

LEADERSHIP
Great Leaders • Great Teams • Great Results

™

**Facilitated by:
Rebecca Hession**

Organizational Greatness



What Is Organizational Greatness?



Not only...

Absolute performance



Customer satisfaction



Employee satisfaction



“Business as usual”



But...

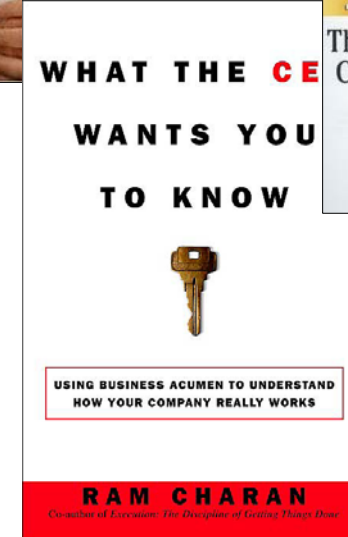
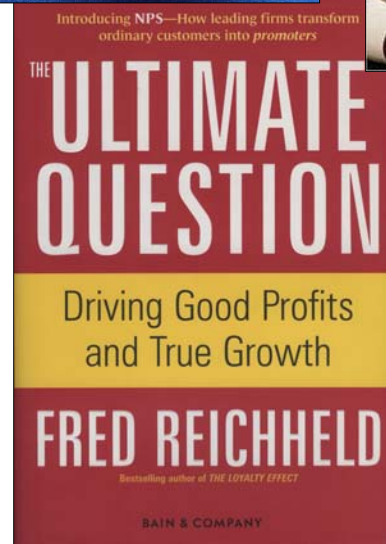
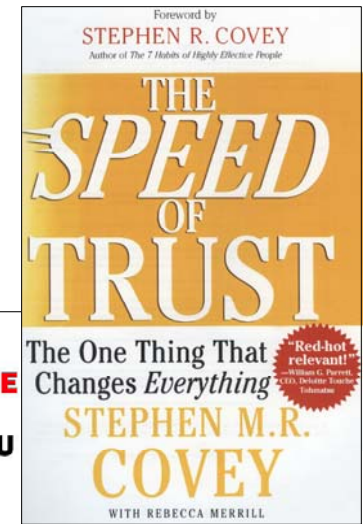
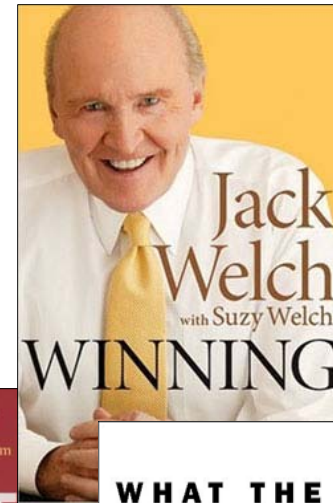
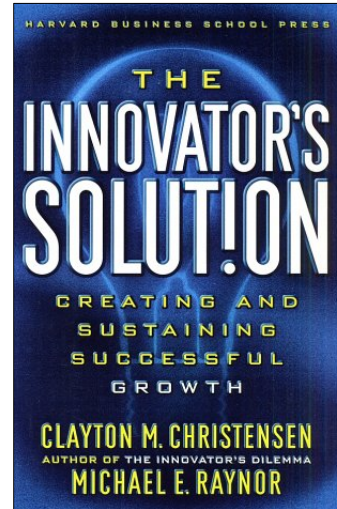
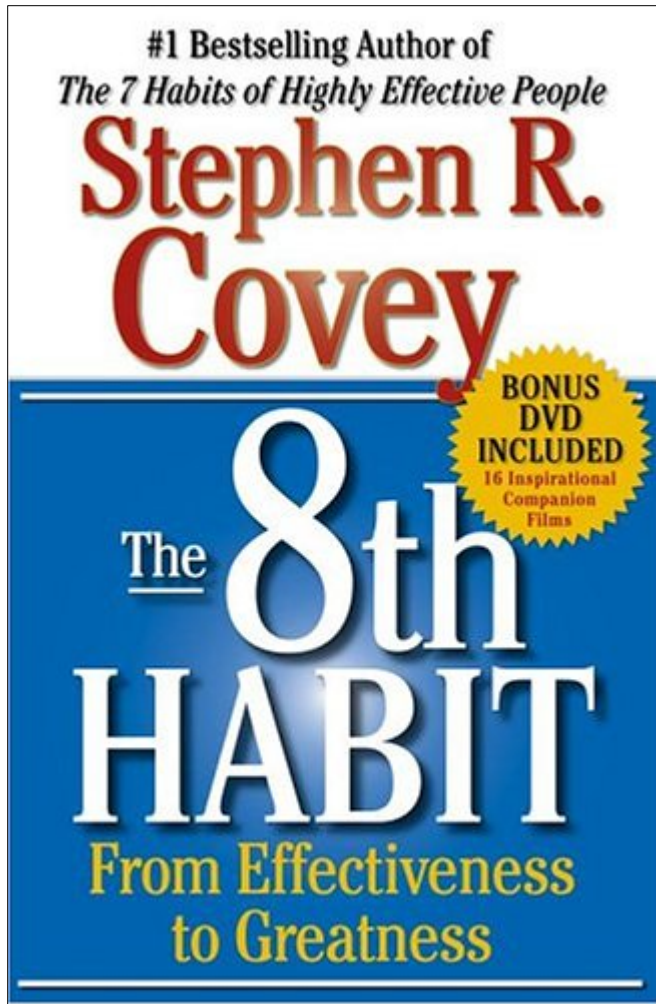
Performance relative to your potential

Intensely loyal customers

Intensely loyal and engaged employees

Distinctive contribution

Drawing From the Best

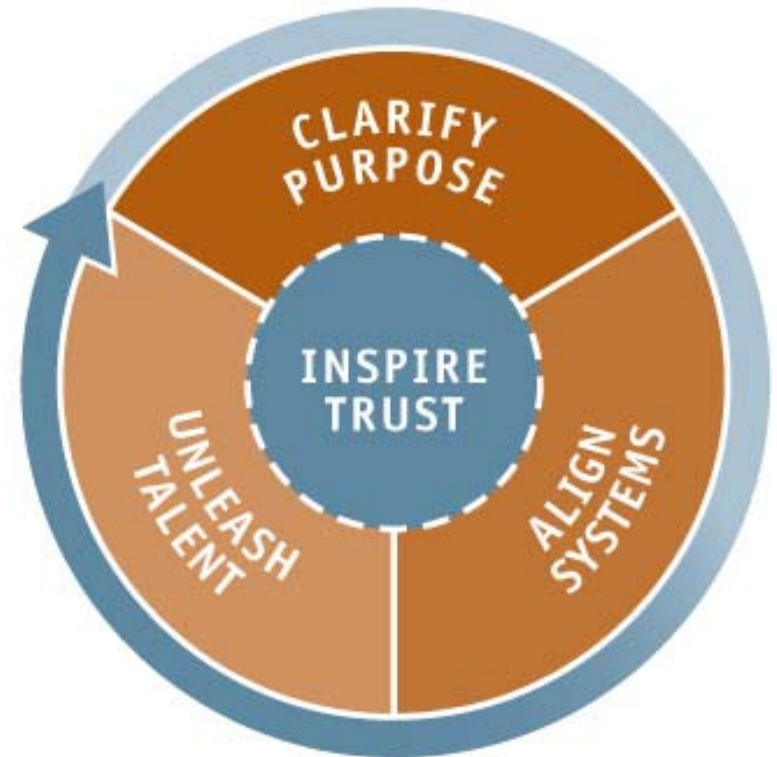
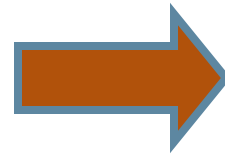




