Leadership Challenge Forum 2009

Using the Five Practices As An Intervention Tool
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Expected Outcomes

- Demonstrate how The Leadership Challenge can be used as an organizational intervention;
- Understand what critical success factors need to be employed;
- Understand practical application though anecdotal stories of two organizations;
- Key things to avoid.
Setting the Context

Health Care Facility

- 200+ employees; 45 staff; 5 senior level
- New expectations of residents/customers
- Current culture getting in the way of this new paradigm
- Managers not as effective as needed
Setting the Context

Professional Service Firm
- 70+ professional staff; 12 partners/owners
- Partner/owner group moving toward retirement – future leaders not ready
- Business model stuck in old thinking
- Working relationships strained
Strategic Focus

- Skill building
- Shifting mindset

So that:

1. Leadership capability is developed; and
2. The leadership works to shift the culture
The Business Acumen You Develop
The Environment You Foster
The Practices You Demonstrate
Knowing Who You Are

Results

Organizational Leader

Leadership
Direction
Energy

Management
Execution
Control

The Business Acumen You Develop
The Environment You Foster
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Knowing Who You Are
Xploring: Intervention Process

- High performance (as the context)
- Practices of Successful Leaders
- Action planning (to make it intentional)
- Follow up sessions (build and reinforce)
- Field exercise (focusing the leadership)
- Follow up sessions (learn and adapt)
- Coaching (accountability)
Challenges Faced

- Cross-functional Teamwork
- Dealing with Confrontation – Conflict
- Holding People Accountable
- Moving from Reactive to Proactive
- Time to Lead – Manage
- Grooming Next Generation of Leaders
Critical Success Factors:
What Do You Pay Attention To

- Keep it focused .......... 80 / 20 Rule
- Model what you expect
- Include Self Awareness - Communications
Critical Success Factors:
What Do You Pay Attention To

- Use roadblocks as “teachable moments”
- Outside Lead with Inside Support

Inside Lead with Outside Support
Critical Success Factors:
What Do You Pay Attention To

- Output is more than Skills and Knowledge
- Formalize Application Planning
- Coach – Coach – Coach some more
Critical Success Factors: What Do You Pay Attention To

Also

- Don’t Build What You Can’t Sustain
What Does Not Work Effectively

- Lack of Involvement Of Next Level
- Assuming Too Much
- Too Much Time Between Meetings
- Leaving Application Up To The Participant
Measuring Results

- Focus Results on Participants Not The Development Tools or Resources
  - It Needs To Be About Ownership
- View ROI as Part of Performance Model Chain (Leading-lagging Indicators)
Measuring Results

Leading Indicators

- Impact on Workforce Drivers
- Quality of Conversations
- Following Through on Application Plans
Measuring Results

Lagging Indicators
- Key Performance Areas
- Revenue
- Turnover
- Employee assessment of the culture
Outside – Inside Perspective

Outside People

- Bring a different set of eyes
- In a better position to confront without taking sides
Outside – Inside Perspective

Inside People

- Have more skin in the game
- Can fix what does not go according to plan
“We can find pockets of greatness in nearly every difficult environment. Every institution has its unique set of irrational and difficult constraints, yet some make a leap while others facing the same environmental challenges do not. This is perhaps the single most important point in all of Good To Great. Greatness is not a function of circumstances. Greatness, it turns out, is largely a matter of conscious choice, and discipline.”

Jim Collins