INSIGHT LEADERSHIP FRAMEWORK FOUNDATIONS STUDY GUIDE

Leadership Commitments Framework

Abstract

This project deliverable encompasses the work product as described in the Statement of Work.

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1. Introduction to Leadership Framework

The Insight Leadership Framework has been combined with training and exam to create a certification process to help you understand the Leadership Framework. This provides a "Start Here" method to learning the Insight Leadership Commitments concepts and tools.

Three Course levels:

- **Foundation Course** – Targets all customer facing project delivery personnel.
- **Practitioner Course**– Targets leaders and aspiring leaders.
- **Expert Course**– Targets top level leaders.

1.1. Foundation Certification Overview

Goal/Objective:

Have general understanding of Leadership Framework & associated tools.

Audience: Everyone

Duration: 4 weeks

How:

- **Foundation Training**
    - Online training videos
        - Section 1 – Introduction & Basic Concepts
        - Section 2 – Creating Clarity – Leader's Intent, Confirmation Brief, Back Brief
        - Section 3 – Demonstrate Thought Leadership – Red Teaming
        - Section 4 – AAR
    - 1:1 with manager/mentor
    - ILFC Study Guide
- **Materials**
    - ILFC Foundation Training Videos – Aspire Journey in Percipio
    - ILFC Study Guide – This guide
    - Certification exam at end of Percipio journey
- **Exam**
    - Complete a Leadership Commitments Foundation Certification Exam
        - 75% or better needed to pass

Desired Outcome:

When users accomplish certification which is provided upon successful complete of the exam, they will have a good enough understanding of the leadership framework that they will understand when the tools are being used by the leaders and how to respond appropriately.

2. Leadership Definition

"Process of influencing people by providing purpose, direction and motivation to accomplish the mission and improve the organization."

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Leaders Create Leaders

We need to lead at EVERY level!

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2.1. Why is Leadership So Important?

Company Success

- **Decision Making** - Good leadership prepares a project team to know what is an appropriate course of action
- **Productivity** - Equips leaders with skills that can help them enhance the productivity of their team
- **Motivation** - When employees are motivated to achieve clearly defined goals and encourage to perform
- **Profits** - Productivity increases and so do profits

Teammate Retention

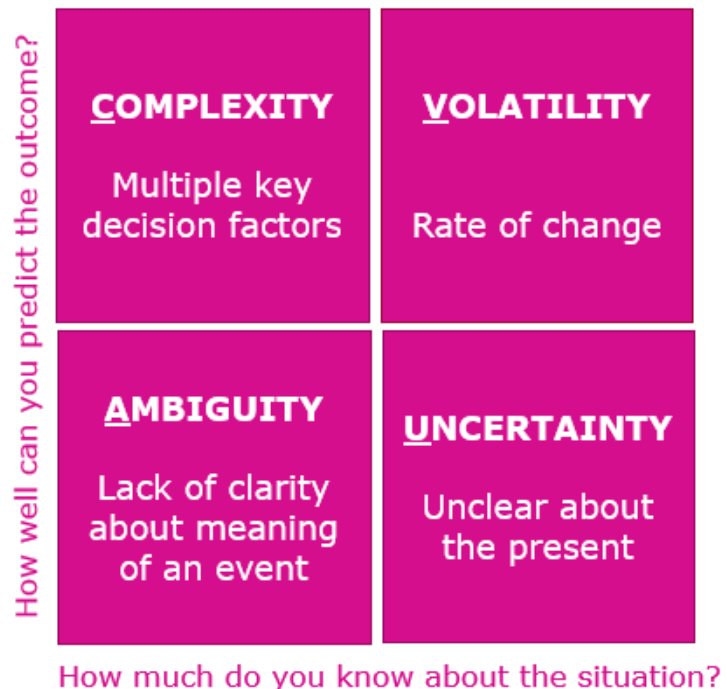- **Retention** - Effective leadership is important for employee satisfaction
- **Relationships** - Effective leadership cultivates positive relationships between employees and their superiors
- **Culture** - Leadership development programs have proven to be substantial in improving corporate culture
- **Talent** – Rather than seeking external applicants, Insight can draw new leadership from existing employees

