



Leadership



1

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

2

John Addison CEO Citicorp



2



H4C

3

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

H4C

4

4

People Respond To:

Leadership

Targets KPIs

Vision



5

5



6

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



H4C

7

7

Vision in Action

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

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

1st one:
“because I need the money”

2nd one:
“because I’m a good stoncutter”

3rd one – hardest working:
“because I’m building a cathedral”



H4C

8

8

Elements of Vision

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



9

9

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



10

10

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

11

H4C

11

Types of Listening

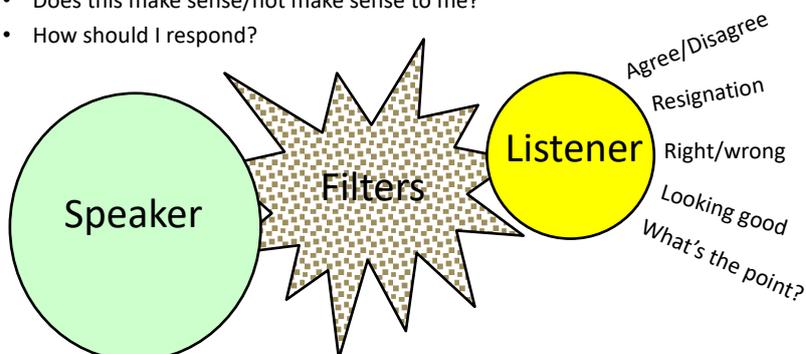
Automatic Listening

- 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



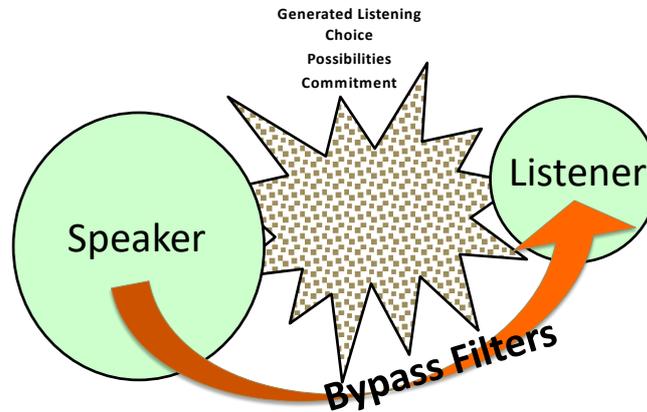
12

H4C

12

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.



Listening for:

- ❖ Possibility
- ❖ Commitment
- ❖ Creative What if ...?
- ❖ Generous

What would that allow for? What's the possibility that they are speaking about?
What are they committed to?
What are his concerns, feelings and experiences?

13

H4C

13

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

14

H4C

14

Personal Leadership Development

This requires a formal
people development programme

Education

Training

Team Building

Performance Appraisal

Problem Solving Culture

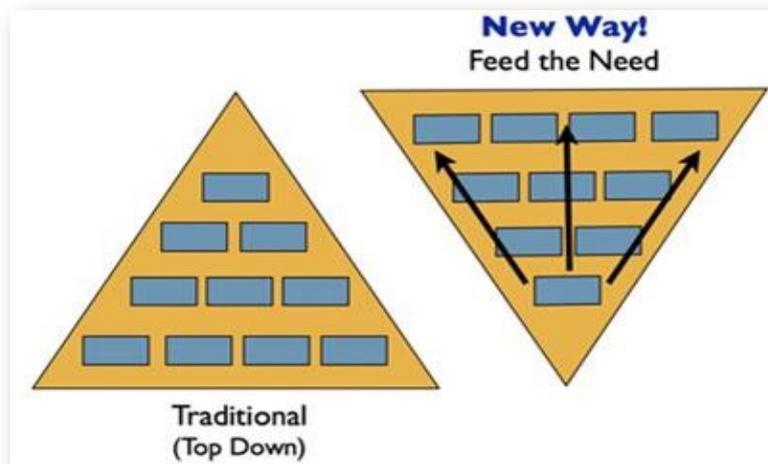
'Blameless Society'

H4C

15

15

Empowerment



H4C

16

16



H4C

17

Vision

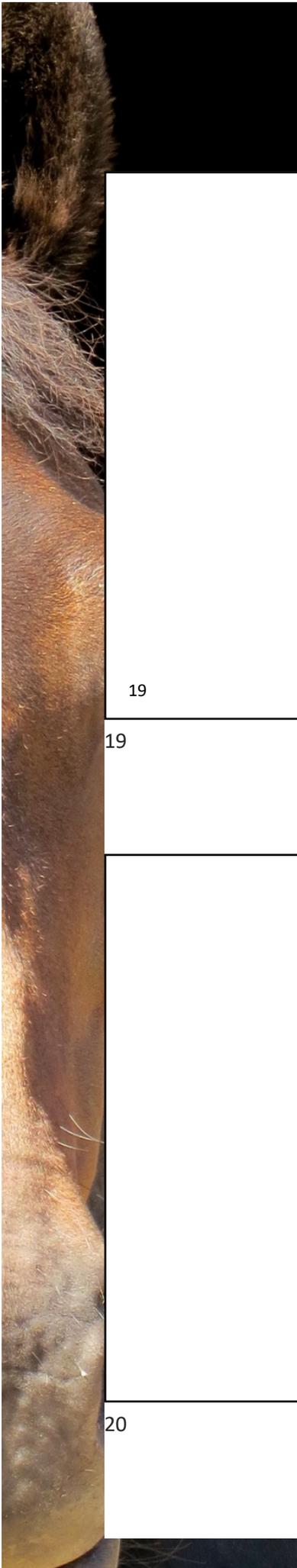
- **Vision without action** is just a **dream...**
- **Action without vision** is just **passing time...**
- **Vision with action can change the world!**

Joel Barker

H4C

18

18



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

19

H4C

19

Thank you!

20

H4C