

# Leadership – Part 1

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10/26/2011



In Business and In life One Must Learn  
To:

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**Lead,  
Follow, or  
Get Out Of The Way!**

# Leadership Is About Brains, Heart, And Fire In The Belly

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# Leadership Is About Excellence

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- Striving for excellence reflects a burning desire deep inside to be the best
- Excellence is reflected in the work one does, in the way one thinks about life, and lives life
- Excellence in work is reflected in the quality and amount of effort one puts in her/his work. It's about improving, inventing, and innovating --- being better than others, stretching one's limits and horizons



# Clarification

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- Excellence is not about Perfection  
(= Quality & Organization) alone
- **Perfectionism** is a sickness of the mind -  
-- it is a form of obsession and fixation.  
Perfectionists usually treat perfection as  
means to cope with life. They think  
organization takes the stress out of their  
lives. However, Excellence is more than  
high quality and organization.



# Excellence Is Also About:

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- Integrity, Principles
- Motivation
- Teamwork, Synergy
- Communications
- Empathy, Care
- Speed
- Accountability
- Attitude
- Commitment



# Translating Quality at Work

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- Leadership
  - Ensure that your employees and teams drive toward continuous improvement on all aspects of performance
  - Exceed customer expectations
  - Deliver excellent work every time
  - Motivate and energize others to do the same --- lead by example
  - Recognize and appreciate individuals and teams for their success and efforts



# Translating Quality at Work

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- Strategy
  - Push for market and industry leadership
  - Ensure that every one buys into the vision
  - Translate the vision into actions
- Culture
  - Develop the culture for excellence
  - Create the environment that supports the culture





# Translating Quality at Work

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- People
  - Train employees to reach their maximum potential
  - Communicate effectively
- Resources
  - Manage money efficiently and wisely
  - Use the best technology available
  - Leverage intellectual capital



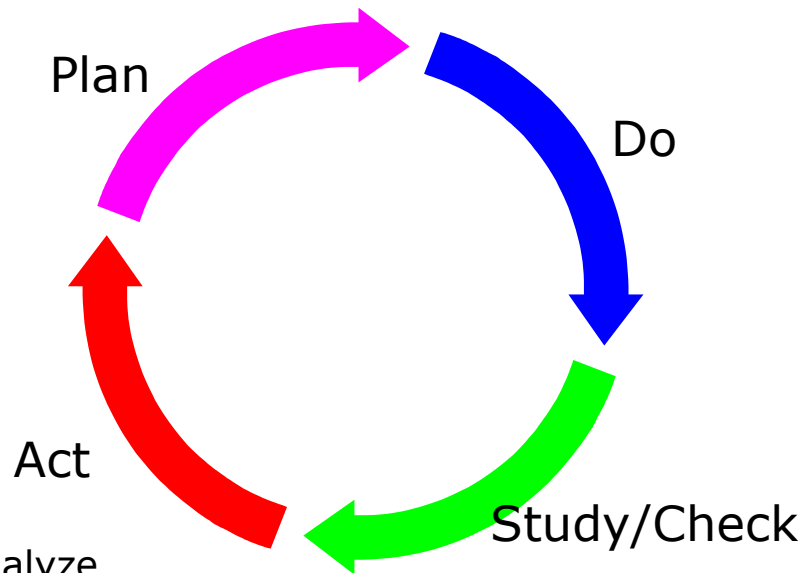
# Translating Quality at Work

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- Processes
  - Reengineer and streamline process
  - Eliminate non-value add activities
  - Eliminate waste and damage
  - Tie performance measures to the process
  - Provide automated and manual feedback loops
  - Take corrective action as required

# Quality Is Four Simple Steps

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**PLAN:** plan ahead for change. Analyze and predict the results.

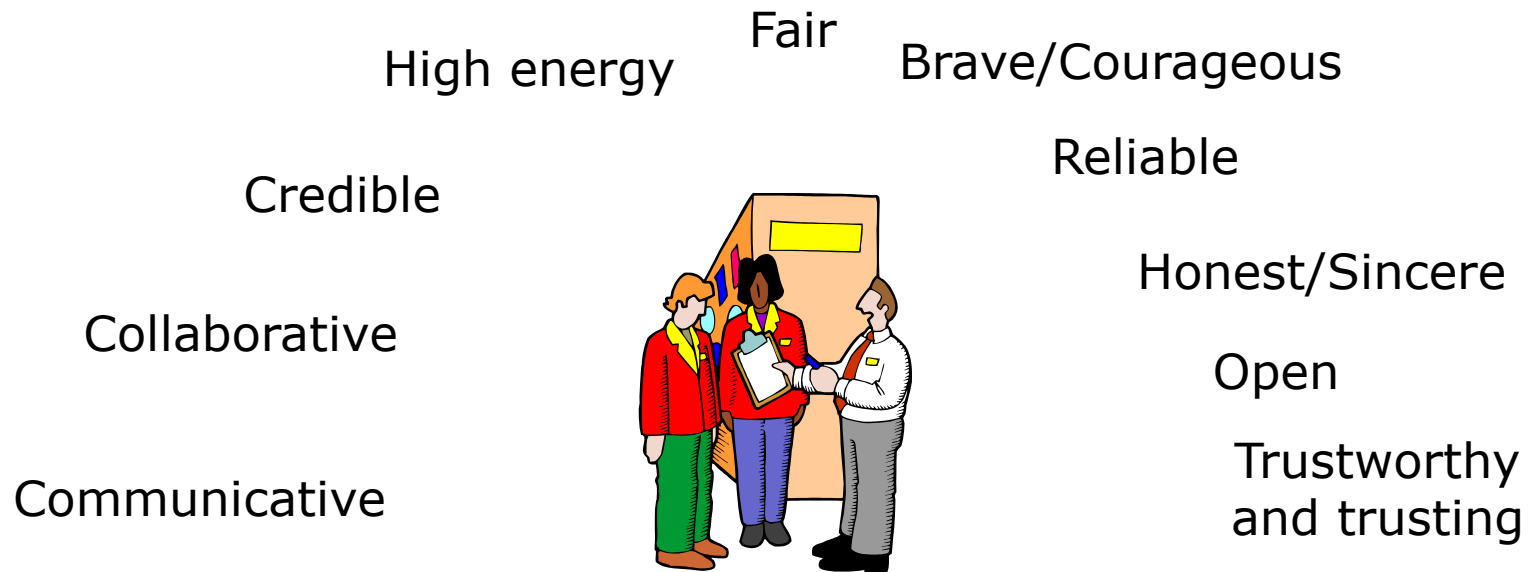
**DO:** execute the plan, taking small steps in controlled circumstances.

