



CASS
BUSINESS SCHOOL
CITY UNIVERSITY OF LONDON
EST 1894

Changing more than a name

Outstanding Leadership

Module 1: Understanding Outstanding Leadership

Thursday 8th October 2020

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[@CassCCE](https://twitter.com/CassCCE)

Centre for Charity Effectiveness

Intellectual leadership: developing talent, enhancing performance

www.cass.city.ac.uk/cce

Enabling Outstanding Leadership

Module 1 – Understanding Outstanding Leadership

How to enable and sustain engagement and high performance in your organisation

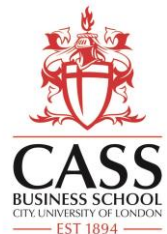
Maggie Smith & Simon Laurie

About Cass CCE

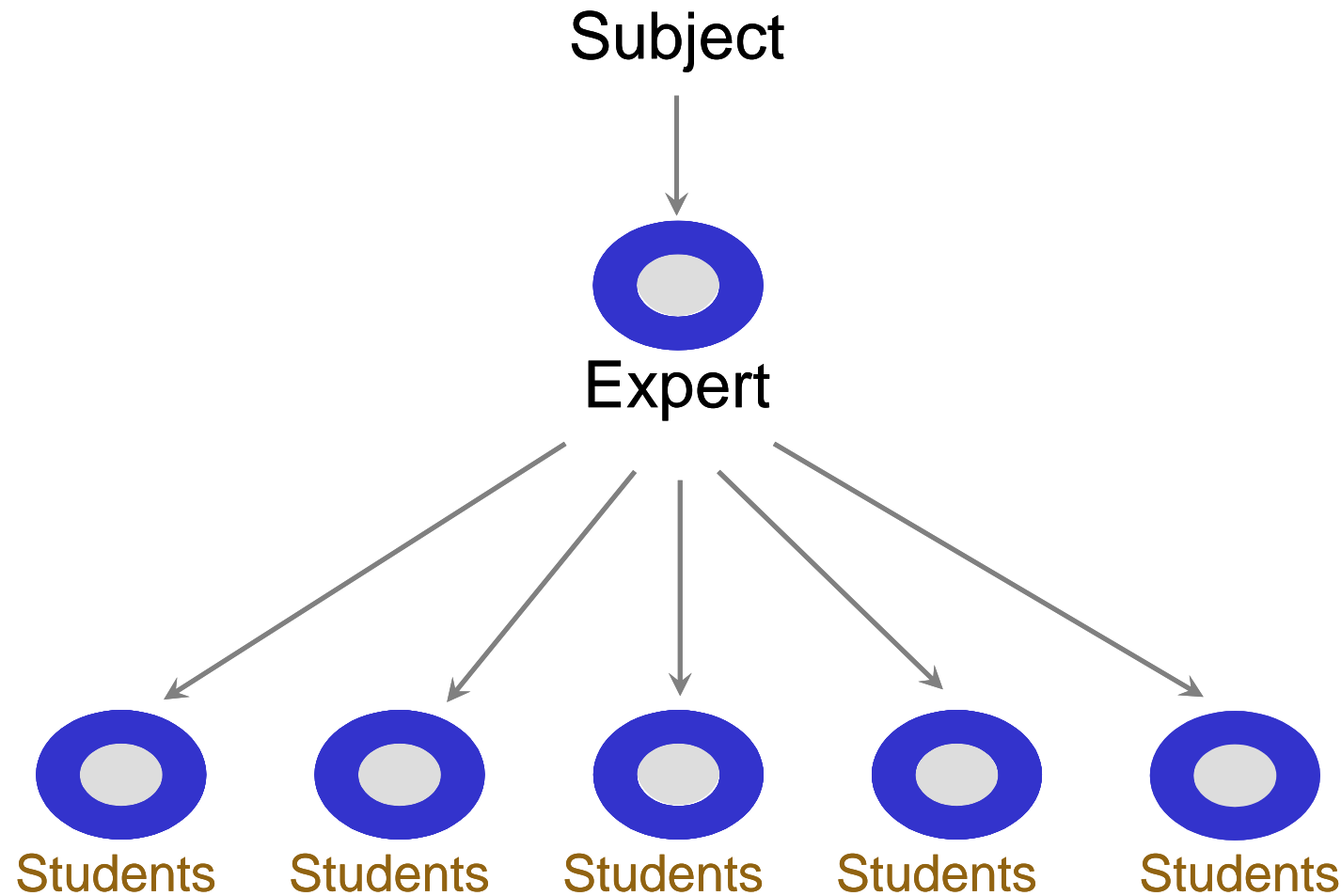
- Leading Centre in the UK, sitting within a global, triple rated accredited business school
- 10+ years of people and finance focus – reaching over 1,000 people a year
- Effectiveness, scalability, sustainability

