

# Dynamic Strategic Leadership

## *Refocusing Effectiveness & Influence*

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HOPS International LLC  
*World Class Leadership & Organizational Development*

# DYNAMIC LEADERSHIP

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*Even you will not know*

*what you can accomplish*

*until you spread your wings.....*



# Leadership Is.....



***“Courage is the main quality of leadership,  
no matter where in the organization it may be exercised.  
Usually leadership implies some risk-taking,  
especially in new undertakings.  
Courage to initiate something & keep it going”.***

***Walt Disney***

***“Leadership is attracting people to a certain cause and  
through personal behavior and action, inspiring and  
motivating them to work towards their potential in  
fulfillment of the cause”.***

***William Yeomans***

***“7 Key Skills For Survival In A Reengineered World”***

# Leadership Is.....

*“Good management controls systems and complexity.*

*Effective leadership produces useful and sustained results.*

*Leadership complements management –  
It does NOT replace it.*

*Most organizations today are over-managed  
and under-led”.*

*J. P. Kotter  
Harvard Business Review*

# LEADERSHIP: ART OR SCIENCE?

- + Is leadership an art or is it a science?
- + Can an individual be born a natural leader?
- + Can leadership be learned?
- + How long does it take to become a competent and effective leader?
- + Does experience make one a good leader?
- + Is leadership about personality or is it about character?
- + Is leadership driven by situations and circumstances?





# KNOW THYSELF

**WHY ARE YOU A LEADER?**

**WHAT VALUES & PRINCIPLES DRIVE YOU AS A LEADER?**

**WHY SHOULD PEOPLE FOLLOW YOU?**

**WHAT PROOF DO YOU HAVE OF YOUR AUTHENTICITY AS A LEADER?**

**WHAT IMPACT WILL YOU LEAVE AS A LEADER?**



# STRATEGIC LEADERSHIP



# MANAGERIAL EFFECTIVENESS



- Creating Value for the Customer
- Clarity & Execution of Strategy
- Financial & Business Performance

- Asset & Resource Allocation & Management
- Management of Risks & Costs
- Management of Process
- Completion of Tasks & Objectives

**Outcomes & Achievements**



# LEADERSHIP INFLUENCE & IMPACT

- Living Core Values & Principles – Being Authentic
  - Managing & Developing Human Capital
  - One-Team Focus
  - Alignment of Purpose & Behaviors
- 
- Building a High-Performance Culture
  - Building Engagement & Commitment
  - Fostering & Valuing Diversity



**Behaviors & Culture**



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# 21<sup>ST</sup> CENTURY HIGH-PERFORMANCE LEADERSHIP

- **A Higher Level of Performance - Balanced By Strategic Alignment of *Managerial Effectiveness* and *Leadership Influence*.**
- **Exceptional leaders build & maintain high-performance cultures through personal behaviors.**
- **Cohesive Focused Team - A strategically aligned from Vision-to-Results.**
- **Common Purpose, Languages, & Shared Ownership for High-Performance and Results.**
- **A Passion for Performance -- A Culture Driven By A Balance of Managerial Effectiveness & Leadership Influence & Impact!**



# WHAT IS A HIGH-PERFORMING ORGANIZATION?

**“In the past 24 months, we have heard that profit is more important than revenue, quality is more important than profit, people are more important than profit, customers are more important than our people, big customers are more important than small customers, and that growth is the key to our success.**

**No wonder performance is inconsistent”**



# WHAT IS A HIGH-PERFORMING ORGANIZATION?

Business is good?  
People are good?  
Everyone is good?  
Mission is good?

Be very careful of your definition of  
high-performance before you embark on anything!



# WHAT IS A HIGH-PERFORMING ORGANIZATION?

An organization that consistently achieves what it was created to do or what it set out to do –

An organization that is *strategically aligned* and driven by high-performance leadership at all levels.

An organization wherein *strategic management* is an embedded practice at all levels.

