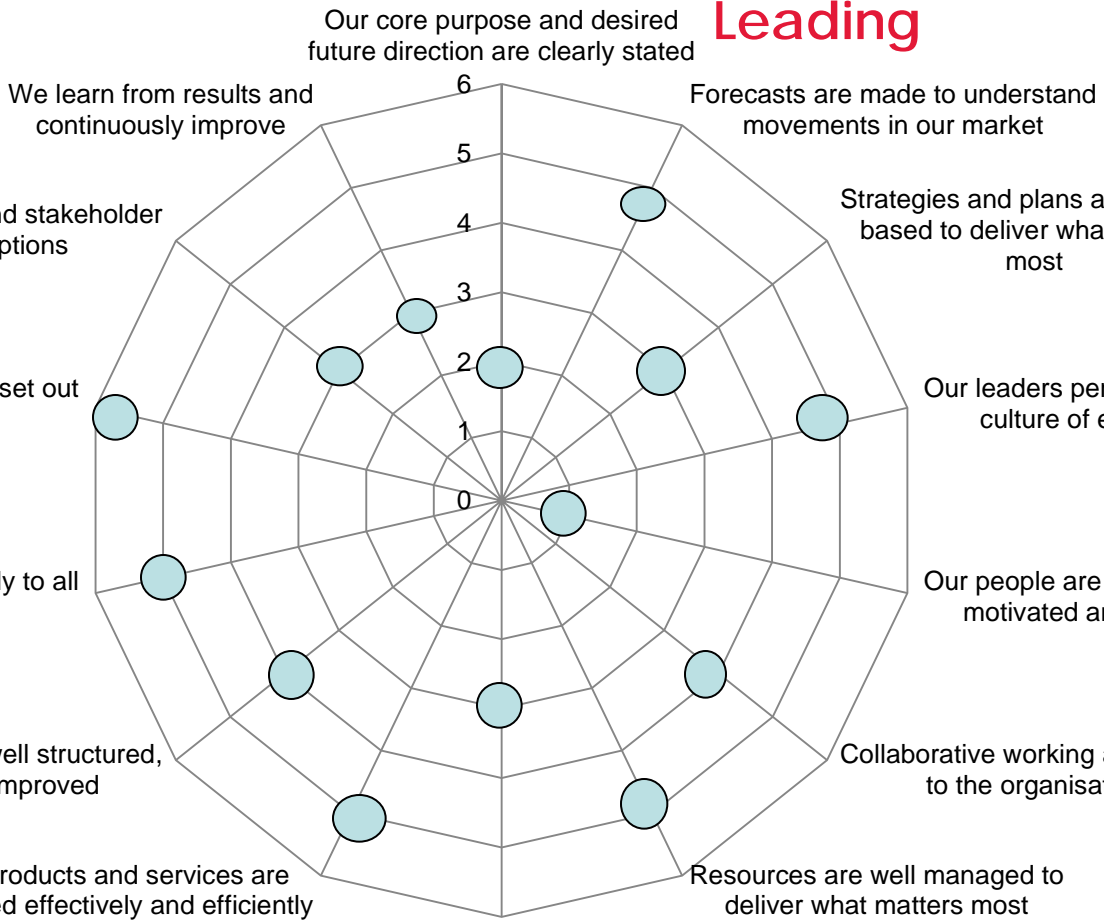
Resourcing



How to use this tool
Assess your organisation's readiness by answering each question with a 0-6 rating (where 6 indicates strongly agree and 0 indicates strongly disagree)

Achieving

Leading



Delivering

Resourcing

Total Score =

How to use this tool
Assess your organisation's readiness by answering each question with a 0-6 rating (where 6 indicates strongly agree and 0 indicates strongly disagree)



Name.....

