

Advanced Leadership Skills and Techniques

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ASMC PDI 2018



Unleashing the Potential of Individuals, Teams, and Organizations
www.ManagementConcepts.com


**MANAGEMENT
CONCEPTS**

Overview

- Leadership vs Management
- Leading Change
- Ethics and Value-Based Leadership and Hiring
- Creative Solutioning



After 52 Years in Leadership Roles

- Leadership vs management – its pretty obvious – or is it?
- Its hard to bring about major organizational change – but you already knew that
- Leadership fails without solid ethics and values – you thought you already knew that
- We're locked in our cultures, thought paradigms and avoid the risk of challenging the status quo – I didn't really know this until after 40 years!

Leadership vs Management

- **Management**

Its about things: PODCC, S\$E through effective communication and decision making

- **Leadership**

Its about people: People resist being managed, want to be led

- Look around you – anyone there?

What Makes an Effective Leader?



- Connecting with others in an authentic, credible, and meaningful way
- Knowing personal strengths and weaknesses
- Knowing others' strengths, weaknesses, and dreams
- Using connections to inspire performance-related outcomes

Misconceptions Surrounding Leadership and Management

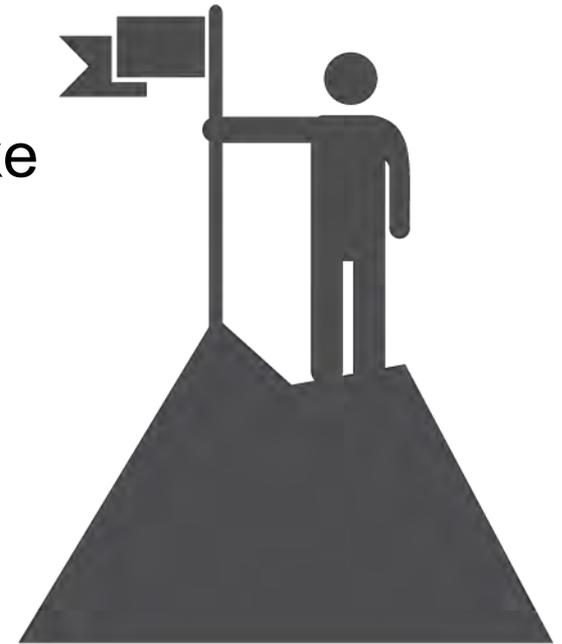
- **Misconception 1:**
Leaders are born, not made.
- **Misconception 2:**
Leaders all share the same behavioral style.
- **Misconception 3:**
Leaders are those in positions of power and authority.
- **Misconception 4:**
You're either a leader or a manager.

The Functions of Leadership and Management are Complementary



Leading Change

- Risk analysis – and a plan
- Grieving the loss
- Kotter's Model – Anyone's model!
- Never underestimate the time it will take
- What's in it for me?



Transformational Leadership and Change

Transformational leaders:

- Look broadly and deeply at patterns and structures
- Assess what could be done to improve the status quo
- Involve diverse stakeholders
- Craft an inspiring and representative vision
- Provide a concrete and realistic strategy for implementing change
- Maintain momentum and energy
- Identify criteria to measure success and evaluate progress

Leading Change-Why Is Systems Thinking Important?

Systems thinking moves beyond symptoms and seeks to uncover true reasons for barriers or resistance to change.



The Paradoxes of Change

- Drive Change and Help Others Transition
- Maintain Momentum and Be Patient
- Make Unpopular Decisions and Gain Buy-In
- Be Firm and Flexible
- Take Ownership and Trust Others



