Leadership Makes the Difference

Developed for

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Presented by:
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Our Session Objectives

1. The roles of manager and leader, and what aspects makes them different;
2. What does the Wizard of Oz has to tell us about leadership;
3. Why communication is such an imperative part of leadership, and how to do it better;
4. The roles of coaching and mentoring in leading others;
5. The why and how of building a committed team; and
6. The leader’s critical role in fostering a learning culture in any successful organization.
Part I

Managers and Leader – How do they Differ?
1. Leadership Defined….

The ability to use persuasive communication skills to influence the attitudes and behaviors of others toward the successful accomplishment of an objective.
Something to Think About: What are the characteristics of the greatest Leader(s) you have ever worked for/with?
2. The Leadership Challenge

In today’s environment, effective leaders must ....

- maintain close controls for profitability;
- be relentless and efficient in their commitment to making money; but also,
- adaptable and resourceful in dealing with people, and their dignity.
3. Enlightened Leadership Style

1. Enlightened leaders walk around, interact, are available, and avoid:
   a. “Stealth management” - number crunching gnomes
   b. “LAZ” (Leave Alone - Zap)

2. They regularly and openly recognize achievements in a timely fashion …
3. Make promises reservedly, but *always* keep them

4. Reject pettiness (own and other’s)

5. Provide “feedforward” to enhance future performance …
6. Are passionate about training/development - - theirs and their team’s (more on this in last part)

7. Frequently reference plans and visions, and make their team feel a part of both.
The Three Components of Your Firm’s Positioning Strategy

Customers’ Needs (Explicit and Implicit)

“My value proposition for this customer, given this set of circumstances, is ……………”

Your Company’s Distinctive Competencies (U/R)  Competitors’ Competencies
There are over 150,000 books on leadership, so it must be difficult and critical.

“Managers are a dime a dozen, but leaders are priceless.”

Wayne Huizenga
4. The Major differences between managers and leaders

a. Focus

- Manager: On Self
- Leader: On Team
b. Source of Influence

- **Manager:** Position, Punishment, and Reward

- **Leader:** Charisma, Dependability and Wisdom
c. Default Negotiation Approach

- Manager: Avoidance or Competition
- Leader: Collaboration
The OMN Negotiation Matrix

- **Proactive**
  - **High Cooperation**: Collaboration
  - **Low Cooperation**: Competition

- **Reactive**
  - **High Cooperation**: Accommodation
  - **Low Cooperation**: Avoidance
d. Emphasis
   - Manager: Results (ends)
   - Leader: Effort and Creativity (means)

e. Fears
   - Manager: Failure
   - Leader: Complacency (fighting dogma)
f. Results mindset

- **Manager:** Make today look as good as possible

- **Leader:** Today will take care of itself, what do we need to do today achieve tomorrow?
Part 2

Becoming a Leadership Wizard
What Does the “Wizard of Oz” Tell Us About Leadership?

Combining the new and improved Tin-Man, Lion and Scarecrow would make for a superior leader.
1. Leadership Wizards know their business, and their team members
   a. They recognize the difference between cause and effect
   b. They avoid the data trap, and work from higher levels of knowledge

A. The need for a superior Brain
The Four Levels of Knowledge

**Level 1:**
Data: A quantitative representation of past or present results; or future projections

**Level 2:**
Information: An evaluation of the “goodness” or “badness” of the data

**Level 3:**
Intelligence: The identification of alternatives to improve good, or fix bad, information results

**Level 4:**
Wisdom: The advice that a leader shares in the assessment of alternatives
2. Matching Authority and Responsibility

a. To give responsibility, with no authority, is to *Immobilize*

b. Providing authority with responsibility is to -
3. Recognizing and Respecting the Importance of all Roles

a. “There are no small parts, only small actors” K. Stanislavski

b. You never know where the next stroke of genius might come from
c. Leaders always seek ways roles can be enhanced

d. They examine all handoffs carefully to avoid “baton drops”

e. They look for needed new roles for the future
B. The need for a caring *Heart*

1. The Hearts foundation is team member commitment
   a. The difference between **satisfied** and **committed** team members (doing THEIR job vs. THE job)
   b. Leaders identify commitment enhancers (more on this later)
“Most people can discern the difference between a person out to make a dollar and a person out to make a difference.”

Todd Duncan
2. Leaders build and use a success cycle
   a. Communicate objectives
   b. Finalize and support both strategy and tactical action plan
   ...
2. Success cycle *(continued)*

c. Measure and communicate results
   *(Note: compare expected and realized environments)*

d. Reward and coach appropriately; remove if necessary

e. “Fix it” and move on to the next cycle
C. Wizard leaders demonstrate **Courage**

1. Leaders are able to handle the truth
   a. Know, deploy, and support strengths
   b. Deal appropriately with weaknesses (not all weaknesses should be fixed)
   c. Believe in the *change exchange* - Investments today, for returns in the future *(They don’t eat their seed corn!)*
C. *Courage* (continued)

2. Leaders implement as change champions - with passion

   a. They are extremely visible in execution

   b. Proactively deploy timelines and deadlines
3. They are confident, but humble
   a. Never let their ego eat their brain
   b. Accept responsibility and spread credit
   c. Utilize Plus Hiring X
Part 3

Leaders’ Biggest Challenge – The Communication Imperative
“What counts is the substance of the communication and the nature of the person doing the communicating - including his or her ability to listen as well as to talk.”