**STUDY:** CHECK, study the results.

**ACT:** take action to standardize or improve the process.

# Inspiring Excellence

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# Pointers

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- Use discipline sparingly. When you discipline make it swift and effective
- Keep the carrot visible and the stick in hiding. Do not use the stick to threaten and intimidate people
- When using the stick make sure everyone knows why
- Share responsibility for mistakes and failures. Analyze errors so that you and your people can prevent them next time



# “The Vision Thing”

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- Not all people can vision. Visionaries have vision. Pragmatists and Conservatives don't
  - Pragmatists will accept vision and innovation only after it has been proven some place else
  - Conservatives usually will not accept vision and innovation unless they are forced into it by others

# Pointers

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- Keep vision and mission wording brief, clear, and prescriptive
  - Do not exceed 17 words
  - Allow people to paraphrase it
- Achieving a shared vision is the best thing in terms of execution
- Creating visionaries is possible. Even Conservatives can become visionaries
- Translate the vision into action





# Generating Ideas

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- Ideas is the fuel of business growth. Without them a business is dead
- Offer many avenues for ideas to reach you --- from suggestion boxes to brainstorming sessions
- Have a mechanism for filtering ideas and implementing the best ones
  - Some of them may require a Business Case





# Managing Openly

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- Being open eliminates lies and politics
- “Open Book Management” creates trust
- When in doubt be open
- Learn to use all types of communications tools (from email to PDAs)
- Ensure that your messages reach all your people. Communicate fully and frequently
- Note: There is no such thing as too many communications

# Boosting Achievement

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- Stay focused on the outcome you seek
- Invite your people to share your power and decision making. Get them fully involved in achieving the end objective
- Let your employees know exactly what you expect of them
- Use evaluations as means to develop your people, not as ends in themselves
- Make the outcome measurable. Track performance and progress



# Choosing A Monitoring System

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- Written reports ---great to organize thoughts, actions, results, and figures
- Personal reports --- great for informal updates and airing problems that cannot be put down on paper
- Open-door policy --- valuable for finding problems with the chain of command
- Appraisals --- best for individualized counseling and refocusing employee



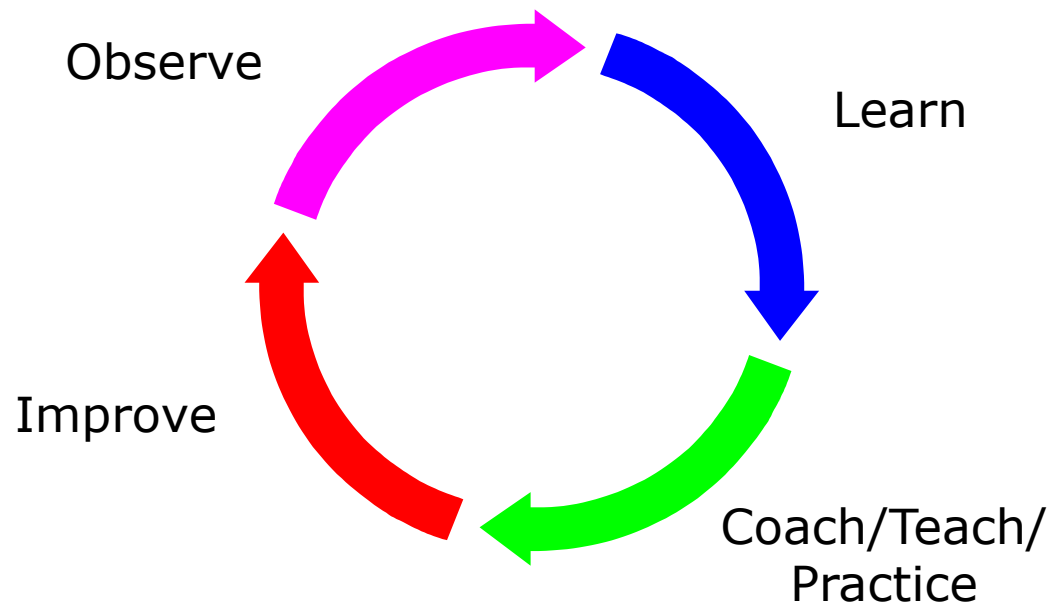
# Leadership Is About Learning

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- Practice continuous learning
- Learn from others --- ask, be in receive mode
- Be on the lookout to learn Lessons Learned
- Take formal courses --- go after a degree
- Improve skills and knowledge. Choose your coach(es). Be a coach --- it is a learning experience

# Coaching As Means To Improve

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# Leading Is About Experience

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- Translate your experience into a library of Dos and Don'ts, Lessons Learned, and a set of Skills that are honed to perfection.
- Blend your experience with those of other people, especially those outside your field and type of work. It is this comparison of experiences that makes your experience even more valuable
- Keep broadening your experience --- do things you never did before

# Learning New Skills

Learn what to learn and when

Learn to communicate

Learn to acquire resources

Learn how to deal with other departments

Learn to negotiate and compromise

Learn to monitor performance

Learn to push your envelop

Learn to overcome your own fears

Learn to solve problems and troubleshoot

Learn to achieve results

Learn to transfer your knowledge and experience to others

Learn to learn

Learn to fight your own learning disabilities

Learn to ask for help when you need it

Learn to delegate and letting go

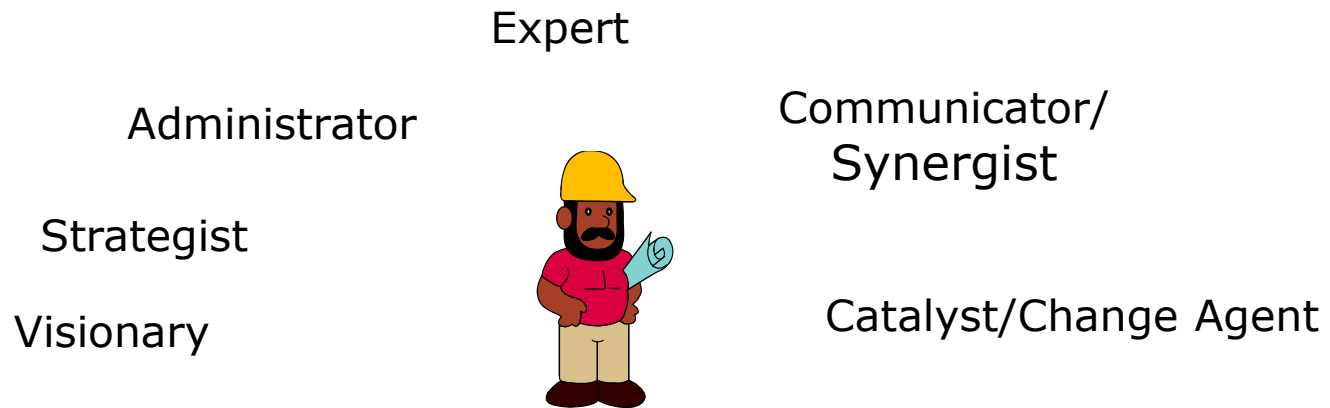
Learn your limitations

Learn who you are

# Leadership Is About Being You

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- Do you know who you are?
- Do you know your role?







