

# What sets On Leadership apart?

“It is by far the best training I have ever had. The group you brought together for this was simply astounding.”

—Recent On Leadership participant

On Leadership is a lively, highly participative program with:

- Lectures, videos, exercises, formal discussions, informal discussions, and Q&A;
- Small groups led by highly trained psychologists, psychiatrists, and business leaders who specialize in executive problem-solving;
- Live, individual case studies; and
- 360° assessments, one-on-one coaching, and feedback.

The following 10 slides provide examples of the some of the topics covered in the seminar.

# ACCOUNTABILITY LEADERSHIP



Leadership is the means for

- Leveraging Potential by
- Engaging Commitment
- Aligning Judgment
- Developing Capabilities



Engage



Align

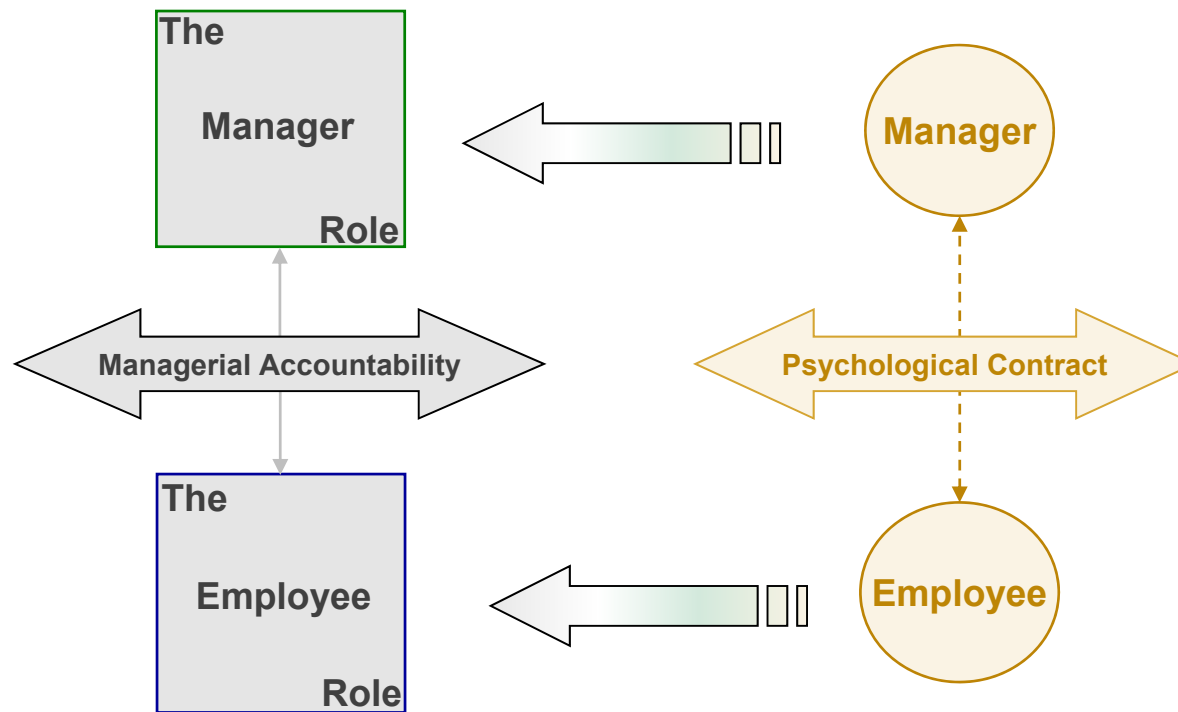


Develop

# Two Types of Leadership Relationships

## Role Relationships

## Human Relationships



# Managerial Leadership Practices Necessary to Deliver Managerial Accountabilities

All **managers** must:

- **Establish** robust, open, and honest two-way communication
- **Set context** upwards, across, and downwards;
- **Define** accountabilities clearly, ambitiously, and achievably;
- **Delegate** the requisite resource authority for meeting accountabilities;
- **Assess** subordinate effectiveness and commitment adherence;
- **Call to account** subordinate failure to meet commitments, adhere to boundaries, or deliver the level of value required;
- **Give** real-time, matter-of-fact **feedback** to subordinates; and
- **Develop, recognize, and reward** employee value.

# THE PSYCHOLOGICAL CONTRACT

## *UNIVERSAL HUMAN NEEDS OF THE WORKPLACE*

**Work** should provide people with:

### Personal Security

Safe and healthy working conditions;  
Viable organizational future;

### Personal Value

Meaningful and purposeful work;  
Challenging work;  
Development of one's potential;  
Mature working relationships;

### Value-Adding Leadership

Definition and modeling of common purpose and value;  
Communication (two-way) about intentions and accountabilities;  
Resources and processes with which to succeed;  
Recognition and fair reward for one's contribution; and

