

# LEADING WITH COURAGE



**brainard**  
STRATEGY

# Agenda

What are you passionate about?

Where is your organization within the market / industry?

Definition of change

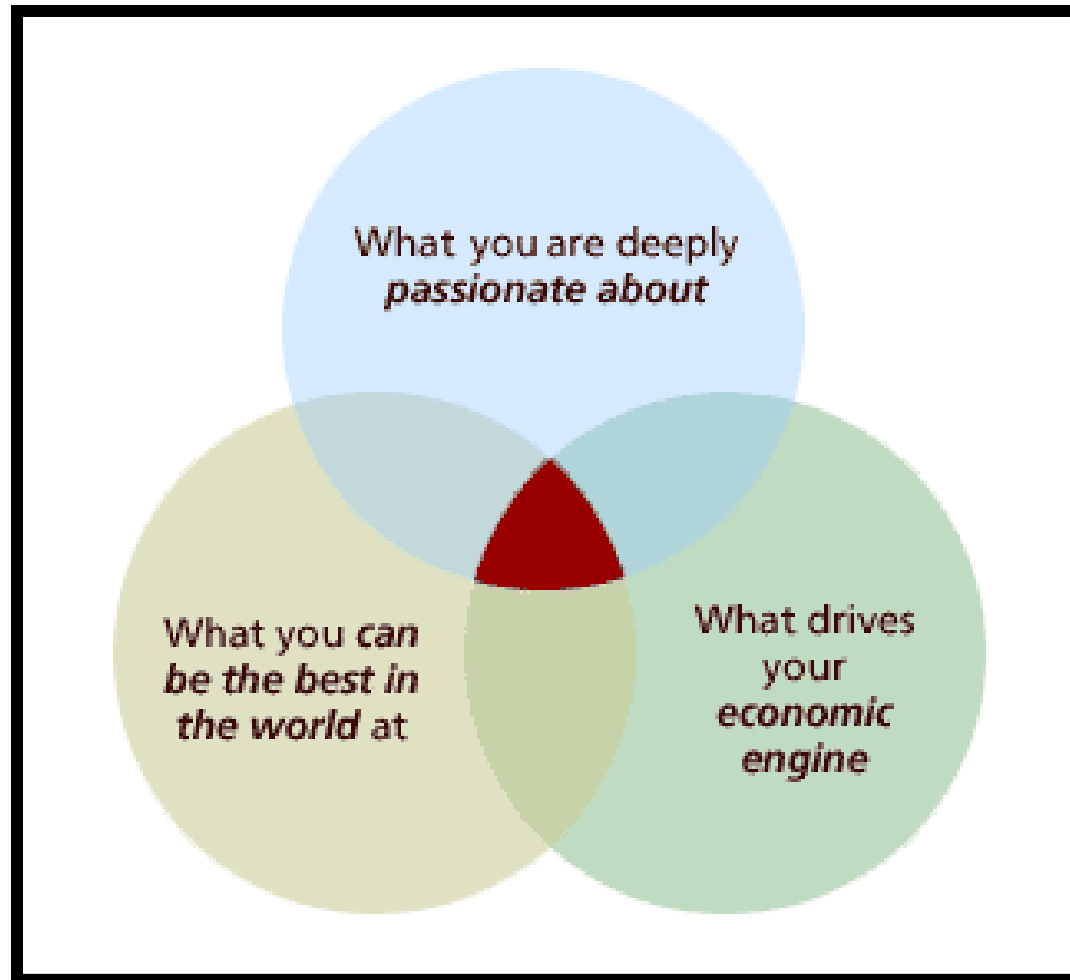
- S-Curve
- Internal v. external pressures
- Definition of change