Mind Set



Skill Set, Tool Set



Definition of a Paradigm

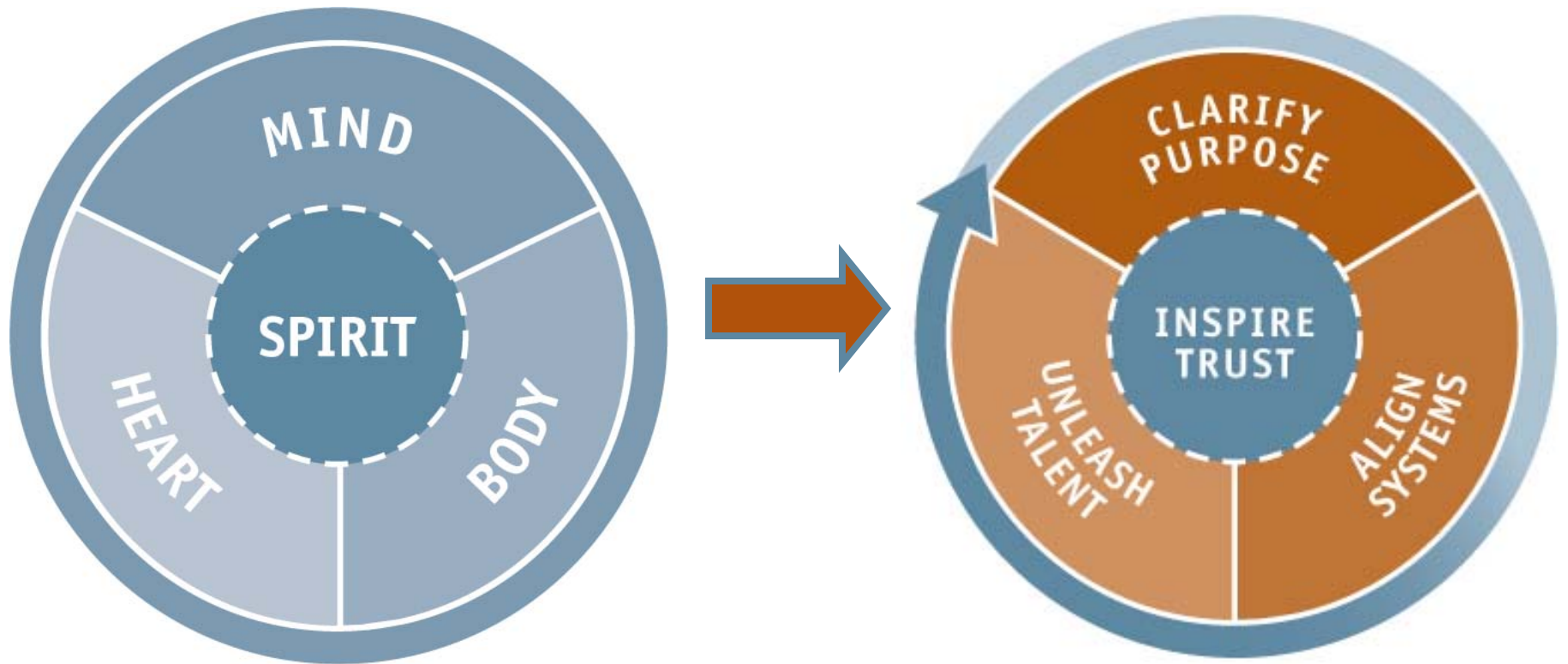


**The way we see,
understand, and interpret the
world; our mental map.**

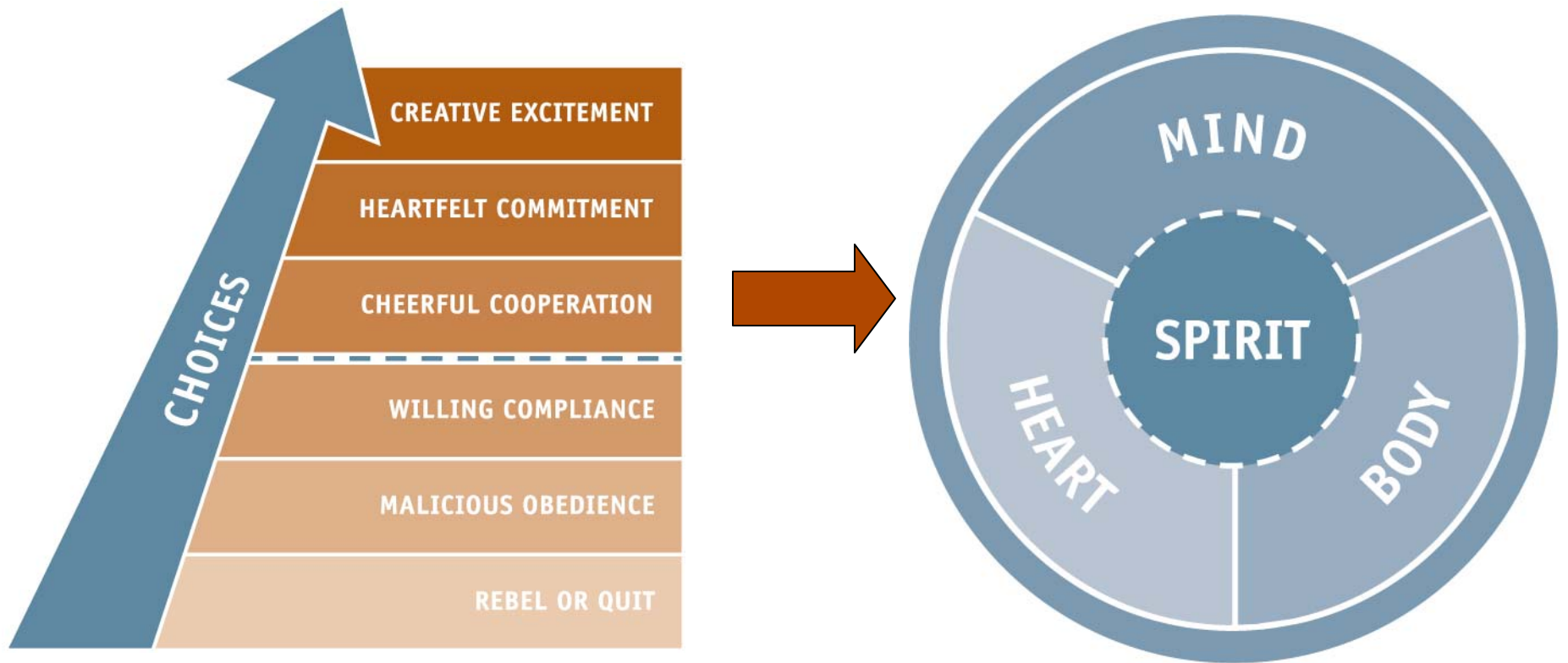


Video

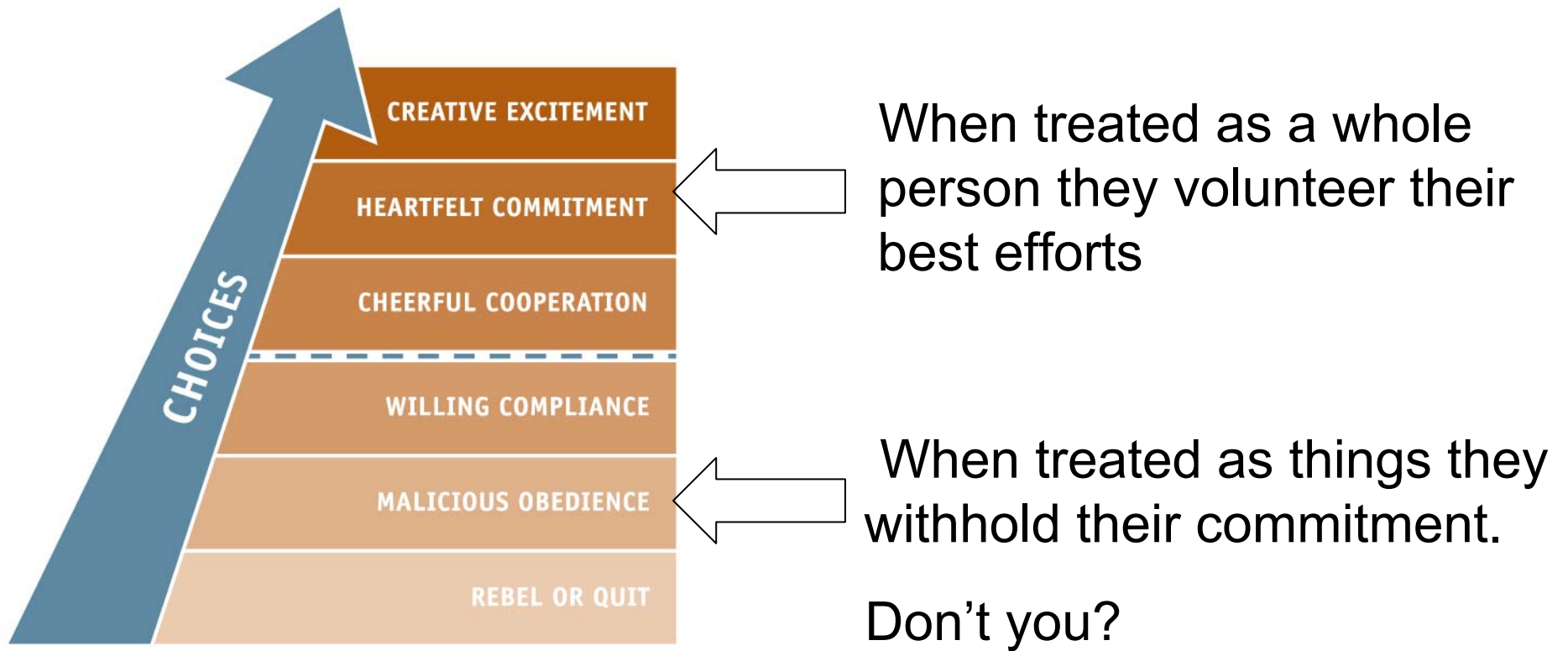
