

# A LEADERSHIP TOOLKIT



brainard  
STRATEGY

# Learning Objective

## Goal

- To strengthen leadership capability and organizational culture by providing an integrated leadership framework (language and linked set of tools)

## Outcome

- To improve overall organizational effectiveness

# Learning Objective

- Leader: one who has followers
- Leadership has five (5) essential characteristics\*
  - ✓ Challenging the process (change)
  - ✓ Inspiring a shared vision (vision)
  - ✓ Enabling others to act (empowerment)...3 P's
  - ✓ Modeling the way (role model)
  - ✓ Encouraging the heart (recognition/reward)...3 M's and GMP
  - ✓ (Note: Technical competence is a given)

# Ten Commitments of Leadership

1. Search out challenging opportunities to change, grow, innovate and improve (challenge the process = change)
2. Experiment, take risks, and learn from the accompanying mistakes (challenge the process = change)
3. Envision an uplifting and ennobling future (inspire a shared vision = vision)
4. Enlist others in a common vision by appealing to their values, interests, hopes and dreams (inspire a shared vision = vision)

# Ten Commitments of Leadership

5. Foster collaboration by promoting cooperative goals and building trust (enable others to act = empowerment)
6. Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support (enable others to act - empowerment)
7. Set the example by behaving in ways that are consistent with shared values (modeling the way - role model)

# Ten Commitments of Leadership (continued)

8. Achieve small wins that promote consistent progress and build commitment (modeling the way - role model)
9. Recognize individual contributions to the success of every project (encouraging the heart - recognition/reward)
10. Celebrate team accomplishments regularly (encouraging the heart - recognition/reward)

# Six Principles of Credibility

1. **Discovering your self - three essential aspects of your self; values, competencies, confidence**
2. **Appreciating constituents and their diversity - understand and appreciating employees, vendors, customers unique needs and values**
3. **Affirming shared values - build a strong sense of community and consensus around shared values**

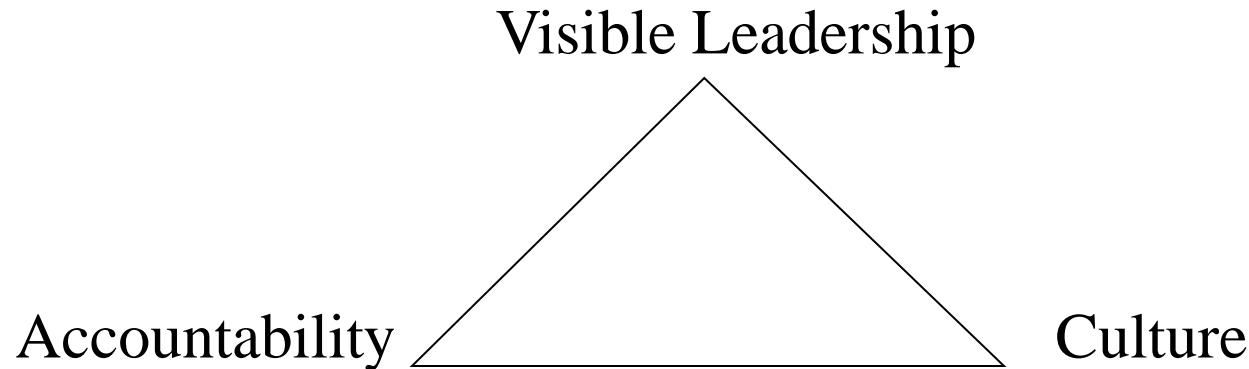
# Six Principles of Credibility (continued)

4. Developing capacity - continuous learning and improvement results in increased self-confidence and personal responsibility
5. Serving a purpose - leaders serve a purpose for the people who have made it possible for them to lead
6. Sustaining hope - foster optimistic attitudes that lead to more challenging goals and achievements

