

FSLI

Maximizing Leadership Success

while Avoiding Derailment



Claudia S. Plaisted Fernandez, Dr. PH

Ruben T. Fernandez, JD



***FastTrack*Leadership**

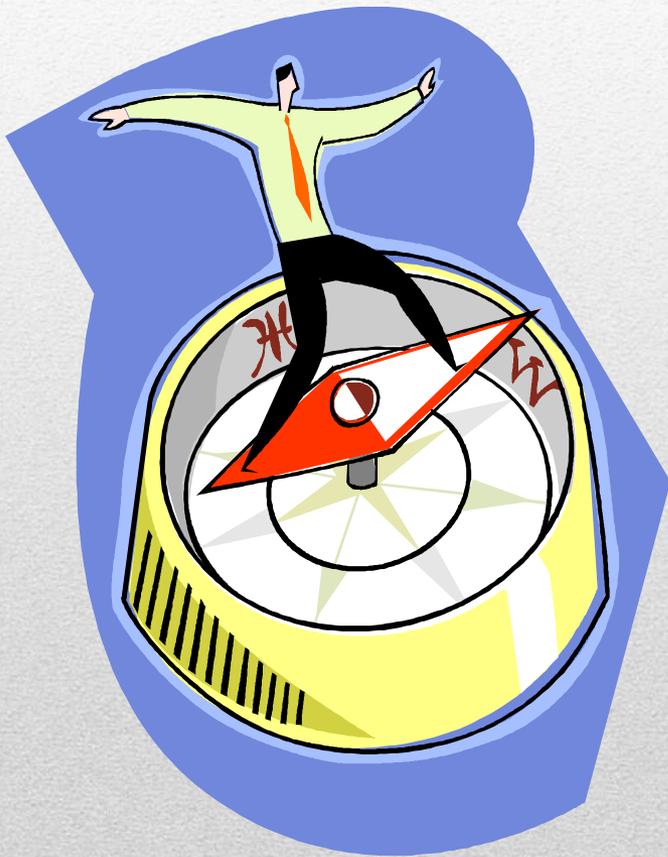
COACHING • CONSULTING • CREATIVE SOLUTIONS

Maximizing Leadership Success while Avoiding Derailment

Learning objectives

- What gives your enterprise competitive advantage
- What makes for successful organizational change
- What derails organizational change
 - Skills that great leaders shine bring
 - 7 problems most likely to derail leaders
 - The path to self-improvement

When it comes to leading...
you are usually leading change



Essential elements:

- Understanding competitive advantage
 - Factors that promote your desired change and
 - Factors that derail your desired change
-

Competitive advantage: a strong basis of leadership success



While in the Industrial Age it was all about resources and capital.

During the Agrarian Age competitive advantage was all about land and natural resources.



What is competitive advantage today in your enterprise or industry?

Make a list of the top three things that gives you, your team, or your enterprise competitive advantage

What makes you competitive for getting contracts, selling your product, partnering with others, serving clients, etc.

The usual answers to “what gives our enterprise a competitive edge”:

“We offer something valuable”

**“What we offer is rare
—no one else can offer it”**

“What we offer is hard to imitate”

“We can get what we create to the market faster than anyone else”

There is more to the picture:
all of these depend on more fundamental competitive advantages

Today the premiere and differentiating resources that undergird all those assets are all about managing ideas and leading people.

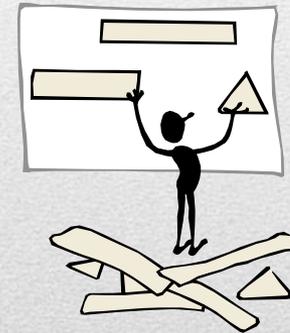
The 3 Cs:



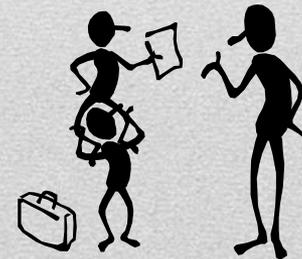
**Concepts
(ideas)**



**Competence
(the talent on
your team)**



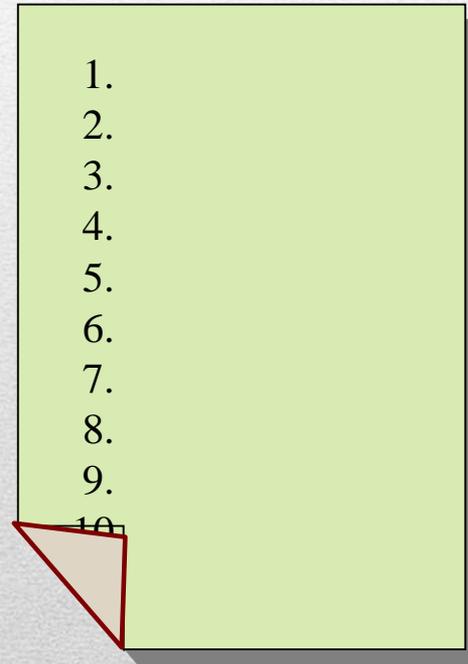
**& Connections
(collaborations)**



The success of any organizational change you lead will be strongly impacted by several factors

Consider the most critical success factors that underlie organizational change—see if you can come up with 10 factors

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.



The most critical success factors that underlie organizational change:

Vision [vɪzh'ən]

An ideal or a goal toward which one aspires

- Change is difficult
- People need to know the destination—where the change is headed
- Creating shared vision is key
- Communicate this vision *often*
- Use multiple methods to communicate the vision



The most critical success factors that underlie organizational change:

Trust

[truhst]

reliance on the integrity, strength, ability, surety, of a person or thing; confidence, confident expectation of something; hope.

Followers need to know that:

- There is transparency in the system
- Information is being shared
- Leadership is ethical, informed and capable of taking people through the change process

The most critical success factors that underlie organizational change:

Motivation

[moh-tuh-vey-shuhn]

providing another with a reason to act in a certain way:

- A sense of urgency is necessary
- People need to have positive motivation to put in the hard work required to achieve the goal
- Reflect on what motivates people
- Avoid and eliminate what threatens people

The most critical success factors that underlie organizational change:

Commitment [kuh-mit-muhnt]

Being bound emotionally/intellectually to a course of action or to another person/other persons, The trait of sincerity and focused purpose

- You will need to create the commitment to the goal of change
- You need to create the rewards that will reinforce the positive *vital behaviors* you need
- Examine how the system you have reinforces and rewards the behaviors that you see, particularly those that don't support the change you're leading

The most critical success factors that underlie organizational change:

Behavior Change

[bih-heyv-yer cheynj]



Altering a manner of acting or a pattern of actions to adopt new patterns

- There is a gap between the desire to change and knowing what to do to make it happen
- Must let go of 'the way we've always done it'
- People need to know the new behaviors to engage in
- People need the skills to implement the new behaviors
- They need feedback on their skills mastery

The most critical success factors that underlie organizational change:

Values

[val-yooz]

The basic or fundamental guideposts that undergird choices and behaviors, to consider with respect to worth, excellence, usefulness, or importance, to regard or esteem highly

- The values that undergird the change needs to be in sync with the values of those in the organization
- The values & mission of the of the organization needs to be supported by the change you are leading

The most critical success factors that underlie organizational change:

Tenacity

[tuh-nas-i-tee]

To persevere, to hold on fast

- Given the difficulty of change, you will run into obstacles and hurdles
- You will need to be resilient as an individual
- The team will need to be resilient
- Organizational barriers will regenerate if you don't continue to address them

The most critical success factors that underlie organizational change:

Attitude Change

[at-i-tood, -tyood cheynj]

Altering a disposition, feeling, belief, position, etc., with regard to a person or thing; tendency or orientation, especially of the mind

To successfully lead change, sometimes attitudes need to change around:

- “this is the way we’ve always done it”
- New client bases, partners, processes

The most critical success factors that underlie organizational change:

Character [kæriktər]

the aggregate of features and traits that form the individual nature of some person or thing, the moral or ethical quality: a person of fine, honorable character, qualities of honesty, courage, or the like; integrity, reputation

The *character* of the leaders has a tremendous impact on the character of the organization entire

- Leadership sets the organizational culture
- Honesty, loyalty, and integrity are crucial in the leadership team
- When these qualities are present in the leadership, leading change is an easier process

The most critical success factors that underlie organizational change:

Self-Discipline

[self-dis-uh-plin]

training of oneself, usually for improvement: acquiring a new habit, skill, or behavior through sustained and focused attention and practice.