The Whole-Person Paradigm



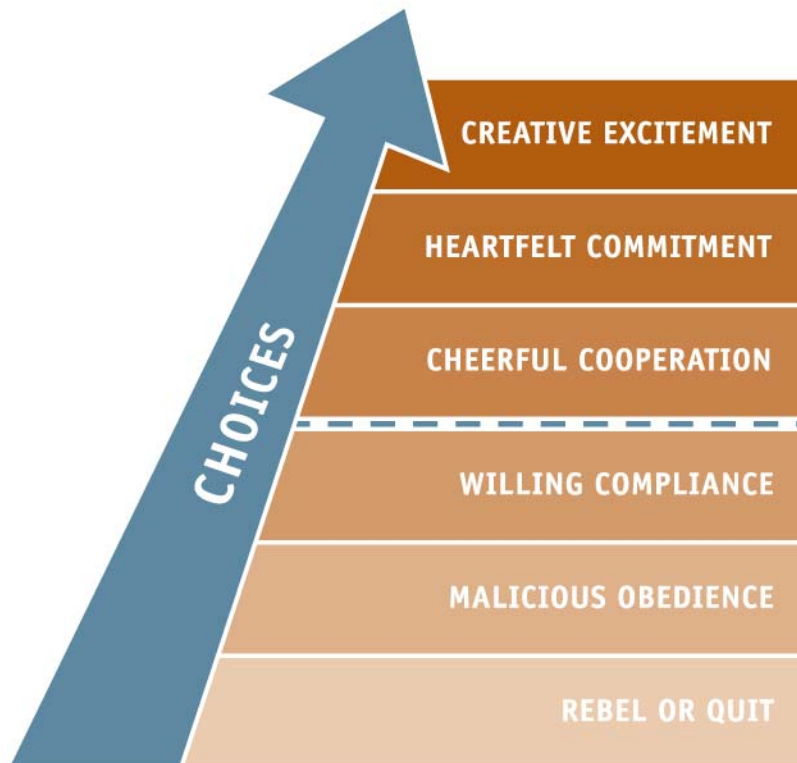
Levels of Engagement



What About Your Team?



What About Your Team?



Where are the people on your team?

How much of their talent, passion, and commitment are they volunteering?

