



OMT GROUP GRASPS THE

LEADERSHIP BEYOND SURVIVAL NETTLE

Given the turbulent times we live in, Leaders are facing an array of challenges, many of which they haven't had to deal with before.

While it can be argued that what you need to BE and DO as a Business Leader hasn't changed in a millennium, the current economic situation is forcing us all to stop, think and consider how we are approaching things. As with all areas of People Management, Leadership is a conscious, active behaviour. Some elements will come naturally to us but others we have to work harder at. Today we ask you to Grasp the Leadership Beyond Survival Nettle. Take some time out to look at the different Leadership Principles put forward by current and past 'Business Thinkers'. **Focus on the elements which sit best with you** and, in the coming days and weeks, use them as a guide to improve your Leadership Style – taking your People and your Business forward, not just to survive **but to grow and prosper.**

Knowing

Read and absorb this Grasp the Nettle Issue and understand what you need to BE and Do.

Doing

Start each day with a conscious effort to practice some of the principles and behaviours. Use the step-by-step approaches to guide your efforts

Living

Establish some systematic practices for your self which, overtime, will take you from a process of merely DOING to a more unconscious and automatic approach. **This is when you are beginning to LIVE your new and improved Leadership Style!**

Make the Decision to Change

Review Best Practice and pick the Best Fit for you, your People and your Business

Practice consciously and repeatedly, constantly checking this activity, until you are doing and saying new things....without even thinking about it!

WHAT CAN WE DO ABOUT THIS LEADERSHIP COURSE?

I DON'T KNOW WHAT DO YOU THINK?

ISN'T THERE ANYONE WE COULD ASK?



'The task of the leader is to get his people from where they are to where they have not been.'
Henry Kissinger

'Leadership is the art of getting someone else to do something you want done because he wants to do it.'
Dwight Eisenhower

'All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership.'
John Kenneth Galbraith

Find the Leader Within: Developing the Right Behaviours

There are as many guides to Successful Leadership as there are thoughts in the day. The challenge for all of us is to know and leverage our Natural Strengths while acknowledging and managing the behaviours which hold us back. If you are unsure of your Leadership Style, be brave, ask your Boss, your Peers and your Team. If feeling less brave why not go on-line and complete one of the many Behaviour Profiles available on the market. Some are free and most are value for money.

(OMT Group would recommend the Insights Discovery Profile as easy to use and understand).



"Don't feel bad. None of us have leadership qualities."

TESTING YOURSELF

To assess your performance and stay on track, you should step back and ask yourself certain key questions.

VISION AND PRIORITIES

In the press of day-to-day activities, leaders often fail to adequately communicate their vision to the organisation, and in particular, they don't communicate it in a way that helps their subordinates determine where to focus their own efforts.

How often do I communicate a vision for my business?
Have I identified and communicated three to five key priorities to achieve that vision?
If asked, would my employees be able to articulate the vision and priorities?

MANAGING TIME

Leaders need to know how they're spending their time. They also need to ensure that their time allocation (and that of their subordinates) matches their key priorities.

How am I spending my time? Does it match my key priorities?
How are my subordinates spending their time? Does that match the key priorities for the business?

FEEDBACK

Leaders often fail to coach employees in a direct and timely fashion and, instead, wait until the year-end review. This approach may lead to unpleasant surprises and can undermine effective professional development. Just as important, leaders need to cultivate subordinates who can give them advice and feedback during the year.

Do I give people timely and direct feedback that they can act on?
Do I have five or six junior subordinates who will tell me things I may not want to hear but need to hear?

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What to ask the person in the mirror. Kaplan. HBR 2007

<p>Social Intelligence is an emerging field. Following on from the concept of Emotional Intelligence, it is beginning to reveal subtle new truths about what makes a good Leader. Goleman/Boyatzis, HBR 2008</p>	<p>Attunement</p> <p>Do you listen attentively and think about how others feel?</p> <p>Are you attuned to others' moods?</p>	<p>Organisational Awareness</p> <p>Do you appreciate the culture and values of your Business?</p> <p>Do you understand social networks and know their unspoken norms?</p>	<p>Influence</p> <p>Do you persuade others by engaging them in discussion and appealing to their self-interests?</p> <p>Do you get support from key People?</p>
	<p>Developing Others</p> <p>Do you coach others with compassion and personally invest time and energy in mentoring?</p> <p>Do you provide helpful feedback?</p>	<p>Inspiration</p> <p>Do you articulate a compelling vision, build group pride and foster a positive tone?</p> <p>Do you lead by bringing out the best in People?</p>	<p>Teamwork</p> <p>Do you solicit input from everyone on the Team?</p> <p>Do you support all Team Members and encourage co-operation?</p>

Once you have zoned in on the Leadership Behaviours you want to improve on, help yourself implement them by turning them into a checklist of things you wish to BE and DO. Example: I will BE more attuned BY never saying no straight away. Instead, I will consider the context, the issue, the Person who put the issue to me and their signals (comfort/ discomfort, tone, what's unsaid etc.) before responding.

Leadership in the Current Climate



Managing a Crisis

1. Never delay a decision that must be made

Make your decision and move on. You may have to immediately make another decision. This doesn't mean your first one was wrong. It merely means that your second one had the benefit of additional knowledge.

2. When you want something specific done, say so specifically, using clear, plain language. Then back off and let your People get on with it

People often find it hard enough to do the basics. Adding 'mind-reading' to the job description is unfair. Do not use hints, implications, or innuendos.

Say what you want, and use plain English! Provide resources and guidance. Remove obstacles when necessary. Then let them do their job. But, don't forget to check back - you still have management responsibilities.