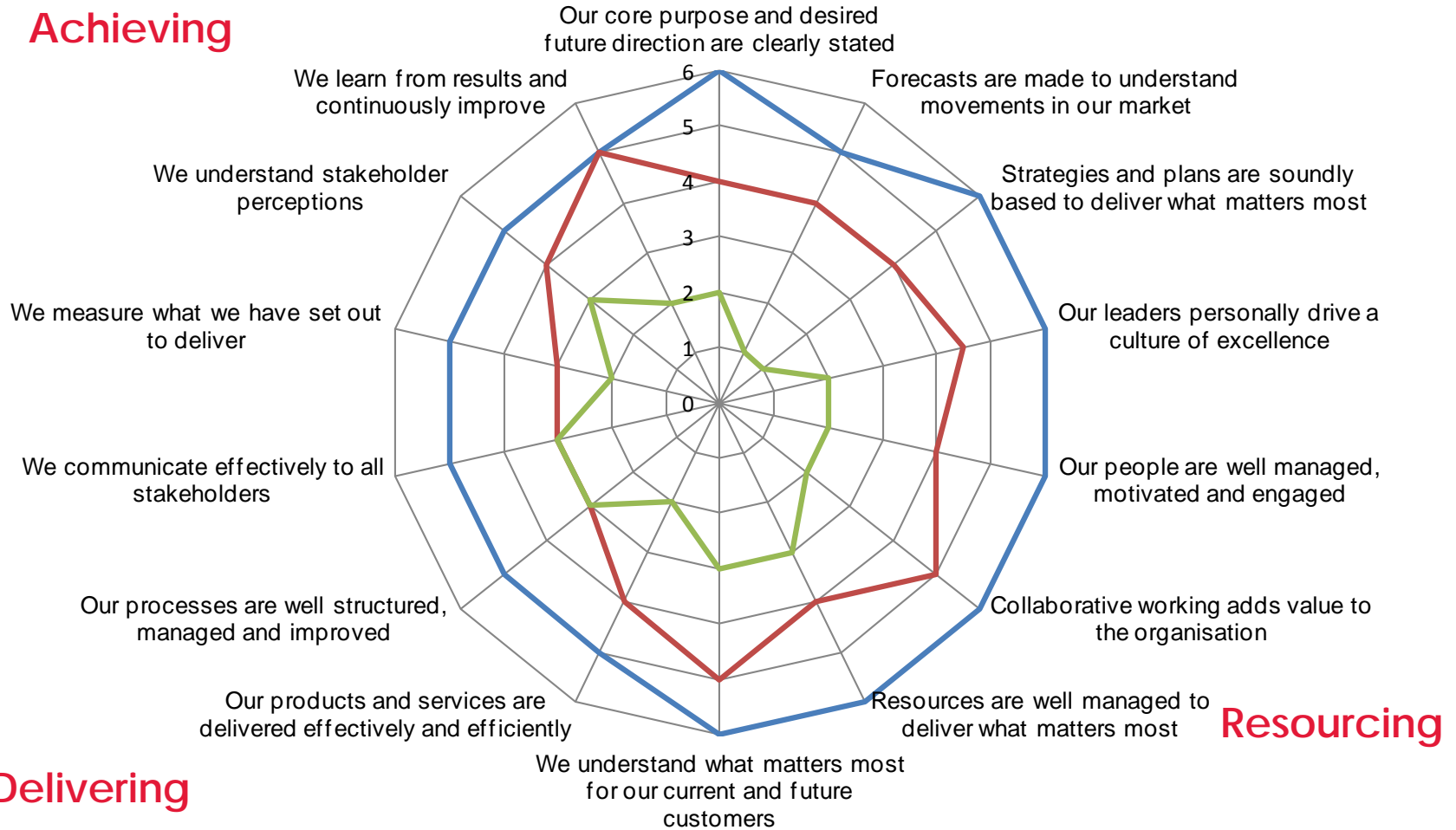
email.....

Web of Excellence – Your View

— Highest Score — Mode — Lowest score

Leading

Achieving



Resourcing

Delivering



**Effective
leadership**

Know when to shut up

SALES INITIATIVE ACTIVE EFFICIENCY CUSTOMER ORGANIZATION BRANDING FINANCIAL EVALUATION RESULTS EXECUTIVE ADVICE ABSTRACT COACHING TEAMWORK PRODUCTS MARKET
MOTIVATION EXCELLENCE
ANALYSIS MANAGEMENT VISION
SUCCESS PROGRAM INNOVATION
OPERATION IDEAS PROFIT POSITIVE FINANCIAL GROWTH BUSINESS STRATEGY
MARKETING BRAND EXCELLENT GOALS SUPPORT
STRUCTURE
ACHIEVEMENT

Simplify

“Leadership is using our personal power to win the hearts and minds of people to achieve a common purpose”