Change and Transition

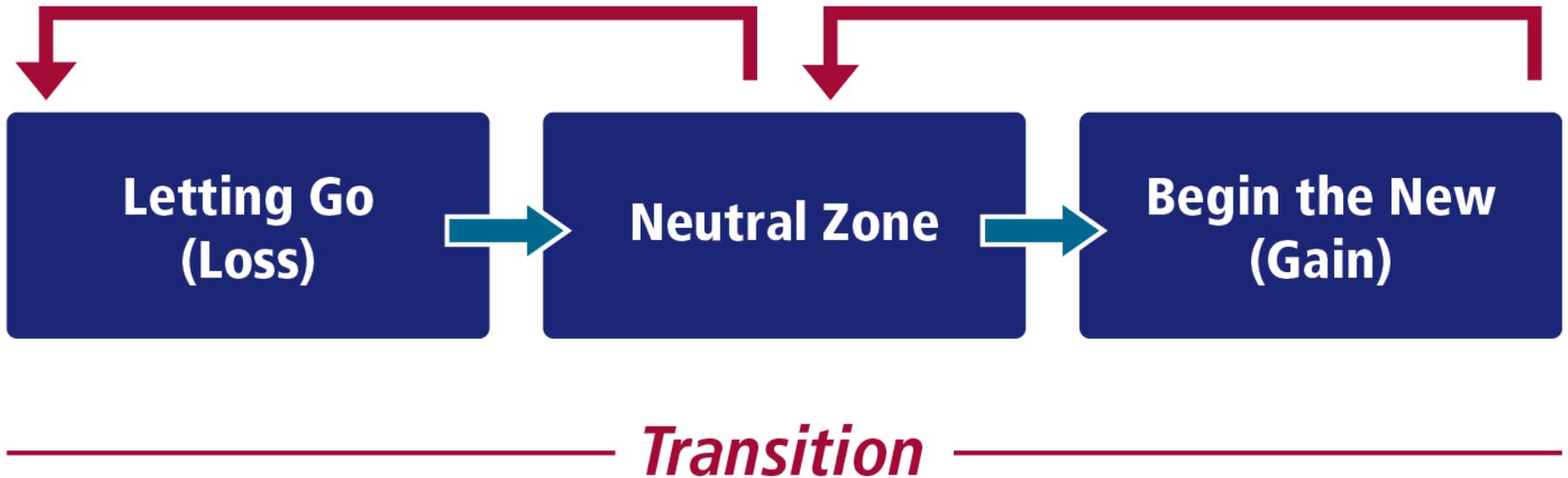
“It isn’t the changes that do you in; it’s the transitions. Change is not the same as transition. Change is situational: the new site, the new boss, the new team roles, the new policy.

Transition is the psychological process people go through to come to terms with the new situation.

Change is external; transition is internal.”

***—William Bridges Managing Transitions:
Making the Most of Change***

Ending, Neutral, and Beginning Zones



Change Style Indicator

CSI does...

- Offer explanation of preferred style
- Describe three change style preferences that are more personality than situation-based
- Create an appreciation for change style diversity

CSI does not...

- Present a right or wrong answer, “better” or “worse” change style
- Measure any level of competence
- Limit individuals to predetermined responses

Change Style Preferences

Conservers

- Accept the structure
- Prefer incremental change

Pragmatists

- Explore the structure
- Prefer functional change

Originators

- Challenge the structure
- Prefer functional change

Characteristics of Conservers

- Generally appear deliberate, disciplined, and organized
- Prefer change that maintains current structure
- May operate from conventional assumptions
- Enjoy predictability
- May appear cautious and inflexible
- May focus on details and the routine
- Honor tradition and established practice

Characteristics of Originators

- May appear unorganized, undisciplined, unconventional and spontaneous
- Prefer change that challenges current structure
- Will likely challenge accepted assumptions
- Enjoy risk and uncertainty
- May be impractical and miss important details
- May appear as visionary and systemic in their thinking
- Can treat accepted policies and procedures with little regard

Characteristics of Pragmatists

- May appear practical, agreeable, flexible
- Prefer change that emphasizes workable outcomes
- Are more focused on results than structure
- Operate as mediators and catalyst for understanding
- Are open to both sides of an argument
- May take more of a middle-of-the-road approach
- Appear more team-oriented

Risk Analysis

- What could happen (or not happen)?
- What are the chances it will happen (or not)?
- What's the impact if it does happen (or not)?

What is Risk?

OMB Circular A123:

*“Risk” is the effect of uncertainty on objectives.
Risk management is a series of coordinated activities to direct and control challenges or threats to achieving an organization’s goals and objectives*

Traditional Approach

- The chance it will happen?
- What's the impact if it does?



