

Three Pillars of Effective Leadership

Part 2: Synthesis

If you have developed self-awareness, then you will be inundated with knowledge, data. As an effective leader you have to separate signals from noise, focus what matters the most and connect the dots. Synthesis is the process to achieve the same.

2.1 Vision to Values

	What?	LinkedIn example
Vision	The Dream, True North. Inspire and create shared sense of purpose throughout the company	<i>Create economic opportunity for every member of global workforce</i>
Mission	A singular measurable, achievable and ideally inspirational overarching objective of the organization. <ul style="list-style-type: none">• Not anchored on being inspirational, but instead realizable• Important to be specific to the organization	<i>Connect the world's professionals to make them more productive and successful</i>
Value Prop	The benefit/advantage promised to be delivered to users/customers. <ul style="list-style-type: none">• why they should use your product/service <p>Company should orient based on value prop. Business Objectives should flow from value prop.</p>	<i>Company: connect to opportunity</i> <i>Members: Advance career</i> <i>Customers: Work smarter</i>
Target Audience	The user/customer segments whose needs are prioritized <ul style="list-style-type: none">• Important to be specific	

Strategy	<p>How a company navigates competitive landscape to achieve it's mission to reality</p> <ul style="list-style-type: none"> • Assess competition • Refresh every year 	<p><i>Invest in foundations</i> <i>Develop active communities</i> <i>Deliver customer value</i></p>
Priorities	<p>Stack ranked list of tactics designed to help realize the strategy</p> <ul style="list-style-type: none"> • For small org, have very few (or single) priorities • As org scales, have multiple priorities 	<p>Talent, Technology, Trust, Member, Customer Experience</p>
Objectives	<p>Measurable goals aligned with realization of strategy leading up the way to mission</p> <ul style="list-style-type: none"> • Less measurable objectives is better • Think about metrics carefully 	
Culture	<p>The collective personality of the company and more importantly, who you aspire to be</p> <ul style="list-style-type: none"> • It is not just the what, it is also the how • Companies may have best of the intentions, but down the road their product is used not as originally expected (un-intended consequence). Culture helps avoid this! 	<p><i>Transformation, Integrity, Collaboration, Humor, Results</i></p>
Values	<p>The first principles that guide the org's day to day decisions.</p> <ul style="list-style-type: none"> • Nested under culture. They create the culture! • Uncompromisable 	<p><i>Members first, Relationships Matter, Be open honest constructive, Inspire excellence, Take intelligent risks, Act like an owner</i></p>

2.2 FoCuS

After Vision to values have been established, you need a framework/plan to operate day-in and out and to execute

F	Fewer things done better
C	Communicate right info to right people at right time <ul style="list-style-type: none">• Over-communicate as your org grows• Decide on meeting cadence, whom to include• Clear your expectations with your peers
S	Speed & quality of decision making <ul style="list-style-type: none">• F and C are means to this end - S• When you have fewer things to focus (F) and you do them the right way (C), then you can achieve high speed/high quality decision making (S)• What more can be done to achieve S?<ul style="list-style-type: none">◦ RAPID◦ Five day alignment

Roles of the RAPID

Recommend

Recommends a decision or action

Agree

Formally agrees to a recommendation – views must be reflected in final proposal

Perform

Accountable for performing a decision once made

Input

Provides input to a recommendation – views may or may not be reflected in final proposal

Decide

Makes the decision – commits the organization

LinkedIn Learning

RAPID decision making

Recommend = Seek Recommendation from person X

Agree = Empower person Y to Agree/Disagree on Recommendation (disagree = kill)

Perform = Make Z accountable for performing

Input = Provides input to Recommendation

Decide = Yay or nay!

Five Day Alignment and Clean Resolution

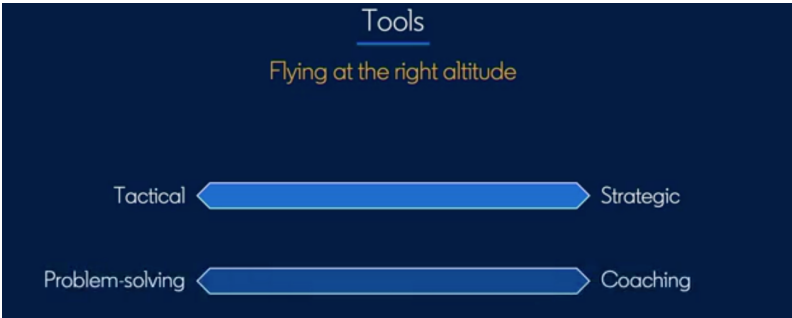
Commitment to **limit misalignment** between colleagues to five business days

Cleanly resolve by bringing to manager(s) with joint perspective

Fosters collaboration and improves **speed of decision-making**

LinkedIn Learning

2.3 Tools

Flying at right Altitude	 <p>The diagram is titled "Tools" and "Flying at the right altitude". It features two horizontal double-headed arrows on a dark blue background. The top arrow connects the word "Tactical" on the left to "Strategic" on the right. The bottom arrow connects "Problem-solving" on the left to "Coaching" on the right.</p>
Time Management	<p>If you have scheduled every minute of every day, you are not doing your job</p> <ul style="list-style-type: none">• Have buffer time for mindfulness practice• Digest info in buffer time
Forums	<p>Create right forums</p> <ul style="list-style-type: none">• Staff meetings• Quarterly Business Review• Strategy review• Team offsites