

Leading the Way - Developing Great Leaders

After attending a recent Consultant Round Table on leadership, three things were very apparent: 1) This is a crucial time for investing training dollars in your high potential talent, 2) There is an increasing void between the number of effective leaders available and those needed, and 3) The leadership competencies that drive business performance are unique to your particular business. No two organizations have the same leadership needs.

Competency Frameworks

Competency models are not a prescription for effective leadership. Rather, they represent the knowledge and skills of successful leaders as a guide to others as to “what good looks like.” These frameworks are the best way to strategically broaden leaders’ tool kits so that they can be effective across a wider range of situations.

BTC has created competency models and facilitated leadership development in the Pharmaceutical and Financial sectors. In each instance, the framework encompassed a unique set of skills and competencies. However, some intangible qualities cannot be learned. Know what intangibles your company requires and select those who have these qualities.

A Leadership Model

Having clarity and alignment around a particular leadership model is crucial to successfully developing your talent. Whatever model you choose, it must increase the frequency and quality of conversations about performance expectations and development between managers and their direct reports.

The role of the leader is to develop employees’ skills, motivation, and confidence by providing – purpose, goals, direction, access to training, support, clear feedback, and recognition. Most clients we work with have selected Situational Leadership as their core leadership model.

Effective Communication

An effective leadership model to direct coaching behavior is only half the battle. Leaders must know how to talk so that their direct reports will listen, and how to listen so that those they manage will talk to their leaders. They must be able to diagnose the personality preferences of those they manage and be able to deliver messages and feedback in a way that direct reports can hear and act.

Sales forces tend to favor the DiSC behavioral assessment for this purpose. Others have chosen MBTI, the leading personality preference assessment. Most assessments are suitable. The real impact comes when leaders combine the leadership model (what to coach) with how to effectively deliver it to the direct report.

Managing Conflict

Conflict is a part of life. Without conflict nothing changes. If nothing changes, nothing improves. Effectively managing conflict allows people to position differing interests in a positive manner that promotes collaboration, robust solutions, and deeper relationships. Keeping dialogue constructive helps the velocity of the business remain high.

Far and away the two tools of choice for managing conflict seem to be the Thomas-Kilmann Instrument (TKI) and Crucial Conversations.



Personal Leadership Essence

Ask yourself these four questions:

1. How do you show up as a leader?
2. What are your values?
3. What are the beliefs and assumptions that can catapult you forward?
4. What are the beliefs that limit your effectiveness?

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Enabling Creative Solutions

In a meeting with a prospective client, the CEO made a rash statement. "Ken isn't creative. Many of my people can't come up with the 'big idea.'" We were floored. This kind of thinking is dangerous for several reasons:

1. "Ken" and others had been labeled as not creative
2. This breeds the belief that only certain people have worthy ideas
3. It isolates those branded as uncreative from possible solutions
4. Ken (and those like him) will neither own the solution nor feel fully engaged in the organization

Actually, everyone is creative. They're just not creative in the same way. The FourSight Creative Problem Solving and Innovative Thinking process is a highly researched, field-tested assessment that identifies four steps to every creative solution:

Clarify – Define the problem

Ideate – Generate possible solutions

Develop – Create all the elements of the approved solution

Implement – Execute the solution

Each of us has the ability to use all four steps in the creative process. However, we innately choose to put more energy into certain parts of the process. The good news is that both individuals and teams can leverage their creative strengths and gain proficiency in those parts of the process where they naturally spend less time.

To learn more about how to use the FourSight process in your organization, call or email BTC.

Four Ways The Denison Culture Model Can Help You Now

1. Culture Change

Today's leaders and high-performing organizations recognize an important fact – that culture is a BUSINESS issue. Your ability to grow, operate efficiently and produce quality products and services is dependent on an aligned workforce with the capacity to innovate AND execute.

2. Leadership Development

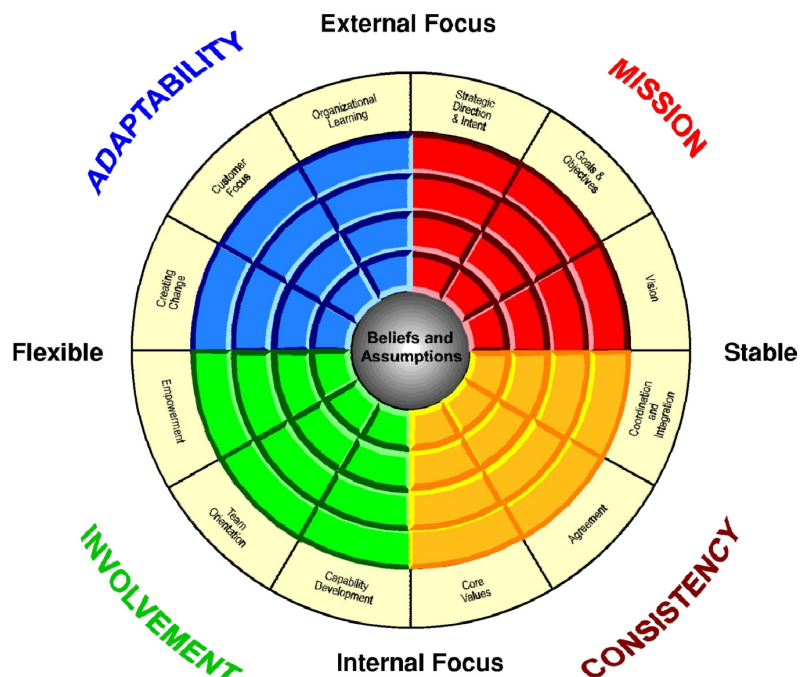
Culture and leadership are inextricably linked. Our culture and leadership model/diagnostics, delivered by seasoned consultants, offer a common framework and consistent approach to developing effective leaders at every level of the organization.

3. Strategic Planning

Organizations spend significant time and resources developing strategies designed to facilitate growth and competitive advantage. The Organizational Culture Survey provides key insights into the organizations readiness to execute your company's strategy.

4. Mergers and Acquisitions

Culture plays a significant role in the integration puzzle. There a number of activities that are critical to the culture integration process. We have been invited to join the integration effort at various stages in M&A's – and have developed a set of recommendations for addressing culture issues at each stage we have encountered.



Denison Culture Model (Above)