



Leadership Solutions

Strategies for Closing the Leadership Gap

Thinking moves ahead

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June 11, 2010



About Knightsbridge Human Capital Solutions





Overview of this Session

The BIG Ideas

- ◆ Building leadership capacity has become a new organizational capability
- ◆ Leadership capacity exists beyond the individual leader
- ◆ Organizations and their leaders need to implement a deliberate and practical approach to build strong leadership capacity

Discuss with a Partner



- ◆ What is the leadership message you take away from the video clip?

Idea 1: Building leadership capacity has become a new organizational capability



Stronger people,
Stronger organization.

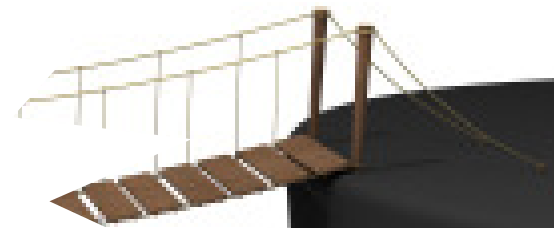
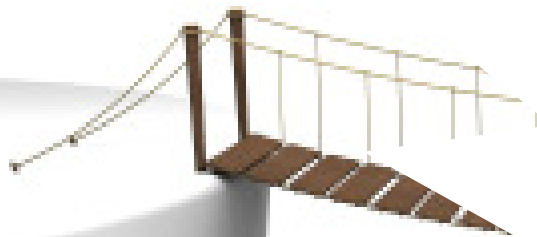
The Leadership Gap



Does your organization have the leadership capacity it needs to succeed in the future?

**Where
You
Are
Today**

**Where
You
Need
To Be
In The
Future**



The Heart of the Leadership Gap

Strategy Execution & Leadership Capacity



- ◆ The leadership gap is a primary risk to successful strategy execution
- ◆ Why?
 - ◆ Leaders create strategy
 - ◆ Your leaders need to be aligned and engaged to the execution of the strategy
 - ◆ Leaders must ensure that there is strategic clarity within the organization
 - ◆ Leaders need to align the strategy to underlying processes, organizational structures, performance measurement and reward systems etc