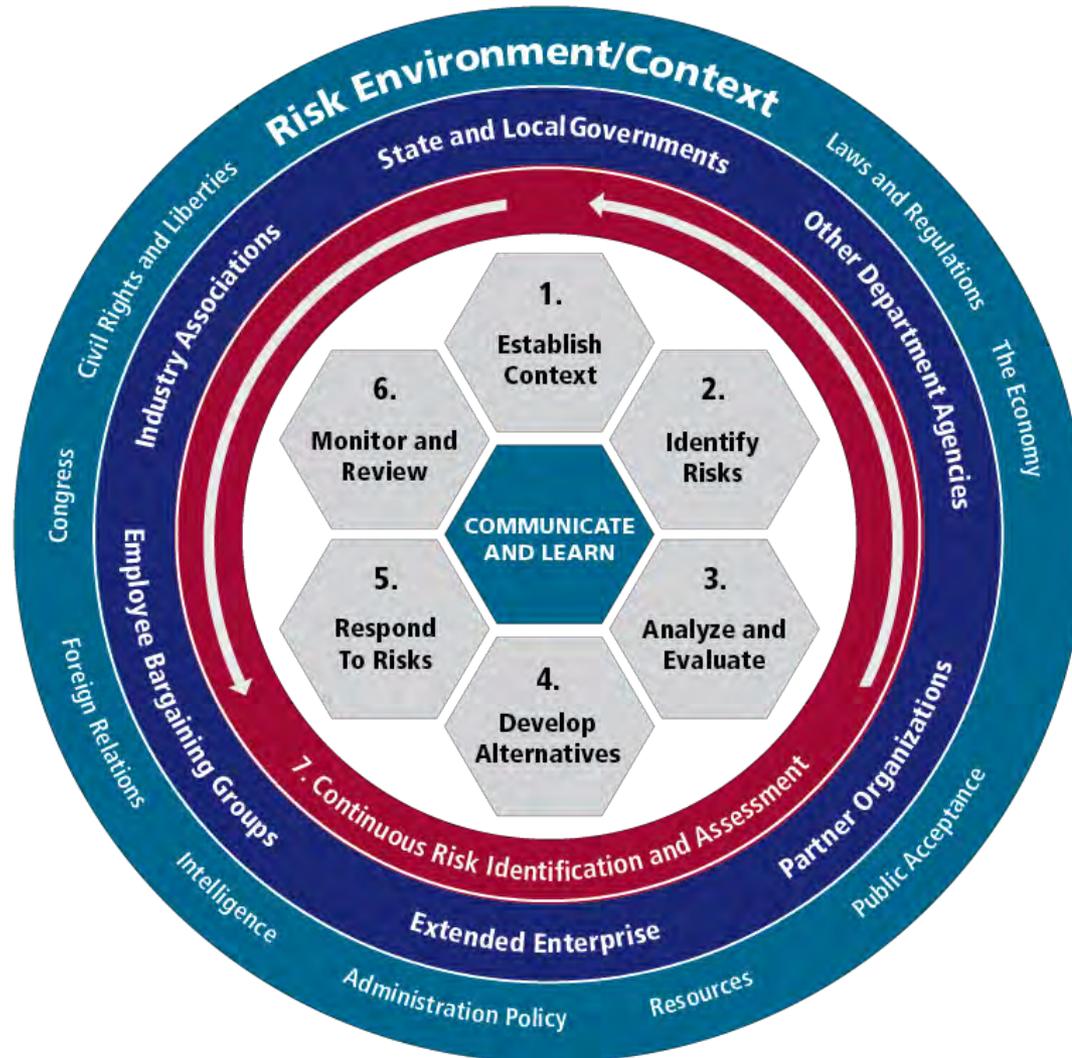
A-123

- **Risk Appetite:** The broad-based amount of risk an organization is willing to accept in pursuit of its mission/vision.
- **Risk Tolerance:** The acceptable level of variance in performance relative to the achievement of objectives (generally established at the program, objective or component level)

A-123

- **A Portfolio View Of Risk:** Provides insight into all areas of organizational exposure to risk thus increasing an Agency's chances of experiencing fewer unanticipated outcomes and executing a better assessment of risk associated with changes in the environment.

A-123 – Normal Operations



How to Prepare for the Crisis

- Plan
- Use the Crisis Operation Components
- At the program level or key business process, run a risk assessment



Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
	Risk is easily mitigated by normal day to day process	10% delays or increased cost	30% delays or increased cost	50% delays or increased cost	Abandon
Certain >90% chance					
Likely 50-90% chance					
Moderate 10-59% chance					
Unlikley 3-9% chance					
Rare					

Low	Moderate	High	Extreme
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Risk Assessments

- What do you do with them when you are done?
- What options are there (adjudicate the risk)?
 - **Acceptance**
 - **Avoidance:** Stop the process
 - **Reduction:** Mitigate the process
 - **Sharing:** Transfer risk/part of risk
- Which can you do in a crisis?

Plan the Change

Take time to plan the change

Use a change model

Kotter's 8 Steps

1. Increase urgency
2. Build the guiding team
3. Get the right vision
4. Communicate for buy-in
5. Empower action
6. Create short-term wins
7. Don't let up
8. Make it stick



The Management Concepts CHANGE Model



Grieving the Loss

- Organizational change = death
- Use grief model to move organization forward
- Its people focused
 - Demonstrates care and concern
 - Provides a framework for conversation
 - Can be individualized
 - Perfect fit - ??
- *Healing the Wounds* by David Noer

Grieving the Loss

- Different models for grief, different number of steps
- Elisabeth Kübler-Ross MD, David Kessler
 - **Denial**
 - **Anger**
 - **Bargaining**
 - **Depression**
 - **Acceptance**

Grieving the Loss

Denial

- It's a mistake



Grieving the Loss

Anger

- Frustration
- Why me?
- Why now?
- Why here?