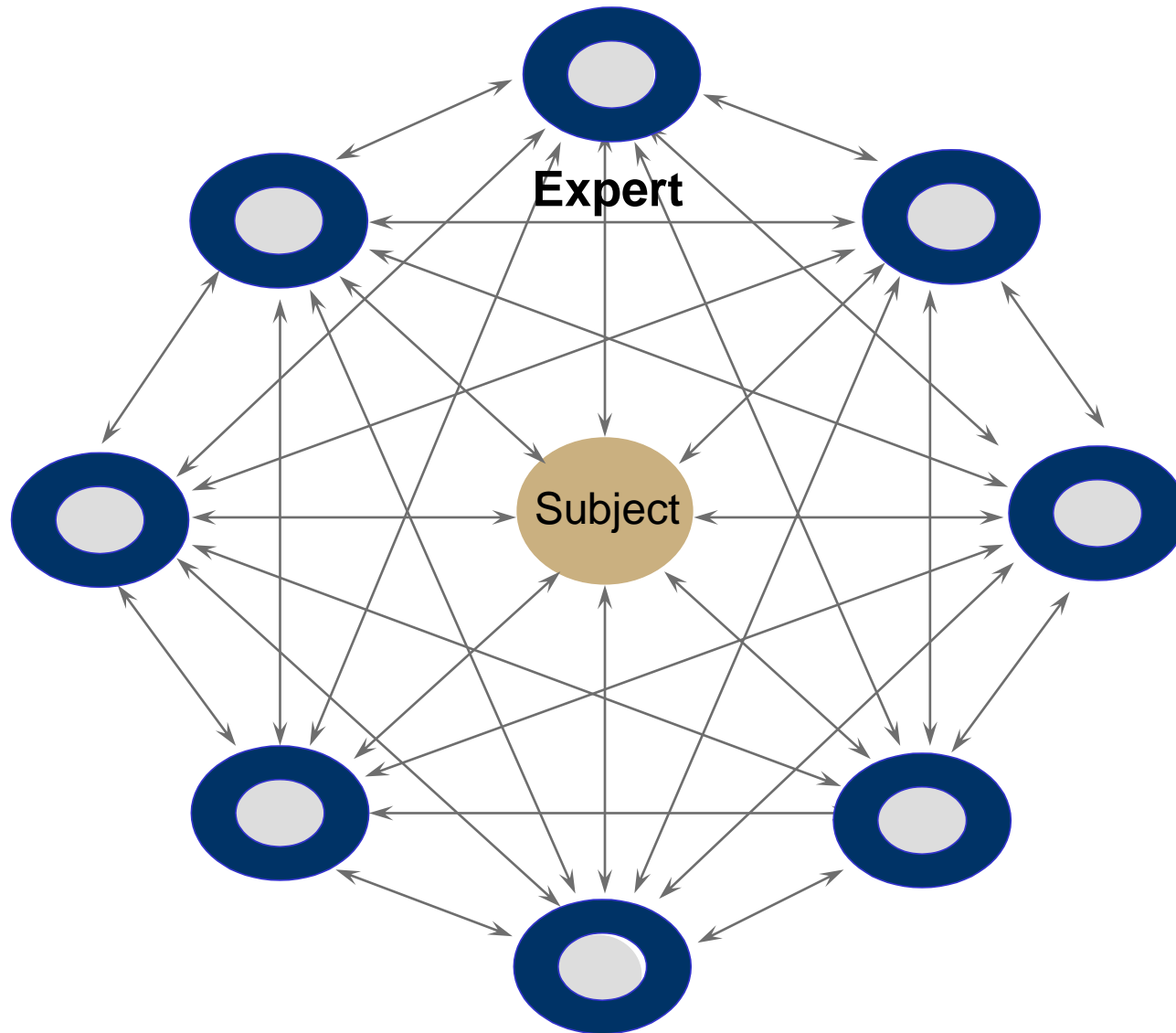
- 3 strand approach:
 - MSC programme – 5 specialist nonprofit specialist Masters
 - Academic research
 - Consulting and executive education

