THE LEADERSHIP ROADMAP FOR DEVELOPING LEADERS

2013
Leader as Entrepreneur

“...an emotional rollercoaster unlike anything you have ever experienced. You flip rapidly from day-to-day – one where you are euphorically convinced you are going to own the world, to a day in which doom seems only weeks away and you feel completely ruined, and back again.

Over and over and over... and I’m talking about what happens to stable entrepreneurs... there is so much uncertainty and so much risk around practically everything you are doing.

The level of stress that you’re under generally will magnify things... incredible highs and unbelievable lows at whiplash speed and huge magnitude. Sound like fun?”

Marc Andreessen, Co-founder Netscape
Leader as Stabilizer

Aspires to build great products...
...and replicate them

Delivers great services...
...and keeps long-lasting customer relationships

Every once in a while...
will innovate something new and exciting
The High Uncertainty & Impact of Leadership

- Calculated risk
- Invention
- Sales and promotion
- High growth
- Deadlines
- Talent acquisition
- Changing priorities

Entrepreneur

- Market analysis
- Cost control
- Quality systems
- Economies of scale
- Leveraged partnerships
- Talent retention
- Change management

Stabilizer
Leadership in Growth Evolution

Growth
- Innovation
- Brand awareness
- Sales and promotion
- Gain market share

Plateau
- Competition
- Cost control
- Break-even analysis

Decline
- Obsolescence
- Reinvention

Start-up
- Research
- Experimentation

The challenge is often knowing how, where and when to be engaged and integrated into the organization – and then how to engage others in the progress...
The Leadership Challenge

Especially in such uncertain times of complex change in the systems around us:


And they continue to evolve at faster rates of change.
Transformational Leadership

The required concepts and skills for leaders today:

1. Understanding organization behavioral dynamics
2. Integrative thinking skills
3. Adopting non-linear organic organizational structures
4. Backcasting vision to direct action
5. Aligning vision to the development of a learning organization
6. Scenario planning to inform decision making
7. Strategic alignment
8. Balance of leadership and management skills
9. Clear measures to achieve desired behaviors
The Leadership Roadmap
The Key Factors for Leadership Success

1. Be Self Aware
2. Understand Culture & Change Management
3. Set Business Context for Decision Making
4. Systemically Inspire Learning
5. Develop & Grow Others

- Assess for the aptitude for these skills
- Recruit for these skills
- Develop the improvement of these skills
- Assure leaders are developing these skills in others
1. Be Self Aware

People want to make a difference

• The basis of solid leadership is one’s personal achievement and ongoing pursuit of self awareness

• The ability to see others can not exceed a person’s ability to consciously and objectively see one self

• Collaboration is actively pursuing team success through your own strengths/talents and not working against your grain

• Organizations transform when they develop courageous and conscious people aiming for the same purpose and vision
1. Be Self Aware

3 Parts of Mind

They are integrated ...
Every Person is Unique
2. Understand Culture & Change Management
Strategic Leadership Alignment

- Purpose
- Passion
- Vision
- Strategy
- Skills
- Tools
- Aligned Roles
- Strategic Integration
- Measures for Success
- Transformational Systems
- Values

Leadership starts by providing purpose and passion. Unconsciousness at each level results in...

- Conflict
- Complacency
- Confusion
- Chaos
- Confidence Crisis

Tools will not be adopted nor serve to make the organization strategically relevant without the substance and direction of purposive leadership. Often tools “not working” is inappropriately blamed on the function of the tool rather than absence of or under-management by leadership leading up to the application of the tool for the right purpose.

Leadership stops at identifying skills needed to define roles; who determine tools to achieve success.
2. Understand Culture & Change Management

Stages of Change Commitment
3. Set Business Context for Decision Making
Organizational Integration

Vision & Values
- Passion
- Purpose
- Mission

Scenario Plan
- Possibilities
- Framing
- Positioning

Strategic Plan
- Initiatives
- Objectives
- Strategy
- Market
- Customer
- Measures

Build Org Picture
- Culture Assessment
- Gaps

Measures
- Organization
- Departments
- Employees
- Actions

Talent Integration

Leadership

Culture
- Change Management

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3. Set Business Context for Decision Making

Backcasting from The Vision
3. Set Business Context for Decision Making

- **New Investments & Startups**
  - Setting the baseline

- **Turnaround & Grow Fast**
  - (to Sell High)
  - 3 years of less
  - Investors or Baby Boomers