An organization that adds value by achieving sustainable results through *high-performance leadership balance*



# High-Performance or Low-Performance Leadership

High-Performance Leadership	Low-Performance Leadership
<ul style="list-style-type: none"> <li>• Strong commitment to shared vision.</li> <li>• Shared goals &amp; objectives.</li> <li>• Individual employees and work teams have defined goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Confusion about direction.</li> <li>• Individual goals more important than team and company goals.</li> <li>• No real goal development.</li> </ul>
<ul style="list-style-type: none"> <li>• Information is shared widely.</li> <li>• People communicate openly and honestly.</li> </ul>	<ul style="list-style-type: none"> <li>• Information is guarded.</li> <li>• Rumors abound.</li> </ul>
<ul style="list-style-type: none"> <li>• Trust levels are high.</li> <li>• Excellent interpersonal communication/</li> </ul>	<ul style="list-style-type: none"> <li>• People distrust each other's motives.</li> <li>• Political maneuvering is common.</li> </ul>
<ul style="list-style-type: none"> <li>• Employees develop professionally.</li> <li>• Employee loyalty &amp; retention levels are high</li> </ul>	<ul style="list-style-type: none"> <li>• Employee skills are becoming obsolete.</li> <li>• Recruitment and training costs are high due.</li> </ul>
<ul style="list-style-type: none"> <li>• High morale.</li> <li>• Accountable for creating a positive and motivating work environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Low morale.</li> <li>• High employee stress levels, absenteeism and sickness.</li> <li>• No accountability for motivating employees.</li> </ul>



# High-Performance or Low-Performance Leadership

High-Performance Leadership	Low-Performance Leadership
<ul style="list-style-type: none"> <li>• People of diverse backgrounds are accepted; their ideas are valued.</li> <li>• Diversity is valued.</li> </ul>	<ul style="list-style-type: none"> <li>• Favoritism is the name of the game.</li> <li>• Grievances, complaints and lawsuits are common.</li> </ul>
<ul style="list-style-type: none"> <li>• Cooperative positive relationships.</li> <li>• High loyalty &amp; satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Strained relations, lots of complaints, low loyalty &amp; satisfaction</li> </ul>
<ul style="list-style-type: none"> <li>• Effective delegation with balanced responsibility, authority, and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective delegation – people unclear about authority and accountability</li> </ul>
<ul style="list-style-type: none"> <li>• High productivity &amp; performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Low or marginal productivity and performance.</li> </ul>
<ul style="list-style-type: none"> <li>• Quality products and services delivered on time, within budget, and competitive.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor quality products and service, unmet schedules, cost overruns, and rework cause loss of good business name.</li> </ul>



# High-Performance or Low-Performance Leadership

High-Performance Leadership	Low-Performance Leadership
<ul style="list-style-type: none"><li>• <b>Innovation blossoms.</b></li><li>• <b>Work methods and processes improve.</b></li><li>• <b>New products and services are introduced.</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Creativity slumps.</b></li><li>• <b>Innovation lags.</b></li><li>• <b>Process &amp; policy drive activity.</b></li></ul>
<ul style="list-style-type: none"><li>• <b>Training &amp; development is embedded value.</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Training &amp; development is unplanned and not linked to strategies</b></li></ul>
<ul style="list-style-type: none"><li>• <b>Strong current financial performance and excellent projections for future.</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Poor financial picture.</b></li><li>• <b>Poor future</b></li></ul>