# General Electric: Leaders

- Are passionately focused on customer success and insist on excellence
- Act in a boundary-less fashion...always search for and apply the best regardless of the source
- Create a clear, simple, customer-centered vision
- Create an environment of “stretch”, excitement, informality and trust...reward improvements...celebrate results
- Demonstrate...with infectious enthusiasm for the customer the 4E's
  - ✓ personal ENERGY to welcome and deal with the speed of change
  - ✓ the ability to create an atmosphere that ENERGIZES others
  - ✓ the EDGE to make difficult decisions
  - ✓ and the ability to consistently EXECUTE
  - ✓ KEY TO SUCCESS: Learning...steal shamelessly...the Trotter rule

# Success Model

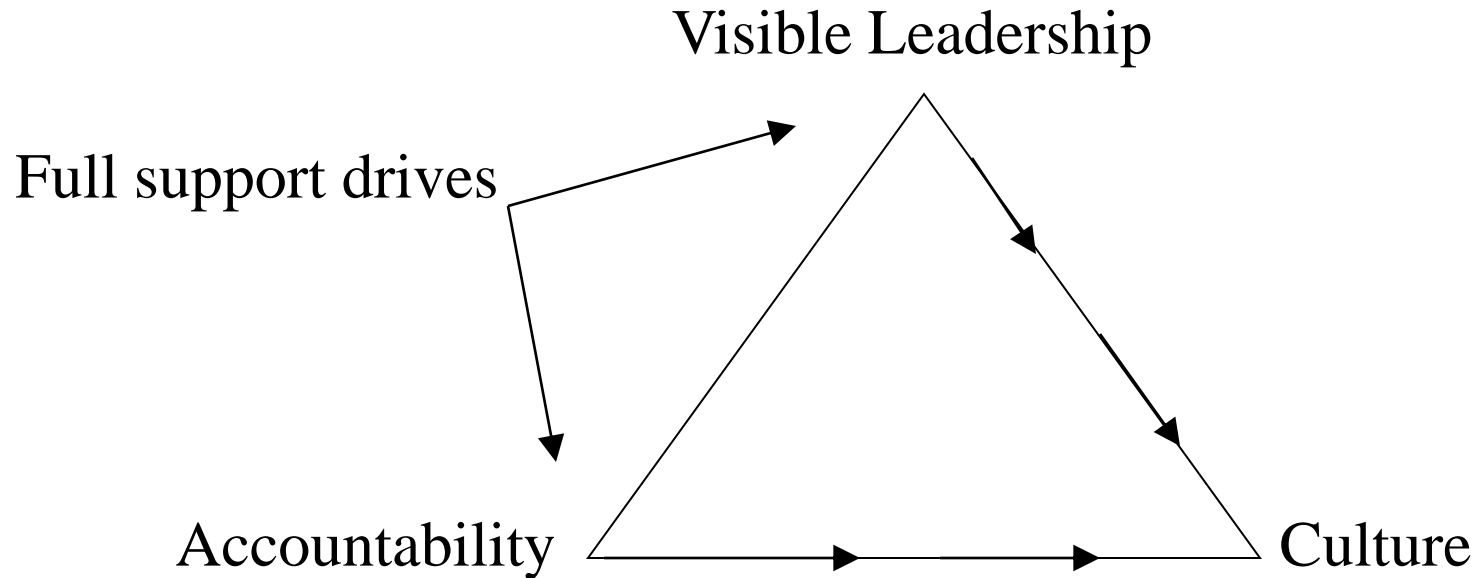


- The model identifies three (3) critical areas of concentration
- Visible leadership demonstrates what's important by words & actions
- An accountability system that effectively measures & rewards performance
- A resulting culture whose norms support & reinforce the business' values & objectives

# Decision Making Model



# Decision Making/ Success Model



# Emotional Intelligence (EI)

“The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships”

“A different way of being smart”

“A learned capability based on emotional intelligence that results in outstanding performance at work”

# Emotional Intelligence (EI)

## Five essential competencies to raise EI

- **Self-awareness** - knowing one's internal states, preference, resources and intuition
- **Self-regulation** - managing one's internal states, impulses and resources and resources
- **Self-motivation** - emotional tendencies that guide or facilitate reaching goals
- **Empathy** - awareness of others' feelings, needs and concerns
- **Effective relationships** - adeptness at inducing desirable responses in others