# Roles

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- **Visionary**

- Is the entrepreneur that knows how to get the ball rolling with a new venture

- **Strategist**

- Always looks into the future to project and anticipate
  - Plans ahead
  - Redirects and refocuses resources and projects to prepare for the “next wave”



# Roles

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- **Administrator** (and Bureaucrat)
  - Focuses on having everything running smooth
  - Worries about rules and regulations
  - Encourages high efficiency and productivity
- **Expert** (The Builder)
  - Has deep knowledge and rich experience
  - Always delivers excellent work
  - Improves everyone around her/him



# Roles

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- **Communicator/Synergist**
  - Has great communications skills
  - Makes things happen by “bringing the right people to the table”
  - Focuses on enablement and synergy rather than control and force
- **Change Agent** (special Synergist)
  - Is change/transformation master --- understands the dynamics behind the change. Uses change as a tool

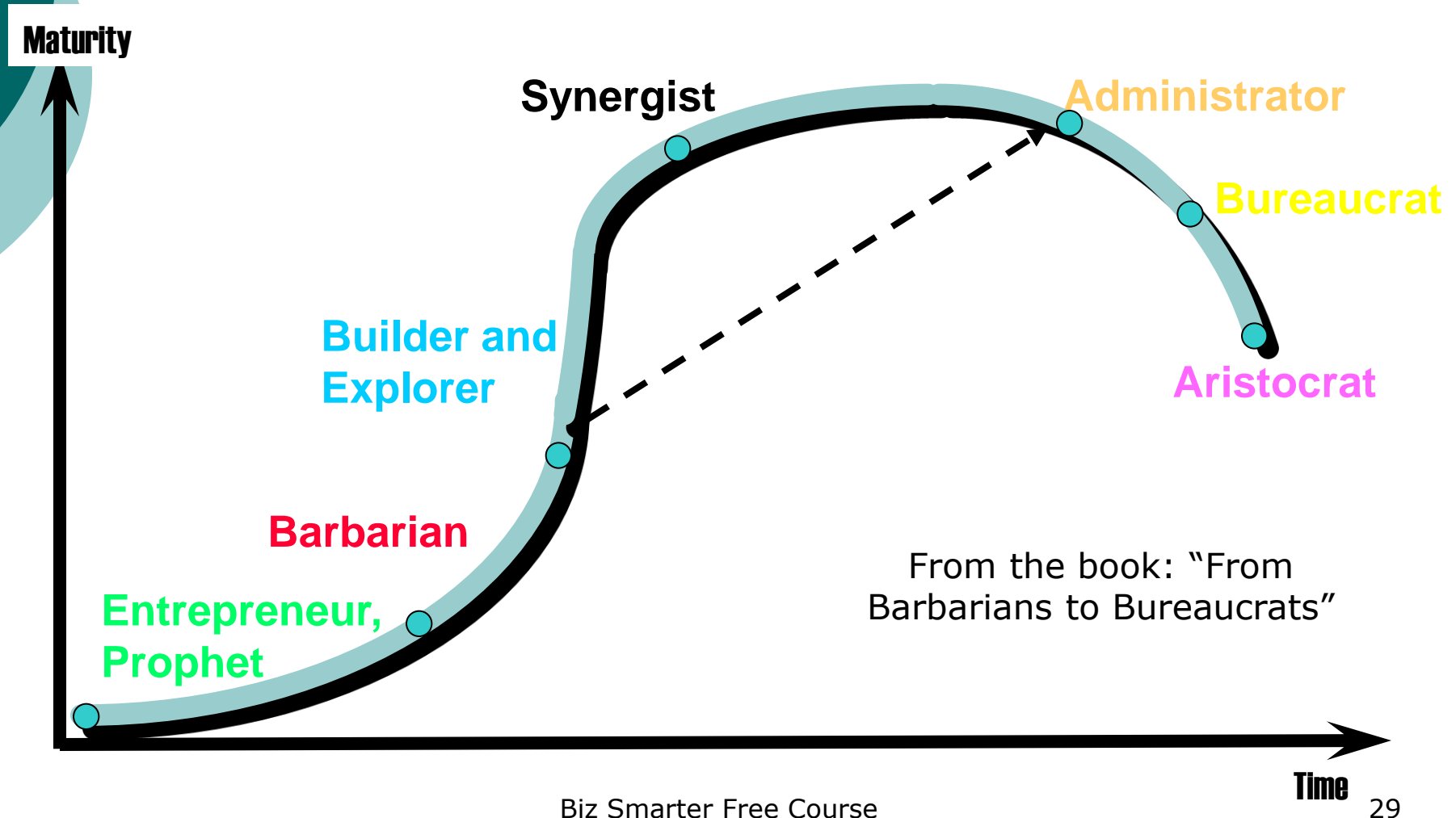


# Pointers

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- Focus on solutions and results rather than politics and excuses
- The more expertise one has the more valuable s/he becomes and the more authority one gains
  - This may also prevent one from getting promoted. Learn to share your expertise with others. Don't be afraid
  - Obsolete yourself to force yourself to learn something new

