



Leadership



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Management vs. Leadership

- Management gives you a position not Leadership, you don't need a position to be a leader
- People hate a Boss, which spelt backwards is "double S O B", people want leadership
- Leaders are not moody they are consistent
- Leaders are a lighthouse not a weather vane
- Leaders are not arrogant, people trust them

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John Addison CEO Citicorp



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Management vs. Leadership

- Leaders are first to apologise
- Leaders set extraordinary versus ordinary goals
- Managers make excuses (victims) leaders don't
- Leaders seize the moment and recognise the magnitude of the opportunity
- Leaders listen but make decisions, they don't always seek consensus

John Addison CEO Citicorp

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People Respond To:

Leadership

Targets KPIs

Vision

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Vision - The Created Future!

- Power of Visioning ... as a Driver
- Provides a new criteria to validate decisions and actions
- What Do We Want to Become
- High Level Vision Statement
- Document the Characteristics (Extended Vision)
- Capabilities and Skills to be Acquired



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Vision in Action

Peter Drucker story – classic illustration – **POWER** of Vision

3 stonecutters – **why are you cutting stones?**

1st one:
"because I need the money"

2nd one:
"because I'm a good stonecutter"

3rd one – hardest working:
"because I'm building a cathedral"



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Elements of Vision

- Leadership inspired
- Concise
- Shared and supported
- Positive
- Measurable



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What Managers really believe
about people and how they treat
them, will largely determine how
well the Company will fare in the
future



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Communication

Only 7% of communication is verbal

WHERE ?
By the coffee machine
In meetings
On the phone
On video
At lunch
On e-mail
On the plane
At home!!

**We communicate all day long
and don't realise it!**

- ▶ How we listen
- ▶ What and how we say it
- ▶ What and how we don't say it
- ▶ What we do and don't do
- ▶ When and how often do we do the above

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Types of Listening

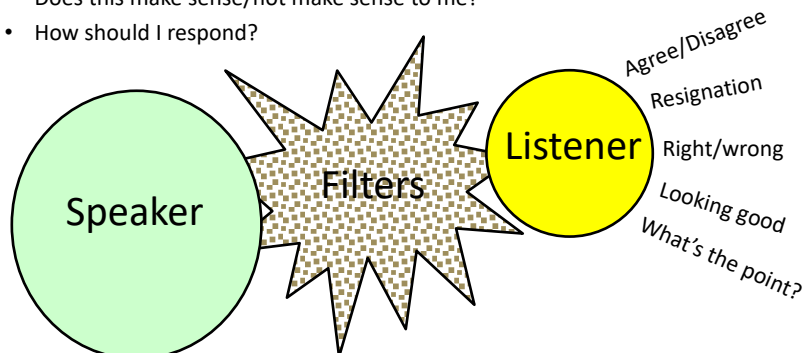
Automatic Listening

- Do I agree/disagree?
- Is this right/wrong?
- Do I believe it/not believe it?
- Does this fit/not fit with what I know?
- Does this make sense/not make sense to me?
- How should I respond?

Automatic Listening

No choice

No possibilities



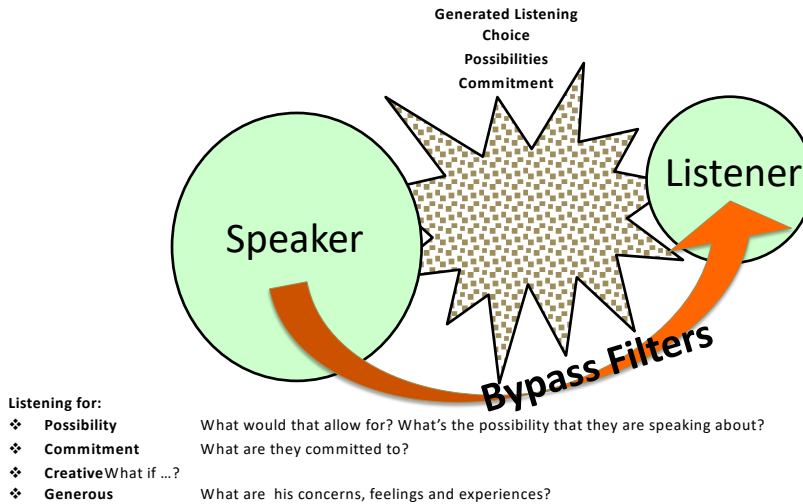
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Generated or Created Listening

Generated listening does not happen automatically. It is listening that you intentionally create. It is listening for what is possible, for what the speaker is committed to, for how we can contribute to the speaker's idea.



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Issue

- Measures drive behaviour
- Excellence measures of performance often conflict with traditional measures of performance
- We need therefore to:
 - Challenge and change individual measures and rewards

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Personal Leadership Development

This requires a formal
people development programme

Education

Training

Team Building

Performance Appraisal

Problem Solving Culture

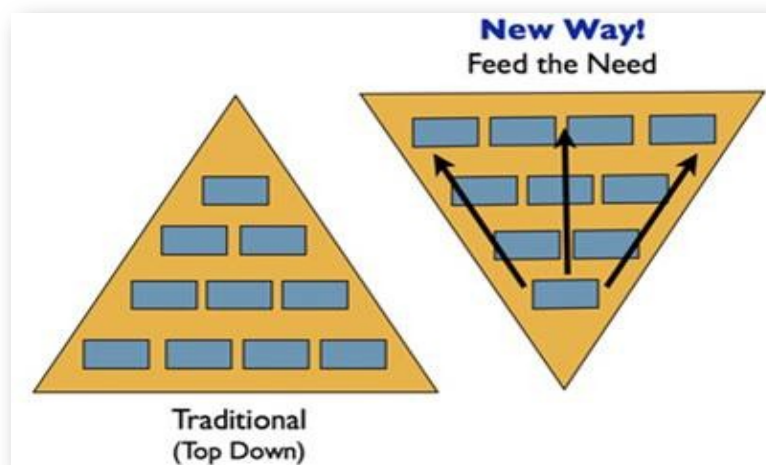
'Blameless Society'

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Empowerment



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Vision

- **Vision without action** is just a **dream...**
- **Action without vision** is just **passing time...**
- **Vision with action can change the world!**

Joel Barker

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A desk is a dangerous
place from which to
see the world

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Thank you!



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