Win hearts – with emotion

Win minds – with logic

Focus

Vision

Passion

Action

(Need 3 out of 3)

Inside the Mind

of the World Class Leader

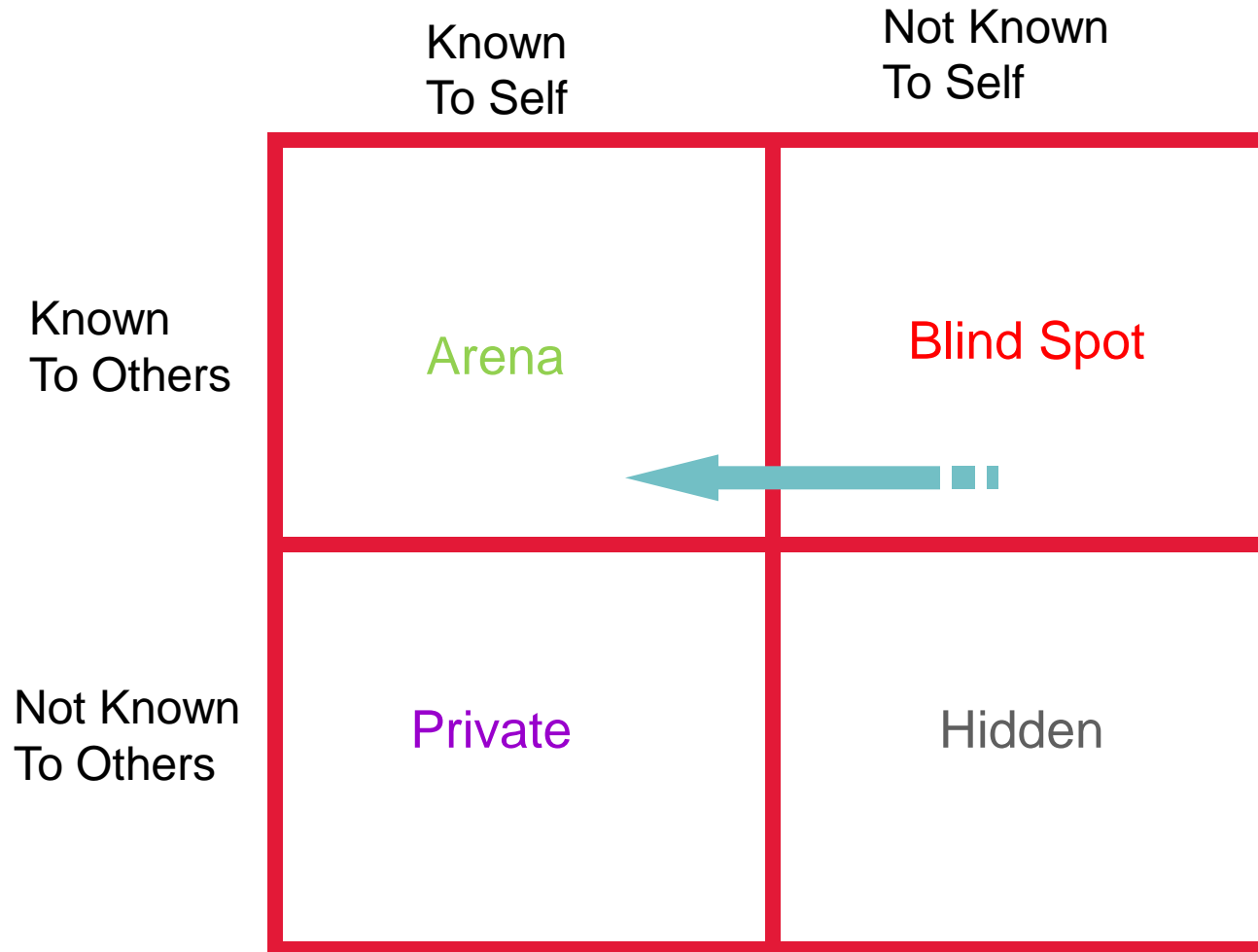


Always focus on What Really Matters



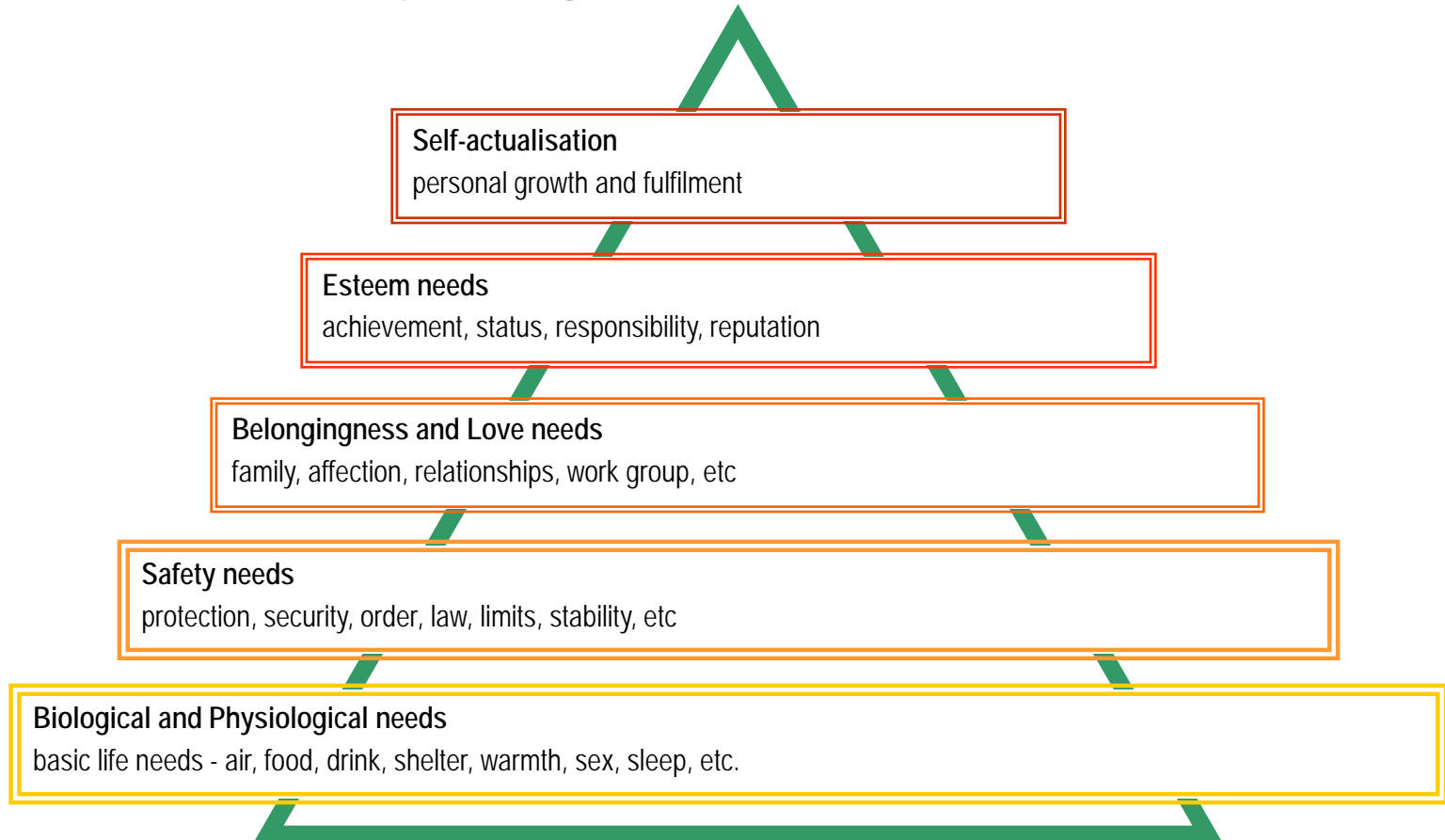
Assessing Leadership Effectiveness

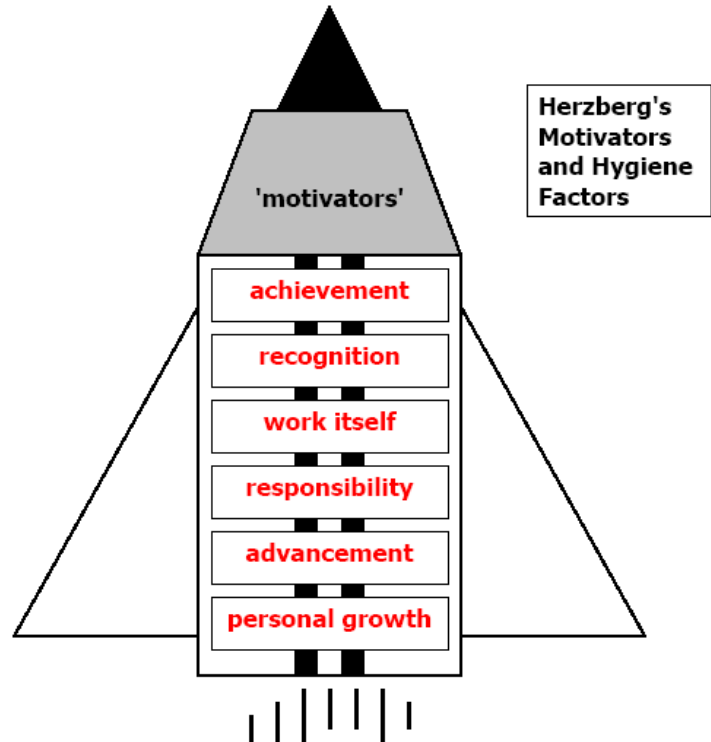
Johari's Window



Maslow's Hierarchy of Needs (original five-stage model)

- Progression is step-by-step up the hierarchy
- Once each level is satisfied they no longer motivate





Herzberg's
Motivators