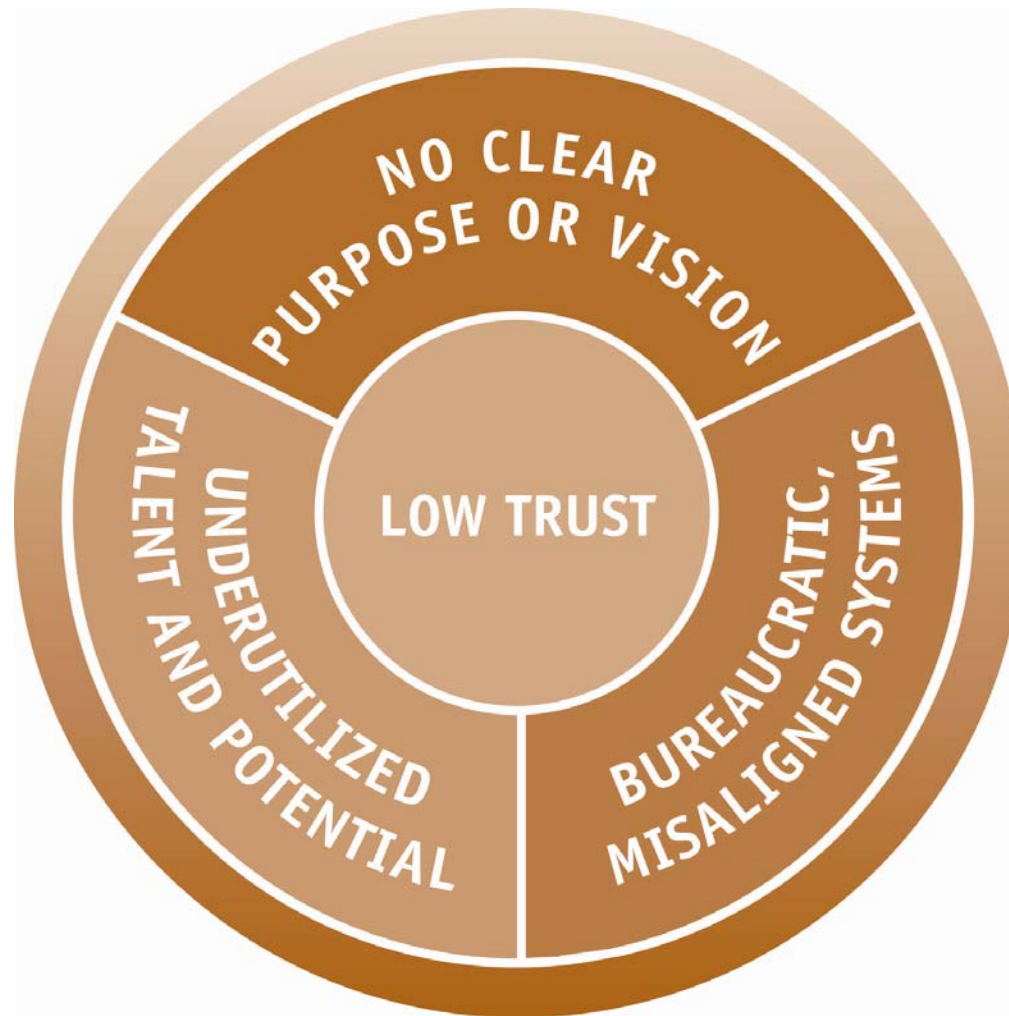
Peter Drucker



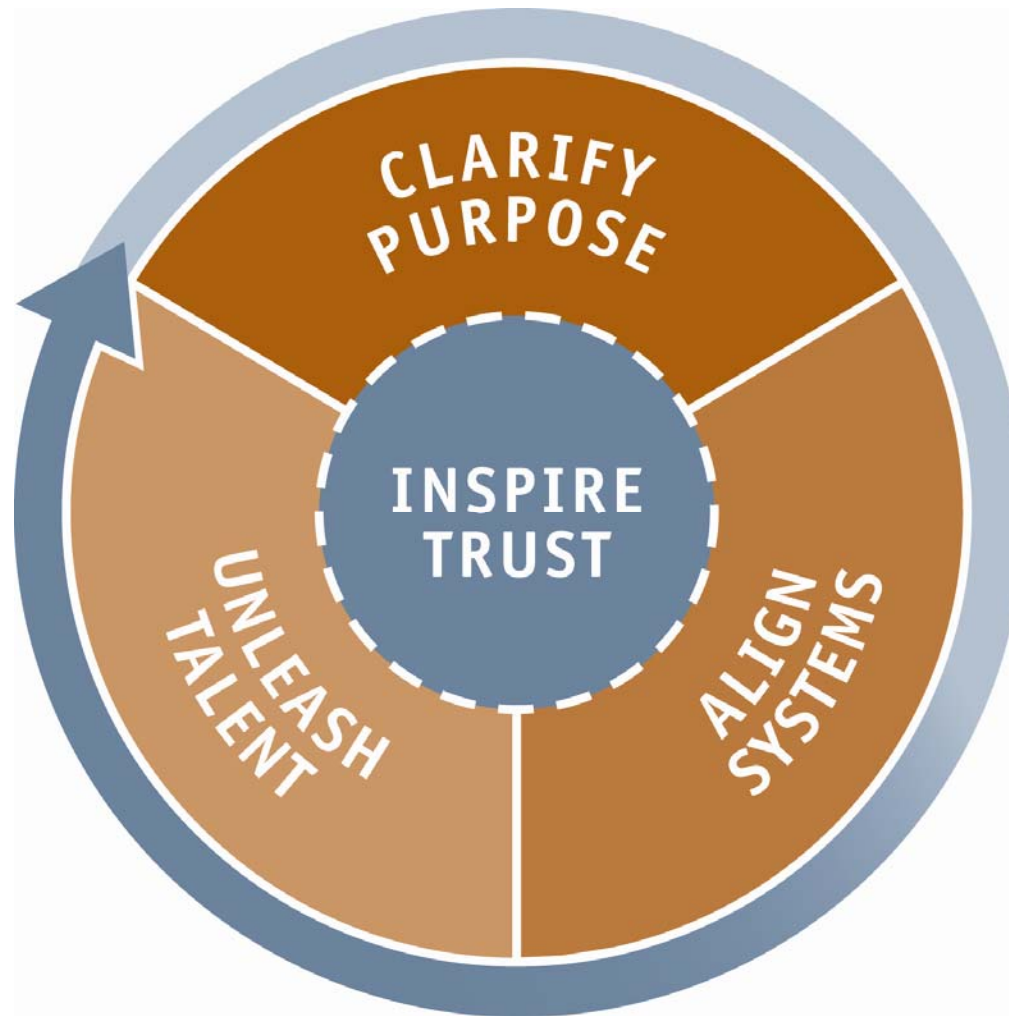
The most valuable assets of a 20th-Century company were its production equipment. The most valuable assets of a 21st-Century institution, whether business or nonbusiness, will be its knowledge workers and their productivity.

Peter Drucker, Management Challenges for the
21st Century

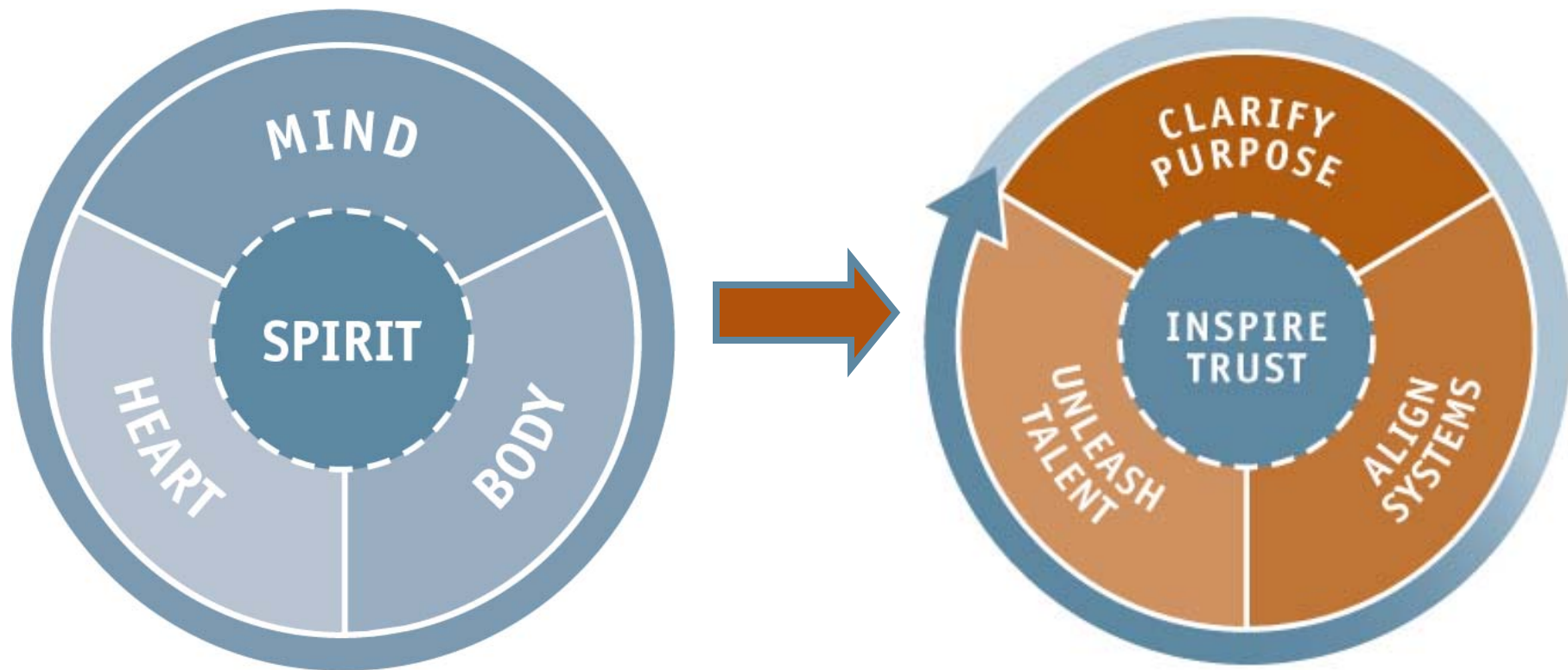
Four Chronic Problems and Their Solution