Grieving the Loss

Bargaining

- Hope to avoid the grief



Grieving the Loss

Depression

- Sadness
- Morale issues
- It's infectious



Grieving the Loss

Acceptance

- I'm going to be OK
- Can now support the change



Grieving the Loss

- What Happens
 - If you get stuck in one of the steps before “Acceptance”
 - If the organization gets stuck?
 - Example: RIF from 10 years prior
- How do you move forward?
 - Team work
 - Mitigations
 - Have funeral service for the old way

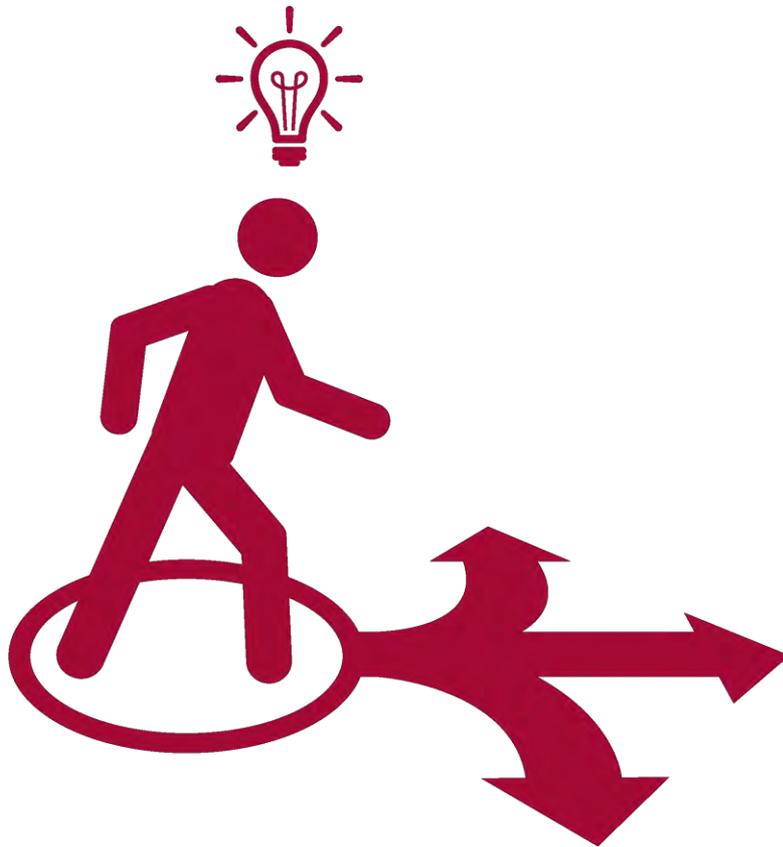
Ethics and Values

- Ethics: *The discipline dealing with what is good and bad and with moral duty and obligation; a set or moral principles (comprehensive and fundamental law, doctrine or assumption)*
- Federal Ethics (USDA): *That component of ethics which deals with issues of Federal employee responsibilities and conduct and situations that may involve conflict of interest.*
- Oath of Office
- Code of Government Ethics – 14 Principles
- ASMC Pledge of Professionalism

Ethics and Values

- Value: *A person's principles or standards of behavior; one's judgment of what is important in life.*
- Your values
- Your organization values
- Alignment and conflict
- Hiring-using value based questions

Practicing Ethical Leadership



The following are five potential ethical shadows (dilemmas) that may test your ethical leadership:

- Misuse of Power
- Mismanaging Information
- Inconsistent Performance
- Acting Irresponsibly
- Abusing Privileges

