$24.5B is spent annually on management and leadership training. (2015 Estimate)

“So it should follow that the current corps of leaders is better than ever and employees who work for them happier and more productive.”

Sept. 2015 - IndustryWeek

“None of that is working.”

Jeffrey Pfeffer, Stanford Graduate School of Business

“Unfortunately, after 60 years of effort from an enormous leadership industry, workplaces in the United States are horrible.”

Amazon Books: 33,336 results for Leadership - 4Apr17

- Jeffrey Pfeffer

Sept. 28, 2015

IndustryWeek
Are great leaders born or made?

We know the things that great leaders do

Two research-based examples:
  - The Gallup 12 Questions
  - The Five Practices of Exemplary Leadership
“There is a massive difference between what we know about leadership and what we do as leaders.”

Peter Bregman, Harvard Business Review
July 2013

“The Knowing-Doing Gap”

“The truth of the matter is that you always know the right thing to do. The hard part is doing it.”
- US Army General H. Norman Schwartzkopf

It’s Time to Re-Think Leadership Development

Where has leadership development been successful?
What do they do differently?

Let’s revisit the most successful business transformation of all time...
GE History Refresher – Part 1

• 1980’s Massive restructuring / “delayering”
• Demoralized, “Shell-shocked” workforce

“A Softer ‘Neutron Jack’ at G.E.

General Electric’s chairman, John F. Welch Jr., who earned the nickname Neutron Jack on his reputation for eliminating people while leaving buildings standing, has gone through a conversion and is now preaching corporate patience.


GE History Refresher – Part 2

1990 – Work-Out
  • Team-based problem-solving & action planning
  • Based on Japanese “Quality Circles / Kaizen”

1990 – Iraqi invasion of Kuwait (2Aug90)
  “It’s not that we’re surprised that bugs me, it’s that we’re surprised that we’re surprised that bugs me” - Jack Welch

  • These are things you already know how to do, we are simply adding rigor - “A Pilot’s Checklist”
CAP Core Principle - The Bulls-Eye Drill-Down

1. In response to Threats and/or Opportunity…
   Answers: Why should we change? E.g., "Losing market share"

2. Establish a Vision
   What the future state looks like
   ▪ "The world's most customer-centric company"

3. Then 'Drill Down' to get past
   Mindsets/Results
   This is where The Gap is!!!
   These are NOT behaviors
   ▪ Mindsets: Customer-focused, Engaged
   ▪ Results: Quality, Profits, Leadership

4. You must be able to articulate observable
   Actions or Behaviors
   What will I tell them to actually do?
   ▪ Start / Stop / Continue
   ▪ E.g., Segmentation, Focus groups, NPI
   ▪ E.g., Do a work-out with your team

Bob’s Lessons Learned

The Secret behind GE’s approach to developing leaders:

“We don’t think ourselves into a new way of acting, we act ourselves into a new way of thinking.”
- Larry Bossidy (Former GE SVP) & Ram Charan, in “Execution”
Bob’s Leadership Rule #1
Fake it till you make it

Developing Competence
Conscious Competence
"I can do it when I concentrate on it"

Conscious Incompetence
"I can do it without thinking about it"

Unconscious Incompetence
"I don’t know what I don’t know"

Unconscious Competence
"I know what I don’t know"

Use simple tools to decrease the cognitive load that causes the knowing-doing gap

Bob’s Leadership Rule #2
Go slow to go fast
Time invested in gaining alignment up-front pays big dividends downstream
Everyone sees the world differently. How do we get alignment?

Bob's Leadership Rule #3

A leader must create a “credible illusion” of caring
Gallup Questions:

1. Do I know what is expected of me at work?
2. Does my supervisor, or someone at work, seem to care about me as a person?
3. At work, do my opinions seem to count?

GRPI (Goals – Roles – Process – Interpersonal) Team Effectiveness Model – 1970s

Most leaders know this is important, but…

What makes a great team?

Gallup #10:
Do you have a best friend at work?
Tools You Can Use

GRPI Survey - Tool # 1
This tool will drive the crucial conversations that great leaders have!

Purpose & Outcomes: We understand and agree on our project mission and the desired outcome (vision).

Customer & Needs: We know who the project stakeholders are, what they require, and why this project is really needed.

Goals & Deliverables: We have identified specific, measurable & prioritized project goals & deliverables linked to our business goals.

Project Scope Definition: We understand/agree on what is in/out of our project scope & tasks. The project scope is "set."

Roles & Responsibilities: We have defined & agreed on our roles, responsibilities, required skills & resources for the project team.

Authority & Autonomy: Our team is clear on the degree of authority/empowerment we have to meet our project mission.

Critical Success Factors: We know & are focusing on the key factors needed to meet the project goals & mission.

Plans & Activities: We have an effective game plan to follow that includes the right tasks; clearly defined/assigned.

Monitoring & Measures: We have an effective monitoring process & specific metrics linked to progress & goals.

Team "Operating Agreement": We have shared expectations, agreed to follow guidelines for how our team works together.

Interpersonal/Team: We have the necessary relationships, trust, openness, participation & behaviors for a healthy & productive team.

How would you rate the degree to which your team presently has CLARITY, AGREEMENT, and EFFECTIVENESS on these GRPI-related elements?

Interpreting GRPI Survey Responses
Calculate averages (mean) or use "box and whisker" diagrams

High is Good!

- Highest Value
- 75th Percentile
- Median (50th %)
- Mean
- 25th Percentile
- Lowest Value

Low is Bad
Key Phrases / 15 Words - Tool #2
Used for: team alignment, clarifying goals, clarifying vision

1. Ask participants to describe the issue in their own way
2. 2-3 Post-it notes each – words or short statements
3. Post and share with team one post-it at a time
4. Team debates & agrees on the Key Phrases to describe the project...or 15 words, or one sentence, or three bullets, or one paragraph

Work-Out™ Session Process Map - Tool #3
This tool will create engagement and empowerment!

Prioritization “Pay-off” Matrix – Tool #4
A tool to drive agreement and transparency in decision-making
Priorities established and made visible

Top performers feel positive and must share

Clear direction on where to go for help

Bottom must seek - Rallying point for need to improve

What is Important?

A tool to drive continuous improvement

Site A 1 3 2 3
Site B 3 5 3 1
Site C 2 1 1 4
Site D 4 2 5 2
Site E 4 3 4 5

What did GE do that was different?

• They described Leadership in terms of observable, measurable activities – not mindsets or results (e.g., empowerment)
• They taught every leader simple leadership tools to use that were designed to achieve the results
• They set the expectation that leaders would use them
• They taught them how to use them & trained teams together

The result was:
• Common experiences and language, which made best practice sharing easy
• “Unnatural, uncommon acts become natural, common acts” - Steve Kerr, GE CIO 1991-2001

Q&A

Thank You!
Bob Von Der Linn