The 4 Imperatives of Great Leaders



The Whole-Person Paradigm Drives What Great Leaders Do



Imperative 1: Inspire Trust



Inspire Trust: Mind-Set

Mediocre Leader: I get things done because I'm the boss (formal authority).

Great Leader: I get things done through personal influence and credibility (informal or moral authority).

And the data says....

Over 54,000 people were surveyed and asked to identify the essential qualities of a leader – integrity was, by far, the number one response.

FranklinCovey

The Impact of Trust

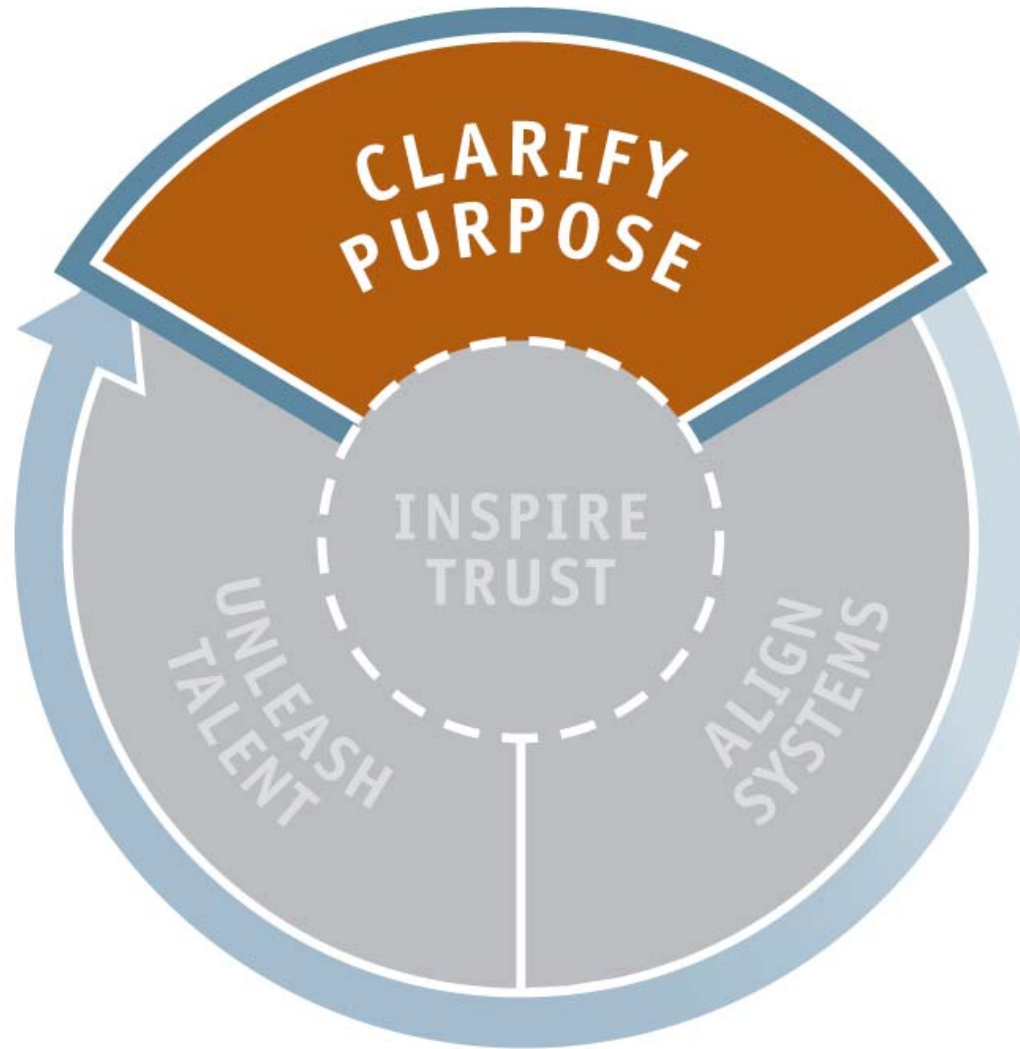


High Trust = High Speed + Low Cost



Low Trust = Low Speed + High Cost

Imperative 2: Clarify Purpose



How Purpose and Vision Fit



Clarify Purpose: Mind-Set



Mediocre Leader: As long as people have a clear job description, they'll be fine.

Great Leader: If a clear and compelling vision exists, people will volunteer their best efforts.

Clarify Team Purpose



A clear purpose answers three questions:

- **Job to be done.** What is the specific job your customers are “hiring” you to do?
- **Strategic link.** How does your team connect with the organization’s mission and strategy?
- **Money-making model.** How does your team contribute to the economic model of the organization?