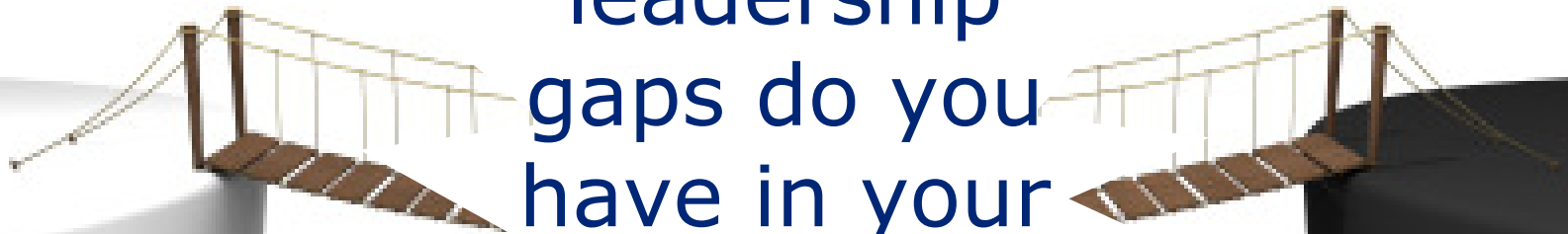
Discuss with a Partner



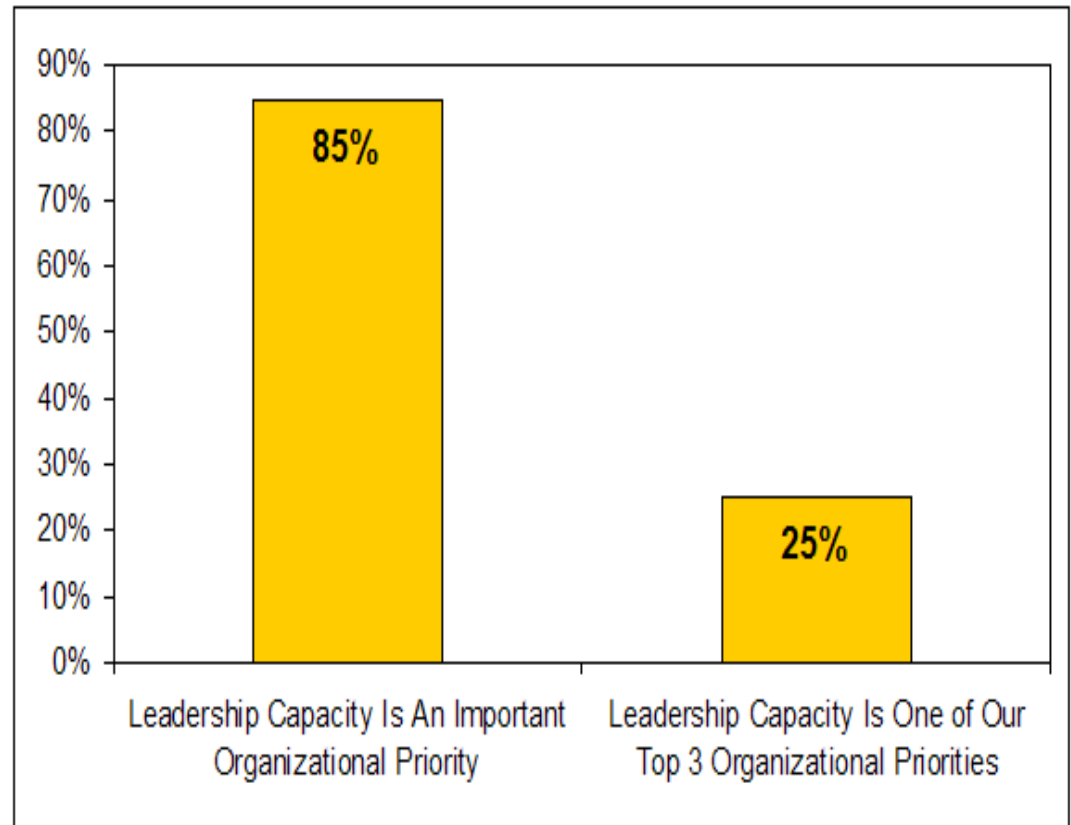
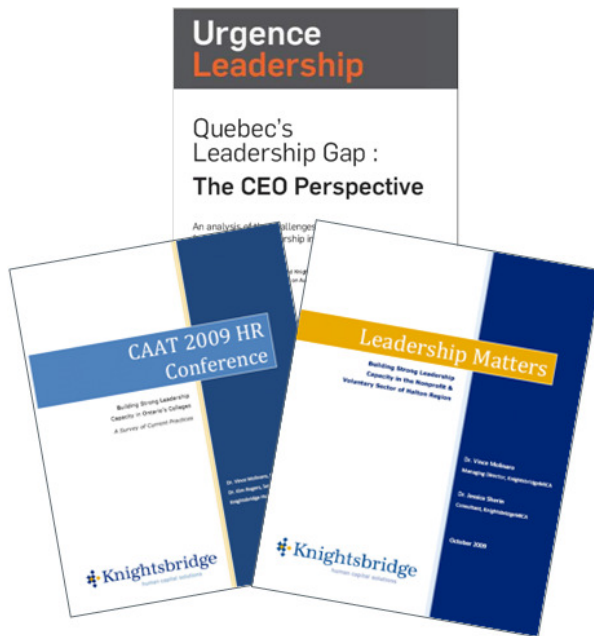
What
leadership
gaps do you
have in your
organization
that you worry
about?