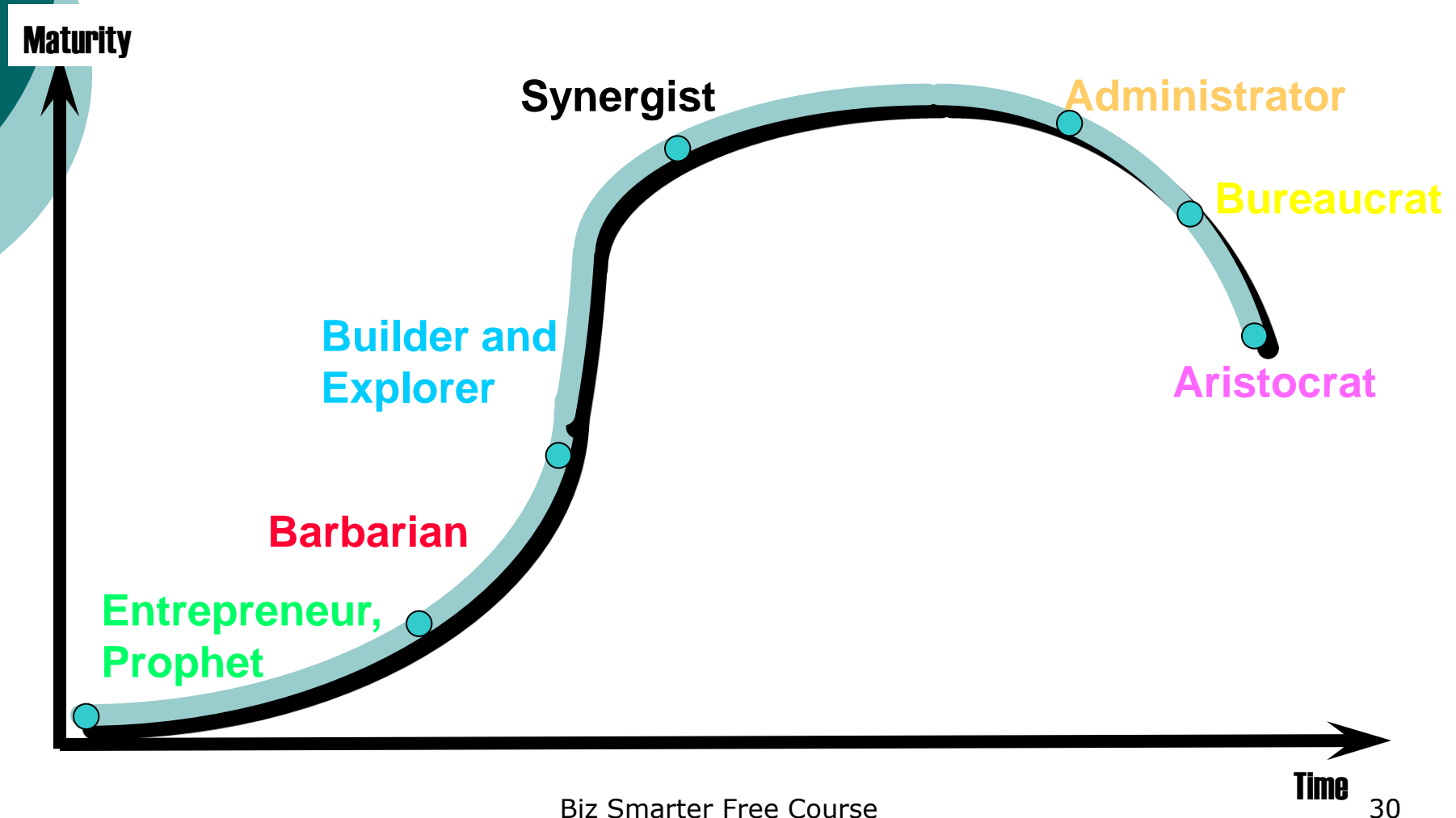
# And Then There Is The Personal Growth Curve (= Maturity Level)



# So, Where or Who Are You?

## What Are You Trying To Do?

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# Learning to Behave As A Leader

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## **Manager**

- Implements
- Maintains; controls
- Follows orders
- Thinks short term
- Asks how and when
- Accepts the status quo
- S/he does things right
- S/he is a good soldier

## **Leader**

- Originates
- Develops
- Inspires
- Thinks long term; plans
- Asks what and why
- Challenges the status quo
- Does the right thing
- S/he is her/his own people



# Key Characteristics Of Leaders

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- They thrive in change
  - Communicate → Reassure → Stand Firm
  - No flip-flopping; no reneging
- They are great communicators
  - No mincing of words --- “say what you mean, and mean what you say”
- They have great integrity
  - Trust builds loyalty
  - Loyalty builds strength; strength builds Empires





# Pointers

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- When you give your word, first remember it, second, keep your word
- Never, never, never compromise your integrity --- at the end of the day that's all you have. You lose your integrity and you lose your soul
- Avoid offending and hurting people. Remember the golden rule:

“Treat others as you want to be treated”

# Problem Bosses:



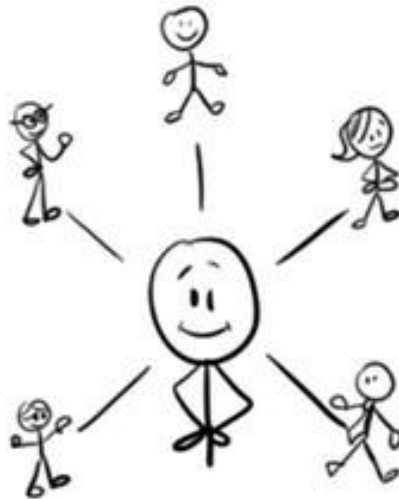
Tyrant



Don't have a clue



Narcissist



Hub-and-spoke



Feel good



Micro-manager



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***Respect Others***

***...and they will respect you too!***



# Developing Your Strengths

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- Always look at the big picture --- don't let details keep you in the weeds
- Manage your time
- Always make time to plan and time to “dream” the future
  - It helps to write down your ambitions
  - Develop a plan to “get there”
- Know your strengths and build upon them
- Correct your weaknesses



# Key Strengths

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- Drive and energy → self-motivation
- Self-esteem → self confidence
- Setting goals and achieving them
- Self-discipline → self-respect
- Self-evaluation → self-determination
- Competitiveness
- Managing and motivating people
- Managing money
- Managing situations → solving problems



# Leading Others

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## **Dos**

- Use all means to communicate
- Treat your employees as good competent people
- Create a positive atmosphere free of blaming and rigidity
- Challenge your people
- Support your people
- Lead your people

## **Don'ts**

- Don't ask your people to do things that you wouldn't do yourself
- Don't take sides or show favoritism
- Don't discourage speaking out
- Don't forget to offer good instructions and guidelines
- Don't be vague

# Management by Leadership

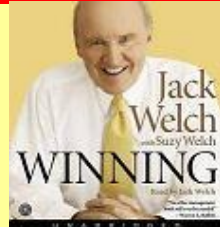
## 25 Lessons from Jack Welch

Best  
practices



### LEAD MORE, MANAGE LESS

1. **Lead**
2. **Manage less**
3. **Articulate your vision**
4. **Simplify**
5. **Get less formal**
6. **Energize others**
7. **Face reality**
8. **See change as an opportunity**
9. **Get good ideas from everywhere**
10. **Follow up**



### BUILD A WINNING ORGANIZATION

11. **Get rid of bureaucracy**
12. **Eliminate boundaries**
13. **Put values first**
14. **Cultivate leaders**
15. **Create learning culture**

### HARNESS YOUR PEOPLE

16. **Involve everyone**
17. **Make everybody a team player**
18. **Stretch**
19. **Instill confidence**
20. **Make business fun**

### BUILD THE MARKET-LEADING COMPANY

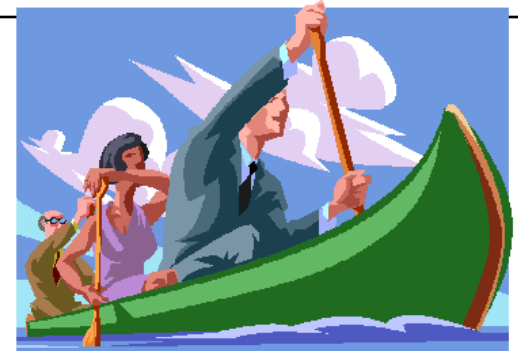
21. **Be number 1 or number 2**
22. **Live quality**
23. **Constantly focus on innovation**
24. **Live speed**
25. **Behave like a small company**

