

Fallen on Hard Times...?

**3 Key Leadership Capabilities That Need Our
Attention Now!**

What we'll cover

LEADING CHANGE

DEVELOPING OTHERS

INNOVATION

Rita Graziano

- ▶ In-house director roles (NEC, eBay, Intel)
- ▶ ½ of ~30 year career as external
- ▶ Variety of clients --- most Technology cos.
- ▶ Focus on Leadership Development
- ▶ Past decade: Executive Coaching, Change Leadership---and most recently Innovation

Introductory Questions

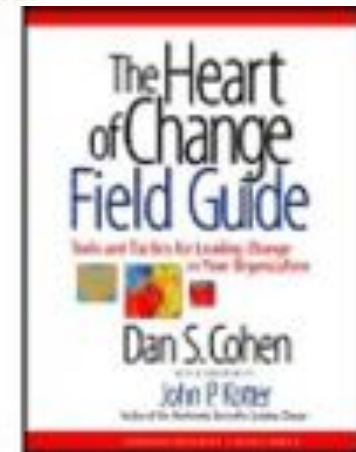
- ▶ To what extent have your leaders been given the opportunity to **learn how to better lead change** in the last 12 months?
- ▶ How many times in the last 12 months have your leaders **discussed development goals** with their team members?
- ▶ In the last 12 months, have your leaders been given the opportunity to **learn how they can innovate at work**?

Leading Change

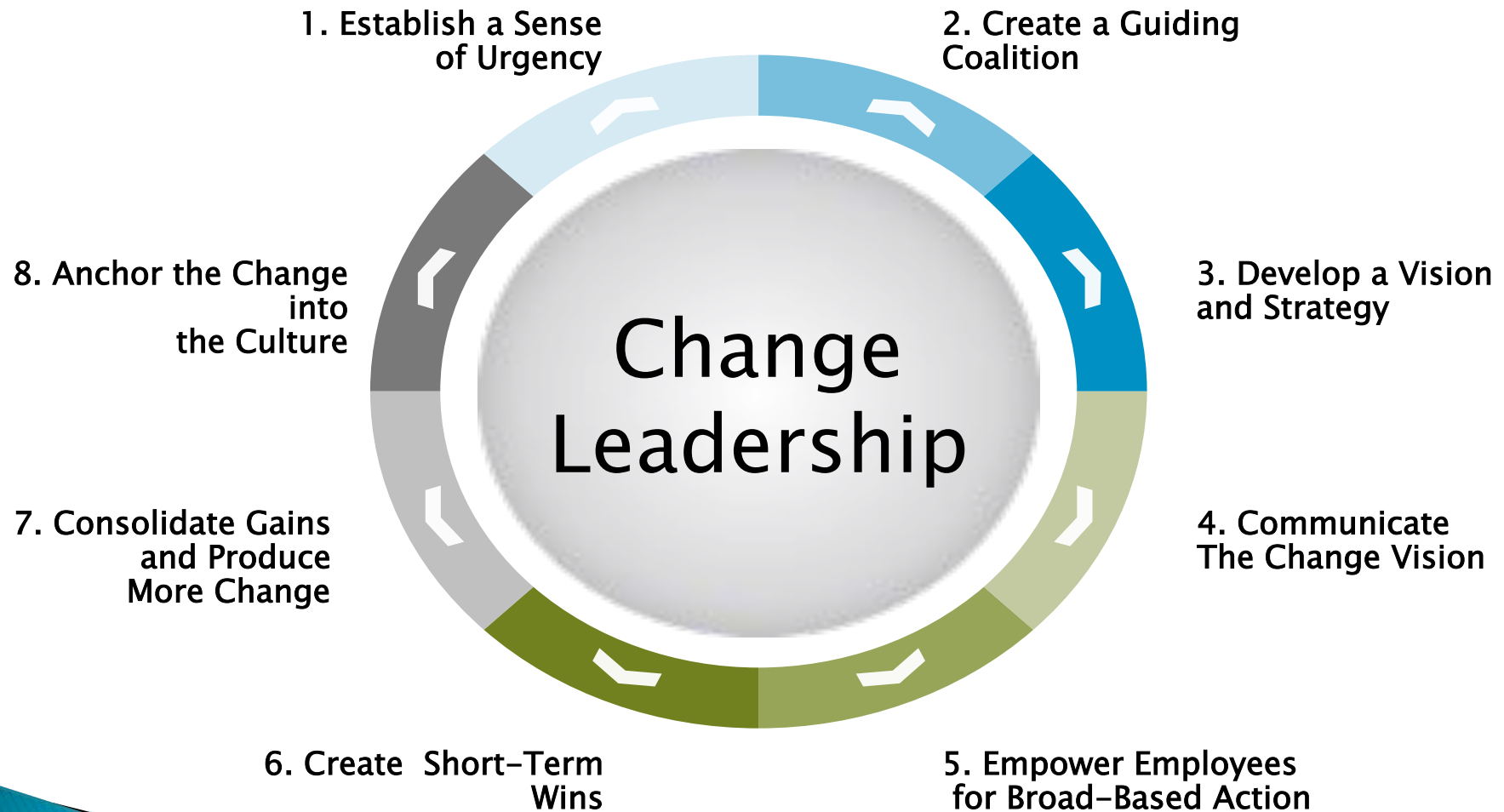
- ▶ Change within organizations has shifted from episodic to continuous
- ▶ Continuous change creates overwhelm, cynicism, helplessness, and fear
- ▶ 70% of change initiatives fail or derail