# Agenda

## Challenge of leadership

- How courageous are you?
- Humility and will
- Success model

# The Three Circles



# Cycles of Change: The S-Curve

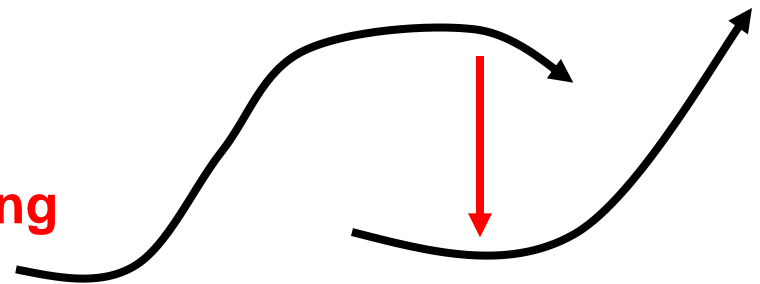
Common to all forms of change

Phases: Formation - Growth - Maturity - Decline

Transformation occurs when shifting to a new curve

- Most challenging part of change, i.e. Linus while blanket is in dryer, requires different kind of learning than moving along a curve - requires energy, motivation, and a different leap of faith

**Zone of Transformation:  
Ending---Neutral Zone---New Beginning**



# Lewen's Force Field

- Internal factors driving the need for change
- External factors driving the need for change
- Internal factors driving the status quo
- External factors driving the status quo

# Ending

Recognizing that transition begins with letting go of something

- Transition starts with an ending - letting go of old reality, old identity
- Failure to be ready for endings and losses is largest single problem organizations in transition encounter
- Beginnings depend on endings, yet people don't like endings

# Dual Aspects of Change

危機

“Human-ness”

# Neutral Zone


Understand the limbo land between letting go and arriving at the new reality

- Is at the core of the transition process - recognize old habits no longer fit, and find new habits start to take shape (i.e. winter, night, chaos, etc)
- Is both dangerous and full of opportunity
- Anxiety rises and motivation falls - productivity suffers
- Teamwork suffers

# How to Have an Impact

$$P = M * A$$

# Can vs. Will

§ <b>Can Not act</b>	§ Frustration	Appropriate “Letting Go”
§ <b>Can act</b>	← Mastery	§ Giving up
	<b>Have Will</b>	<b>No Will</b>

# Are You a Courageous Leader?

- **RESULTS-ORIENTED** rather than comfort-oriented
- **SPIRITED** and not complacent
- **TRUSTWORTHY** rather than self-protective
- **DISCIPLINED** rather than haphazard

# Courageous Competencies

<p>Pursue <b>RESULTS</b></p> <ul style="list-style-type: none"><li>• Continually raise the bar on performance</li><li>• Focus on key success factors for business results</li></ul>	<p>Generate <b>SPIRIT</b></p> <ul style="list-style-type: none"><li>• Optimistic and energized</li><li>• “Can-do” attitude</li><li>• Determined and resourceful</li></ul>
<p>Establish <b>DISCIPLINES</b></p> <ul style="list-style-type: none"><li>• Coordinate with others</li><li>• Streamline for decision-making speed</li><li>• Learn from mistakes</li></ul>	<p>Build <b>TRUST</b></p> <ul style="list-style-type: none"><li>• Sacrifice for the good of the whole</li><li>• Give benefit of the doubt</li><li>• Raise tough issues</li></ul>