John Fletcher Moulton, 1924



LAWS

Enforceable



ETHICS

Unenforceable



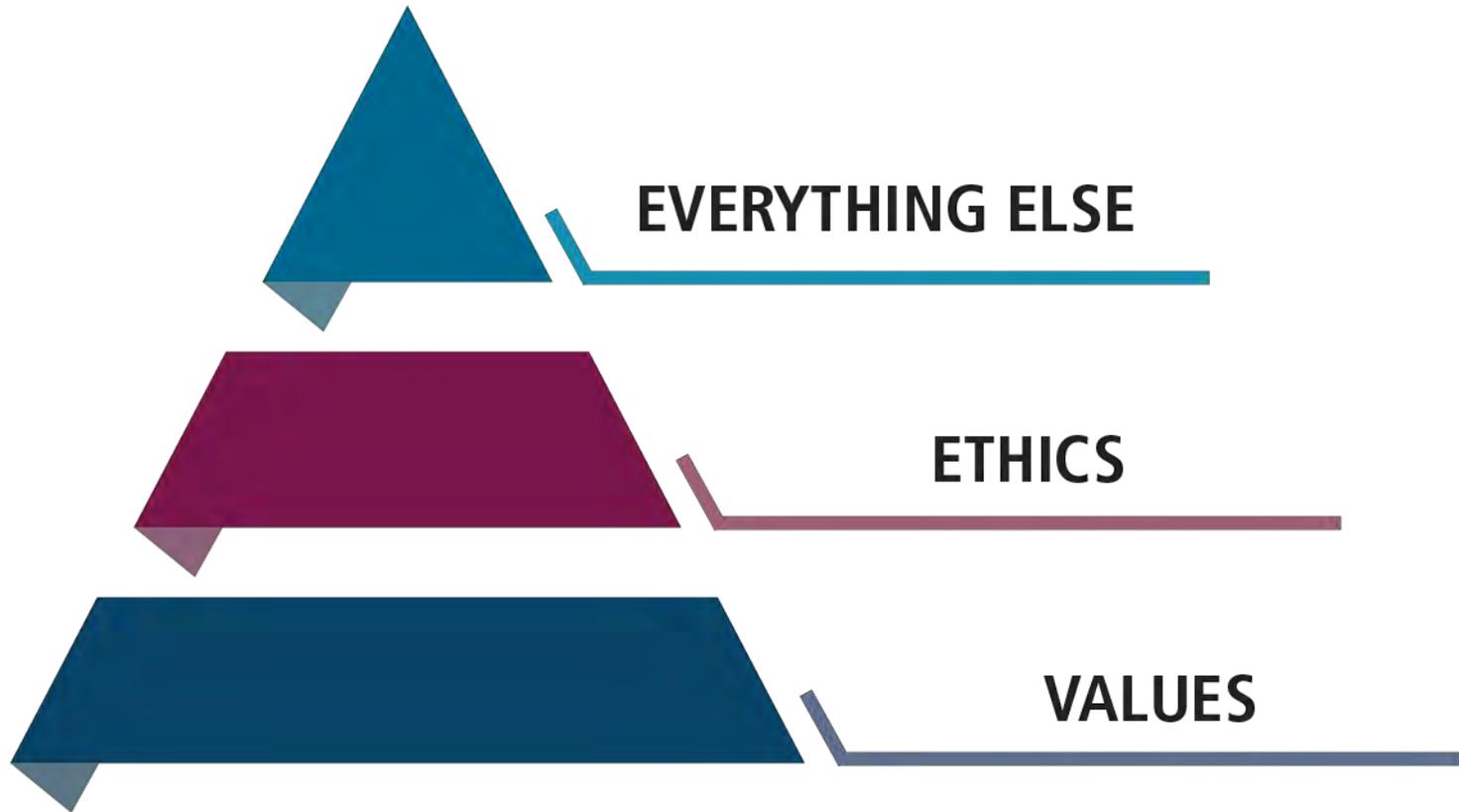
FREE WILL

**Free from
regulation**

John Fletcher Moulton, 1924

- Ethics – obedience to the unenforceable
- Some ethical codes
 - Boy Scouts
 - Ten Commandments
 - VA Code Values
 - Military – Code of the US Fighting Force
 - Others??

Great Leadership



Creative Solutioning

- Back to Leading Change!
- The box you are in:
 - Organization Culture
 - Organizational Values
 - Personal Past Experience
 - Organizational Past Experience

Creative Solutioning

- What if?
 - No rules
 - Unlimited funding
 - No one cared about getting credit for the work
- Experience other organizations
- Read – not just about the problem – but totally unrelated topics
- Let your mind wander
- Non-business experiences
- Benchmark site visits
- Diverse team
- Draw it! Write it! Take a Picture of It!
- Step away from the issue

