

SHAW ACADEMY

Lesson 1 Course Notes
Why Leadership
Matters

**Advanced Diploma in Leadership and
Management**



SHAW ACADEMY



Advanced Diploma in Leadership and Management

Lesson 1: Why Leadership matters?

Lesson Pillars

Why leadership makes a difference.
Dimensions of Leadership.
How leaders lead with resolve and humility.

Key Readings

Malcolm Baldrige Awards <http://asq.org/learn-about-quality/malcolm-baldrige-award/overview/overview.html>

Quick overview <http://www.americanneedsbaldrige.com/WhatisBaldrige.pdf>

Strategy Vs Operations: Understanding the Difference <https://cmoe.com/strategy-vs-operations-understanding-the-difference/>

10 ways that leadership makes a difference
<https://www.forbes.com/sites/prospornow/2012/03/26/ten-ways-that-leadership-makes-the-difference/#11e985d03119>

Ready-Now Leaders: 25 Findings to Meet Tomorrow's Business Challenges
http://www.ddiworld.com/DDI/media/trend-research/global-leadership-forecast-2014-2015_tr_ddi.pdf

Are We Making Progress as Leaders?
<https://www.nist.gov/sites/default/files/documents/2016/09/12/awmpal.pdf>

Leadership: doing it wrong by 2012 Hogan Assessment Systems Inc
http://www.hoganassessments.com/wp-content/uploads/2015/03/Leadership_Doing_It_Wrong_IG.pdf

Douglas Conant <https://www.linkedin.com/pulse/7-essential-practices-leadership-works-douglas-conant>

Ken Iverson Man of Steel <https://www.inc.com/magazine/19840401/6059.html>

Some texts if you're interested

Bass, B. M., & Bass, R. (2008). The Bass Handbook of Leadership: Theory, Research, and Managerial Applications. New York: Free Press.



Lesson Resources: Keep a Learning Log

It is recommended that you keep a learning log. Get a small personal notebook that you can use exclusively for this course. In it, you will record insights, thoughts, reflections on previous leadership and management experiences you may have had. During key learnings in the course you will be prompted to think about a time in your past when you observed, noted or reacted to a situation. The learning log will help to build a picture of your growing self-emergence as a leader and manager.

Pillar: Why leadership makes a difference.

Topic Title: Leadership and Excellence

The Malcolm Baldrige Awards were established by the U.S. Congress in 1987 to raise awareness of quality management and recognize U.S. companies that have implemented successful quality management systems. Awards can be given annually in six categories: manufacturing, service, small business, education, healthcare and non-profit. The award is named after the late Secretary of Commerce Malcolm Baldrige, a proponent of quality management. The U.S. Commerce Department's National Institute of Standards and Technology manages the award, and ASQ administers it.

The Malcolm Baldrige National Quality Award (MBNQA) is presented annually by the President of the United States to organizations that demonstrate quality and performance excellence.

Organizations that apply for the Baldrige Award are judged by an independent board of examiners. Recipients are selected based on achievement and improvement in seven areas, known as the Baldrige Criteria for Performance Excellence:

- **Leadership:** How upper management leads the organization, and how the organization leads within the community.
- **Strategy:** How the organization establishes and plans to implement strategic directions.
- **Customers:** How the organization builds and maintains strong, lasting relationships with customers.
- **Measurement, analysis, and knowledge management:** How the organization uses data to support key processes and manage performance.
- **Workforce:** How the organization empowers and involves its workforce.
- **Operations:** How the organization designs, manages and improves key processes.
- **Results:** How the organization performs in terms of customer satisfaction, finances, human resources, supplier and partner performance, operations, governance and social responsibility, and how the organization compares to its competitors.



How leadership matters in Baldrige.

Baldrige is a Leadership and Management Framework.

- Requires creation of Vision, Purpose, Mission, Values and Goals
- Creates alignment
- Eliminates silos
- Creates focus on Key Stakeholders and their Requirements
- Requires measurement of important things
- Requires strategic planning
- Fosters continuous improvement

Topic Title: Strategic and Operational Leadership

Strategic Leadership is about:

- Defining the overall vision and mission of an organization.
- Developing strategies, systems and structures to achieve the vision and mission.
- Creating both technical and social systems that are effectively integrated, and which address the needs of both customers and employees.