- Is critical to learn new skills, implement new behaviors
- Use constructive metrics to measure where you are in the process
- Create structures to hold the enterprise, teams a accountable for the changes

The most critical success factors that underlie organizational change:

Vision

Values

Motivation

Commitment

Behavior change

Tenacity

Attitude change

Trust

Character

Self-Discipline

The organizational change you lead will be also be derailed by several factors

Liabilities you will need to contend with:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

Consider the most critical liabilities that can derail your organizational change efforts—can you identify 11 factors you will need to contend with?



The most critical success factors that derail organizational change:

Resistance to Change [ri-zis-tuhns tuh cheynj]

Opposition, obstinacy, defiance, intransigence in the face of alterations in the environment or conditions of work

Resistance to change can be a basic human condition

- Because change can feel threatening, people can resist it strongly
- Do: Sell the change message! That is key
- Do: Help the team learn new skills



The most critical success factors that derail organizational change:

Conflict Aversion

[kon-flikt uh-vur-shuhn]

a strong feeling of dislike, opposition, repugnance, or antipathy of coming into collision or disagreement; be contradictory, at variance, or in opposition; clash, discord of action, feeling, or effect.

- It is toxic to organizations and to individuals to avoid the much needed difficult conversations
- Can lead to living in denial of the truth
- You and your team need to skills to have constructive, difficult conversations



The most critical success factors that derail organizational change:

Impatience

[im-pey-shuhns]

eager desire for relief or change; restlessness, intolerance of anything that thwarts, delays, or hinders

- People are used to immediate gratification, yet change is often complex and takes time
- Remind them frequently of the vision
- Celebrate early wins to promote hope and commitment
- Remind the team that patience is required



The most critical success factors that derail organizational change:

Rumors [roo-merz]

a story or statement in general circulation without confirmation or certainty as to facts: gossip; hearsay

- Rumors can derail organizational change attempts
- Address rumors as they arise
- Use transparent and frequent communication
- If you can find an individual who is instigating rumors—confront them. They may not even know they are creating rumors



The most critical success factors that derail organizational change:

Apprehension

[ap-ri-hen-shuhn]

*anticipation of adversity or misfortune; suspicion or fear of future trouble ,
loss of importance or role.*

- Fear of change is often worse than the change itself
- Metrics can serve as useful milestones so people know where they are in the change process
- Giving a view of the future and the path to get there can help address this problem



The most critical success factors that derail organizational change:

Cynicism [sin-uh-siz-uhm]

distrusting or disparaging the motives of others, showing contempt for the actions of the leadership, bitterly or sneeringly distrustful, contemptuous, or pessimistic.

- Is toxic to an organization and kills organizational culture—particularly when expressed in sneers and sarcasm
- Happens when people attribute self interest as the primary motive for a leader's behaviors
- Do: create a culture of “assume positive intent”



The most critical success factors that derail organizational change:

Inertia

[ih-nur-shuh]

inertness, especially with regard to effort, motion, action, and the like; inactivity; sluggishness, the property of matter by which it retains its state of rest

Individuals and organizations have a set pace of productivity

- This typically slows down in “good times”
- They struggle when the pace must quickly improve in order to survive tough times



The most critical success factors that derail organizational change:

Mistrust [mis-truhst]

lack of trust or confidence; distrust.

There are key ways to engender mistrust:

- Engage in threatening others
- Accusing others
- Be defensive and judgmental
- Defend and justify either your actions or those of others



The most critical success factors that derail organizational change:

Egocentricity [ee-goh-sen-tri sit-ee]

having little or no regard for interests, beliefs, or attitudes other than one's own; self-centered demands upon the time and patience of others, having or regarding the self or the individual as the center of all things

When a leader operates from an “it’s all about me” perspective, it:

- Kills organizational culture
- Stifles innovation and creativity
- Promotes groupthink



The most critical success factors that derail organizational change:

Over-control [oh-ver kuhn-troh]

to exercise excessive restraint or direction over; dominate; command, to hold in check; to eliminate or prevent the flourishing or spread of elements the leader does not want or fears.