# Lessons from Jack Welch

## Lead



**Managers muddle – leaders inspire.**  
**"What we are looking for are leaders at every level who can energize, excite and inspire rather than enervate, depress, and control."**



- **Create a vision and then ignite your organization to make this vision a reality**
- **Focus on strategic issues**
- **Don't micromanage**
- **Involve everyone and welcome great ideas from everywhere**
- **Lead by example**

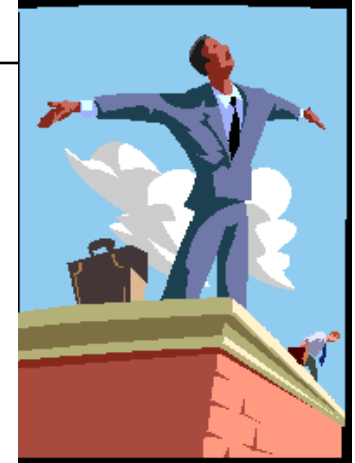


# Lessons from Jack Welch

## Make Business Fun



**Fun must be a big element in your business strategy. No one should have a job they don't enjoy. If you don't wake up energized and excited about tackling a new set of challenges, then you might be in the wrong job.**



- **Never allow your company to take itself too seriously**
- **Take swings, have fun**
- **Find job that challenges you**
- **Remove anything that makes people less excited about going to work**
- **Celebrate success**

# Lessons from Jack Welch

## Live Quality



**"We want to change the competitive landscape by being not just better than our competitors, but by taking quality to a whole new level. We want to make our quality so special, so valuable to our customers, so important to their success that our products become the only real value choice."**



- **Take great pride in your work**
- **Make quality your way of life**
- **Quality is your job**
- **Make quality the job of every employee**
- **Seek out quality training**
- **Involve customers**
- **Exchange best practices**

## Managing Operations vs. Managing Innovation

|  | MANAGING OPERATIONS                    | MANAGING INNOVATION  |
|---|--|---|
|   | <b>Creating today's revenue</b>        | <b>Creating tomorrow's revenue</b>  |
|   | <b>Steps are pre-defined</b>           | <b>Steps are undefined</b>  |
|   | <b>Steps are mostly linear</b>         | <b>Steps are mostly non-linear</b>  |
|   | <b>Single route and result</b>         | <b>Multiple routes and results</b>  |
|   | <b>Driven by functional teams</b>      | <b>Driven by cross-functional teams</b>   |
|   | <b>Reworking is waste</b>              | <b>Reworking is part of learning</b>  |
|   | <b>Clear, shared goals</b>             | <b>Unclear, often conflicting goals</b>   |
|   | <b>Clear front end</b>                 | <b>Fuzzy front end</b>  |
|   | <b>Easy to measure</b>                 | <b>Tough to measure</b>   |
|   | <b>Rich historical data</b>            | <b>Poor historical data</b>   |
|   | <b>Forecasting possible</b>            | <b>Forecasting impossible</b>   |
|   | <b>Short cycle time</b>                | <b>Long cycle time</b>  |
|   | <b>Many common causes</b>              | <b>Many special causes</b>  |
|   | <b>Traditional players &amp; roles</b> | <b>New players &amp; roles</b>  |
|   | <b>DOING THINGS RIGHT</b>              | <b>DOING RIGHT THINGS</b>   |



**“Managers win by following rules, innovators win by breaking rules.”**

– Vadim Kotelnikov



# Leading Pointers

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- When in a new job, get time to get your bearings, but don't take too long
- Actively seek views and opinions of peers and subordinates
- Remember that trust and loyalty take time to build, and that it is a 2-way street
- It is not about who you know, but what you know and bring to the table
- Let people see your strengths; highlight them



# Forming The Best Team

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- Remember that you are only as good as the people you have working for you, so choose the best
- Don't let your boss to "dump" people on you
- Hire people because they are the best, not because they are available and help you get out of a critical situation
- Look at people's growth potential



# Pointers

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- Promote from within the organization
  - Be careful of other people's feelings
- Use all channels available to you to find people (incl. paper and internet ads, local schools, "word of mouth" (from friends and relatives), employment agencies, government agencies, street signs, etc.)
- Make sure you have a good balance of skills within your organization --- you need all of them



# Conducting Interviews

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- Establish the job quals and position definitions ahead of time
- Invite the right candidates
- Ask them the right questions
- Avoid interruptions during the interview
- Have some of your peers and subordinates participate in the interview process
- Make the process a friendly one



# Welcoming New Candidates

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- Make sure that the new candidates are welcomed and properly supported --- give them what they need
  - Don't set them up to fail
  - Don't ignore the learning curve
  - Don't leave them alone (sink or swim)
- Have the guts to admit that you have hired a wrong-for-the-job candidate (a misfit). Correct your error ASAP





# Exercising Authority

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- Give clear and concise instructions
- Encourage employees to ask questions if they do not understand the instructions
- Encourage people to approach you if things go wrong --- when they damage things, make customers angry, etc
  - Don't mistreat them for mistakes, just point out what they did wrong. Ask what they have learned and what they will do to avoid the same thing in the future



# Exercising Authority

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- Encourage your employees to tell all the news --- good and bad
- Use crises as an opportunity to “build” and develop people --- it is crises that make people smarter and stronger
  - Remember: That which does not kill you, only makes you stronger
- Set controls and red flags to know when you are headed for trouble



# Exercising Authority

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- Learn to manage the exceptions
- Learn to delegate
- Learn to develop and establish self-directed and self-managed teams
  - Autonomy is good
- Learn to empower people and teams
- Learn to trust people
  - If they betray you deal with those particular individuals --- not the whole



# Delegating Tasks

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- Delegation is the number one morale tool that a manager/leader has
- Establish a verbal or written agreement as to your expectations --- identify the goals and results you want from them
- Set high targets --- stretch your people and teams
- Get feedback as to whether or not he delegate is doing fine with what you have delegated --- perform regular checks



# Retaining Tasks

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- Keep the ones that are mission critical
- Remember that your boss will still hold you responsible for the tasks you have delegated to others
- Don't retain any tasks because of your perception that you can do them better than anyone else
- Be fair in the distribution of tasks, including those that you keep. Delegation does not mean having zero tasks to do

# Communicating Clearly

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- Communicate directly --- especially when the subject matter is important
- Get your facts and reports straight first
- Challenge the “facts” and numbers
  - Figures usually do not lie but liars figure
  - If all the feedback you get from your employees is positive, then there is something wrong --- watch out



# Pointers

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- Misunderstandings are inevitable --- treat them properly, not with rage. Put your instructions in writing to avoid misunderstanding, and even then ... be prepared for surprises
- Spend most of your communications with customers (if possible) rather than bosses
  - When you please the customer your boss has nothing (negative) to say
- Learn to listen --- listening is an art