The Innovation Process



Creativity Definition

Creativity

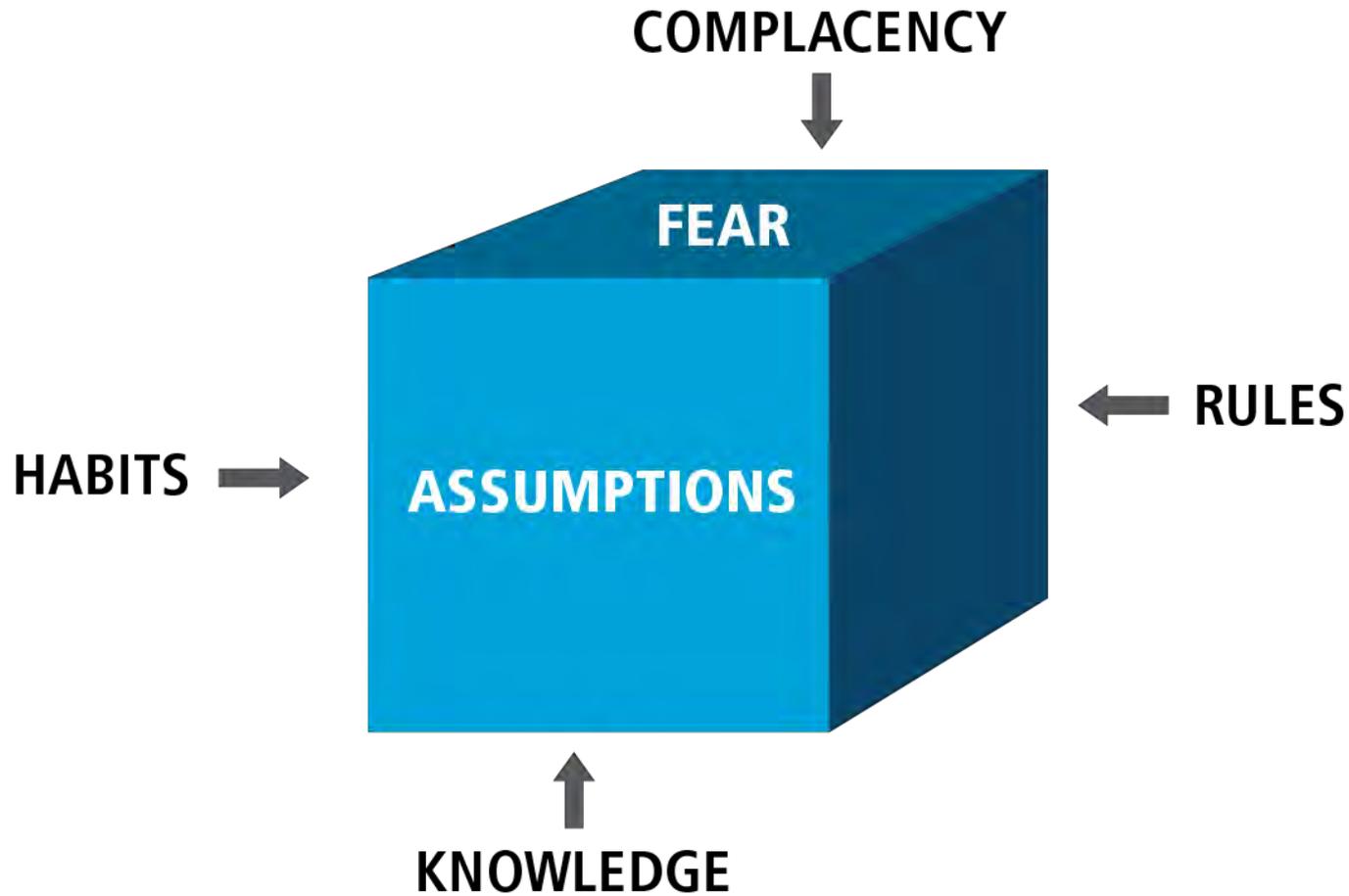
- Merriam-Webster: the ability to make new things or think of new ideas
- Dictionary.com: 1) the state or quality of being creative; 2) the ability to transcend traditional ideas, rules, patterns, relationships, or the like, and to create meaningful new ideas, forms, methods, interpretations, etc.; originality, progressiveness, or imagination
- Wikipedia: a phenomenon whereby something new and somehow valuable is formed. The created item may be intangible (such as an idea, a scientific theory, a musical composition, or a joke) or a physical object (such as an invention, a literary work, or a painting).

Innovation Definition

Innovation

- Merriam-Webster: 1) a new idea, device, or method; 2) the act or process of introducing new ideas, devices, or methods
- Dictionary.com: 1) something new or different introduced; 2) the act of innovating; introduction of new things or methods
- Wikipedia: a new idea, more effective device or process; can be viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs.

The Box in Our Mind



Techniques for Generating Ideas

- SCAMPER
- Method 6-3-5
- The Six Thinking Hats
- Apophenia



SCAMPER

S	Substitute something
C	Combine it with something else
A	Adapt something to it
M	Modify it
P	Put it to some other use
E	Eliminate something
R	Reverse (Rearrange) it

Exercise: SCAMPER

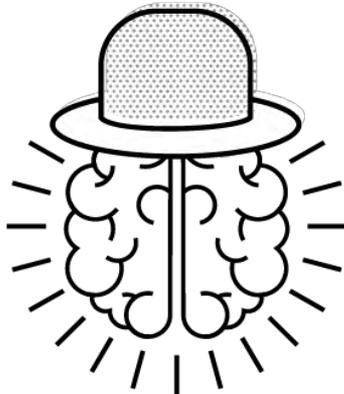


Steps for Method 6–3–5

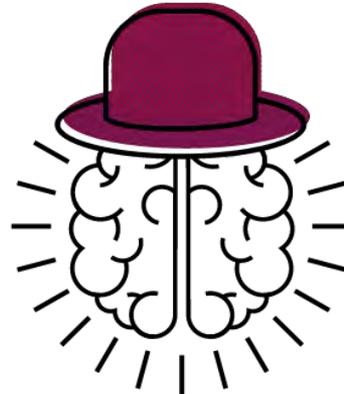
1. Six people get a problem
2. Each person notes three ideas related to the problem
3. Allow 5 minutes, pass the paper to the right, repeating until each person has original paper
4. Collect papers and evaluate them later