Operational Leadership is about

- Ensuring that organizational processes are effectively carried out on a day-to-day basis.
- Monitoring performance.
- Addressing constraints.
- Ensuring that employees understand what is to be done and are provided with the authority, knowledge and skills to do it.

Chris Stowell from the Centre for Management and Organizational Effectiveness talks about leaders needing to manage two engines: an operational one and a strategic one.

The operational engine is concerned with executing on everyday activities and commitments. Think of operations as the “How’s” of the organization using the following questions:

- How do we produce our product or service right now?
- How do we respond to customer orders this week?
- How do we improve efficiencies in our invoicing system this month?
- How do we drive costs down and maximize profitability?
- How do we sell to our current customers?

The Strategic Engine

Strategy asks what you could be doing to equip and transform the operational engine to be competitive in the long run. Its intent is to help the organization discover new sources of competitive advantage.



In simple terms, the “strategy engine” is driven by four questions:

- Where should we compete in the future? (The future space we will operate within)
- How should we compete in the future? (The future space we will operate within)
- What should we be doing?
- How we should be doing it?

A business strategy defines how the business and its members should evolve to achieve long-term success.

Strategy looks at:

- Offering quality products and services that customers will need in the future
- Taking advantage of latest technologies
- Being prepared for future environmental factors or calamities
- Responding to possible new substitutes or the predatory actions of rivals
- Anticipating future needs before competitors do

Everyone in the organization needs to understand the strategy, offer ideas, and craft a supporting strategic plan that aligns with the overarching strategy of the business. If the strategic engine does its part, the organization will avoid the calcification and atrophy that occurs when a business doesn’t think ahead and disposes of strategic initiatives. If you give it proper attention, the strategic engine will take you in a direction that leads to:

- Growth (of the people and the business)
- Secure opportunities for people
- Increased shareholder value for owners
- Improved services for customers
- Greater market share

It takes a lot of discipline to simultaneously manage the two engines that drive successful business forward. A perfect balance between operations and strategy will never exist; some days will require greater emphasis on operations; other days will be heavily focused on future-oriented strategic planning and execution.



Topic Title: Leadership challenges from the CEO's themselves

Development Dimensions International Global Leadership Forecast these as the most effective leadership skills – but majority of leaders see themselves as ineffective in these areas.

Human Capital leadership strategies:

- Improve leadership development programs.
- Enhance the effectiveness of senior management teams.
- Improve the effectiveness of frontline supervisors and managers.
- Improve succession planning.

However, only 27 percent of leaders reported they were “very prepared” to be the kind of leader that creates an optimal workplace where employees deliver their very best.

All leaders can learn to bring the customer voice into their organization, become talent scouts and advocates, and create an environment.

Customer Relationships

Customer relationships are ever changing, they're complex, and require excellent communication strategies. 45% of CEO felt somewhat prepared. More and more customers are looking online before they commit and are getting advice before they spend. Leaders need to understand buyer behaviour in their segment. Remember the early CRM challenges in sales, service, accounting, shipping and return logistics. All leaders can learn to bring the customer voice into their organization, become talent scouts and advocates, and understand their touch points.

Creativity and Innovation

Only one in three organizations currently is focused on developing their leaders' ability to foster innovation. Fostering innovation is a skill area that deserves attention. Innovation has emerged as one of the top challenges for businesses; having leaders able to encourage innovation and creativity is vital if they are to lead in competitive markets. They can also look at increasing a diverse workforce to collaborate from diverse backgrounds, know-how, experiences and skills.

Operational Excellence.

Only 1/3 of CEO felt comfortable dealing with operational excellence. The global uncertainty in 2017 with trade protectionism on the increase and political uncertainty plays into this space. CEOs need to meet the digital transformation challenge and increase employee engagement, resilience, alignment, and agility. It's a tall order that may require redesign of business processes.

Do organizations benefit from investing in building leaders' skills in these critical areas? The answer is a resounding yes. DDI found that organizations that have been focusing on developing these skills, and whose leaders are now more effective, are three times more likely to rank in the top 20 percent for financial performance.



Topic Title: Importance of Leadership

John Maxwell when he said, “Everything rises and falls on leadership.” Everything!

When things are going poorly it is leadership that rights the ship, it is leadership that sets the new course and it is leadership that provides hope. Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals.

