

What Do High Performing Leaders Do and What Differentiates Them



March 2009

What is leadership?

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- Think about the best leaders you have experienced or know something about:
 - What did this person do which made them great?
 - What kind of impact did they have on you?
- Think of an ineffective leader you have experienced or know something about:
 - What was missing or what went wrong?

The critical elements of any definition of leadership

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Leadership gives purpose and meaningful direction which inspires and motivates a group to work toward a desired goal.

- **Most definitions include three crucial factors:**
 - **Activity in a purposeful direction**
 - **The relationship between the leader and followers**
 - **Getting results through the efforts of others**

Research insights the demystify leadership

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- 30 years of research and leadership coaching experience
- Analysis is based on 360 degree assessments and personality test results of 600 senior business executives averaging 20 input reports each
- Analysis based on salient correlations across industries for organizations located around the world
- The focus is on those characteristics shared by senior leaders whose superiors, peers and direct reports rate them as 'highly effective' as a leader
- The content of this presentation is a summary of what these analyses revealed about the Best Leaders

Three Dimensions of Leadership Drive the Behaviors of Top Leaders

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The Three Pillars of Leadership

Visionary Evangelist

Relationship Builder

Manager of Execution



Some Leaders Excel at Seeing Possibilities and Inspiring Others With Their Vision

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We call these leaders Visionary Evangelists.



Some Leaders Excel at Enlisting the Support and Capabilities of Others

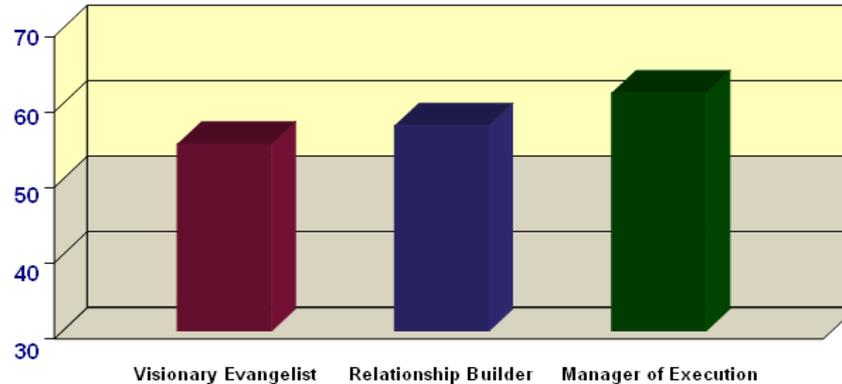
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We call these leaders Relationship Builders.



PLP Report: Predictions of the Three Pillars of Leadership

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Factor	Definition
Visionary Evangelist	Persuades employees to work toward their vision of the future. Creates, sells, and drives the strategy of the organization. Serves as the spokesperson for the organization and demonstrates confidence in its potential for success. Takes charge, pushes for action and instills a sense of urgency to achieve the organization's goals.
Relationship Builder	Develops teamwork, commitment, alignment and employee motivation by involving, empowering and creating a positive work environment. Develops loyalty by investing in building relationships with others and by showing interest in employees' needs, growth and career development. Is open to their ideas and willing to share power.
Manager of Execution	Provides organization, focus and clarity of direction to employees. Good administrator. Structured, disciplined, and skilled at setting short-term targets and goals. Good at setting priorities and meeting commitments. Sets up systems and processes. Worries about the details. Monitors results versus plans and provides the rigor and control necessary to stay on course and correct for deviations from the plan. Gets results.

1. Taking initiative
2. Clarifying the strategic focus
3. Acting as an inspirational role model
4. Building teams
5. Creating buy-in
6. Developing structures, systems and processes
7. Making decisions
8. Holding people accountable

These Traits Help High Performing Leaders Follow the Leadership Cycle

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VE Capabilities:

- Taking initiative
- Clarifying the strategic focus
- Acting as an inspirational role model

ME Capabilities:

- Making decisions
- Developing structures, systems and processes
- Holding people accountable



RB Capabilities:

- Creating buy-in
- Building teams

PLP Report: Best Leaders Predictions

Holding People Accountable	64					Clarifies expectations and holds people accountable for getting results; objectively measures outcomes against established goals while rewarding achievement and confronting poor performance.
Taking Initiative	64					Takes the initiative to identify problems and opportunities and assumes a leadership role by taking action without being asked.
Developing Structures, Systems, and Processes	61					Designs and establishes structures, systems, and processes to most effectively achieve the organization's objectives.
Building Teams	52					Models and encourages teamwork by fostering cooperation, communication, trust, shared goals, interdependency, and mutual accountability and support.
Decisiveness	46					Makes clear-cut decisions without unnecessary delay, even in tough situations.
Inspirational Role Model	44					Gives others within the organization hope and inspiration by displaying optimism, energy, confidence, enthusiasm, determination and commitment, especially in tough times.
Creating Buy-in	44					Effectively builds commitment and wins support for initiatives through personal and professional credibility, trustworthiness, persuasive communication, stakeholder involvement, and by aligning expectations.
Strategic Focus	42					Thinks strategically, creates an ongoing, dynamic strategic planning process, and communicates the organization's long-term direction.