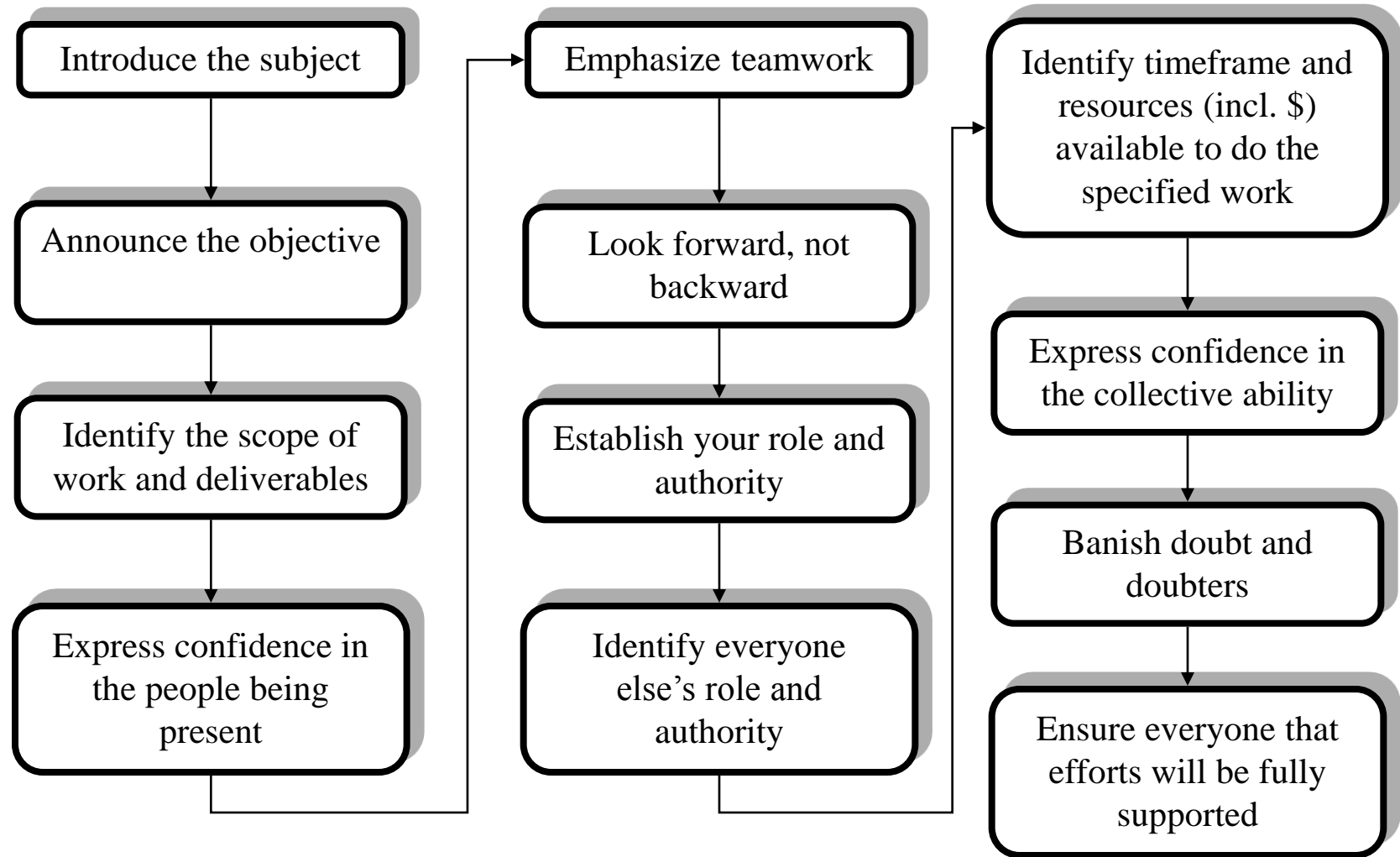
# Enabling and Energizing Teams

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- Establish stretch goals
- Establish a Pay For Performance Plan
  - Reward the high performers
  - Incentivize not just individuals, but teams
- Pay fairly
- Stay focused
- Develop a rallying cry, such as “Let’s be the best company in our area”



# Getting The Message Across





# Collegiate Leadership

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- Allow others to take lead when appropriate --- share the leadership role
- Respect all opinions --- even dissenting ones
- Remove emotions and emotional baggage before dealing with an emotional issue
- Give it the “old college try” when solving issues/problems
- Keep it friendly



# Becoming An Effective Leader

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- Make timely decisions --- don't be a procrastinator
- Don't get cold feet
- Don't play games and politics
- If you ask for advice, act on it. If you have no plans to do so explain why
- Always explain your decisions to others
  - Avoid whimsical and "shoot from the hip" decisions --- be on solid ground

# Manager vs. Leader

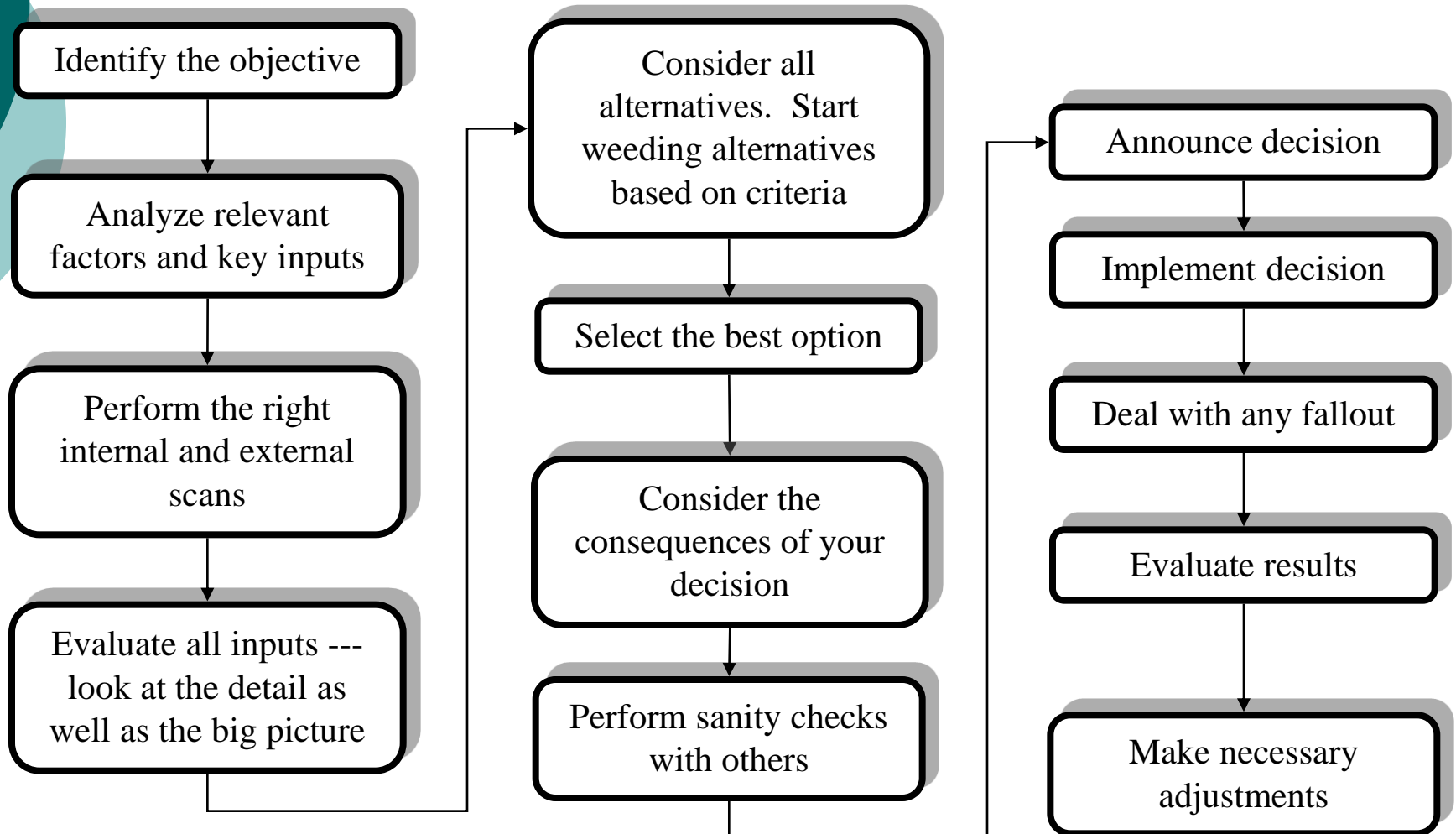
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- *"Managers are people who do things right, while leaders are people who do the right thing."*