Visionary	Motivates people towards a vision	"Come with me"	Self-confidence, empathy, change catalyst
Coaching	Developing people for the future	"Try this"	Developing others, self awareness, empathy
Affiliative	Creates harmony and builds emotional bonds	"People come first"	Empathy, building relationships, communication
Democratic	Forges consensus through participation	"What do you think?"	Collaboration, team leadership, communication
Pacesetting	Sets high standards for performance	"Do as I do now!"	Conscientiousness, drive to achieve, initiative
Commanding	Demands immediate compliance	"Do what I tell you"	Drive to achieve, initiative, self-control

3. VUCA

- **V**olatile
- **U**ncertain
- **C**omplex
- **A**mbiguous

How well can you predict the outcome?

COMPLEXITY

Multiple key decision factors

VOLATILITY

Rate of change

AMBIGUITY

Lack of clarity about meaning of an event

UNCERTAINTY

Unclear about the present

How much do you know about the situation?

3.1. Adaptive Teams

VUCA Requires Adaptive Teams

- Assume change, not stability
- We need a to have a change-oriented mindset
  - ➢ SNAFU – Status Nominal: All Fouled Up.
  - ➢ FSO – Figure Stuff Out

What Adaptive Teams Look Like:

Attributes

- Shared values and ethos (character / integrity)
- Adaptive/Contingency Focused Mindset
- Shared vision, Purpose, and clarity of leader's intent
- Shared/Empowered Leadership
- Credible/Inspirational Leaders
- Transparent Communications & Coordination
- Mutual Trust & Cohesion
- A dynamic but disciplined decision-making process
- Flexible P4s (Policies/Procedures/Practices/Processes)

Approach

Adhere to Mission Command

- Centralized Intent
- Decentralized Execution

4. Insight Leadership Commitments

4.1. Create Clarity

It is important to create clarity as a leader. Being asked to perform activities without a clear purpose can be difficult. A workforce can experience performance and quality issues when there is a lack of clarity in their job. Purpose is a necessary ingredient and to create it a leader needs to communicate clearly defined objectives, actions, plans and principles.

Each Leadership Commitment has associated tools. For creating clarity, we use a combination of tools that create intent, communication methods that force clarity, and the ever so valuable Strategic Pause. Learning these tools and knowing how to use them are an important part of this Leadership Commitments certification process.

The commitment to "Create Clarity" involves the following:

- **Vision** – A commitment to ensuring a clear vision has been defined that includes owning our culture
- **Simplifying** – A commitment to simplify anything that is complex or ambiguous.
- **Communication** – Engaging in frequent two-way communication

4.2. Inspire People

As we strive to provide products and services to our customers each employee of Insight becomes a stakeholder with a need for purpose and meaning in what we are being asked to do. In today's workplace the primary motivators are autonomy, mastery and contribution. The old carrots and sticks methods do not work on the typically sophisticated thinkers we hire at Insight. As a result, part of being a leader includes a commitment to "Inspire People".

The tools associated with this Leadership Commitment focus on creating a client facing attitude that ensures that the requirements, needs and interests of the people involved are requested and communicated. This includes delegating effectively and trusting that the results will reflect the expectations communicated.

The commitment to "Inspire People" involves the following:

- **Empowering** – There are always new leaders developing and by teaching these leadership principles and delegating responsibilities effectively we energize others
- **Recruiting, Hiring & Developing** – Seek out future leaders with diverse talent and build their leadership skills using these Leadership Principles
- **Care & Compassion** – It is important for a leader to commit to paying attention to the people involved and being concerned about their health, happiness and well being

4.3. Demonstrate Thought Leadership

For these Leadership Principles, the term "Thought Leadership" means you strive to be a trusted source - an informed opinion leader who moves and inspires people with innovative ideas. To develop leaders in a purposeful way we need to provide opportunities for them to play the adversary and challenge a mission or intent to improve its effectiveness. A leader must be willing to underwrite prudent risk and test new solutions while learning from the process.