Key Direction Setting Capabilities

Taking Initiative

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What It Means

- Leaders have the courage to act while others hesitate.
- They step forward, assume a leadership role
- Get things moving ahead to seize opportunities or fix problems

Key Contributing Skills

- Motivated to make a difference
- Confident and secure
- Know what they are trying to achieve and have a clear, consistent focus
- Trust others enough to not worry about being judged or making a mistake
- Not locked into old habits and attitudes

Key Direction Setting Capabilities

Strategic Focus

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What It Means

- In its simplest form, strategy is the art and science of envisioning a potential organizational future
- Deciding what you want accomplish
- Deciding where you want to make investments of time, energy and resources.

Key Contributing Skills

- Have a clear vision of what they are trying to create and the awareness of the
- Exercise good judgment:
 - In diagnosing problems and opportunities
 - In identifying core issues
 - In analyzing alternative courses of action
 - In exercising common sense
- They can tolerate ambiguity
- They are willing to step forward
- They are both tuned into the external environment and to the organization

Key Direction Setting Capabilities

Inspirational Role Model

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What It Means

- Leaders give others hope and inspiration by displaying optimism, positive energy, confidence, determination and commitment, especially in tough times

Key Contributing Skills

- **Show the courage to tackle problems and opportunities**
- **Communicate a credible rationale for what they are trying to do and give broader meaning to follower's efforts**
- **Exude optimism and enthusiasm that convinces followers that success is possible**
- **Keep their composure in times of stress**
- **Model determination to succeed and commitment to the cause or task**
- **Show strength and self-assurance in the face of criticism and adversity**
- **Provide consistent and reliable focus**
- **They demonstrate a love of their job that is contagious**
- **Demonstrate honesty and integrity that makes them credible**
- **Proactively invest in building relationships**

Key Engagement Capabilities

Building Teams

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What It Means

- Leadership is a team sport and the best leaders recognize they can't do it alone
- Leadership is fundamentally about creating leverage so leaders must be able to build effective teams.

Key Contributing Skills

- Build commitment to shared goals
- Set clear, consistent direction
- Empower others to act
- Get comfortable with emotion
- Read followers and constantly watch what is happening in the group
- Have good interpersonal skills (build relationships, supportive, give praise, build trust, respect others ideas)
- Collaborate rather than compete
- Address conflict effectively
- Reward achievement and confront poor performance

Key Engagement Capabilities

Creating Buy-in

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What It Means

- Leadership is a social influence process. The best leaders develop interpersonal influence skills to get others to engage in activities that support what the leader is trying to accomplish.

Key Contributing Skills

- Provide a persuasive rationale
- Read audience and adjust
- Show optimism, enthusiasm and passion
- Demonstrate credibility, competence and trustworthiness
- Build collaborative partnerships with other groups
- Are willing to compromise and negotiate
- Proactively invest in building a personal connection with followers

Key Results Driving Capabilities

Developing structures, systems and processes

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What It Means

- Systems, operating processes and organization structure are put in place to facilitate the day-to-day operation of the organization. They are like the organizational plumbing that supports the strategy

Key Contributing Skills

- Quickly identify inefficiencies and problems
- Set clear goals and priorities
- Clarify values and “intolerables”
- Find and develop talent to execute
- Confidently step forward to restructure the organization and rethink its systems and processes

Key Results Driving Capabilities

Decision Making

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What It Means

- Leaders get paid to make decisions. Decisiveness is the ability to make difficult decisions swiftly and effectively.

Key Contributing Skills

- Confident in their own capabilities
- Don't overdo consensus
- Willing to trust and empower others rather than being a bottleneck
- Feel an obligation and urgency to get results and meet commitments
- Know what they stand for
- Know what they are trying to accomplish
- Give their decisions serious thought and take the time to objectively analyze the facts and develop insight
- Are not afraid or have the courage to push through their fears

Key Results Driving Capabilities

Holding People Accountable

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What It Means

- Accountability is a promise and an obligation, both to yourself, to your coworkers and your leader, to deliver specific and defined results. This closes the gap between intention and action.

Key Contributing Skills

- Setting the bar high but engage in a dialogue
- Reward results, not activities
- Quickly addressing problems and coach
- Willing to both praise good performance and confront poor performance
- Balance individual and group accountability
- Stay focused on agreed upon goals and metrics
- Trust others enough to let them make mistakes
- Are willing to make tough decisions

So, what's the take away

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- Have the courage and confidence to step forward, assume a leadership role and make decisions
- Set clear direction and priorities and stay focused
- Don't get caught up in the "tyranny of the urgent" and forget the long-term strategy
- Remember, when you are in a leadership role, every act makes a speech. Everyone is always watching. For a leader, there are no trivial acts. You must demonstrate your credibility and trustworthiness and be a model of optimism, enthusiasm and determination
- Trust, empower and coach so you can leverage others most effectively and multiply your influence.
- Define the rules of the road and your intolerables
- Remember that accountability is more than blaming someone
- Develop both your rational and emotional sides