Leading Change

- ▶ John Kotter and Dan Cohen—LEADING CHANGE & Heart of Change Field Guide
- ▶ The books of Chip and Dan Heath: SWITCH and MADE TO STICK



John Kotter



Biggest Challenge for Leaders?

Step 1	Establish a sense of urgency	20%
Step 2	Create a Guiding Coalition	9%
Step 3	Develop and Vision and Strategy	13%
Step 4	Communicate the Change Vision	10%
Step 5	Empower Employees for Broad-Based Action	27%
Step 6	Create Short-Term Wins	7%
Step 7	Consolidate Gains & Produce More Change	2%
Step 8	Anchor the Change into the Culture	13%

Results adapted from HBR March 2010 article sharing Facebook Poll conducted December 2009

www.focusedsolutionsgroup.com

Using Kotter's Model to Develop Change Leadership Capability

- ▶ Articulate the why
- ▶ Identify stakeholders
- ▶ “Mind and Heart Pathways”
- ▶ Communication Plan
- ▶ Success metrics beyond economics

Chip & Dan Heath

- ▶ The Elephant & Rider --the six ton advantage
- ▶ Bright Spots --find and replicate
- ▶ Use stories--stimulate and inspire

Developing Others

American Workforce & Engagement:

- 28% Engaged
- 54% Not engaged
- 18% Actively disengaged

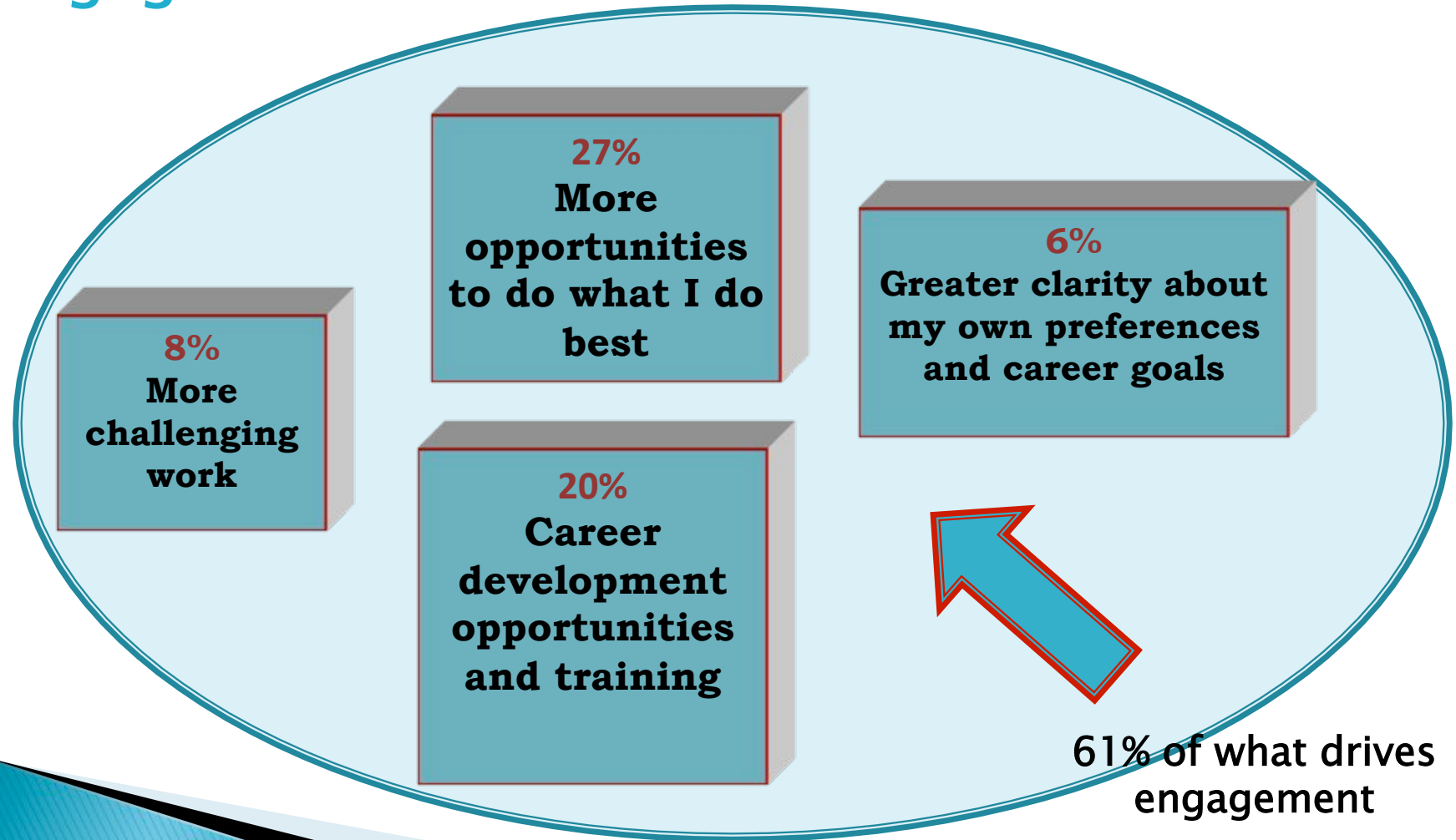
How much potential is
untapped?

Developing Others

- During the height of the recession, the threat of employee turnover seemed low
- However, during that time, employee engagement levels have dropped
- A late 2010 Corporate Executive Board survey found only 23% of employees had a high level of “intent to stay”
- Merit Resource Survey: 1 / 3 of respondents say that—if the opportunity presented itself—they would leave their existing employer and join another that paid LESS money, if that company demonstrated greater caring for and engagement of its employees
- *“The opportunity to grow and develop”* is often in top 3 reasons people leave