Video

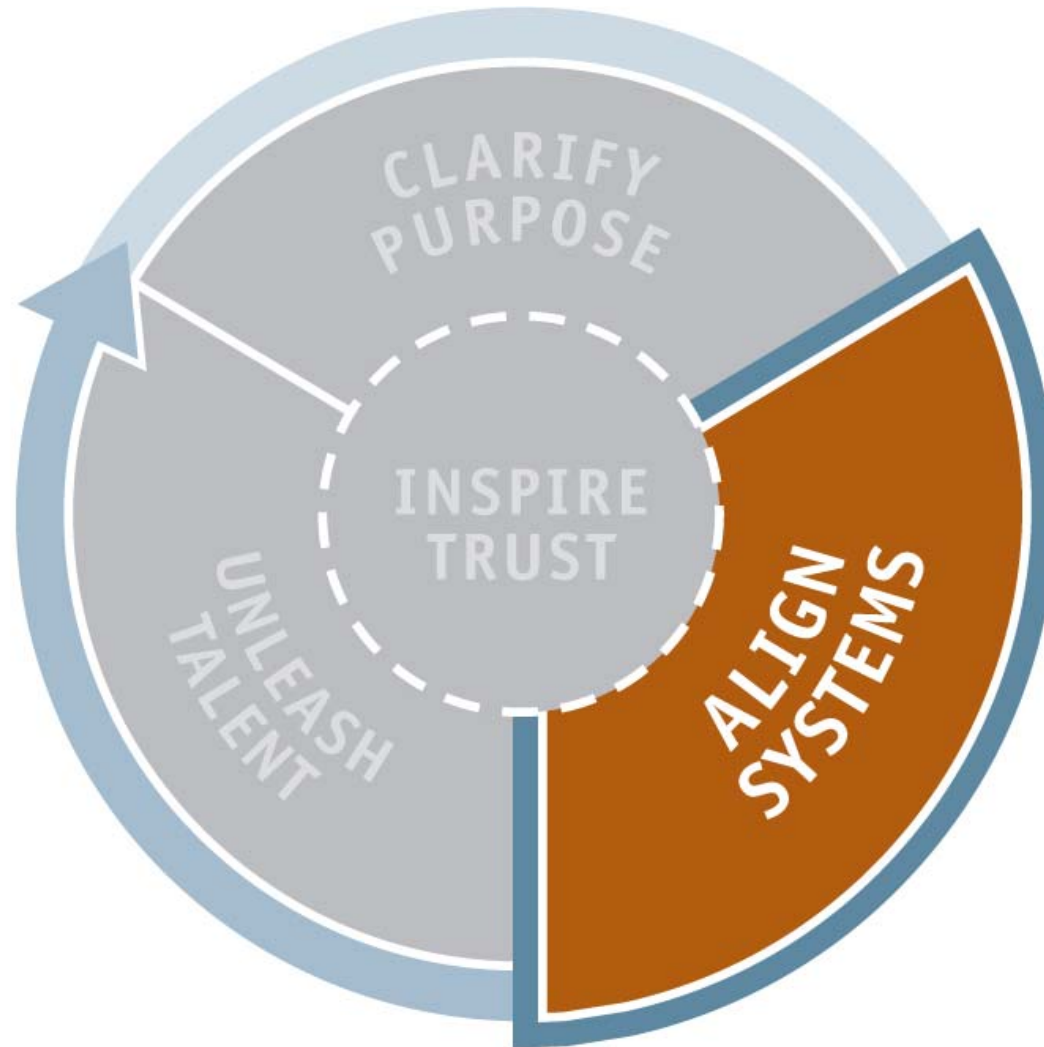
The Job to Be Done

The Job to Be Done Debrief



- What is the difference between a “job to be done” and a functional description of your team?
- What does it mean to be “hired” to do something?

Imperative 3: Align Systems



Align Systems: Mind-Set

Mediocre Leader: Everything is so dependent on me.

Great Leader: Enduring success is in the systems.

What Is a Great System?

System: A process, method, or set of procedures for doing something.

Great System: A system that—

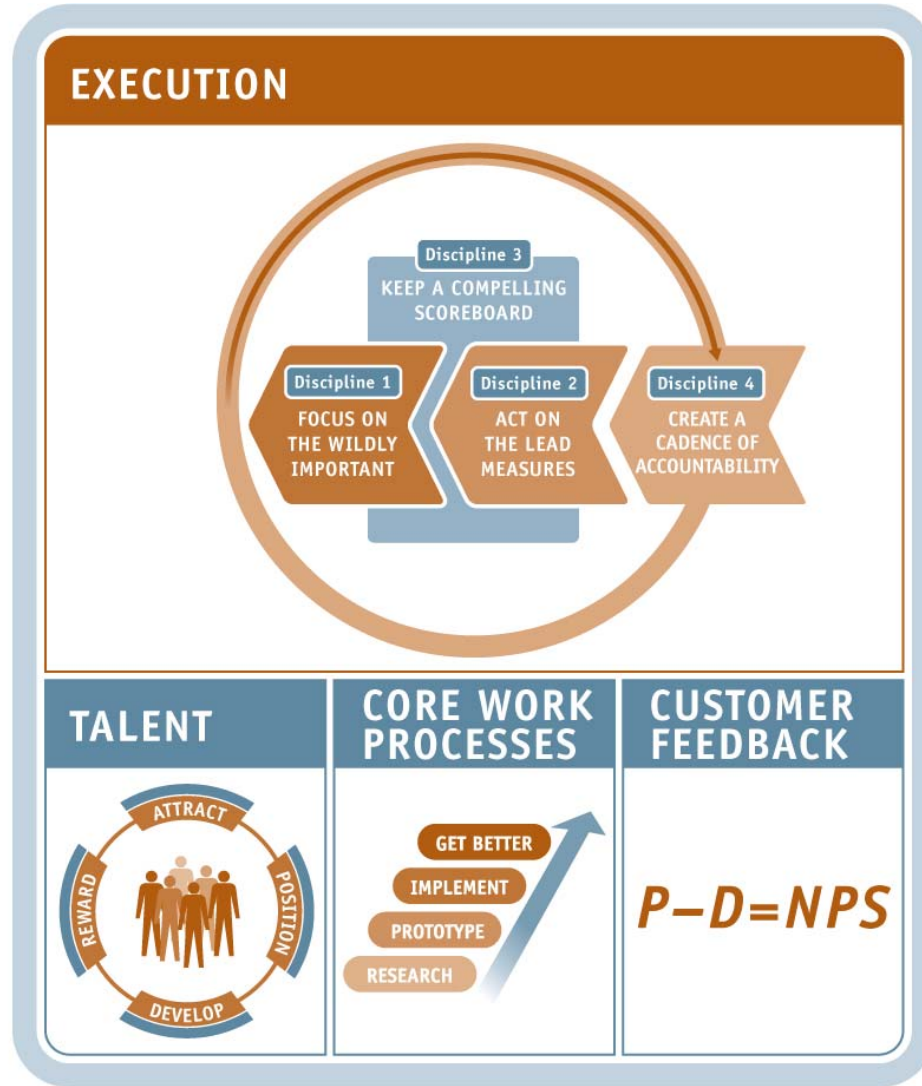
- Is aligned to achieve your highest priorities.
- Enables people to give their best.
- Operates independently of the leader.
- Endures beyond the leader.

Misaligned Systems

A misaligned system:

- Drives behaviors that are counterproductive to top priorities.
- Often goes unquestioned and unexamined.
- Saps energy, motivation, and creativity.