A leader cannot control everything

- You must delegate tasks to others, and so must they
- The skills people need relate to responding to emerging needs and being flexible around unpredictable events



The most critical success factors that derail organizational change:

Coping with the non-linear, experimental & ambiguous nature of change process

- Organizational change is not a predictable or smooth process
- Leaders and teams need to be ready for the emerging issues
- Organizations, teams and individuals should experiment and learn to inform them about potential courses of action



Organizational Change Supporters

Organizational change Busters

Motivation

Resistance to Change

Commitment

Conflict Aversion

Behavior change

Impatience

Values

note that most of these are psychological

Rumors Cynicism

Tenacity

Trust

Mistrust

Apprehension

Inertia

Attitude change

Over control

Egocentricity

Vision

Character

Coping with the non-linear, experimental & ambiguous nature of change process

Self-Discipline

Why do
these
psychological
factors take root?



The Continuum of Reality

Un-Reality....attributed motive...dubious facts.....questioning.....self-enlightened

How you interact with others will move them up or down this continuum

Un-reality: are unclear about their own motives, often operate from fear do not ask questions, but rather attribute motives, make judgments, fill in unknown facts with guesses, blame others

Self-enlightenment: understand and are transparent about their feelings and motives, ask clarifying questions, don't make assumptions, are non-judgmental, "own" their mistakes

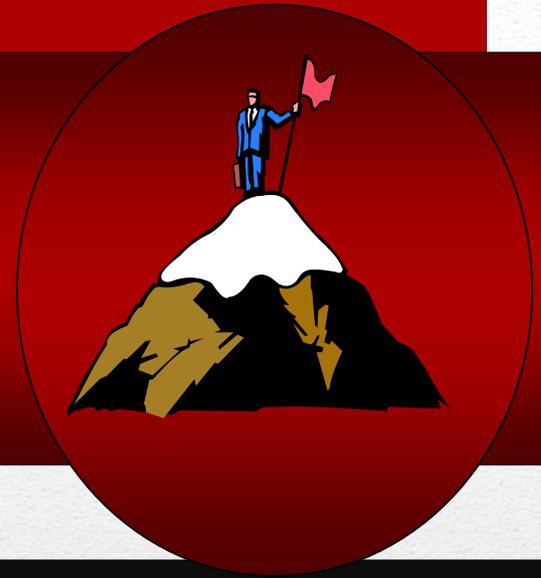
Why do some leaders succeed while others fail?

Why do executives, managers, and professionals either derail or flounder and fail to progress in their careers?



Typically it is because they have a psychological blind spot that is all too visible to others.

What factors lead to leadership success?



Research shows that failure rates for senior execs are up to 33%.

What factors lead to leadership derailment?

The Center for Creative Leadership research finds that Successful Leaders shine in:

Participative Management

Balance Personal Life & Work

Self Awareness

Putting People at Ease

Straightforwardness & Composure

Building/Mending Relationships

Confronting Problem Employees

Doing whatever it takes

Change Management

Decisiveness



The next step: Applying it to organizations



Great Leaders Build Great Organizations. They shine in:

- Developing talent
- Providing necessary resources
- Coaching and mentoring
- Sharing a vision
- Motivating others
- Dealing with change
- Delegating...and letting go

The 7 main areas of derailment



- **Problems with interpersonal relationships**
- **Difficulty molding or building a team**
- **Difficulty changing or adapting (tactical to strategic thinking)**
- **Too narrow functional orientation**
- **Overdependence**
- **Failure to meet business objectives**
- **Strategic Differences with management**



How do you recognize derailment in your enterprise?

Examples of derailment

"He lacks effective interpersonal skills.
He's:"



"He's too abrasive"

"He batters people with his competitiveness. He needs to be seen as powerful"

Insensitive

Overambitious

"he's a perfectionist and has to have everything done his own way"

Isolated

Volatile

"He comes apart at the seams when under fire"

"Her area has never really gelled.
She:"

"Can't
collaborate
or delegate"

**Over or Under
manages**

"She operates
like everyone
can read her
mind"

**Communicates
poorly**

**Staffs in her
own image**

She hires for
"a gut feeling"
when "the
chemistry is
right"

**Creates
mediocrity**

"Undermines
talented
subordinates
and/or habitually
hires weak
candidates"

"He has difficulty making tactical shifts. He's":

He can't adapt to the new teammate with a different style

Unable to adapt

Conflict averse

...conflict averse and unable to harness conflict constructively as a creative medium for change, a poor negotiator

Mired in detail, too cautious, too action averse, thrown by change and innovation

Mired in detail

Innovation averse



"Too narrow a functional orientation":

She's never proven herself on a really complex task

Can't really talk to us—she has no idea what we do over here

Stuck in one's role

Has shallow experience

Gives too much weight to too few concerns

No stretch experience

Once a doctor/nurse/scientist/accountant, etc., always one

She operates like the only thing that matters is her field of expertise



She's over dependent, attached to a single super-star



She's always worked for the same shop—can she do it on her own?