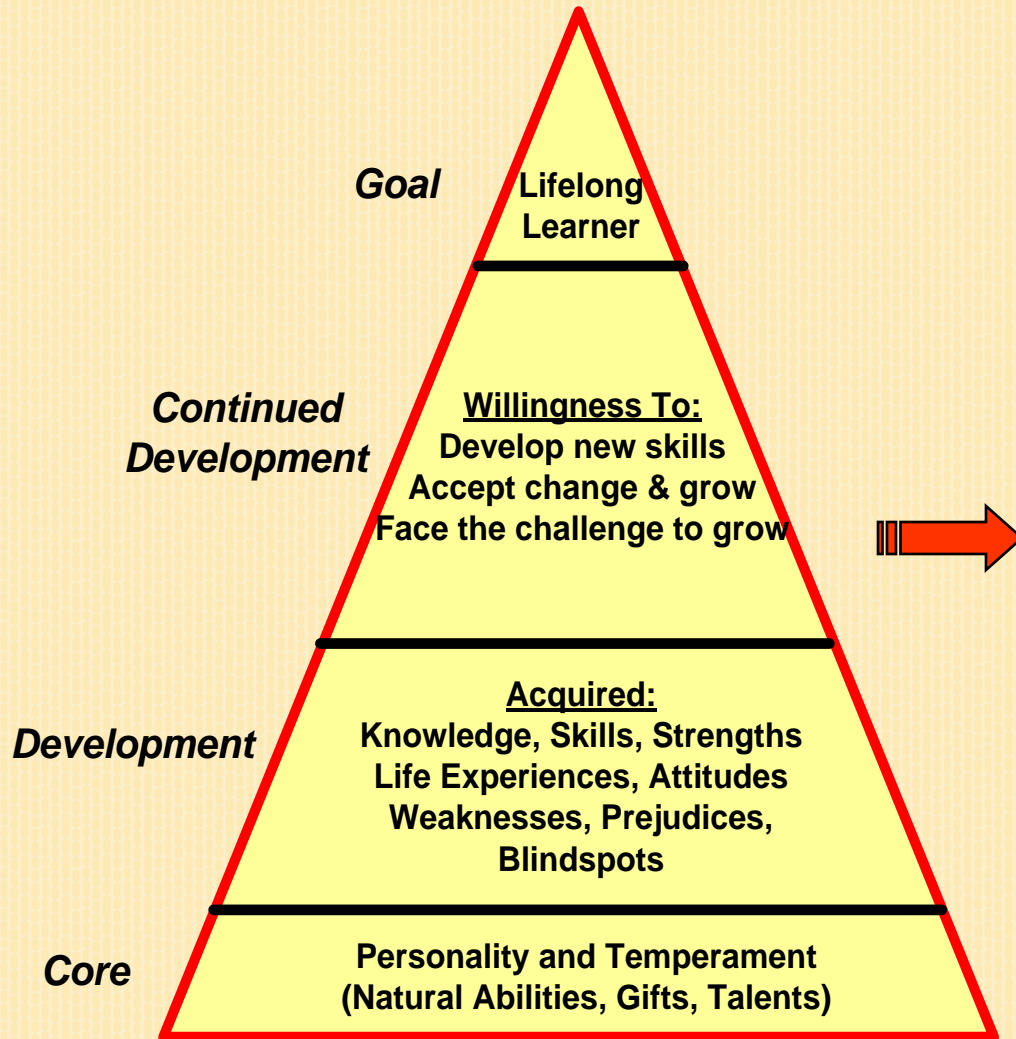
# LEADERSHIP:

## AN INTEGRATED AND HOLISTIC APPROACH

- Ability:** What one is able to do (natural and acquired).
- Aptitude:** What one is capable of learning.
- Attitude:** What mental and emotional disposition one brings to the role of leadership.