Four Essential Systems



Data from FranklinCovey's xQ (Execution Quotient) Research

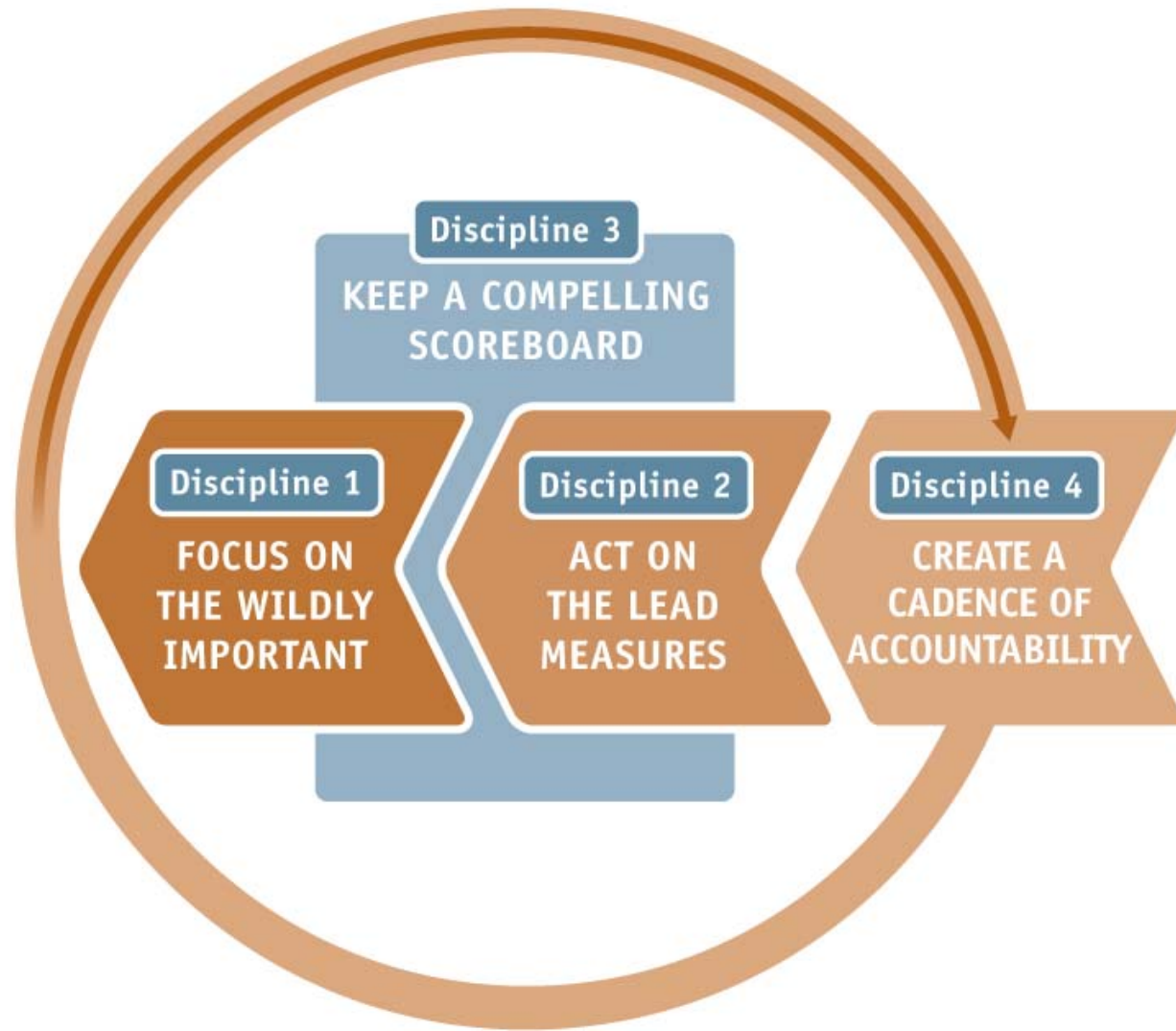
Do work teams have clear, measurable goals? **9%**

Do individuals stay diligently focused on the most important goals? **14%**

Are success measures tracked accurately and openly? **10%**

Do work teams plan together how to achieve their goals? **16%**

The 4 Disciplines of Execution



The Value of Clear Goals

“In the absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia.”

—Unknown

Discipline 1: Focus on the Wildly Important

Wildly Important Goals (WIGs) are the vital few goals that *must* be achieved to fulfill the purpose, or nothing else you achieve really matters much.

Pretty Important Goals (PIGs) are goals that represent the many good things you can do.

PIGs are the enemy of WIGs!

WIG Builder

SPECIFIC AND CLEAR	BROAD, VAGUE
EXPLICITLY LINKED TO PURPOSE Increase annualized inventory turns from 5 to 7 by June to enhance corporate profits by	UNCLEAR CONNECTION TO PURPOSE Turn inventory faster.
PLAIN LANGUAGE Get 25% of our revenues from the website by quarter's end. (A bookselling chain)	GIBBERISH Enable linkage to e-commerce channel strategy scaled to significance for the revenue stream
BITE-SIZED CHUNKS Translate new software product into Spanish within 30 days of initial launch. (A product-development team)	TOO MUCH TO SWALLOW Translate new software product into all major languages over the next two years.
DEADLINE-DRIVEN Increase revenue from personal-care products by 10% this fiscal year. (A pharmaceutical consumer-goods firm)	NO TIME FRAME Increase revenue from personal-care products by 10%.

WIG Builder

Use the space below to craft your WIGs.

1. _____

2. _____

(Verb) (measure) from (X) to (Y) by (when)

Increase

(Verb)

Sales

(measure)