To fuel thriving and sustainable organisations and careers



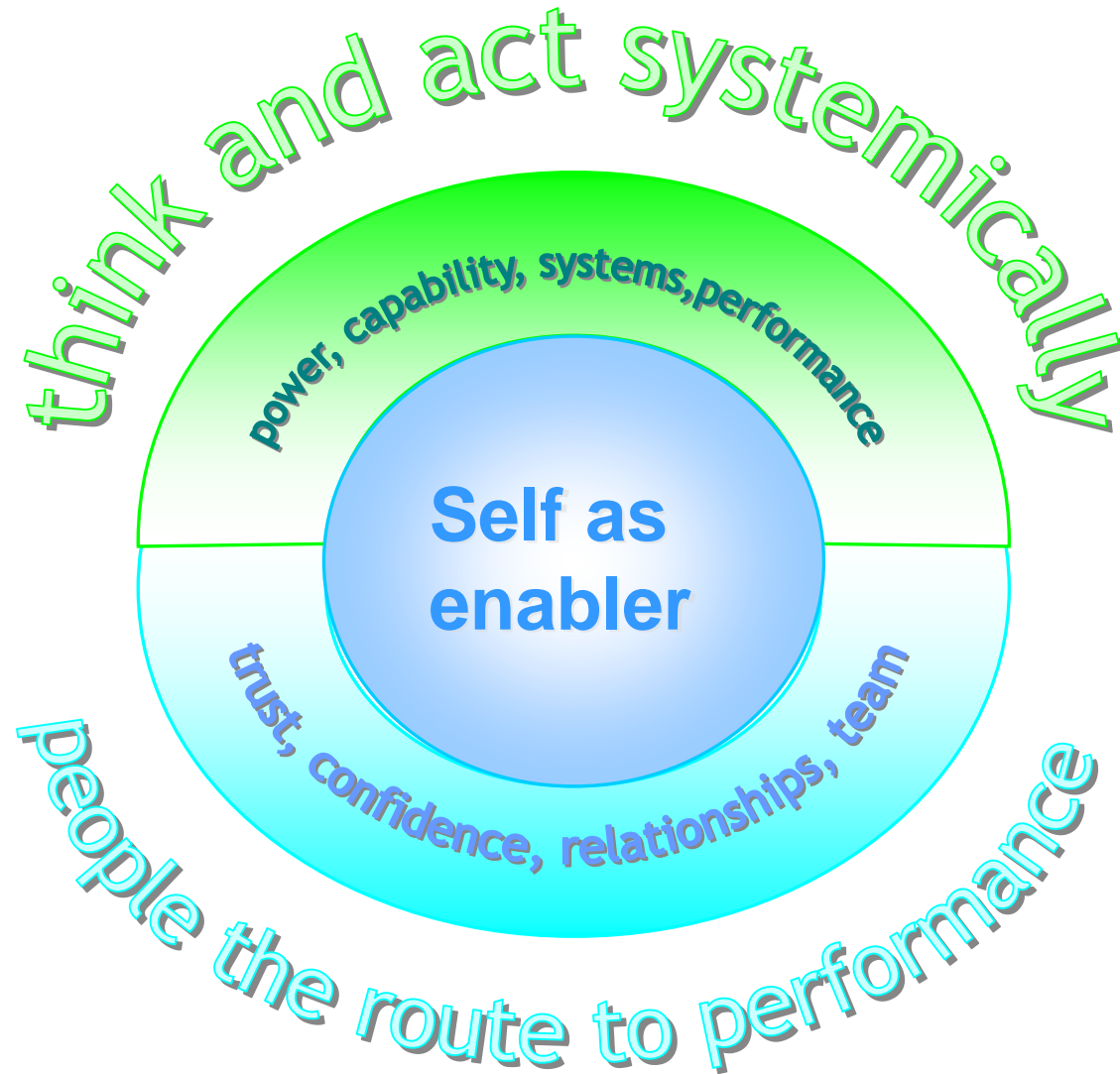
“Traditional” learning structure





The Background

- Qualitative research study designed to unearth the detail behind high performance leadership
- Grounded theory
- 77 leaders plus their line managers and direct reports
- 262 interviews in total – a rich source of data
- Delineation of leaders by performance level – fine comparison to see differentiating factors between **good** and **outstanding leadership**