*Warren Bennis, Ph.D.  
"On Becoming a Leader"*



# Seeing Decisions Through



# Key Realizations

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- Decisions are not events, but processes



- The key to success is being able to evaluate alternatives quickly and correctly



# Indecision

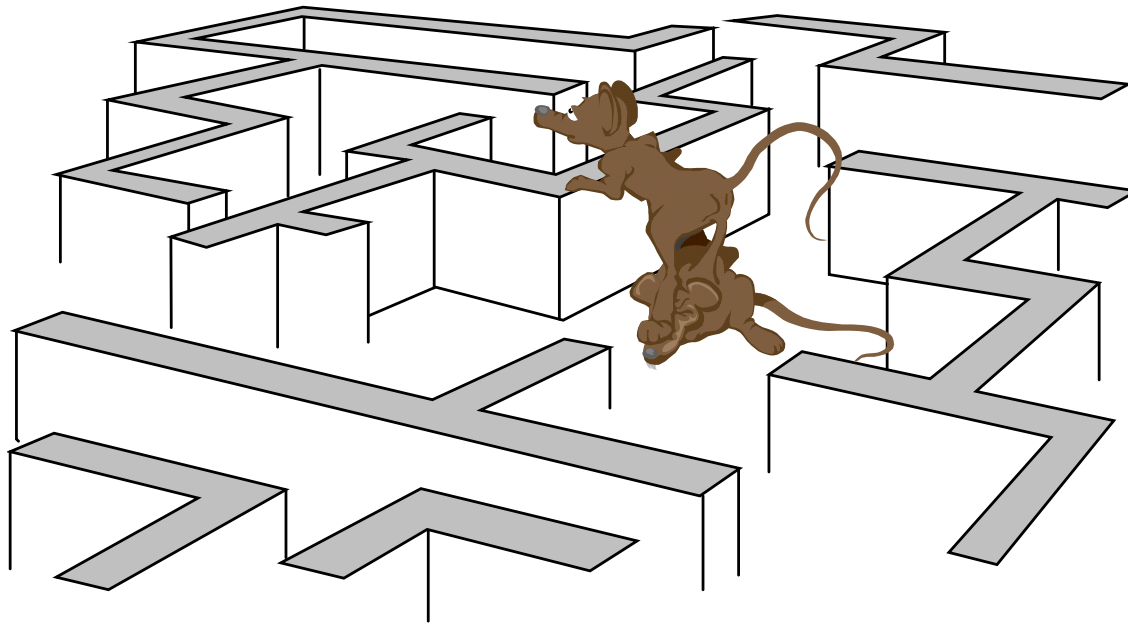


- Indecision is one of the most damaging silent acts in the (any) enterprise. Most people are afraid to make decisions for the fear of:
  - Making a mistake or proven wrong
  - Losing their jobs or getting demoted
  - Being ridiculed and criticized
  - Being exposed as non-experts
  - Losing face