The commitment to "Demonstrate Thought Leadership" involves the following:

- **Innovative Solutions** – Actively proposing new ideas and new innovative solutions
- **Challenging Status Quo** – Intentionally stopping to challenge plans, policies, systems and assumptions and identify faulty logic or gaps in understanding
- **Test & Learn** – Identifying and document hypotheses testing them with appropriate rigor

4.4. Deliver Results

Although the responsibility to delivering results falls on every team member, the Leadership Commitments ask our leaders to make a commitment to handling adversity with strength, grace and determination. This includes expecting cooperation across teams and organizations. For example, performing After Action Reviews forces a team to analyze the results of a project or milestone and determine where adjustments, improvements or some sort of ingenuity are needed.

As Insight provides products and services the tasks, milestones and/or project objectives carry with them certain risks. An important part of delivering results is taking time to understand the risks and issues and actively seeking out and documenting contingency plans.

Improvements occur when everyone provides and receives honest and effective feedback.

The commitment to "Deliver Results" involves the following:

- **Being Client Obsessed** – Recognizing that those people who have direct contact with the customer daily (including themselves) are the front-line who must be focused on the customer's and the project's success
- **Action & Results** – Maintaining a bias towards action and a hunger for results
- **Standing Through Adversity** – Embracing adversity as opportunity for digging deep, finding solutions, and building resilience

Working Across Teams – Reaching across teams to foster a high-performing organization

Create Clarity	Inspire People.	Demonstrate Thought Leadership	Deliver Results
• Define a clear vision for your team and own our culture. • Simplify the complex and ambiguous. • Engage in frequent, two-way communication.	• Empower through energizing leadership. • Recruit, hire, and develop diverse talent and future leaders. • Show care and compassion for others.	• Actively propose new ideas and innovative solutions. • Intentionally challenge the status quo. • Test and learn.	• Be client-obsessed. • Have a bias toward action and a hunger for results. • Stand through adversity. • Reach across teams to foster a high-performing organization.
TOOLS • Leader's intent • Communicate two levels down • Rule of 7s • Confirmation brief • Back brief • Strategic pause	**TOOLS** • Leadership Philosophy • Storytelling • Clients First, People Always • Effective Delegation	**TOOLS** • Red Teaming • Underwriting Prudent Risk	**TOOLS** • After Action Reviews • Contingency Planning • Giving Effective Feedback

4.5. Leadership Commitments Summary

- Introduced across all of Insight
- Creates a consistent leadership experience at all levels
- Balanced between accomplishing our missions and bettering the organization
- Comprehensive enough to cover all aspects of leadership
- There aren't so many that I can't remember them all!
- And the really good news is…
  - ➢ **To be an <u>exceptional</u> Leader, you need to…**
    ### Be good at all four & excel at one!

4.6. Leadership Philosophy

What is a Leadership Philosophy?

A personal leadership philosophy is a set of beliefs and principles you use to evaluate information and respond to people and situations. It allows anyone who hears it to gain an understanding of your values, priorities, approach to decision making, and what you expect from yourself and others.

Why is a Leadership Philosophy important?

- Sets a foundation for Leadership
- Established the beliefs, values and personal rules related to the kind of leader they want to be
- Lets team members and others know what you expect, what you value and how you will act in any given situation.

"If you are a leader, you must have an ideology of leadership. If you lack an ideology and attempt to decide everything on a case-by-case basis, you will never be capable of strong leadership."

…Konosuke Matsushita, founder of Panasonic

5. Leadership Framework

5.1. Purpose of Leadership Framework

- Establish and continuously use a Leadership Framework that provides the repeatable processes and behaviors that deliver consistent results in a VUCA environment.
- Create/Improve adaptable leaders to drive the institutional transformation required for us to achieve our aggressive growth goals