### Values-Based Culture

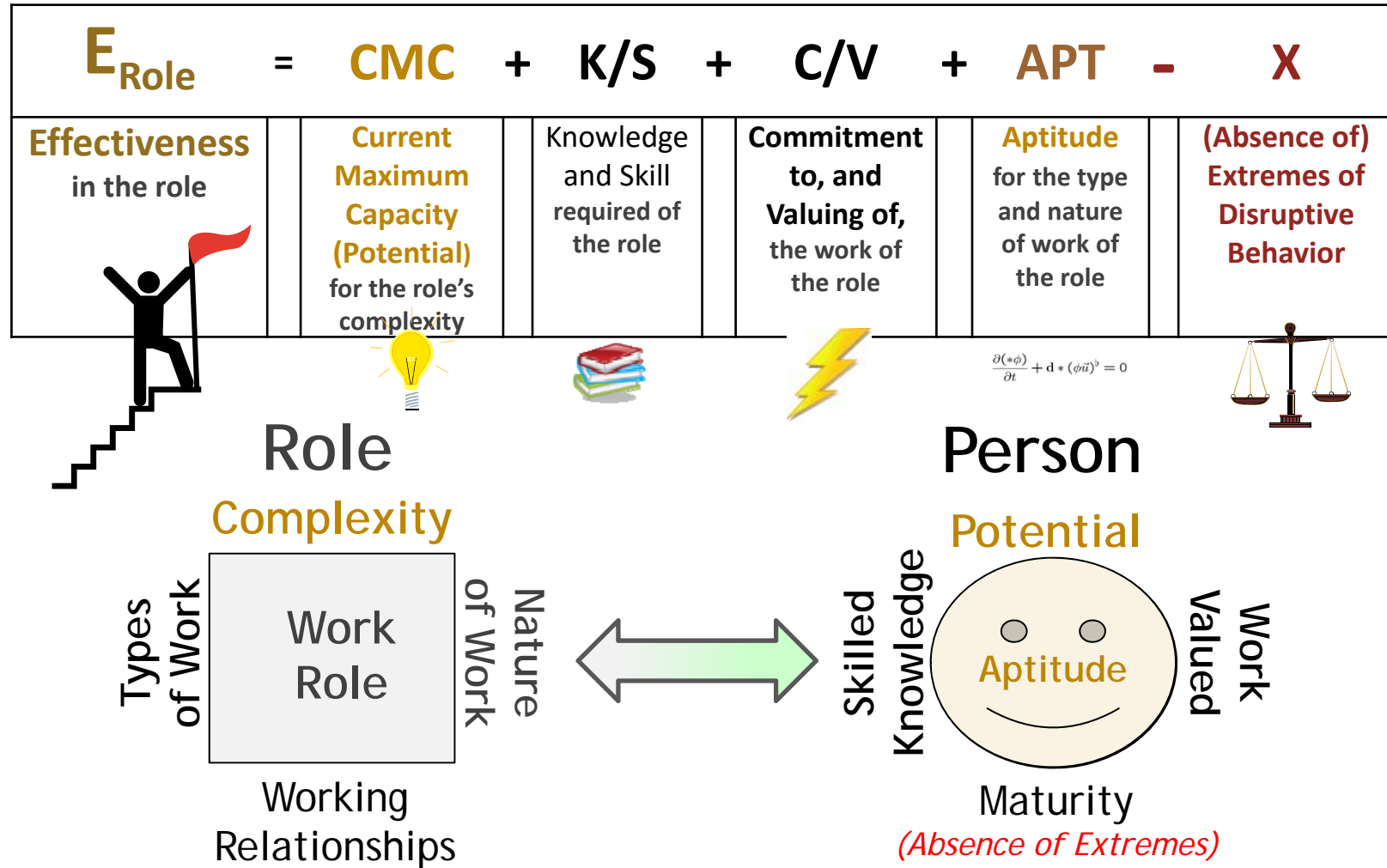
Values of trust, respect, justice, and mature values.

Engaging  
Commitment



# FORMULA FOR SUCCESS IN A ROLE

Effectiveness = Processor + Software + Power + Circuitry - Impedance



# MANAGERIAL ASSESSMENT AND COACHING

- A **company's success** is tied directly to the success that **each** of its employees has in **mastering and elevating** the work of his or her role.
- The **managerial role** is individually **accountable** for the outputs and the **effectiveness** of its subordinates.
- Thus, managers must be **held accountable** for explaining to their subordinates
  - What their roles entail,
  - How well they are doing in relationship to their roles' requirements, and...
  - What they need to do differently in order to more successfully fill their roles (i.e., become fully effective in role).
- Managers also have a **social and moral responsibility** to do so since they are “stewards” of the people and all other resources subordinated to them.

# Formula for Effectively Implementing Change

Change must be explained, tested, modeled, and opened to reasonable adjustment by those who must live with and implement it.

Effectiveness of Implementing a Plan for Change

$$E = f(Q, A, O)_L$$

- **Quality** of the Plan
- **Acceptance** of the Plan by Employees
- **Ownership** of the Plan by Employees
- **Limits** on Acceptable Behavior by Employees



# Levinson on Collaborative Negotiation

The most meaningful **human relationships** emerge when people work together to solve difficult problems in common.

Collaborative negotiation is the best available vehicle for creating **optimal shared solutions**, while building strong, long-term relationships based on **trust and mutual respect**.

# On Leadership Goals and Outcomes

Upon completion of *On Leadership*, you will be able to:

- Apply the seminar's concepts to increase your wisdom about colleagues, direct reports, and others, as well as yourself;
- Develop powerful, yet straightforward strategies and practices for leading people more effectively;
- Ensure that people "keep their word" and "earn their keep";
- Analyze, clarify, and solve complex problems concerning people and their work roles;
- Identify the best available means for creating optimal shared solutions, while building trust and mutual respect;
- Take charge and lead transformational organizational change by galvanizing people around a sense of common purpose; and
- Establish specific, ambitious, and achievable action plans to implement the concepts, practices, and methodologies that will fully leverage your organization's potential.

# Maximize Your Organization's Potential

- “When an organization is managed well, namely, for its own perpetuation, that is good for the people in it because ‘managing well’ means management must strive to make maximum use of their skills, talents, and abilities.”

—Dr. Harry Levinson