# Courageous Actions

DISCIPLINE	TRUST
<p style="text-align: center;"><b>Focus on customers</b></p> <p style="text-align: center;"><i>Stand up for the customer and optimize resources to serve their needs</i></p> <ul style="list-style-type: none"> <li>▪ Advocate for the voice of the customer</li> <li>▪ Create integrated solutions to maximize resource utilization</li> <li>▪ Coordinate well so others aren't blindsided</li> <li>▪ Master new technologies as they are introduced</li> <li>▪ Seek candid performance feedback and measurement</li> <li>▪ Avoid making exceptions for political reasons</li> </ul>	<p style="text-align: center;"><b>Build winning partnerships</b></p> <p style="text-align: center;"><i>Reach out to others to create integrated solutions</i></p> <ul style="list-style-type: none"> <li>▪ Act consistently with stated values</li> <li>▪ Sacrifice for the good of the whole</li> <li>▪ Reach out to internal and external customers affected by one's actions</li> <li>▪ Create "win-win" solutions when there is conflict</li> <li>▪ Break down boundaries between groups</li> <li>▪ Tell the truth, even when it's unpopular</li> </ul>
<p style="text-align: center;"><b>Be accountable</b></p> <p style="text-align: center;"><i>Insist on high standards for efficient and cost-effective business practices</i></p> <ul style="list-style-type: none"> <li>▪ Place a high priority on meeting performance deadlines</li> <li>▪ Streamline for decision-making speed</li> <li>▪ Challenge processes that don't add value</li> <li>▪ Seek data and input when pursuing a new direction</li> <li>▪ Hold the line for cost-effective, high-margin decisions</li> <li>▪ Learn from mistakes</li> </ul>	<p style="text-align: center;"><b>Create open dialogue</b></p> <p style="text-align: center;"><i>Solve problems through open, constructive discussion of difficult issues</i></p> <ul style="list-style-type: none"> <li>▪ Give the "benefit of the doubt" when problems occur</li> <li>▪ Address problems without blaming or justifying</li> <li>▪ Step up to take responsibility for mistakes</li> <li>▪ Invite and listen to constructive feedback or input</li> <li>▪ Raise tough issues that team members need to hear</li> <li>▪ Give straight feedback in a way that preserves others' self-esteem</li> </ul>

# Courageous Actions Continued...

RESULTS	SPIRIT
<p><b>Make a strong business case</b>  <i>Pursue strategies to capitalize on a changing business environment</i></p> <ul style="list-style-type: none"> <li>Stay on top of changes in the global business environment</li> <li>Change direction to take advantage of changing market conditions</li> <li>Define the strategic imperatives for change</li> <li>Set higher standards than competitors</li> <li>Continuously raise the bar on performance</li> <li>Challenge colleagues to exceed customer expectations</li> </ul>	<p><b>Promote innovation</b>  <i>Approach new business challenges and opportunities with creativity and critical thinking</i></p> <ul style="list-style-type: none"> <li>Challenge conventional wisdom</li> <li>Actively pursue new opportunities and ideas to solve problems</li> <li>Embrace innovations early</li> <li>Take risks to optimize success</li> <li>Experiment with creative ideas and approaches</li> <li>Overcome skepticism in others to advance innovations</li> </ul>
<p><b>Set a compelling vision</b>  <i>Persuasively communicate and lead the way toward the vision</i></p> <ul style="list-style-type: none"> <li>Articulate a bold vision</li> <li>Set aggressive priorities aligned with the vision</li> <li>Inspire others toward the vision</li> <li>Figure out the real priorities, even if they are not well-defined</li> <li>Pursue results, even if it upsets comfortable routines</li> <li>Challenge decisions that are not consistent with the strategy</li> </ul>	<p><b>Inspire and empower</b>  <i>Set high and positive expectations to bring out the best talent</i></p> <ul style="list-style-type: none"> <li>Inspire the best performance from yourself and others</li> <li>Stay energized and optimistic</li> <li>Demonstrate a “can-do” attitude when facing adversity</li> <li>Empower others to make independent decisions</li> <li>Actively seek out diverse people and views</li> <li>Recognize special contributions</li> </ul>