Management ➡ **Execution**

Leadership ➡ **Change**
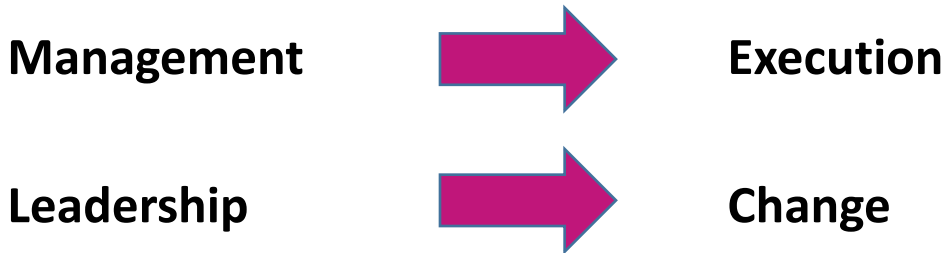
5.2. Flow Chart of Leadership Framework
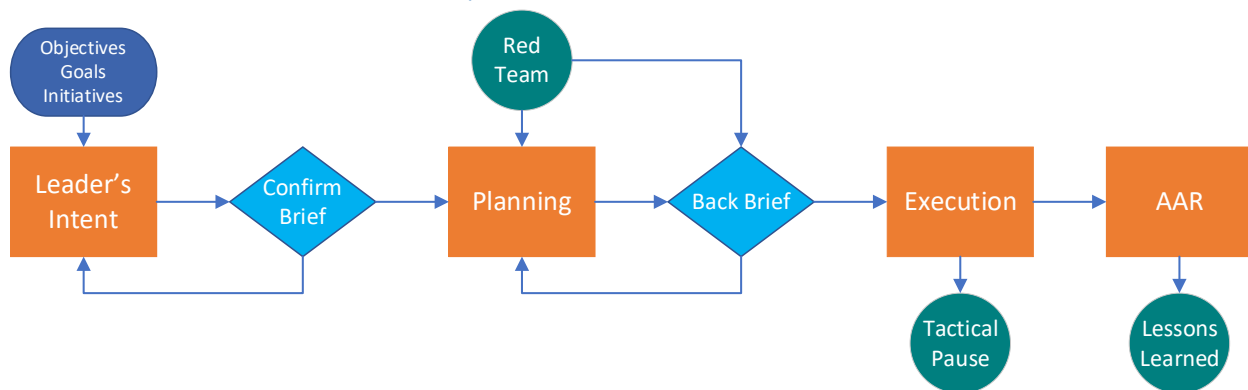
5.3. Leader's Intent

What is a Leader's Intent:

Leader's intent is a clear, concise statement about what people must do to succeed in their assignments. It should be aligned two levels up and understood two levels down. It is the Why and What but **NOT the How.**

When to use Leaders Intent:

Before starting a project, activity, or event during which you need the team to operate <u>autonomously</u> from leadership.
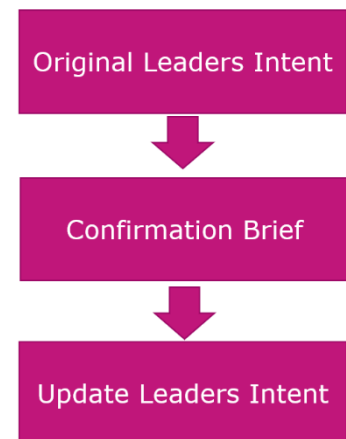
Objectives Goals Initiatives

Leader's Intent

Components:

- **Objective / Purpose** – Why the assignment needs to be done   ("Purpose" for Team Intent)
- **Key Tasks / Key Activities** – What is the objective(s) of the assignment
- **End State Vision** – How should it look when you are done   (*"Run-Rate Vision" for Team Intent*)
- **Constraints** – What must be done or must not be done; When to escalate
- **Leaders Critical Information Requirements (LCIR)** – What information and when to report back to the leader or organization.
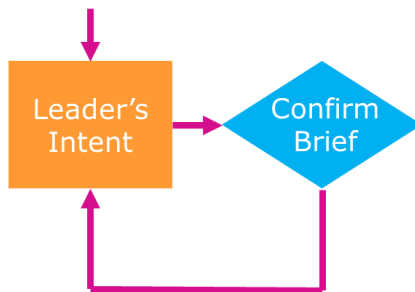
5.3.1. Leader's Intent

- Take the time necessary to get this right
  - It will save time in the long run
- It is an iterative process
- Often these are "living" statements…they can change!
- Be aware the goal is not to specify the "How"
- Leader's Intent need to cascade down through the organization
  - Key Activities become the Objectives for cascaded Leader's Intent
- Helps maintain alignment across teams
- Make the Purpose/Objective inspirational (if possible)
- The Confirmation Brief is critical to ensure alignment
- This will take practice to get good at!