The Six Thinking Hats

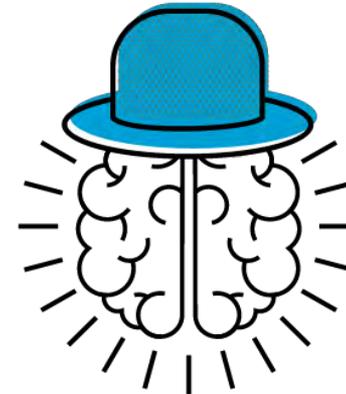
FACTS



FEELINGS



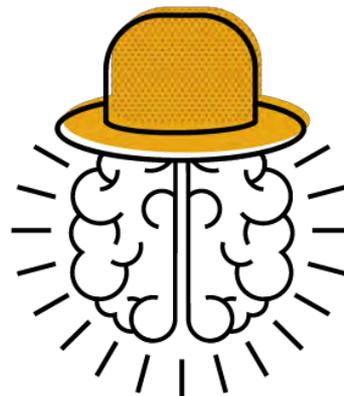
PROCESS



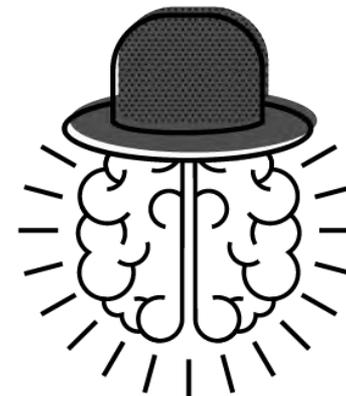
CRATIVITY



BENEFITS



CAUTIONS

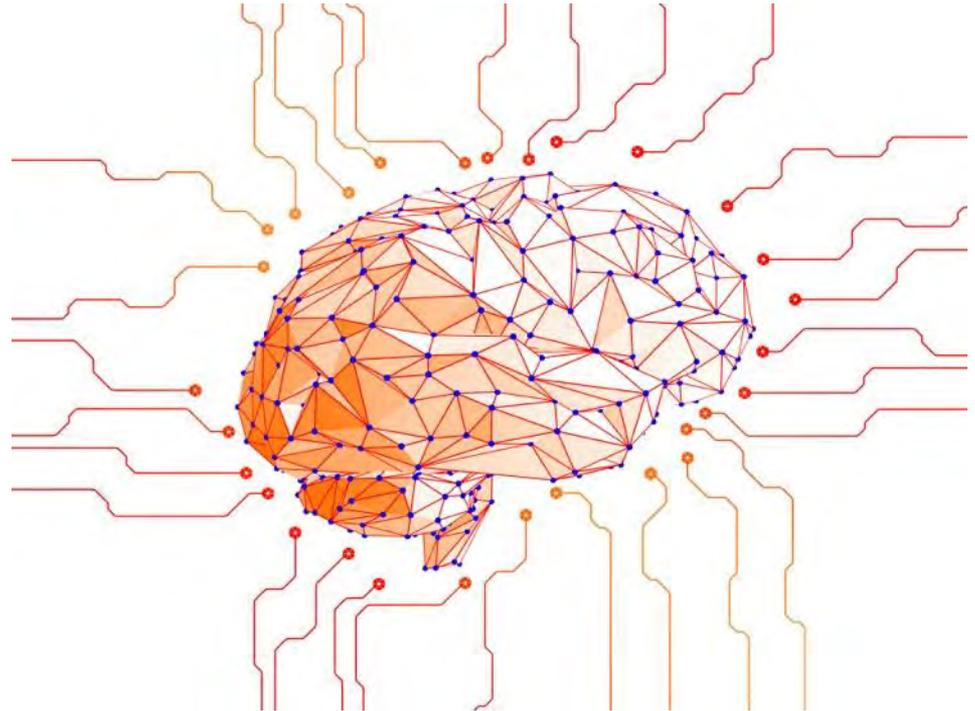


Apophenia



Apophenia

1. Palm, shoe, house
2. Base, snow, room
3. Dive, light, rocket
4. Glass, rush, happy
5. Life, color, coast



Breaking Thought Patterns

- Conceptual blending
- Discovery questions
- Impossible hybrids
- Combine domains
- Ostranenie
- Reverse assumption analysis
- Idea box

Conceptual Blending



Discovery Questions

- Explore extremes
- Evaluate constraints
- Questions upon questions
- If it's not broken, break it

Impossible Hybrids



Combine Domains



Ostranenie



The artistic technique of presenting to audiences common things in an unfamiliar or strange way in order to enhance perception of the familiar.

Reverse Assumption Analysis

- List all the "obvious" assumptions
 - Budget and Execution are separate functions
 - Incremental budgeting is the general DoD approach
 - Congress will not appropriate all \$ requested
 - Line managers do not understand how to read financial execution reports
- Then reverse the assumptions one by one.
"Budget and Execution are single function."
- Where does that lead you?

The Idea Box

Parameters				
OPTIONS	BUDGET	ACCOUNTING	AUDIT	EXECUTION
	Incremental	GAAP	In Place	Fiscal Process
	Zero Based	Intl Accounting Standards Board	Virtual	GPRA
			Webinar	Line Manager Goals

Building Innovation Capacity

- Organizations are often structured to maintain the status quo
- Innovation disrupts this structure
- Organizations need strong commitment to innovation in order to persevere through the disruption

Organizational Conditions



“I assume all this playing will lead to innovation.”