and Hygiene
Factors

'hygiene' (or 'maintenance') factors		
status	security	relationship with subordinates
personal life	relationship with peers	salary
work conditions	relationship with supervisor	
company policy and administration		supervision

Hygiene factors are merely a launch pad - when damaged or undermined we have no platform, but in themselves they do not motivate.

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Good leaders rely on their ability to develop vision and trust, integrity, inspiration, empowerment, teamwork and continuous improvement



Good managers rely on their ability to plan, organise, give direction, staff, and control and monitor performance

Effective individuals know their capabilities, manage their time, like to learn, and achieve a work life balance

‘Without guidance leaders continue to focus on their individual ability to get things done – rather than focusing on making the team and organisation more effective’
Harvard Business Review

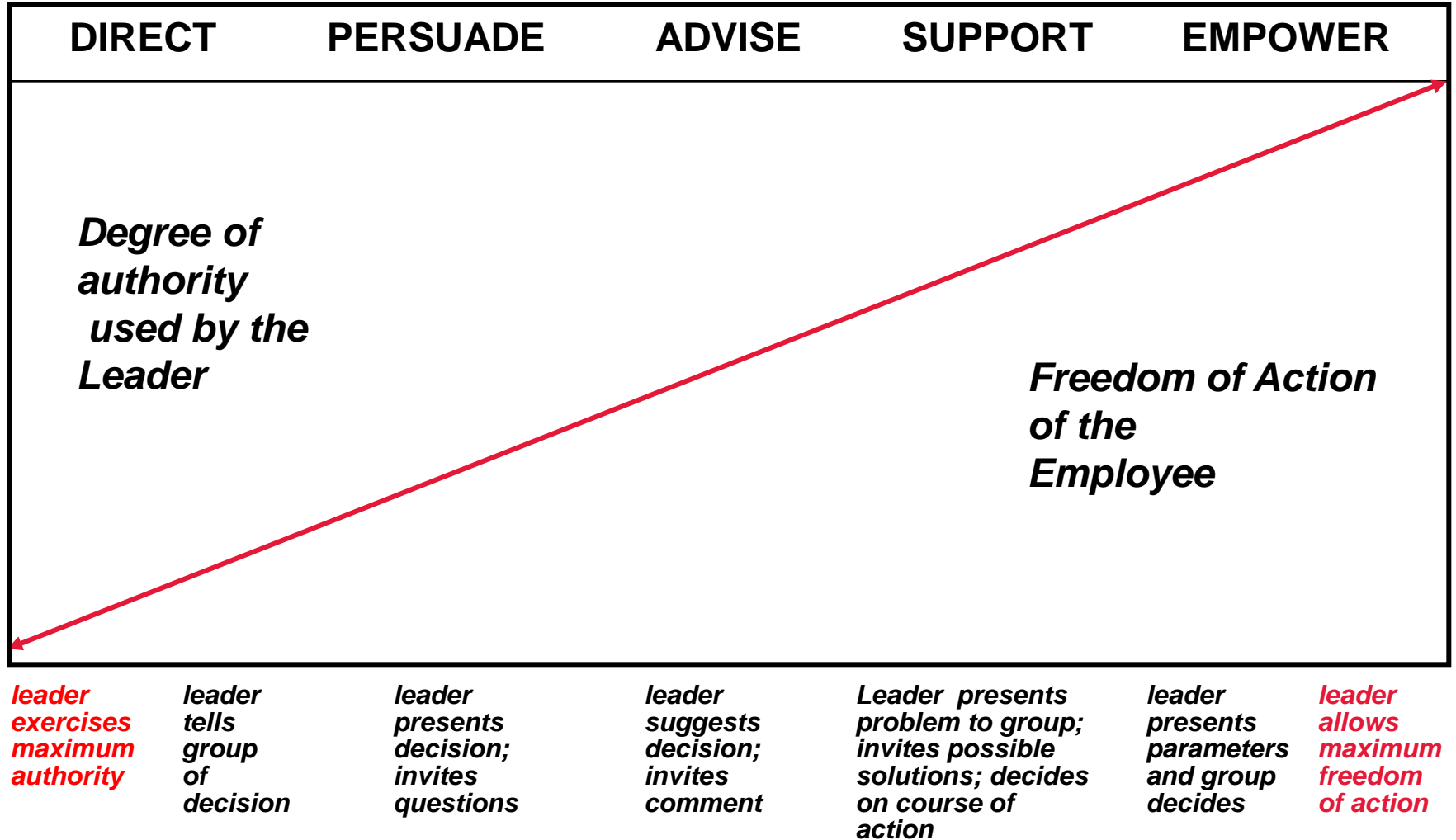
‘the crucial transition toward working through others’