- **Slow & Steady**
  - 10% is fine
  - Figuring out next steps

- **Stand Strong & Sustain**
  - Legacy or family businesses

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**Low - Amount of Growth --- High**

**Market development**

**Market share, $, Profit**

**Mid-size Business Strategically Focused**

**Small Business Tactically Focused**

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**Sales process & activity**

**People**

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**Speed of Growth**

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**Internal development**

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**$, Breakeven analysis**

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**Insight Strategic Concepts**
4. Systemically Inspire Learning
# 4. Systemically Inspire Learning

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Alignment</strong></td>
<td><strong>Role Development</strong></td>
<td><strong>Organization Alignment &amp; Learning</strong></td>
</tr>
<tr>
<td>Vision</td>
<td>KRAs &amp; KPIs by Role</td>
<td>Learning System Design &amp; Activities</td>
</tr>
<tr>
<td>Values</td>
<td>Skills and Competencies by Role</td>
<td>Performance Management System</td>
</tr>
<tr>
<td>Strategic Objectives &amp; Core Competencies</td>
<td>Role Descriptions &amp; Measurement Roadmap</td>
<td>Succession Management</td>
</tr>
<tr>
<td>Culture Assessment &amp; Integration Plan</td>
<td>Skill &amp; Competency Model</td>
<td></td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
<td><strong>Method</strong></td>
<td><strong>Tools</strong></td>
</tr>
<tr>
<td>Vision Story</td>
<td>Facilitation</td>
<td>Scenario Planning</td>
</tr>
<tr>
<td>Corporate Values &amp; Behaviors</td>
<td>Facilitation Surveys</td>
<td>Values Matrix with Behaviors</td>
</tr>
<tr>
<td>Culture Assessment &amp; Integration Plan</td>
<td>Facilitation</td>
<td>Denison</td>
</tr>
<tr>
<td><strong>Change Integration</strong></td>
<td><strong>Tools</strong></td>
<td><strong>Key Internal Resources</strong></td>
</tr>
<tr>
<td>Leadership Alignment</td>
<td>Benchmark Data, KPI Library, BLOOM</td>
<td>Executive</td>
</tr>
<tr>
<td>Organization Communication</td>
<td>Mapping Tools, Matrices, Various Assessments, BLOOM</td>
<td>Executive</td>
</tr>
<tr>
<td>Organization Alignment &amp; Communication</td>
<td>LMS Libraries, Learning Design, Assessments, BLOOM</td>
<td>Executive HR Managers</td>
</tr>
<tr>
<td>Manager Alignment &amp; Training</td>
<td>Targeted Organization Learning Communication</td>
<td>HR Managers</td>
</tr>
<tr>
<td>Manager &amp; Employee Engagement</td>
<td>Performance &amp; Expectations Communication</td>
<td>HR Managers</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td><strong>Estimated Timeframe</strong></td>
<td><strong>Estimated Timeframe</strong></td>
</tr>
<tr>
<td>3 weeks</td>
<td>8 weeks</td>
<td>4 months+ varies based on content development</td>
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<tr>
<td>2 weeks</td>
<td>10 weeks</td>
<td>12 weeks</td>
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<tr>
<td>8 weeks</td>
<td>4 weeks</td>
<td>6 weeks</td>
</tr>
</tbody>
</table>

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5. Develop and Grow Others
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Process for talent investment

- Succession Management
  - Critical roles
  - Critical people

Individual Performance Plan

- Organization
  - Goals
  - Action Steps
  - Measurements

- Development
  - Goals
  - Action Steps
  - Measurements

Strength Assessment Data

Role Alignment & Performance Planning For Results

Role Impact and Value to Strategies
The Leadership Roadmap
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QUESTIONS?

Thank you for this opportunity to meet with you.
THE BUSINESS INTEGRATION CYCLE

**Passion**
- Develop Strong Leaders
  - Gain focus within yourself and your leadership team to define vision and clear expectations for business growth

**Strategy**
- Develop Integrated Plans
  - Plan external strategies targeting specific customers to build the right products, services and brand creating a strong market presence

**Collaboration**
- Develop Focused Teams
  - Align people to roles and performance expectations using powerful tools to communicate progress and build culture

**Process**
- Bring It All Together
  - When leaders are aligned, strategies are planned and the roles are clear, core business processes connect all the elements and ignite growth

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**Insight**
- Strategic Concepts

**Growth Ecosystem**

Insight Business Integration Support Model