3. You don't have to have the answer to every question

If you do, you'll be forever answering every question. You'll make all the tough decisions, with a flawed, single point of view and you'll have no time to spend on other areas that need your direct attention now. Coach them instead.

4. Your People want you to Lead

While we all want to be liked your People don't need a shoulder to cry on, a sympatho, or a commiserator. What they need is a Leader who'll get them out of trouble and help them succeed.

5. Take care of yourself

Crisis Leadership is tough work and you need to stay in shape. Develop safe havens: a place for you to reflect on the day, walk the dog, talk to a friend or a family member, play with the kids!

DECISIONS IN MULTIPLE CONTEXTS

Effective Leaders learn to shift their decision-making styles to match changing Business Environments.

Simple, complicated, complex and chaotic contexts, each call for different Leadership responses.

By correctly identifying the context, staying aware of danger signals and avoiding inappropriate reactions,

Leaders can lead effectively in a variety of situations.

A Leadership Framework for Decision Making, Snowden and Boone, HBR 2007



	The Context's Characteristics	The Leader's Job	Danger Signals	Response to Danger Signals
SIMPLE	Repeating patterns and consistent events. Clear cause-and-effect relationships evident to everyone, right answer exists. Known knowns. Fact-based management.	Sense, categorise, respond. Ensure that proper processes are in place. Delegate. Use best practice. Communicate in clear, direct ways. Understand that extensive interactive communications may not be necessary.	Complacency and comfort. Desire to make the complex problems simple. Entrained thinking. No challenge of received wisdom. Over reliance on best practice if context shifts.	Create communication channels to challenge orthodoxy. Stay connected without micromanaging. Don't assume things. Recognise both the value and the limitations of best practice.
COMPLICATED	Expert diagnosis required. Cause-and-effect relationships discoverable but not immediately apparent to everyone, more than one right answer possible. Known unknowns. Fact-based management.	Sense, analyse, respond. Create panels of experts. Listen to conflicting advices.	Experts overconfident in their own solutions or in the efficacy of past solutions. Analysis paralysis. Expert panels. Viewpoints of non-experts excluded.	Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking. Use experiments and games to force people to think outside the familiar.
COMPLEX	Flux and unpredictability. No right answers, emergent instructive patterns. Unknown unknowns. Many competing ideas. A need for creative and innovative approaches. Pattern-based leadership.	Probe, sense, respond. Create environments and experiments that allow patterns to emerge. Increase levels of interactions and communication. Use methods that can help generate ideas. Open up discussion, set barriers, stimulate attractors, encourage dissent and diversity, manage starting conditions and monitor for emergence.	Temptation to fall back into habitual, command-and-control mode. Temptation to look for facts rather than allowing patterns to emerge. Desire to accelerate resolution of problems or exploration of opportunities.	Be patient and allow time for reflection. Use approaches that encourage interaction so patterns can emerge.
CHAOTIC	High turbulence. No clear cause-and-effect relationships, so no point in looking for right answers. Unknownables. Many decisions to make and no time to think. High tensions. Pattern-based leadership.	Act, sense, respond. Look for what works instead of the right answers. Take immediate action to reestablish order (command and control). Provide clear, direct communication.	Applying a command-and-control approach longer than needed. Cult of the leader. Missed opportunity for innovation. Chaos unabated.	Set up mechanisms (such as parallel teams) to take advantage of opportunities afforded by a chaotic environment. Encourage advisors to challenge your point of view once the crisis has abated. Work to shift the context from chaotic to complex.

To Boldly Go!

"This is a dream that became a reality and spread throughout the stars"

Captain Kirk – Original TV Series



Stay Positive

1. Look for the **opportunities** in every situation, especially when you experience setbacks
2. **Learn** from your mistakes. Apply the lessons of experience
3. **Focus** on the issues rather than your negative emotions
4. **Don't take things personally;** take responsibility but recognise the influence of external factors on the situation
5. **Ask yourself:** "What's the worst thing that could happen and can I live with it?" Then focus on doing everything you can to minimise the fallout

OMT Group recently held a Leadership Beyond Survival 'Think Tank' with some leading Irish Businesses. Together we led an expedition into the world of Leadership as it needs to be right now.

These are our findings:

1. **Think Global:** Go and find out something about a different industry, another market, how they do things in other countries. Review Best-Practice and find Best-Fit for your Business.
2. **Build Financial Acumen:** Today's Leaders need the basics of finance, accounting and economics. Don't leave it to the so-called experts. (One might question where that has gotten us up to now!)
3. **Your Character Matters:** Character trumps skills every time, tomorrow's followers will demand integrity, trust and honesty. They will also hold tomorrow's Leaders accountable for these values.
4. **Master Technology:** Emerging technologies bring new opportunities. Experiment, participate and play — Are you Twittering yet?
5. **Develop Resilience:** The ability to learn and recover from setbacks has always been the key differentiator between successful and average performers. Leaders will need to take risks, be willing to fail, admit their mistakes, learn and move on.
6. **Share Leadership:** The Leader of the future won't be able to do it alone. Leaders will need to recruit and develop strong, diverse Teams and be willing to give power away. This may be referred to as Polysepalous Leadership.
7. **Synthesize Information:** A key challenge for Leaders of the future will be information overload. They'll need to be able to filter and prioritize what's important, as well as what's real and find meaning in all of that data.
8. **Partner:** Leaders will need to be able to reach out, collaborate, build coalitions and put their own self-interest aside for the greater good of the organisation. The old rules of "winner takes all" no longer work.

A Final Thought....

Even though times may be tough, it's always important to recognise the efforts of your People, even if they are not immediately bringing Business Results.

Learn to let off some steam and to celebrate success - in whatever way works for you and your People!



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