The following points justify the importance of leadership in a concern.

They Initiate action - The Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work starts.

They provide guidance - Guidance here means instructing the team the way they must perform their work effectively and efficiently.

They build motivation – The leader motivates the employees with tangible and intangible (rewards and recognition) and thereby gets the work from the subordinates.

They build morale - Morale is about the willingness of employees to get on board, getting them into confidence and winning their trust. A leader can be a morale booster by showing how the team and employees can be successful.

They create confidence – People like to work with leaders who are truly confident. There is a natural tendency to trust people more when they appear confident. Leaders feel good about themselves, they treat others well and in turn, are treated well by others.

They build a safe and secure environment- According to Simon Sinek it is only in an environment of “trust and cooperation” can people produce great, even heroic, work. To discipline, nurture, educate, and challenge their employees to build their confidence, take risks and allow them to achieve on their own. In return, they need to trust that a leader will not lay them off when times are tough – you would not lay off a child because the economy changes. This is what offends people about exorbitant CEO salaries in underperforming companies – the feeling that they have sacrificed people to protect their company’s numbers (and their own salary).

An example of alternative leadership – a manufacturing company suffered 30% loss of sales during 2008 and their labour pool was overspending by \$10million. When the board asked for layoffs, the CEO refused and instead gave every employee (including himself) 4 weeks of compulsory unpaid leave to be taken any time they chose over the year. He told the employees it was better for everyone to suffer a little, rather than a few suffer a lot. They saved \$20million, and morale was up. As they trusted each other, some employees started trading leave – taking 5 so another would take only 3.

Leaders should take the risks first, they should eat last, they should sacrifice so their people feel safe, and so that their people can gain. When they do this, the natural response of their people is that they trust, and are willing to sacrifice for the good of the leader’s vision. And then they can say that they did what they did because their leader would have done the same for them.



Topic Title: Behaviours that make a difference

McKinsey's 2015 Organizational Health Index link four kinds of behaviour which accounts for 89 percent of leadership effectiveness.

1. Solving problems effectively. The process that precedes decision making is problem solving, when information is gathered, analysed, and considered. This is deceptively difficult to get right, yet it is a key input into decision making for key issues (such as M&A) as well as daily ones (such as how to handle a team dispute).
2. Operating with a strong results orientation. Leadership is about not only developing and communicating a vision and setting objectives but also following through to achieve results. Leaders with a strong results orientation tend to emphasize the importance of efficiency and productivity and to prioritize the highest-value work.
3. Seeking different perspectives. This trait is conspicuous in managers who monitor trends affecting organizations, grasp changes in the environment, encourage employees to contribute ideas that could improve performance, accurately differentiate between important and unimportant issues, and give the appropriate weight to stakeholder concerns. Leaders who do well on this dimension typically base their decisions on sound analysis and avoid the many biases to which decisions are prone.
4. Supporting others. Leaders who are supportive understand and sense how other people feel. By showing authenticity and a sincere interest in those around them, they build trust and inspire and help colleagues to overcome challenges. They intervene in group work to promote organizational efficiency, allaying unwarranted fears about external threats and preventing the energy of employees from dissipating into internal conflict.



Pillar: Dimensions of Leadership

Topic Title: Integrity and honesty as dimensions of leadership

Leadership is the ability to motivate people and mobilize resources to accomplish a common goal. In leadership, honesty is an important virtue, as leaders serve as role models for their subordinates. Honesty refers to various aspects of moral character. It indicates positive and virtuous attributes such as integrity, truthfulness, and straightforwardness. These characteristics create trust, which is critical to leaders in all positions. Honesty also implies the absence of lying, cheating, or theft.

Subordinates have faith in the leaders they follow. A leader who is not honest will lose legitimacy in the eyes of followers. Integrity and openness are essential to developing trust, and without honesty a leader cannot gain and maintain the trust needed to build commitment to a shared vision.

Leadership experts Jim Kouzes and Barry Posner find honesty to be the most important trait of effective leaders. In its absence, leaders lack credibility, and their ability to influence others is diminished. Honesty also brings a degree of transparency to a leader's interaction with others.

For Kouzes and Posner, honesty is a critical element of the five behaviours of effective leaders.

Model the way: Leaders must clarify their values and set an example for their employees to imitate, underscoring the importance of modelling positive characteristics such as honesty.