Bossidy & Charan
A. Change and the Need for Effective Communication

1. Changing environments

2. Changing people

3. Changes in vision, goals, strategies and tactics

4. The need to make certain implementation and execution deliver enhanced outcomes
B. Are you a snow flake in their communication blizzard? Consider -

1. Purpose of the communication
2. The recipient/audience
3. The Message - Less is now definitely more
4. Media options
5. Means to gauge if successful communication took place
C. There are a vast variety of media we can use today

**Go vs. Sent Approaches**
1. Face-to-face – The Go Approach
2. Phone/voicemail
3. Conference calls/webinars
4. Email/text
D. There are Differences in the ways men and women are, and different generations, are wired to communicate.

“To effectively communicate, we must realize that we are all different in the way we perceive the world, and use this understanding as a guide to our communication with others.”

Leslie Dryman
Author - Communication Clash
E. Ten Key areas of Gender Differences in Communicating

1. The role of non-verbal – Women are all about connection
2. Body orientation – Women face, men create angles
3. Discussion – Women ask questions, men make statements
4. Apologizing – Women use it to maintain connections, men worry about long-term consequences
5. Compliments – Women do it naturally, men give advice
6. Problem solving – Women want to discuss, men want the facts, and a quick fix
7. Getting your way – Women often feel slighted, where men feel manipulated
8. Amount – Both use the same number of words, men are less frequent
9. Interrupting – Women do it to show concern, while men do it to change topics
10. Email – Women focus on relationships, while men share knowledge
F. Generational Communication Differences

1. Traditionalists (Pre-1946) – Prefer face-to-face, follow the rules set by leaders, don’t seek feedback, reward is job well done, experience is respected.

2. Baby Boomers (1946-64) – Love team and team meetings, in person communication, not into feedback, like titles and financial reward, and need to feel valued and needed.

Source: Martha Duesterhoff
3. Gen X (1965-80) – Independent thinker, direct communication/less formal, seeks feedback, wants to work independently, does it his/her way without concern for rules.

4. Gen Y (1981+) – Likes engaging with others, very participative, uses email and text, seeks feedback on meaningful work, reward is working with bright people, and building their skills
A Final Thought on Generational Differences in Communicating

A recent study showed that 53% of Gen Ys would give up their sense of smell rather than give up their communication technology.

Would you???
Part 4

The Critical Leadership Roles of Coaching & Mentoring
John Wooden:

“When coaching, I preferred playing against an A team with a B coach, rather than playing against a B team with an A coach.”
A. The Prevalence of Coaching:

“Nearly 9 out of 10 firms expect their managers to deliver coaching as part of their day-to-day work.”

Institute of Personnel and Development
B. Most Coaches are not as good as they think they are:

According to a large industry-wide study, most managers are confident in their ability to coach, but are actually poor in their competencies to do so.
C. What is Coaching?

Use of a process with others to reinforce and enhance effective behaviors, as well as to identify, address, and improve behaviors that are not consistent with objective accomplishment.

It is all about advancing a culture of change and personal growth.
D. The Three Components of Successful Coaching

1. Technical help
2. Individual challenge
3. Personal support
E. Benefits from Effective Coaching

1. Developing skills
2. Addressing performance gaps
3. Increasing both effectiveness & efficiency
4. Succession plan impacts
5. Managing turnover
6. Advancing your firm’s culture
F. The Eight-Step Effective Coaching Process

1. Show confidence in team member’s ability/willingness to achieve
2. Clearly define the opportunity/problem (not just symptoms)
3. Identify any obstacles that limit growth/improvement
4. Jointly identify and discuss possible initiatives/solutions ...
5. Agree on an action plan that includes both the employee and the coach
6. Allocate the needed resources (time, money, information)
7. Set dates and times for follow-up
8. Express confidence in success *IF* the action plan is followed, and clarify consequences (+/-)
Organizations that coach and lead people right will outperform organizations that don’t by 30% to 40%.

Jeffrey Pfeffer
### G. Comparing Coaching & Mentoring

<table>
<thead>
<tr>
<th>Coaching</th>
<th>Mentoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job-related</td>
<td>Career &amp; interpersonal</td>
</tr>
<tr>
<td>Direct/correct</td>
<td>Listening &amp; suggesting</td>
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<tr>
<td>This way/telling</td>
<td>Find a way</td>
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<tr>
<td>Give them a fish</td>
<td>Teach them to fish</td>
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<tr>
<td>Objective-focused</td>
<td>Development-focused</td>
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<tr>
<td>Short-term</td>
<td>Longer-term</td>
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<tr>
<td>Mandated</td>
<td>Voluntary (both parties) ...</td>
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Comparing Coaching & Mentoring (Cont.)