Good Innovation Practices for Organizations

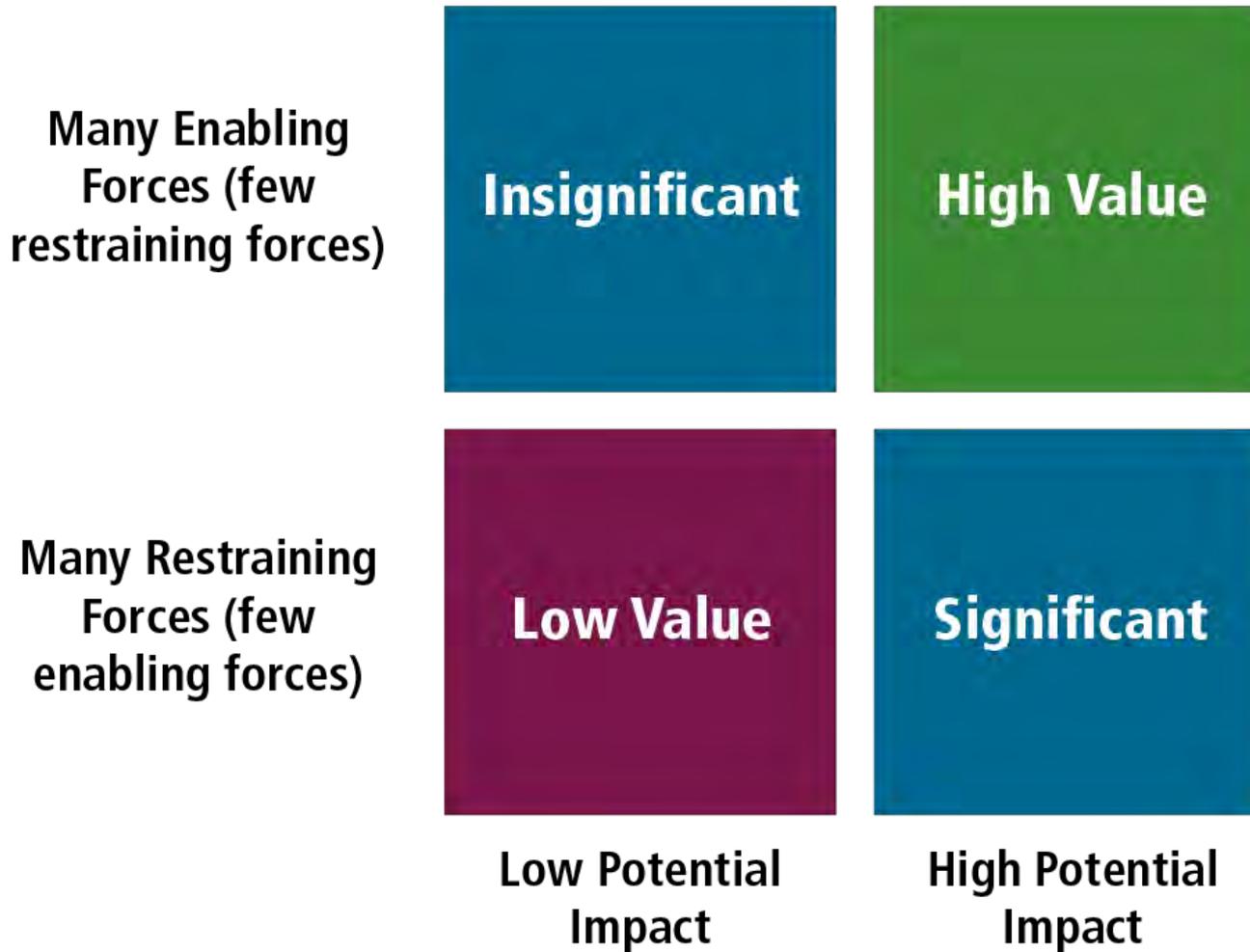
- Create and implement innovation processes and tools that integrate with existing processes
- Set reasonable performance measures and incentives for innovation
- Embed innovation in the organization's dialogue; take advantage of existing communication channels
- Engage senior leaders and leadership teams in creating and sharing innovation efforts
- Verify successes before communicating externally

Innovation Examples

- World's largest taxi company owns no taxis (Uber)
- Largest accommodation provider owns no real estate (Airbnb)
- Largest phone companies own no telecom infrastructure (Skype, WeChat)
- World's most valuable retailer has no inventory (Alibaba)
- Most popular media owner creates no content (Facebook)
- World's largest movie house owns no cinemas (Netflix)
- Largest software vendors don't write the apps (Apple, Google)

Source: IBM <http://www.ibmforentrepreneurs.com>

Idea Selection Decision Matrix



Summary

- Leadership vs Management
- Leading Change
- Ethics and Value-based leadership and hiring
- Creative Solutioning

Q&A



THANK YOU!



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For questions and additional information

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