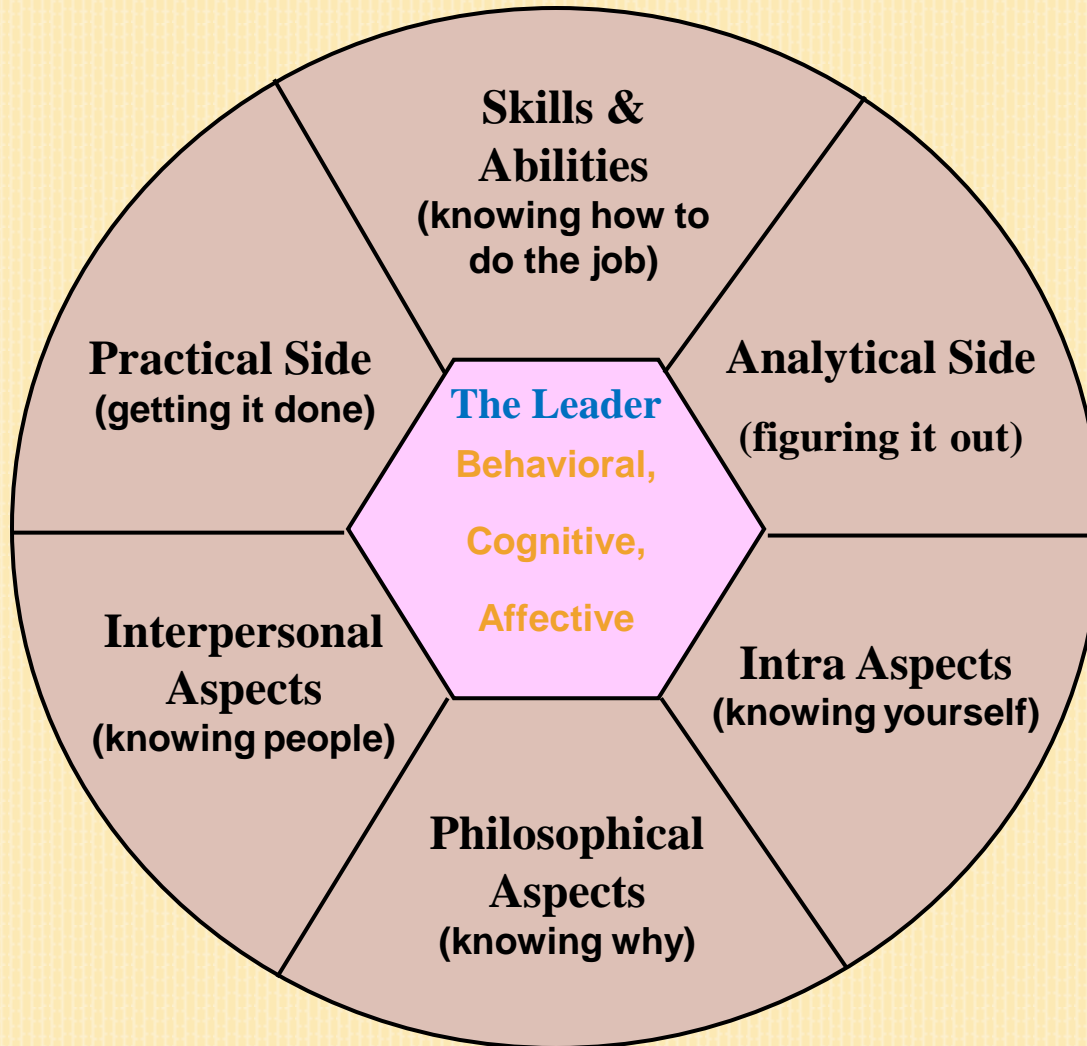
# Leader As Lifelong Learner



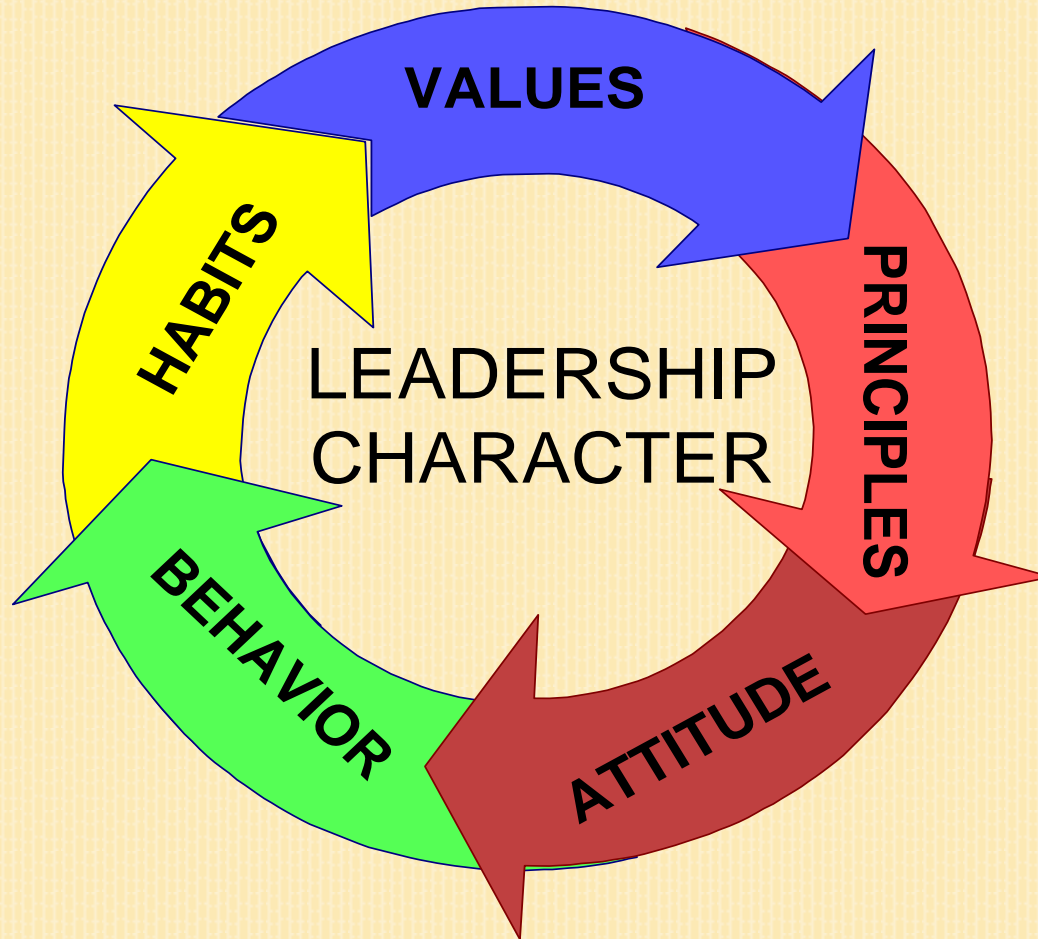
- Personal Challenges?
- Personal Barriers?
- Ability? Aptitude? Attitude?
- Actions To Take?



# Impact Aspects of Leadership:

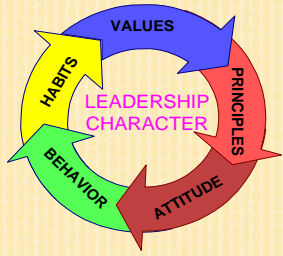


# Leadership Character



**FAILURE COMES WHEN VALUES & PRINCIPLES SHIFT!**





# Core Leadership Values

✖ Self-Awareness:

✖ Self-Renewal:

✖ Enthusiasm:

✖ Integrity:

✖ Fortitude:

✖ Perception:

✖ Judgment:

⦿ Achievement:

⦿ Sense of Team:

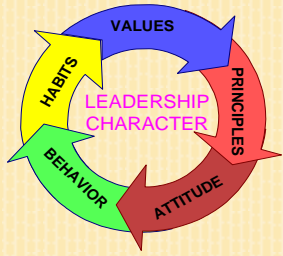
⦿ Collaboration:

⦿ Inspiration:

⦿ Service Focus:

⦿ Courage:





# Core Leadership Principles

## VALUE-BASED PRINCIPLES:

**Integrity:**

**Responsibility:**

**Commitment:**

**Vision:**

## SYNERGY PRINCIPLES:

**Communication:**

**Conflict Resolution:**

**Optimism:**

**Change:**

## ACHIEVEMENT PRINCIPLES:

**Empowerment:**

**Example:**

**Preparation:**

**Courage:**



# The Learning Organization

*“An organization in which people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.”*