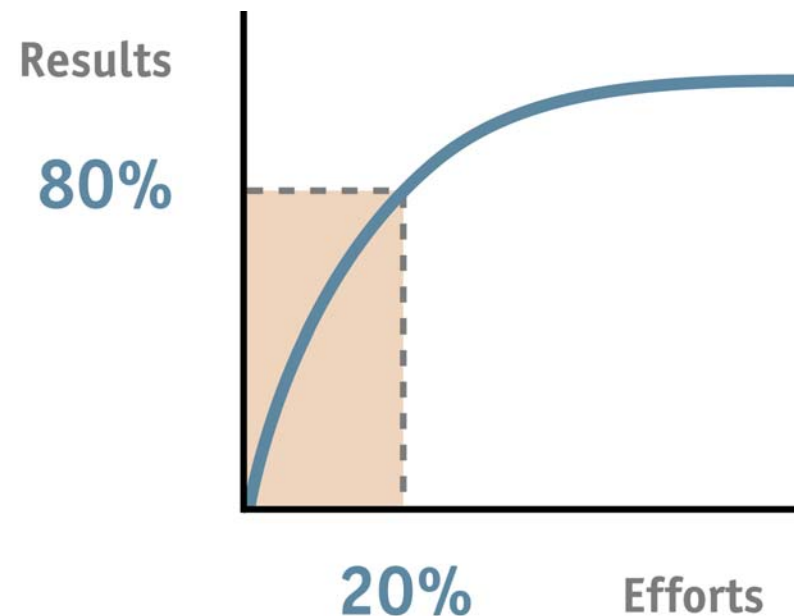
from

¥200 million **to** ¥250 million **by** December 31
(X) **(Y)** **(when)**

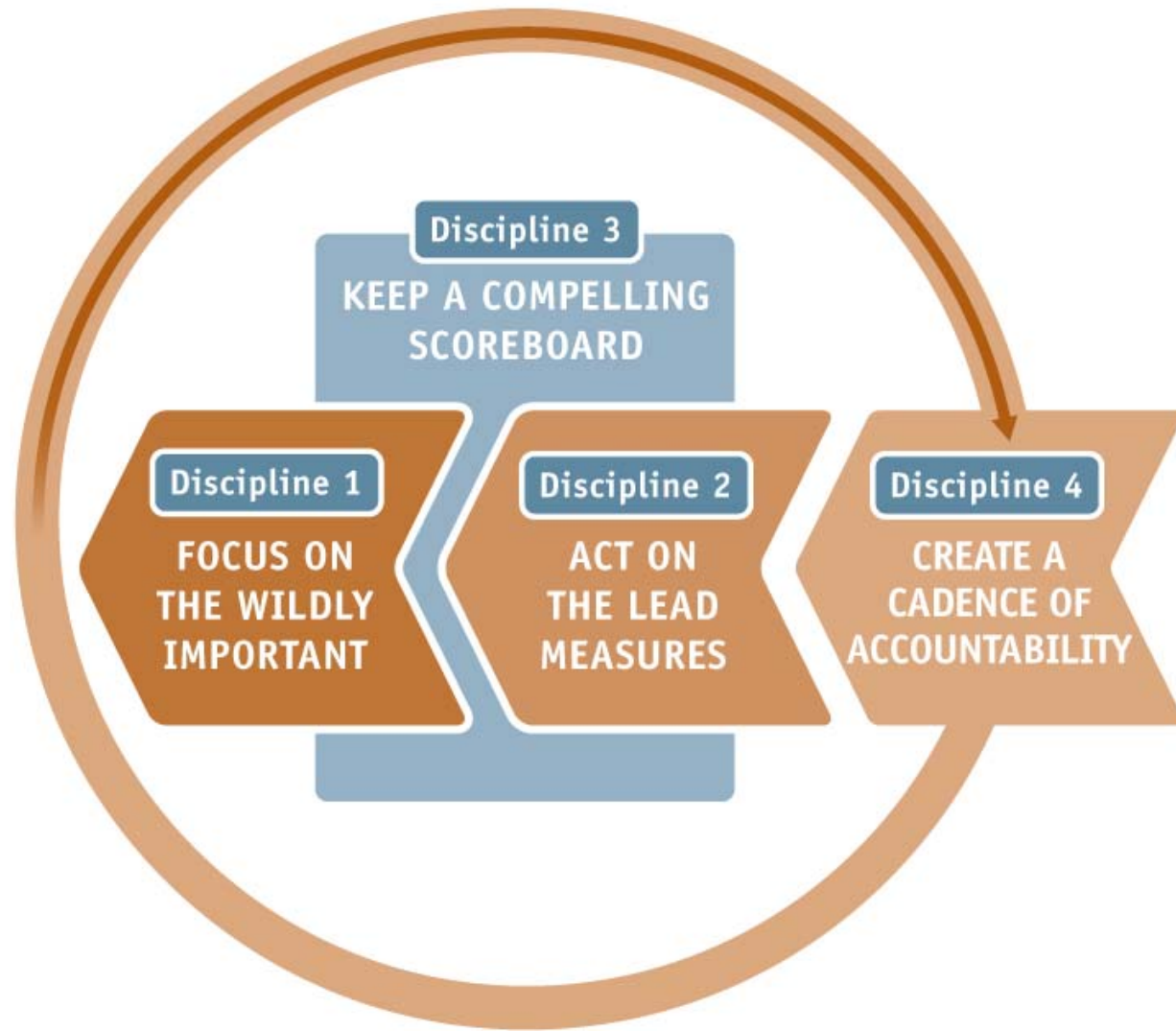
Discipline 2: Act on the Lead Measures

The 80/20 rule states that **80 percent of results flow from 20 percent of activities.**

As a team, you must ask yourselves: *What critical activities, if done with excellence, will have the greatest impact on results?*



The 4 Disciplines of Execution



Imperative 4: Unleash Talent



Unleash Talent: Mind-Set

Mediocre Leader: I need to constantly motivate and manage my people to get results.

Great Leader: My job is to release the talent and passion of our team toward our highest priorities.



Video

Control vs. Release

Three Leadership Conversations



Leadership Conversation Reminders

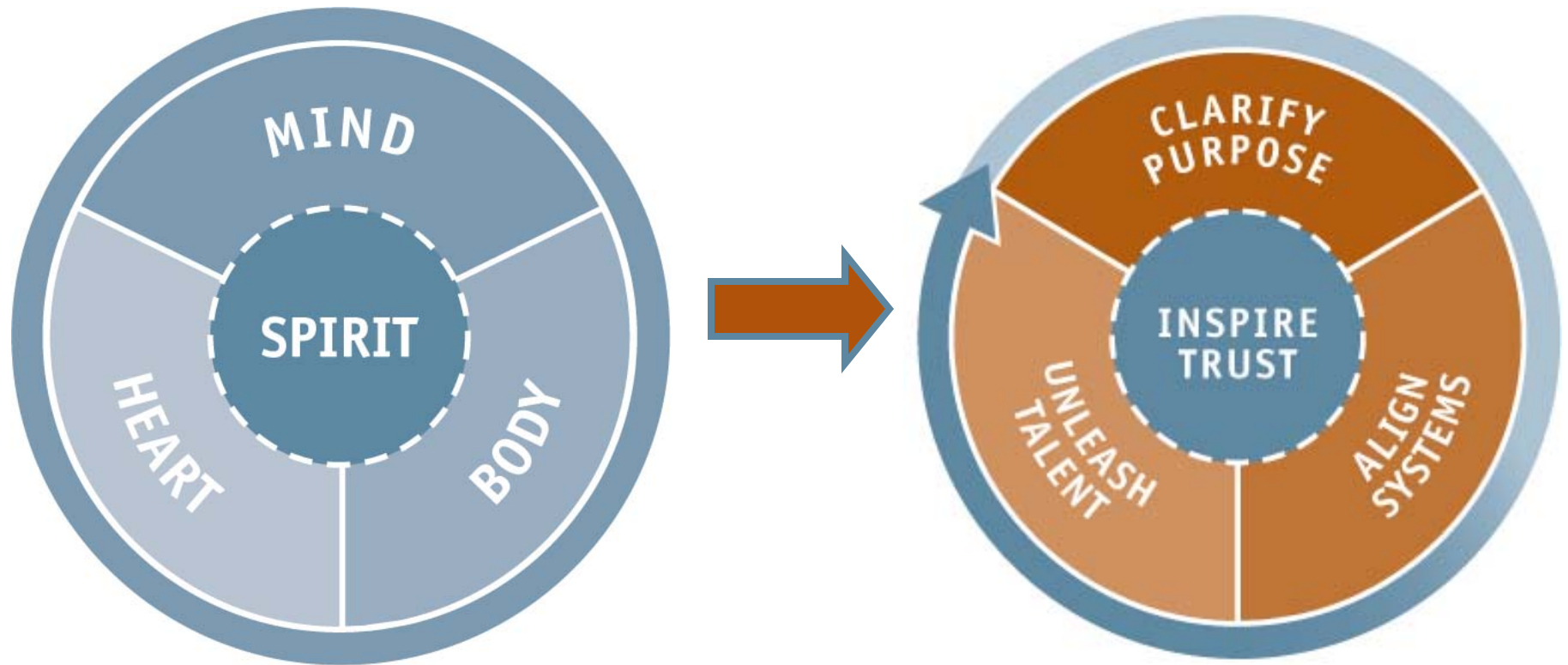
- Every time you open your mouth, you create culture.
- These are the 80/20 conversations.
- They can be formal or informal, short or long.
- You are having them already, whether consciously or not.
- Look constantly for opportunities to turn a normal conversation into a leadership conversation.

The Leadership Choice



MEDIocre LEADER	GREAT LEADER
I get things done because I'm the boss (formal authority).	I get things done through personal influence and credibility (informal or moral authority).
As long as people have a clear job description, they'll be fine.	If a clear and compelling purpose exists, people will volunteer their best efforts.
Everything is so dependent on me.	Enduring success is in the systems.
I need to constantly motivate and manage my people to get results.	My job is to release the talent and passion of our team toward our highest priorities.

What Great Leaders Do





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™

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FranklinCovey

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