Think Systemically, Act Long term

- Seeing the big picture
- Understanding your symbolic role as leader
- Providing a long term vision
- Embracing change
- Who is your team
- Impact on all stakeholders
- Leading leaders not followers



Grow People Through Performance

- Making connections
- Develop their careers, not just their skills for the job
- Give feedback on performance and behaviour
- Facilitate, coach, nudge, question, challenge
- Demonstrate your belief, underpinned with appropriate support



Talk is Work

Make the most of every opportunity to

- Get to know your people
- Take the temperature of the organisation
- Invite questions, seek feedback
- Create forums for dialogue
- Break down those barriers



Bring Meaning to Life

- Connections
- Purpose of organisation
- Impact of organisation
- Individual's role in the above
- Role in individual's life



Put 'We' Before 'Me'

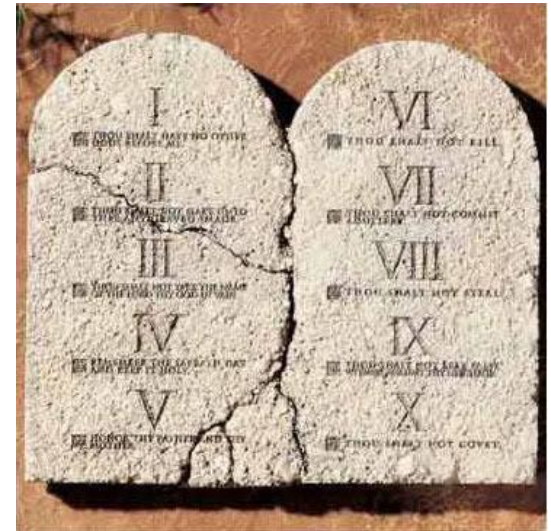
Collective leadership

- Nurture the team
- Play to strengths of each individual
- Co-creation, opportunities for dialogue
- Step back



Apply the Spirit, Not the Letter, of the Law

- Systems and Processes are important but not an end in themselves
- Key processes which add value
- Clarity
- Dialogue – restate, debate, create
- Relationships



Give time and space to others

- Time
- Space
- Confidence



Take Deeper Breaths...and hold them longer

At the centre of the web is trust

- Build connective leadership
- Release collective leadership



Authentic to Leadership First, Own Needs Second

- Honesty versus consistency
- Role model versus being human
- Self aware and reflective
- Confidence and resilience



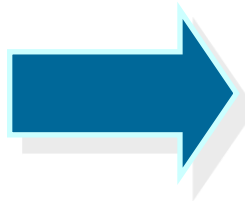


Identify instances when you've experienced outstanding leadership...

1. What happened and what were the consequences?
2. How could this be developed as part of your own leadership?

Good

Vision as clarity of purpose
Focus on objectives and targets
Act due to beliefs and values
Focus on and develop skill
Delegate task
Believe leader holds responsibility
Involvement in vision and strategy
Give time to others
1:1s to focus on work
Seek efficiency in meetings
True to values and self
Own learning about job
People and task important
WYSIWYG
Develop via training and advice
Monitor performance
See to many priorities



Outstanding

Vision as emotional clarion call
Focus on people and engagement
Act due to consequences
Focus on attitude and engagement
Delegate space
Believe team hold responsibility
Co-creation of vision and strategy
Focus on people as success
1:1s seek to understand people
Allow space for emergent thinking
True to 'leadership'
Own learning about self & others
Task through people
Consistent and careful behaviour
Develop via challenge/support
Monitor temperature
Place emphasis on people first

Thank you for your time and interest

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