Inspire vision: The vision is the emotional element of a company's mission statement, and this vision must be communicated honestly and with passion. Promoting the company's vision allows leaders to inspire employees.

Enable others to act: Leaders often make the critical mistake of micromanaging, as opposed to trusting others to do their job. Trust stems from honesty, and creating an honest environment allows other employees more personal autonomy.

Challenge the process: Leaders need to be attentive to how things are done, not just what gets done, and they must be willing to address areas that require change. These practices are essential for continuous improvement, progress toward goals, and innovation.

Encourage the heart: Leaders must nurture the emotional dimension of their relationships with followers. Showing appreciation, creating a supportive environment, and fostering community sentiment helps build commitment to the leader's vision.

In summary, leaders are tasked with balancing the organizational strategies of management with the social elements of leading. This requires leaders to be in tune with their employees' emotions and concerns in a meaningful and honest way. Effective leaders set strong behavioural examples while communicating their vision to inspire employees. The need for honesty is woven throughout the primary activities of effective leaders.



Topic Title: How do aspiring leaders develop integrity?

Practical ways leaders can develop/display integrity.

Hird and Robert Half Management Resources list five ways that leaders can develop and display integrity.

1. Be honest, and treat people well. People want to work for those who are ethical. “They know that if their leader acts with integrity, that leader will treat them right and do what’s best for the business.”
2. Leaders also need to hold themselves accountable not just to their superiors but also to their peers and staff. Similarly, they must treat everyone fairly, regardless of a person’s standing in the organization.
3. Consider conducting a self-audit. Start by thinking about others you admire. What makes them admirable? Which of their attributes do you want to emulate, and how successful are your efforts to do so? If you find you’re lacking in an area, try to determine why.
4. Find out how others view you. It’s one thing to ponder how we think we’re perceived, but quite another to know for sure. Talk to your manager, employees and network contacts outside of the company about what you do well and what you can do better.
5. Don’t be afraid to be vulnerable with your staff. If you make a mistake, say so and do all you can to fix it. Your employees don’t expect you to be perfect, and you can alienate them if you are unable to admit fault when things go wrong.



Pillar: How leaders lead with resolve and humility

Topic Title: Leading with resolve and humility

Leadership is the ability to motivate people and mobilize resources to accomplish a common goal. Yet it takes more than that. In leadership, honesty is an important virtue, as leaders serve as role models for their subordinates. Honesty refers to distinct aspects of moral character. It indicates positive and virtuous attributes such as integrity, truthfulness, and straightforwardness. These characteristics create trust, which is critical to leaders in all positions. Honesty also implies the absence of lying, cheating, or theft.

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Building honesty, integrity and trust

Think of a leader you know who exemplifies integrity, honesty, and trust. What specific behaviours cause you to experience this leader as upright, honest and trustworthy?

Here are some examples.

Honesty is transparency and openness- your willingness to communicate what you’re thinking or feeling, even when it is uncomfortable or unpopular.

Honesty is a willingness to listen and discuss issues before decisions are not yet finalised. It is keeping your word, following through on promises, and delivering on time.

Integrity is often equated with courage- courage to speak up when your point of view is at odds with a manager’s perspective or with a commonly held belief about how things should be done.

Integrity is also interpreted as work ethic- in early, staying late to get the right things done for the company.

Trust may be based on a feeling that you have the other person’s back when he or she is not in the room. Or, trust may be gained as you’re seen to act in the best interest of the team or organization rather than acting primarily to advance your personal agenda.



How do you perceive integrity?

The following descriptors will assist you to confirm your perceptions of integrity.

Continuous Personal Growth: Leaders with elevated levels of integrity are in constant learning mode. They are ruthlessly honest with themselves, seek guidance to discover and work around their blind spots and are always learning and growing as leaders.

A promise is a promise: High-integrity leaders keep their promises, and if they can't meet the agreed-upon timeline, they will stay in communication with you until the promise has been kept.

Reliability: Just as we purchase proven brands, leaders who are shown to be reliable and can be counted on will attract more followers. Reliable leaders stick with problems and issues until they are resolved from a win/win point of view and a strong consideration for all stakeholders involved.