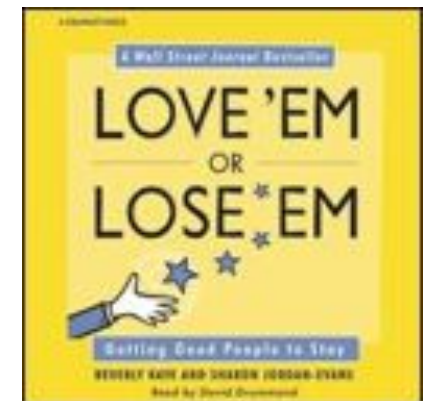
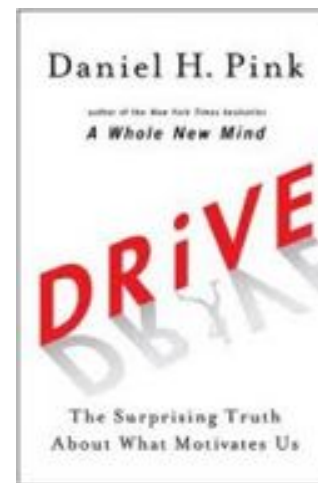
Developing Others

Engagement Drivers



Advance Leaders' Capability in Developing Others

- Help leaders recognize that development is an intrinsic motivator
- Listening meetings *what do you enjoy? What are you interested in? Are you challenged intellectually? What would you like to learn?*
- Love 'em or Lose 'em 5 steps (Careers):
 1. Know your team member's talents
 2. Offer your perspective
 3. Discuss trends
 4. Discover options
 5. Co-design an action plan:
Individual Development Plan



Economist Magazine:

**“Innovation is now recognized
as the single most important
ingredient in any modern
economy.”**

Innovation

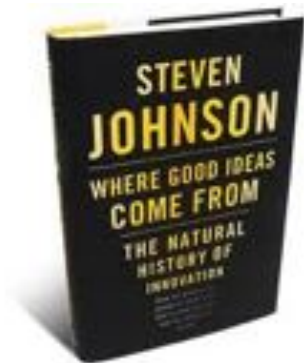
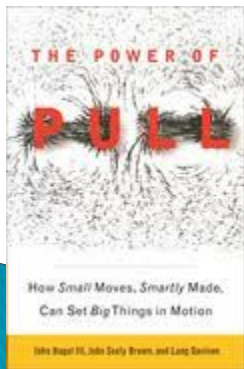
- Korn/Ferry 2011 survey: 98% of executives believe innovation is important
- PwC: 78% of CEOs surveyed believe innovation will generate 'significant' new revenue and cost reduction opportunities over the next three years
- Boston Consulting Group: 9 out of 10 senior executives believe that generating growth through innovation is essential for success in their industry.
- IBM: study of most important leadership capabilities: Creativity was #1!

What are the Leadership Capabilities associated with Innovation?

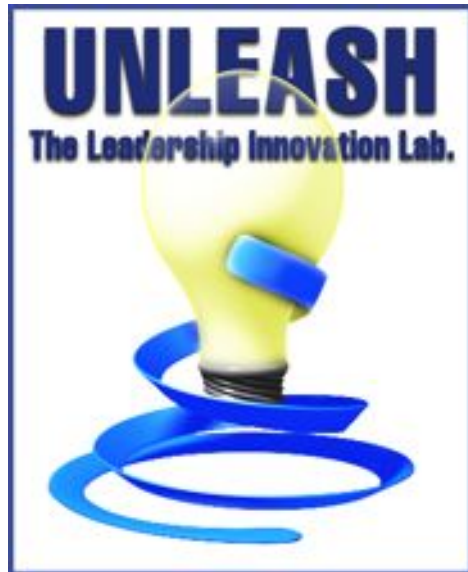
Curiosity/Spirit of Inquiry	Experimentation
Penetrating Questioning	Acute Observation
Idea Generation	Cross-Pollination
Creative Abrasion/Discourse	Reappraisal
Thrive on Challenge	Storytelling
Quick Pursuit of Ideas	Embrace barriers without losing optimism
Risk Taking	Absence of VOJ (Voice of Judgment)
Pragmatic Idealism	Self-Knowledge/Emotional Maturity

Advance Leaders' Innovation Capability

- **Brainstorming** practice withholding judgment & 'concluding'
- **Working Across Boundaries** get outside own domain
- **Reflection time** legitimize/calendar time to think/create



Current Work



In partnership with Jonathan Littman