Peter Senge  
*The Fifth Discipline*

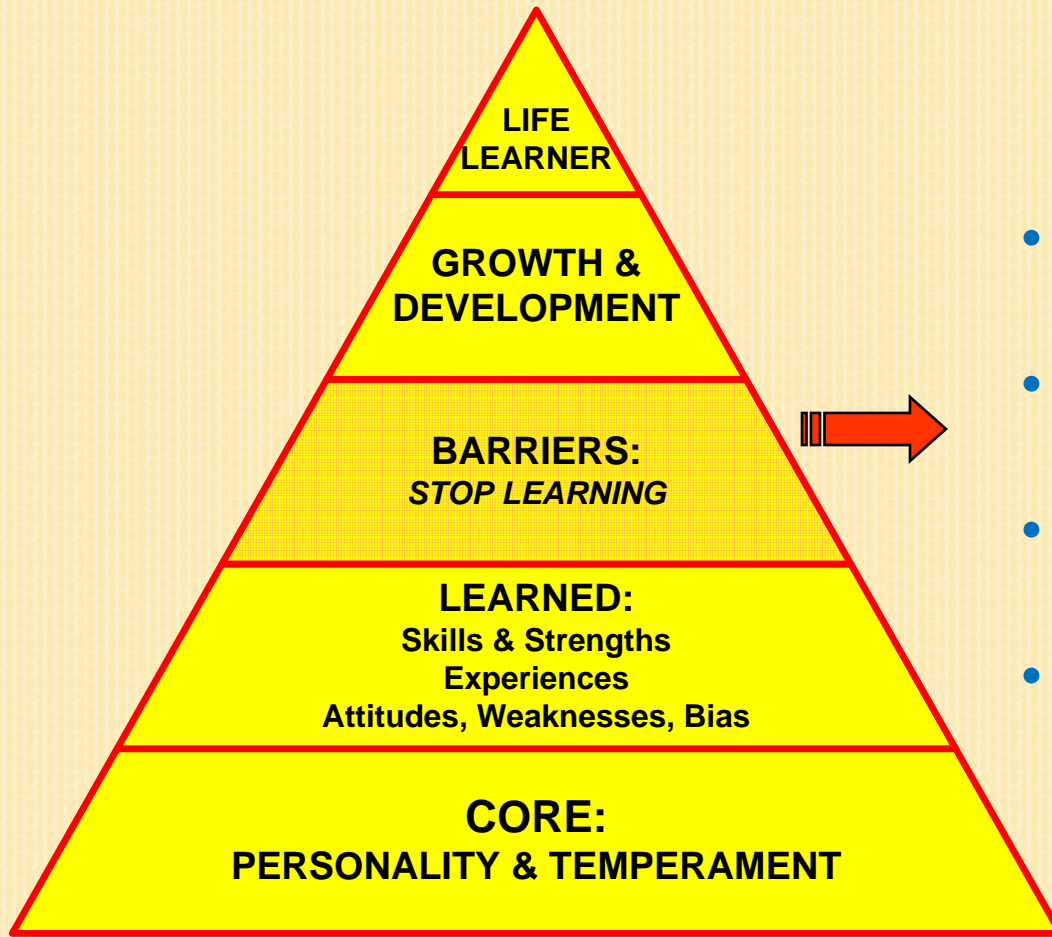
# The Learning Organization

## Key Leadership Behaviors

- Continuous self-awareness & development.
- Willingness to discover & learn new things.
- Positive acceptance & reaction to change.
- Avoidance of mediocrity & complacency.
- Willingness to face challenges.



# Leader As Lifelong Learner



- Personal Challenges?
- Personal Barriers?
- Ability? Aptitude? Attitude?
- Actions To Take?





# The Role of An Effective Leader

## *Building A Learning Organization*

- Be a role model for lifelong learning
- Recognize & reinforce new ideas
- Practice dialogue, inquiry, creativity, risk-taking, & experimentation
- Solve problems & make decisions
- Encourage external learning
- Learn from mistakes
- Share knowledge, information, & best practices