Original Leaders Intent

↓

Confirmation Brief

↓

Update Leaders Intent

5.4.Confirmation Brief

Purpose:

To reinforce intent and shared understanding with dialogue between leaders and the team.

When to use Confirmation Brief:

Soon after receiving an assignment and before planning.

Demonstrates understanding of Leader's intent with focus:

- Purpose
- Key Tasks
- Relationship with other teams

Additional Discussion:

- Options
- Scope / Authority
- Anticipated Challenges
- Critical Factors
- Previous Lessons Learned

How to Do it:

- Schedule a meeting with the leader.
- Review Leaders Intent by Reinstating the Intent.
- Request Clarity
- Update Leaders Intent

5.5. Planning

What is Planning?

Timeline of Milestones & Gates

Action items w/ owners and dates

Action / Detail / Metric / Unit / Deadline
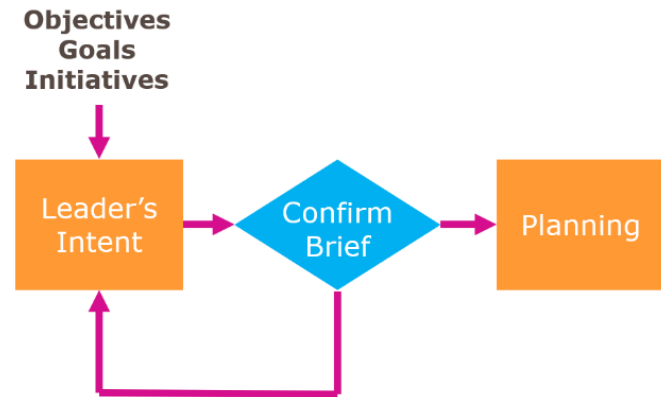
What is included:

- Scope & Intent

- Tasks & Milestones

- Schedule

- Plan Owner / RACI

- Risks, Assumptions, Issues, Decisions (RAID Log)

- Communication Plan

- Escalation Thresholds

- Tactical Pauses

- AAR

How to Do it:

- Team meetings
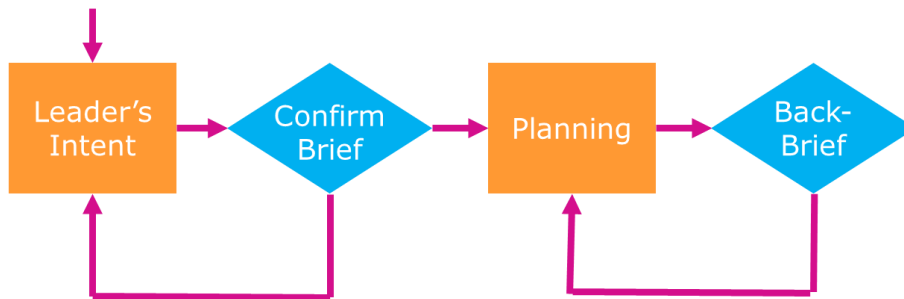- Document the plan
- RED TEAM your plan prior to Back Brief