Accountability: High-integrity leaders don't just blame others and/or take the blame themselves, they own the situation and all its outcomes. These leaders quickly intervene in an issue, evaluate unintended impact, take steps to rectify the situation and stay in close communication with stakeholders until the job is done.

Responsiveness: There is nothing more frustrating than waiting for a leader to respond to your query. High-integrity leaders are excellent time management skills and will either respond immediately and/or will inform you when they can get back to your issue. If the situation is a crisis, they will be there for you.

Doing the right thing: High-integrity leaders have strong moral principles. You can count on them do the right thing, at the right time and for all the right reasons. These leaders have high personal standards and hold their team members and their corporation to the same exacting standards. They then assess each decision and action against their organizational standards.

Respectfulness: Respect is earned and is done so by showing respect and an acceptance toward others.

Respecting others means understanding different values and beliefs, recognizing, accepting and developing the skills of others and including all employees as part of the team. Respect also means communicating and interacting with individuals by putting them on the same playing field.



Social and emotional intelligence

McKee, Goleman and Richard Boyatzis, from University of Pennsylvania, have identified four main dimensions or building blocks of the “emotional mind” that are essential for learning of emotional intelligence. These include: Self-Awareness, Self-Management, Social Awareness, and Relationship Management.

The importance of EI in leadership is down to how leaders and employees take more responsibility for the impact they have on the people that they lead and the people around them. Leaders with high-levels of EI are more likely to help build team performance, get better decisions made, reduce stress, reduce staff turnovers, increase personal well-being. So, what are character

Social Awareness: ability to read or sense other people’s emotions and how they impact the interest or concern. The competencies for this dimension include empathy and organizational awareness.

Self-Awareness: ability of an individual to be in tune with her/his own feelings and to recognize the impact that his/her feelings have on others. The competency that underpins this dimension is emotional self-awareness.

Self-Management: ability to keep negative emotions and impulsive behaviour under control, stay calm and unflappable even under stressful situations, maintain a clear and focused mind directed on accomplishing a task. The required competencies for this dimension are positive outlook, emotional self-control, achievement orientation, and adaptability.

Relationship Management: ability to influence, guide and handle other people’s emotions. The competencies that underlay this dimension include inspirational leadership, influence, coach and mentor, conflict management, and teamwork.

- What do you think are aspects of emotional intelligence?
- Good practice suggests you need to:
- First listen and get others to say and what they know, then put it all together.
- You can use emotional and social intelligence to improve your own and your organization's performance.
- Ask colleagues and team members who you lead what you can improve in.
- Ask how you can help the team.



Pillar Three: How leaders lead with resolve and humility

Topic Title: How humility underpins leadership

Jim Collins did an excellent job explaining why leadership matters. He wrote the bestselling book *From Good to Great*. In that book, Collins talks about how great leaders have two capabilities: One is resolve, or determination to accomplish a goal, and the other is humility. He describes how leaders with resolve and humility can build a good company into a great company. But one of the best ways to appreciate the value of good leadership is when you see how fast a poor leader can take a good organization down. Collins says it takes a lot of people to move a good organization into greatness, but it can take very little time for just one lousy leader to send a great organization downhill.

Leadership is very important. Leaders have a key role in setting the vision to move toward the organization's goals, and then creating a motivating environment for people so those goals can be reached. But boy, leaders who don't know what they're doing, or have big egos, can take a good company and drive it straight into the ground. So, don't kid yourself. Leadership does matter.

Level Five Leadership

In 1996, Collins' research team and I began to wrestle with a simple question: Can a good company become a great company and, if so, how? Collins looked at companies that made the leap from good to great and isolated these factors. He defined "impressive results" as cumulative stock returns at least 3.0 times better than the general stock market over fifteen years, a performance superior to most widely admired companies. For perspective, General Electric from 1985 to 2000 beat the market only 2.8 to 1.)

According to Collins five-year research study, executives who possess this paradoxical combination of traits are catalysts for the statistically rare event of transforming a good company into a great one.

The Level 5 Entrepreneurs never wanted to become larger-than-life heroes. They never aspire to be put on a pedestal or become unreachable icons. They are seemingly ordinary people quietly producing extraordinary results.

Unwavering Resolve.... to Do What Must Be Done

It is very important to grasp that Level 5 Leadership is not just about humility and modesty.

It is equally about ferocious resolve, an almost stoic determination to do whatever needs to be done to make the company great.