Will
Skill
Opportunity

How Superior Leaders Have Changed

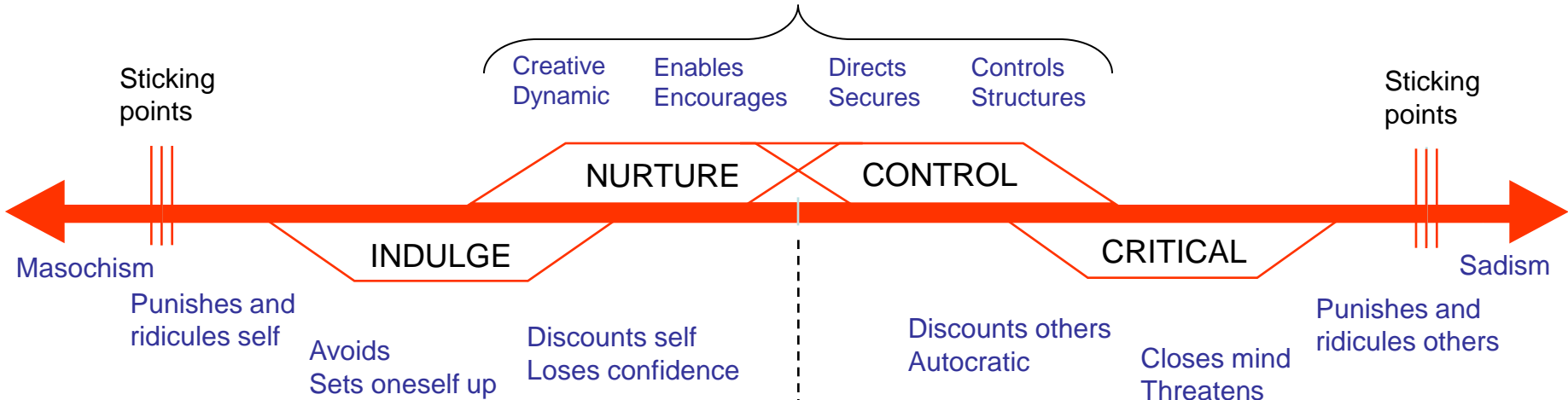
	Late 20th Century	21st Century
Motivation	I influence you Self → Other	We influence each other Other ↔ Other
	People need me	We need each other
Beliefs	I must provide answers	We don't need to know all the answers
	I must set the direction	The group must set the direction
	I must create certainty about the right course of action	The group must learn to be flexible and to manage paradox
	I must decide what is right and always be fair and consistent	The group must decide what is right
Actions	Information is power. Use it strategically	Information is power. Disperse it widely
	Provide vision	Co-create and share purpose
	Direct others skillfully	Strive for mutuality
	Coach and cheerlead	Stimulate questioning and dialogue
	Make decisions	Share decision-making with others
	When people can't agree, the leader decides	When people can't agree, the leader makes it mandatory they find agreement
	Leads by consensus, but is ultimately in charge	Leads by consensus and insists the group take charge