Considerations

- PM Assigned?
- "Small Wins"?
- Stakeholders' Needs

5.6. Back Brief

**Objectives
Goals
Initiatives**

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Leader's Intent → Confirm Brief → Planning → Back-Brief
```

What is a Back Brief:

- "How" do you intend to accomplish your tasks?

- The plan, contingencies and potential risks/mitigation

- The necessary resources and any tasks that cannot be achieved without additional resources

- Next steps?

Who Attends:

- Leader / Stakeholder

- Key project participants
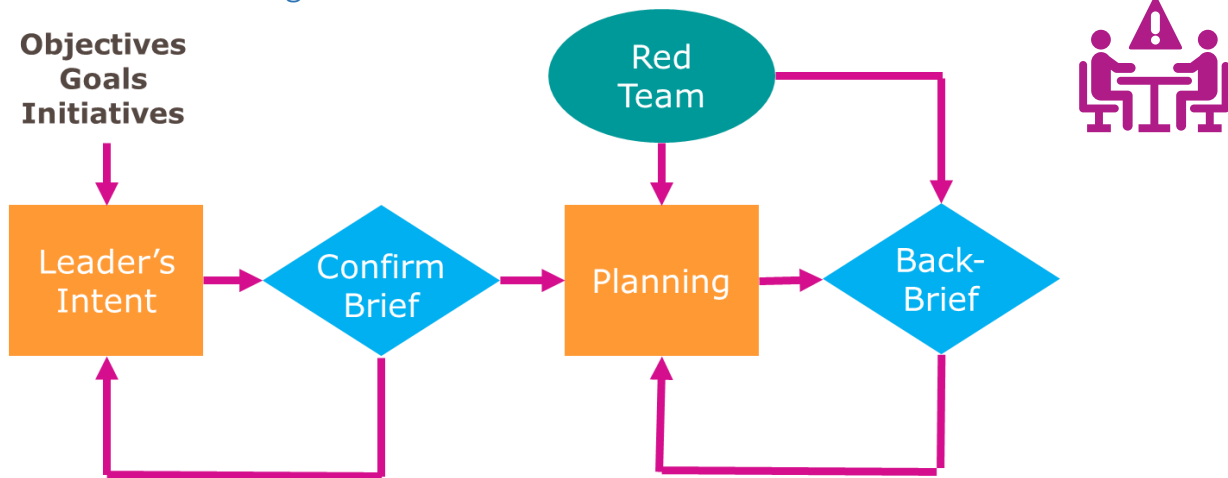
- Team that owns the assignment.

What Happens?

- The plan is "Accepted" or "Rejected"

- Permission to execute plan is obtained

- If necessary, plan goes back for additional updates and Back Brief is repeated
  Note: Back Brief can turn into Red Teaming session

How to Do it:

- Schedule a meeting with the leader.

- Present the Plan

- Obtain Approval or Update the Plan.

5.7. Red Teaming

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Objectives
Goals
Initiatives
    │
    ▼
┌──────────┐      ◆              ┌──────────┐      ◆
│ Leader's │──▶ Confirm ──────▶ │ Planning │──▶ Back-
│  Intent  │     Brief          │          │     Brief
└──────────┘                    └──────────┘
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                    │   Red    │
                    │   Team   │
                    ╰──────────╯
```

What is Red Teaming:

- Red Team - Diverse set of Stakeholders that challenge the plan to ensure it is comprehensive, effective and achievable

- Can be done during the Back-Brief, and can also be done as part of the planning process

- Specifically assign teammates to perform this role

- Usually results in Contingency Planning!

How to Do it:

- Schedule a meeting to present the Plan

- Include subject matter experts (SMEs)

- Select one person to pretend to be key stakeholder for preso focus

- Everyone in room acts as devil's advocates and attempts to shoot holes in plan

- Update the plan as appropriate

- Note Risks and Issues in RAID and create contingency plans as appropriate

Who Attends:

- Team that owns the assignment.

- Stakeholders

- Outside teammates / SMEs to review the plan.

Examples of Red Teaming Application
• Reviewing a project plan
• Reviewing a large client services transition plan
• Reviewing a Project Statement of Work
• Reviewing a client's requirements to overall solutions proposal
• Reviewing a client request for proposal response
• Reviewing a Technical Bill of Materials
• Reviewing a cut-over plan
• Reviewing a testing plan