Level 5 entrepreneurs are fanatically driven, infected with an incurable need to produce results. They will sell profitable not unrelated divisions or fire their brother, if that's what it takes to make the company great.

They cannot stand mediocrity in any form and are utterly intolerant of anyone who would accept the idea that good is good enough.

Level 5 - Executive

Builds enduring greatness through a paradoxical combination of personal humility plus professional will.



Level 4 - Effective Leader

Catalyses commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.

Level 3 - Competent Manager

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

Level 2 - Contributing Team Member

Contributes to the achievement of group objectives; works effectively with others in a group setting.

Level 1 - Highly Capable Individual

Makes productive contributions through talent, knowledge, skills, and excellent work habits.

Lessons in leadership: Darwin E. Smith CEO Kimberly Clark

In 1971, a seemingly ordinary man named Darwin E. Smith was named chief executive of Kimberly-Clark, a stodgy old paper company whose stock had fallen 36% behind the general market during the previous 20 years. Smith, the company's mild-mannered in-house lawyer, wasn't so sure the board had made the right choice—a feeling that was reinforced when a Kimberly-Clark director pulled him aside and reminded him that he lacked some of the qualifications for the position. But CEO he was, and CEO he remained for 20 years.

In that period, Smith created a stunning transformation at Kimberly-Clark, turning it into the leading consumer paper products company in the world. Under his stewardship, the company beat its rivals Scott Paper and Procter & Gamble. And in doing so, Kimberly-Clark generated cumulative stock returns that were 4.1 times greater than those of the general market, outperforming venerable companies such as Hewlett-Packard, 3M, Coca-Cola, and General Electric.

Smith's turnaround of Kimberly-Clark is one the best examples in the twentieth century of a leader taking a company from merely good to truly great. And yet few people—even ardent students of business history—have heard of Darwin Smith. He probably would have liked it that way.

Good to great

Smith is a classic example of a Level 5 leader—an individual who blends extreme personal humility with intense professional will.

Yet Collins tried to tease out what makes a great leader move from being good to great.

Collins talks about Challenge and growth, Service and Communal success as trait of great leaders.

He asks “What huge and audacious challenges should we give people that will push them hard and make them grow? This is a characteristic of leaders who not only take this on themselves but live it for others.



Service means "a cause or purpose we are passionately dedicated to and are willing to suffer and sacrifice for ". Great leaders are prepared to sacrifice everything for the company.

Finally, great leaders look for communal success it is summed up as What can we do to reinforce the idea that we succeed only by helping each other? ".

These three leaders would fall under great leaders Ken Iverson from Nucor known as the man of steel. Sam Walton from Wal Mart and Steve Jobs from Apple. Each put their respective company's first and we will look in detail at Jobs in Apple next week alongside another transformational leader: Doug Conant.

Acts of Humility

In a global marketplace where problems are increasingly complex, no one person will ever have all the answers. That's why Google's SVP of People Operations, Lazlo Bock, says humility is one of the traits he's looking for in new hires.

Your end goal," explained Bock, "is what can we do together to problem-solve. I've contributed my piece, and then I step back." And it is not just humility in creating space for others to contribute, says Bock—it's "intellectual humility. Without humility, you are unable to learn."

In a 2104 survey of more than 1500 workers from Australia, China, Germany, India, Mexico, and the U.S., research by Catalyst found that when employees observed altruistic or selfless behaviour in their managers — a style characterized by 1) acts of humility, such as learning from criticism and admitting mistakes); 2) empowering followers to learn and develop; 3) acts of courage, such as taking personal risks for the greater good; and 4) holding employees responsible for results — they were more likely to report feeling included in their work teams. This was true for both women and men.

Furthermore, they found that when Employees who perceived altruistic behaviour from their managers also reported being more innovative, suggesting new product ideas and ways of doing work better. Moreover, they were more likely to report engaging in team citizenship behaviour, going beyond the call of duty, picking up the slack for an absent colleague — all indirect effects of feeling more included in their workgroups.

Summary

Why leadership makes a difference.

Dimensions of Leadership.

How leaders lead with resolve and humility.

Next lesson we will focus on What kind of a leader are you?

- Transactional Leadership
- Transformational Leadership
- Steve Jobs & Douglas Conant
- Finding your leadership style.



Thank
you



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