Limited experience

"Once the super star left, nobody knew her"

Has few connections, no personal reputation

Follows the career of one super-star

Over-reliant on a skill, a natural talent or on just raw energy

Too narrow in skill

She lost her mentor [or supervisor(ee)] who used to cover up her weak spot

"He lacks follow through. He:"

Says: "I'm a leader, not a detail person" but in reality leads disorganization and a trail of unresolved problems

Leaves people hanging because of unmet promises and commitments, not fully accountable.

Refuses to focus on details

Leaves loose ends

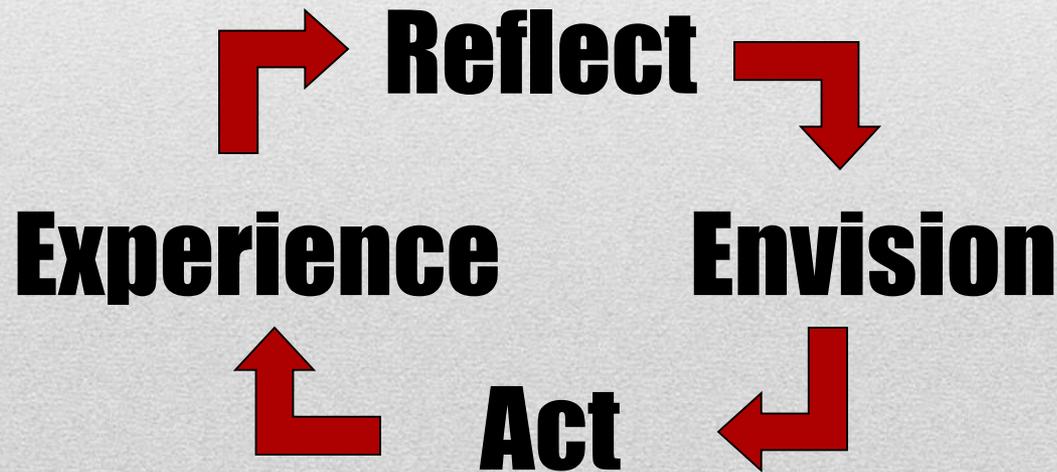
Not fully accountable



Makes a big splash on the front end of a project but then moves on, leaving a trail of loose ends

The Learning Through Reflection Cycle

To continually improve (or correct) your skills, follow these steps:



To Prevent derailment...

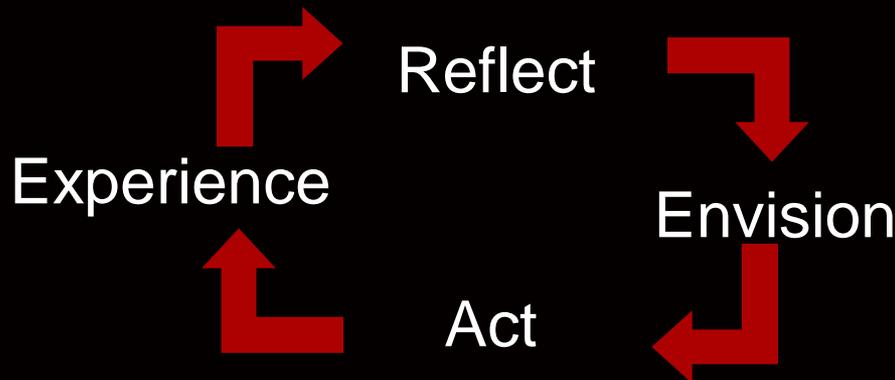
LEARN FROM EXPERIENCE

There is a strong link between experience and lessons learned

Yet experience is no guarantee of learning...

Managers who continue to be effective ADD new patterns of management to their behavior—those who derail often had the same experiences but

MISSED THE MEANING



The take home point:

Don't miss the message—reflect on your experiences and learn from them

Think

ing?

Gain Self Awareness
through assessment
tools



Think you
might be
derailing?



Get
feedback

Get
Coaching



Ask for a
developmental
stretch assignment