5.8. Tactical Pause
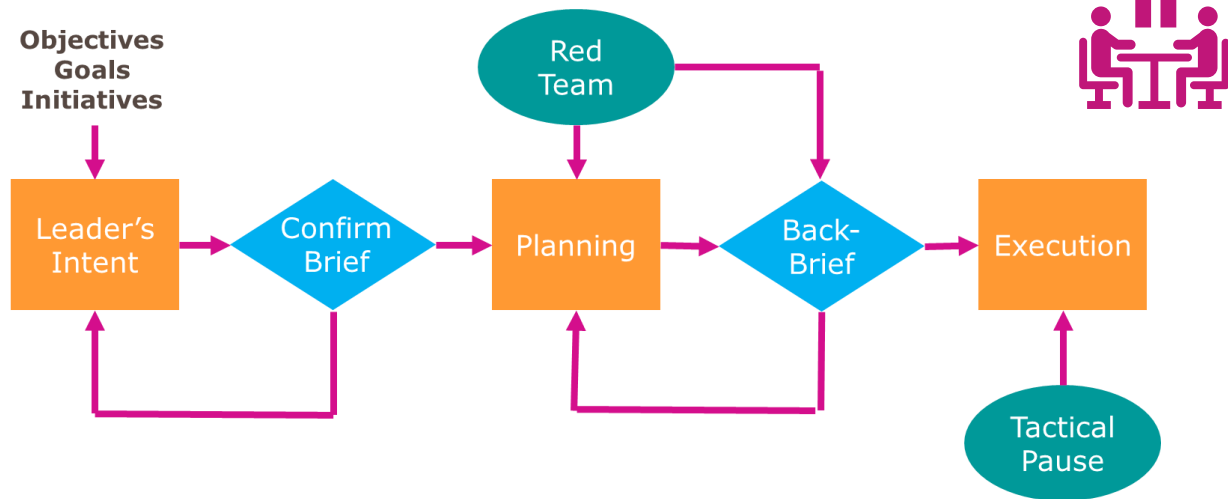
What is a Tactical Pause:

- Time-out to Stop, Analyze and Adapt

- Schedule Driven (i.e. Proactive)

- Formal Event Driven (i.e. Reactive)

- Informal Event Driven (i.e. Reactive)

When to use it?

- Can be called by any team member…without recrimination!

- Should be used when things are not proceeding according to expectations…GOOD or BAD!

How to Do it:

- Get with your manager and or stakeholder and request a "Tactical Pause" usually with a team meeting.

Tactical Pause Attributes:

- **Look** – When you are unsure of what is in front of you, take a knee until you get more information. Send out a scout, do market research and look at the data you have. If you do not have all the data you need, keep trying to get a complete picture for a long as you have time to do so.
- **Listen** –Listen to those around you. Listen to your teammates, listen to your wingmen, listen to the signals coming in from the market or the battle space. Demand others around you be quiet and listen as well…you can't process what you can't hear.
- **Think** – Take the information you've gathered and spend some of your precious time actually processing it. Look for patterns, hidden clues or diamonds in the rough. A clear path through the obstacle may not always be crystal clear, but at least you can eliminate some of the more treacherous paths.

5.9. After Action Review (AAR)
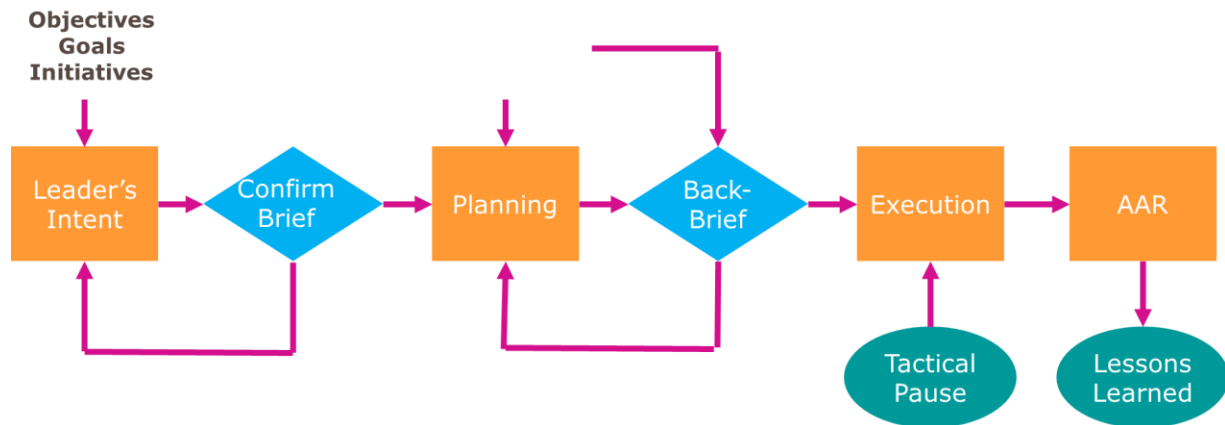
What is an After-Action Review (AAR):

Structured review or de-brief (debriefing) process for analyzing *what* happened, *why* it happened, and *how* it can be done better by the participants and those responsible for the project or event. An AAR occurs within a cycle of establishing the leader's intent, planning, preparation, action and review. An AAR is distinct from a de-brief in that it begins with a clear comparison of intended vs. actual results achieved.