Coaching
◆ Correcting
◆ Coach led
◆ Line relationship/boss
◆ Core responsibility

Mentoring
◆ Guidance and support
◆ Mentee led
◆ Informal relationship/colleague
◆ Expanded role
Chip R. Bell’s Mentor Definition:

“A mentor is simply someone who helps someone else learn something that he or she would have learned less well, more slowly, or not at all, if left alone.”
H. Strong Mentor Characteristics

1. High standards/ethics
2. Availability
3. Experience creation
4. Development skills
5. Information access …
Strong Mentor Characteristics (Cont.)

6. Candor
7. Confidentiality
8. Adaptability
9. Connectivity

10. Strong commitment to the organization (More to follow)
I. Mentoring Best Practices

1. Walk the talk
2. Solution resource; not problem solver
3. Correct behaviors; not the person
4. Build a team to support mentee (*It takes a village*)
5. Foster independence
6. Action-focused advice/feedback
A Coaching and Mentoring thought from the Great Zig Ziglar:

“Bad habits are easy to develop and hard to live with. Good habits are hard to develop, but are easy to live with.”
Part 5

Building a Committed Team as Your Success Catalyst
A. The Impact of Team Member Commitment on any Organization’s Success

The What and Why of Commitment……

a. Key Distinction:  
*Satisfied employees will do their job, while your committed team members will do the job*

b. There is a need to build team member commitment via your coaching and mentoring efforts
B. The Favorable Outcomes from Enhanced Commitment

Direct Positive Outcomes for Your Organization:

- Reduced turnover (Both Employees and Customers; and
- Lower human resource costs; and
- Lower selling and operating costs.
C. Understanding the Commitment Spirals
Low Employee Commitment

1

The Weak Commitment Spiral

Increases In Employee Turnover

2

Increased Errors/Waste

3
Higher Selling and Operating Costs

The Weak Commitment Spiral

Negative Internal And External Customer Impacts

More Mistakes and Complaints

6

5

4
Reduced Human Capital Investments

7 Reduced Profit Performance

1 The Weak Commitment Spiral
The Strong Commitment Cycle

1. Improved Employee Commitment
2. Reduced/Managed Turnover
3. Reductions In Errors/Waste
Improved Employee and Customer Satisfaction

More Productive Internal and External Working Relationships

Lower Selling and Operating Costs

The Strong Commitment Cycle
Stronger Profit Performance

Expanded Human Capital Investments

The Strong Commitment Cycle
D. The Role of Team Member Commitment in Driving Success

The What and Why of Commitment ….

a. Let me clarify:  
*Satisfied will do their job, while committed people do the job*

b. There is a need to build upon team member commitment
E. Commitment Builders

The Top Ten

1. Recognize the importance of Personal and Family life

2. Make Certain Rewards are Equitable throughout the organization
3. Keep benefits competitive

4. Let team members know the organization’s direction and their roles

5. Provide opportunities for personal growth

6. Foster an open/candid communications environment
7. Encourage and recognize useful input

8. Involve all in planning, solution development and implementation

9. Accurately appraise performance and contributions (in a timely manner)

10. Don’t be afraid to be human and humane
Part 6

The Leader’s Role in Fostering a Learning Culture in their Organization
A. Traits of Learning Leaders

1. They see fostering the team members’ learning as their biggest job;
2. They are eager and visible learners themselves;
3. They only hire sharp people who are committed to continuous learning;
4. They recognize that learning time has a multiplier effect;
5. They understand that learning is an investment with a massive ROI;
6. They are totally familiar with all of their firm’s learning content;
7. They demonstrate and coach the skills and processes; and
8. They are proactive in their search for effective learning materials and content.
B. The Vastly Different Roles for Training and Development in a Learning Organization

1. **Training** brings new team members up to an acceptable level of proficiency (effective and efficient).

2. **Development** helps team members fight obsolescence, and continue to reach and elevate their performance ceilings.
Learning Leaders Lead Training & Development

Training

Gap 1  Gap 2

Development

Gap

Skill Level Required

Months/Years
C. The Benefits of Leading a Learning Culture at Your Firm

1. Knowledge is a critical core competency and differentiator.
2. The “game” and requirements are constantly changing.
3. Without it you are the low hanging fruit your competitors will attack.
4. Knowledge breeds arrogance when you think you have it, and confidence when you actually do.
5. Learning cultures are documented as driving lower turnover, and higher productivity & profitability.
“The role of a creative leader is not to have all the ideas; it’s to create a culture where everyone can have ideas and feel that they are valued.”

~ Ken Robinson
“There is little traffic on the extra mile.”

Roger Staubach
Thank you for inviting me, and considering my ideas and experience. I wish you even greater success in all your leadership endeavors -- in Life, and on the Job.