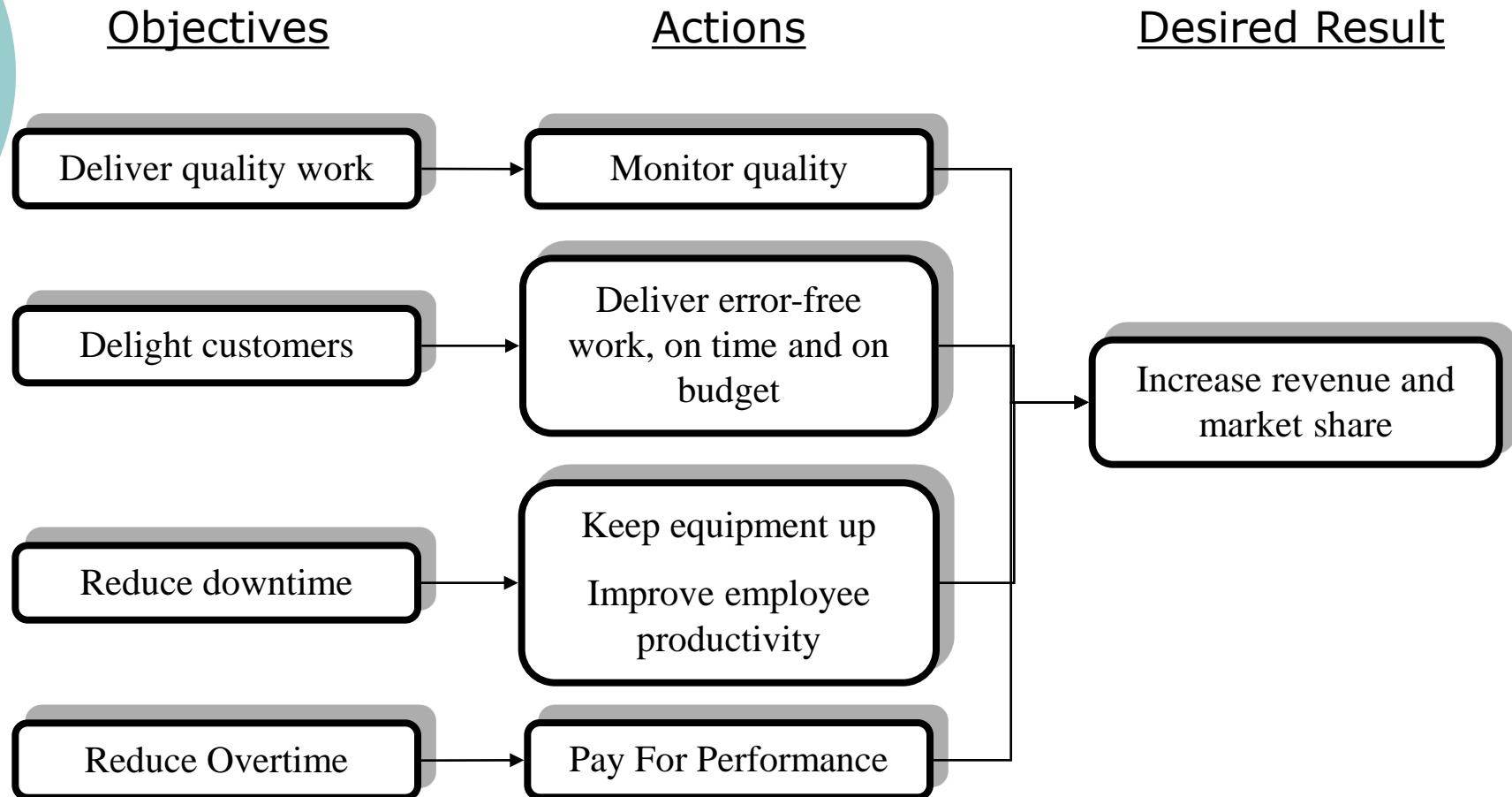
# Teamwork Improves Decision Making

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# Setting Good and Viable Objectives





# Pointers

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- Expect setbacks
- Expect people to fight you back ---  
resistance to change is always high at the beginning (when a new decision is made)
- Manage resistance to change
- Remove some naysayers
- Reassert your determination to see this through
- Cut your losses fast if failure is inevitable

# Yes, It Is OK To Fire People

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Believe it or not  
you are doing  
them a favor

(Assuming that  
your own reasons  
and assumptions  
are valid)

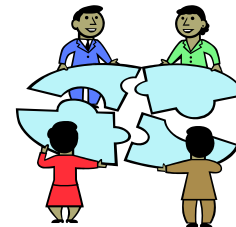


If you are going to  
fire someone, you  
have to do it right  
or it will backfire  
on you!

# Developing Teamwork

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- Teams have multiple roles. Here are some of them:
  - Team leader (foreman)
  - Worker/implementer
  - Team builder (the glue of the team)
  - Critic
  - Idea person
  - Other
- Note: Some members can have multiple roles



# Key Reminder

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- We don't have Departments and Organizations

We have Teams





# Teamwork Pointers

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- Ensure that everyone knows their role and the collective goals and objectives
- Encourage competition of ideas and results, not people
- Offer as much education and training as possible
- Create the “team spirit”
- Monitor progress
- Offer constructive criticism



# Empower Your Team(s)

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- Give them whatever they need to do the job right, efficiently (quickly), and effectively (great quality)
- Reward teams that follow the policies and procedures of the company
- Allow them to prove how good they are
- Ask them to prove their abilities
- Ask them if they have enough responsibility and authority to make things work their way



# Leading Discussions

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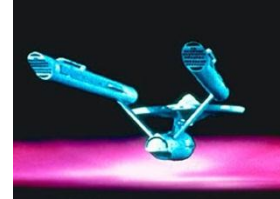
- Have regular staff meeting --- always same time, start on time
- Offer time for people to ask questions and discuss key issues
- Keep discussions informal (if possible) to ease tension and improve team spirit
- Never hide behind closed doors or private offices --- honor the open door policy
- Have fun



# Listening

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- Become a good listener
- When you are a good listener, people will tell you more, teach you more, and will trust you more
  - Drop your defensive shields
  - Drop your pretentious ways
  - Drop your ego and arrogance
  - Get rid of your paranoia and insecurity
  - Improve your self-esteem





# Leading Meetings

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- Invite the right people to the meeting
- Minimize the time required for the meeting
- Minimize the number of meetings
- Avoid delays
- Ask only relevant questions of the right people
- Make decisions with those attending your meeting
- Do not become bossy during the meeting



# Analyzing And Solving Problems

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- Most problems can be solved through common sense solutions
- Look first for the easy solution
- Go after the “low hanging fruit”
- Follow Pareto’s Rule of 80% - 20%
- Regard problems as opportunities for change and learning
- See the problem from every possible angle

# Analyzing And Solving Problems

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- Look at the positive side of every negative situation --- there is a silver lining behind every cloud

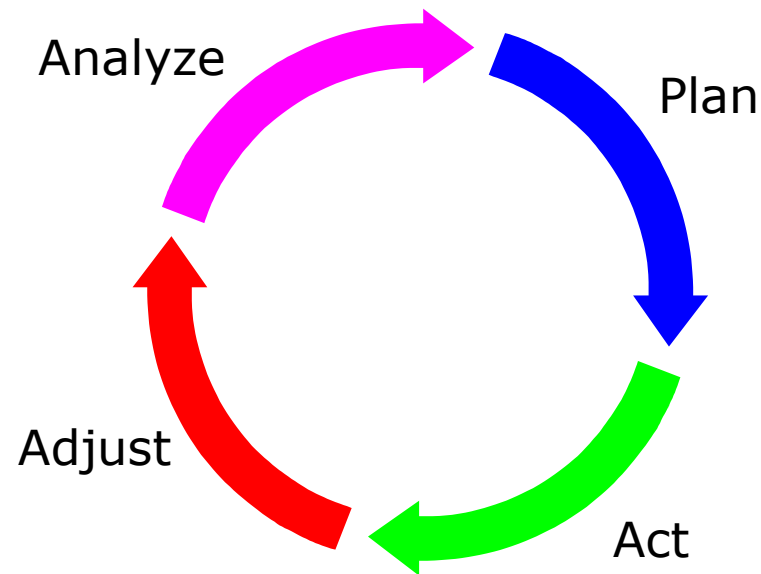


- Remain an optimist no matter what. The glass is never half empty



# The Problem Solving Process

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# Giving Support

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- Show trust, express trust, demonstrate trust
- Never refuse a request for help
- Reward success with praise and rewards
- Be loyal to your people --- make it visible in public places
- Never criticize someone publicly
- The best support comes in the form of coaching and mentoring --- have a protégé



# Being Competitive

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- Being competitive is great --- it shows a passion to excel and get ahead. It also shows that one cares about her/his company and self
- However, competitiveness can get out of hand if people take foolish risks and wrap their egos into the process
- Perform Benchmarking and Competitive Analysis to stay abreast of what competitors are up to



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# Questions?





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