When to use it?

- Completion of Execution Phase
- Compare Plan versus Execution.

Types of After-Action Reviews:

- **Informal:** Informal AAR's are those are quick hit meetings to discuss what happened? These are not formal meetings / proceedings but more discussions with the team to talk about the "What was the intent?" versus "What Actually Happened?" and how we can learn from that the time. Usually informal AARs and held at lower levels of the organization.
- **Formal:** Formal process that follows a regimented process and procedure for capturing the data for presentation. The team captures the inputs and presents and publishes the outputs.

5.9.1. AAR Process
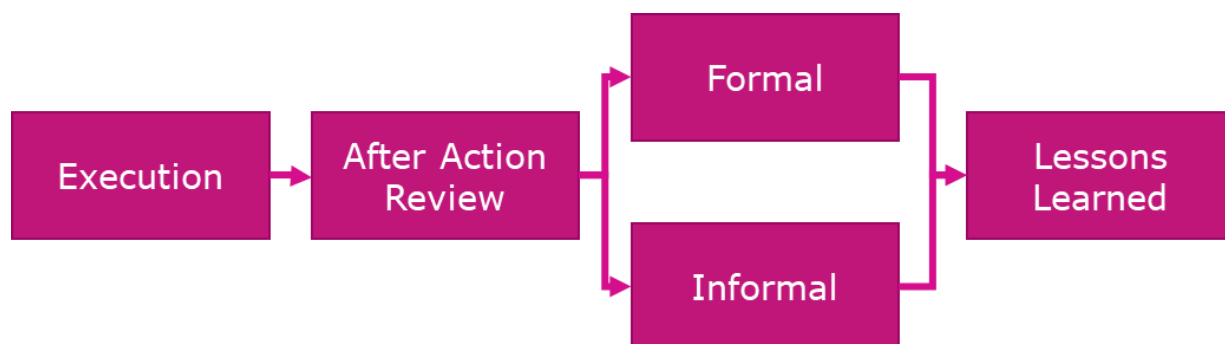
Before AAR:	After AAR:
What are the intended results?	What were the intended results?
What does success look like?	What were our actual results?
What challenges might we encounter?	What caused our results?
What have we learned from similar situations?	What we will sustain or improve?
What will make us successful this time?	What is our next opportunity to test what we learned?

5.10. Leadership Tools & Used in Engineering Services

Skip Level Communications

- Communication of Intent across 2 levels of Organization
- Helps to eliminate misinterpretation (aka the "Telephone Game")

Change Leaders

- Leaders tasked with implementing Change Initiatives across multiple groups or teams
- Planning / Execution / Coaching

Battle Buddies

- 1:1 Peer Relationships
- Provide Feedback, Support, Guidance and Perspective
- Works both ways
- Forces a step-back to think about leadership

5.11. Important Lessons of Leadership Framework

- Leader's Intent is most important (need to start right!)
- All parts of Leader's Intent are equally important
- All parts of Leadership Framework are equally important
- Leader's Intent will NOT be effective without the other parts
- You need to utilize the Leadership Framework before you will really understand it
- Tactical Pauses don't need to be formal, scheduled meetings
- Leader's Intent is a mandate to Plan, not execute
- Confirmation Brief is a "targeting exercise"
- Back-Brief is a "quality-control exercise"

5.12. How do you see yourself using this?

- Recruit a Mentor
- Get a Battle-Buddy
- Read Leadership Materials
- Asses yourself against the Leadership Commitments
- Utilize the Framework Day-to-Day
- Schedule a Monthly Leadership 1:1 with your manager
- Create a Support Group
- Volunteer to be a Change Leader

5.13. In Conclusion

- All of Engineering Services will utilize and understand the Leadership Framework.
- Understand the processes
- Understand the terminology
- Foundations Certification Exam will be used to confirm knowledge and basic understanding.
- You do not need to be a leader by title to use the Leadership Framework.
- Utilizing the framework will better our organization and help us better serve our clients and ourselves.
- Reference the Study Guide.
- Complete the Certification Exam.