Leadership Styles



THE LEADERSHIP TRUST SPECTRUM

EFFECTIVE LEADERSHIP



“Heart rules Head”

“Head rules Heart”

Needs:

- **To be liked / loved (hence popular)**
- **To prove self**
- **Re-assurance**

Characteristics:

- Seeks **EXCITEMENT** rather than security
- Risk takers enjoy crises
- Original creativity
- Flexible, likes change
- Lateral thinker
- Unorthodox

FEAR OF REJECTION

Needs:

- **Control emotions / feelings**
- **Stability rather than change**
- **Approval**

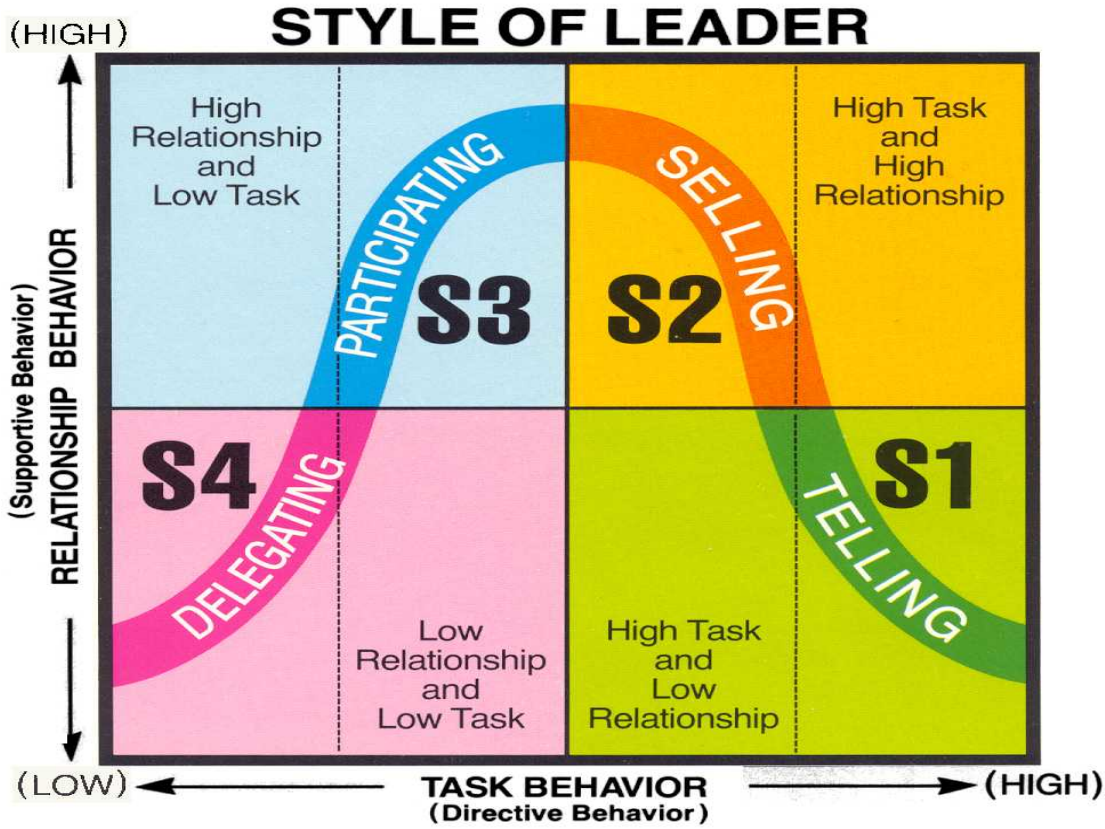
Characteristics:

- Seeks **SECURITY** rather than excitement
- Thorough and careful (calculated risk takers)
- Developmental and methodical
- Good in structured situations
- Vertical thinker
- Orthodox

FEAR OF FAILURE

Situational Leadership

SITUATIONAL LEADERSHIP



Why leaders fail

Arrogance: you're right & everybody else is wrong

Melodrama: you want to be the centre of attention

Volatility: your mood swings create business swings

Excessive caution: the next decision may be your first

Habitual distrust: you focus on the negatives

Aloofness: you disengage and disconnect

Mischievousness: rules are made to be broken

Eccentricity: it's fun to be different just for the sake of it

Passive resistance: your silence is misinterpreted as agreement

Perfectionism: get the little things right even if the big things go wrong

Eagerness to please: being popular matters most

It is all common sense?