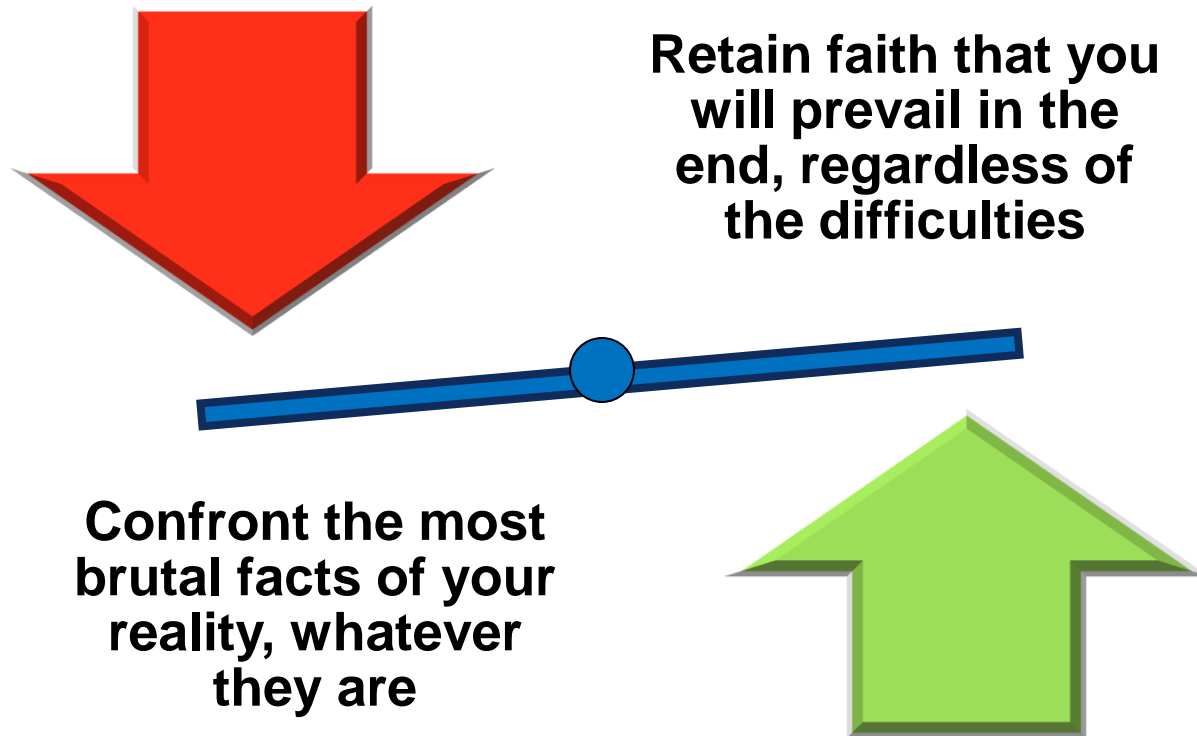
# Courage to Confront Brutal Facts

“When you start with an honest and diligent effort to determine the truth of the situation, the right decisions often become self-evident. It is impossible to make good decisions without infusing the entire process with an honest confrontation of the brutal facts.”

*- Jim Collins*

# Leadership and Change

## *Stockdale's Paradox*



# Formula: Humility + Will =

## Professional Will

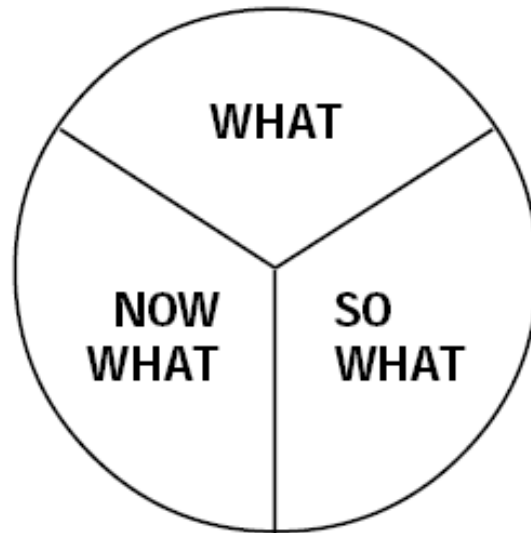
- Creates results and acts as catalyst
- Unwavering resolve
- Sets a high standard and won't settle
- Looks in the mirror, not out the window to take responsibility

## Personal Humility

- Modest, never boastful
- Motivates with high standards, not charisma
- Channels ambition to company, not self
- Looks out the window, not in the mirror to give credit

# “What, So What, Now What?” Formula

- The “WHAT” in this formula is a problem
- The “SO WHAT” are the implications
- The “NOW WHAT” requires action



# Creating the Climate

- Lead with questions, not answers
- Engage in dialogue and debate, not coercion
- Conduct autopsies, without blame
- Build red flag mechanisms that turn information into information that cannot be ignored

# Decision Making/ Success Model