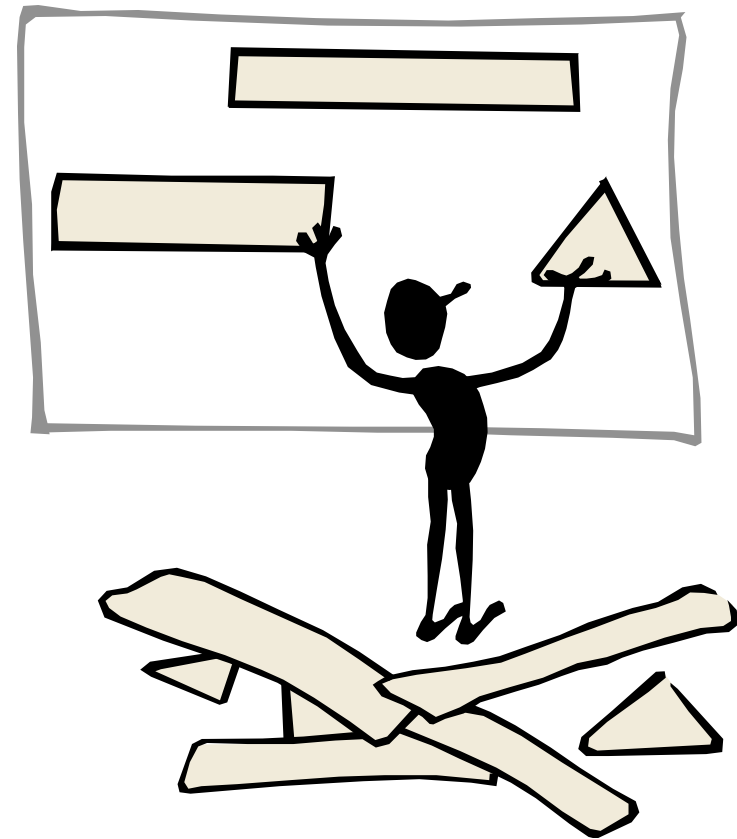
# Change

**"You must be the change you wish to see in the world."**

**- Mahatma Gandhi**

# Change Leadership

- Challenge the status quo
- Model the change
- Effectively communicate change
- Involve others in the change
- Remove barriers; help others to break from the past
- Create a supportive environment



# Motivation

“Motivation and inspiration energize people, not by pushing them in the right direction as control mechanisms but by satisfying basic human needs for achievement, a sense of belonging, a feeling of control over one’s life and the ability to live up to one’s ideals.”

- John Kotter, Harvard Business School

# The Rogue Warrior Leadership Code

I will test my theories on myself first. I will be my own guinea pig

I will be totally committed to what I believe, and I will risk all that I have for these beliefs

I will back my subordinates all the way when they take reasonable risks to help me achieve my goals

I will not punish my people for making mistakes. I will only punish them for not learning from their mistakes

I will not be afraid to take action, because I know that almost any action is better than inaction. And I know sometimes not acting is the boldest action of all

I will always make it crystal clear where I stand and what I believe

I will always be easy to find: I will be at the center of battle

# People

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”

- Larry Bossidy

Former Exec. VP G.E.

Former Chairman/CEO Allied Signal

Chairman Honeywell International

# Leadership Quotes

“No man is a leader until his appointment is ratified in the minds and hearts of his men.” - The Infantry Journal, 1954

“Lead, follow, or get out of the way!” - Lee Iaccoca

“You’ve got to have integrity to be an effective leader. That’s what it all stems from.” - Don Shula

“Example is leadership.” - Albert Schweitzer

“Well done is better than well said.” - Benjamin Franklin

“The only way to change people’s minds is with consistency.”  
- J. Welch

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# References

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- 100 Best Companies to Work for in America, Levering and Moskowitz
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- The Discipline of Market Leaders, Treacy
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- Leadership Secrets of the Rogue Warrior, Marcinko
- Native American Wisdom, Nerburn and Mengelkoch
- Working With Emotional Intelligence, Goleman
- Credibility, Kouzes and Posner