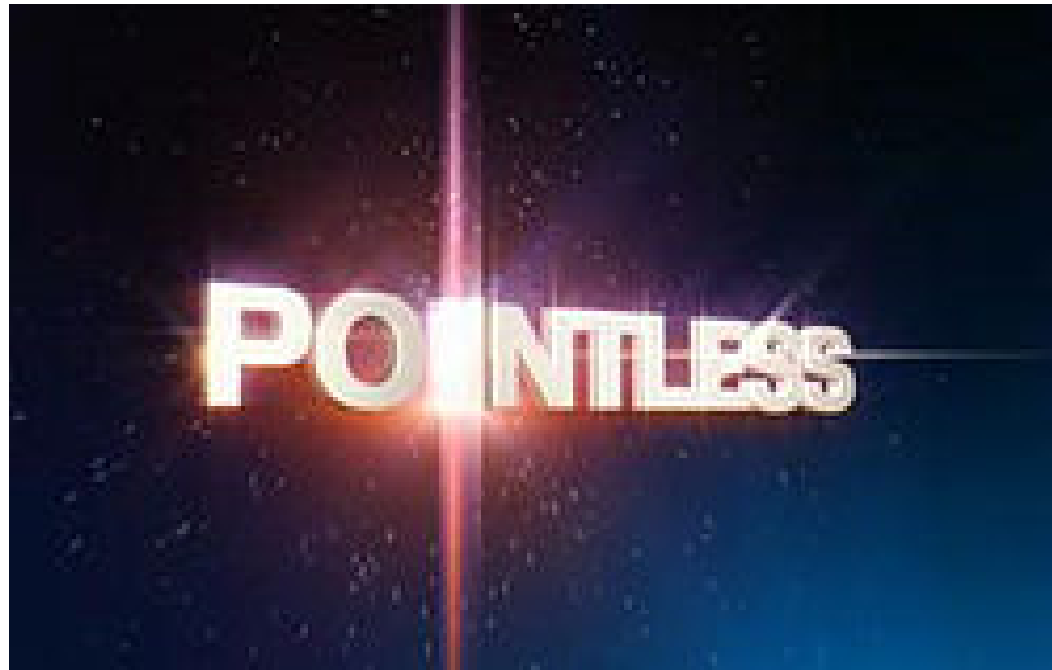
1. Know & control yourself
2. Clear idea and vision
3. Get the very best people around you
4. Give them a clear idea of the objective
5. Tell them how you feel about the idea and vision
6. Generate momentum
7. Tune in to potential
8. Question – what ? how ? when? why not?
9. Listen – to everybody
10. Get out of the way

Top three qualities?





THE SECRET TO EXCELLENT LEADERSHIP IS?



Prioritising and assigning actions from our liE self-assessment

The secret to excellence is taking action

Clarity

Are we all absolutely clear on our priorities and what actions will deliver the best return on investment to What Matters Most? Eg. “Delighting our customers”ii

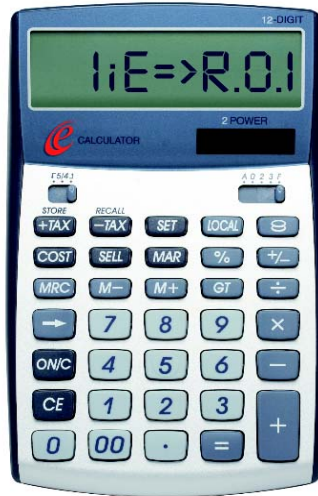
Capacity

How do we best use the capacity we have to deliver the best return on investment? Can we wait? Do we need some help?

Capability

Do our people have the skills and knowledge needed to deliver the required improvements? How can we best develop this capability?

19 : 1 is it worth it? ...



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