# Leadership Courage

## Building A Personal Foundation of Integrity

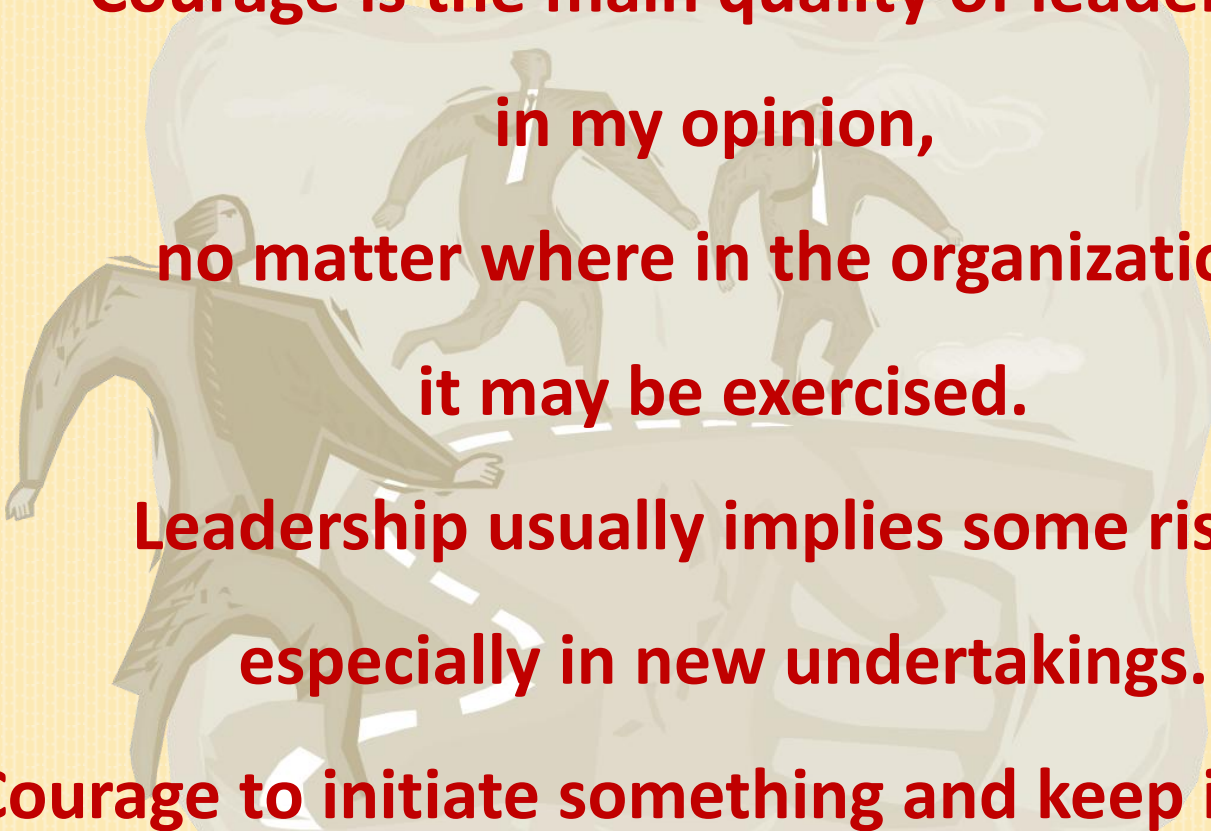


To See What Is Right,  
and Not Act Upon It,  
To Know What Is Right,  
and Not Say It,  
To Possess Character and Principles  
of Effective Leadership  
And Not Behave As A Leader –  
This Is Lack of Courage.



**"Courage is the first of human qualities because it is the quality which guarantees all others."**

**Winston Churchill**

An illustration of three business men in suits running towards the right. The man in the foreground is leading, followed by two others. They are running on a path that appears to be a road or a track. The background is a light, hazy landscape. The illustration is rendered in a simple, stylized manner with flat colors and bold outlines.

**“Courage is the main quality of leadership,  
in my opinion,  
no matter where in the organization  
it may be exercised.  
Leadership usually implies some risk -  
especially in new undertakings.  
Courage to initiate something and keep it going.”**

Walt Disney

# LEADERSHIP COURAGE



Saying or doing what needs to  
Be said or done,  
At the right time,  
To the right person or situation,  
In the right manner,  
For the right reasons.....  
This is *Leadership Courage* !



# LEADERSHIP COURAGE

**Courage Is What It Takes To Stand Up & Speak.**

**Courage Is Also What It Takes To Sit Down & Listen.**



# LEADERSHIP COURAGE

**It is that which cannot be taken away  
that we can truly measure  
our effectiveness as a leader!**

# BEING TRUE TO YOURSELF

You Have Brains In Your Head.

You Have Feet In Your Shoes.

You Can Steer Yourself Any

Direction You Choose.

You're On Your Own.

And You Know What You Know.

And YOU Are The One

Who'll Decide Where To Go.