**Where
You
Are
Today**

**Where
You
Need
To Be
In The
Future**

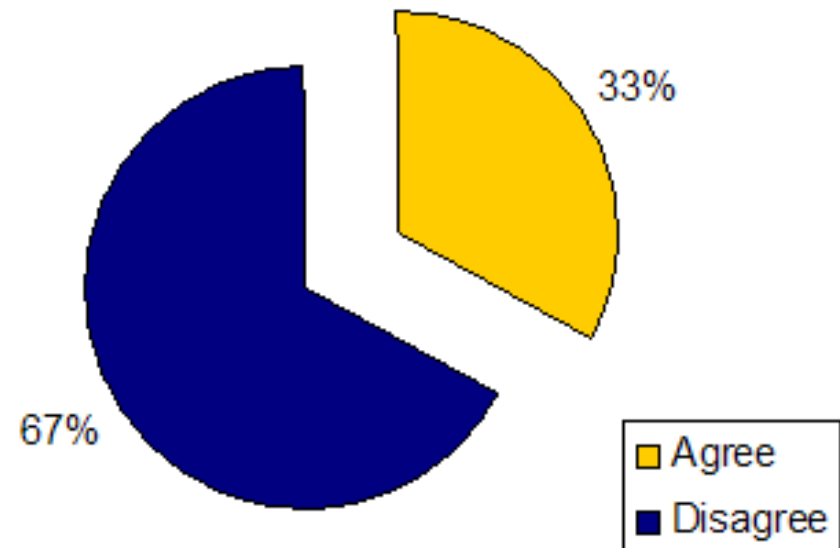
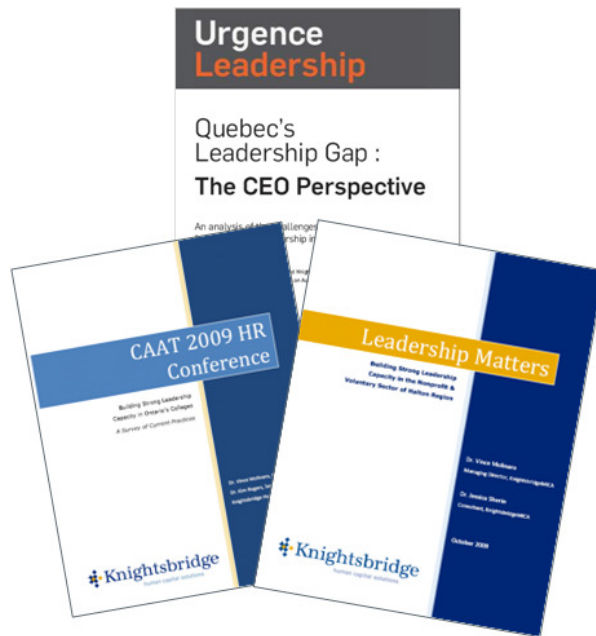


The Leadership Gap is Real



Low Confidence in Level of Leadership Capacity

Only 33% of leaders survey feel confident that their current level of leadership capacity will meet needs of business in next five years

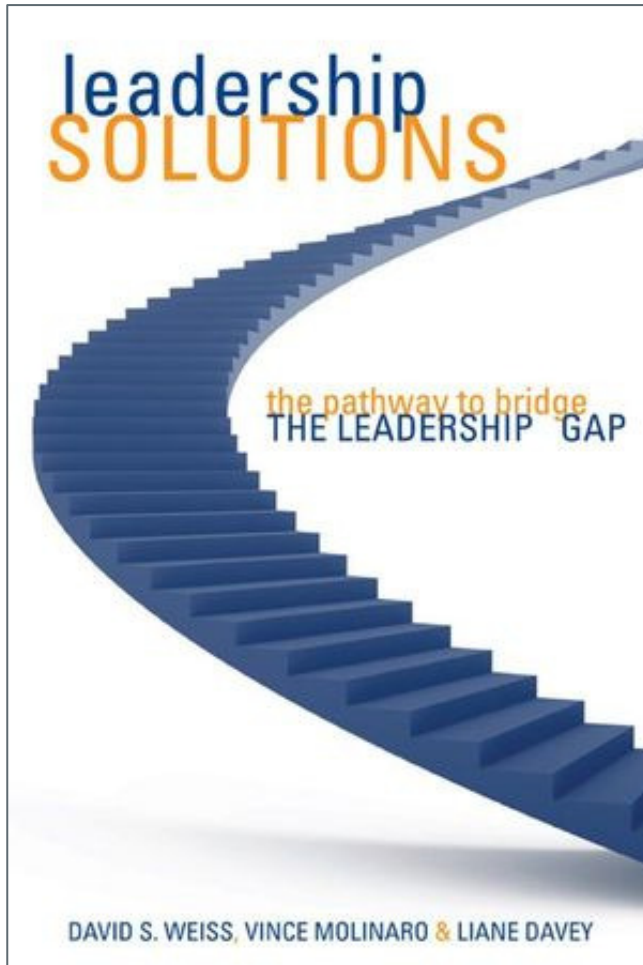


Why Does the Leadership Gap Persist?

- ◆ Complexity of business today
- ◆ Over reliance on traditional views of leadership
- ◆ No shared view of leadership for the future
- ◆ Fragmented leadership solutions that are not sustained
- ◆ Flat and lean organizations with fewer intermediate leadership positions



What Does This All Mean?



- ◆ Building leadership capacity is the new organizational capability
 - ◆ Leadership capacity is at the heart of successful strategy execution
- ◆ Leadership capacity will demand attention and action on the part of all leaders
- ◆ Leaders will need a broader understanding of:
 - ◆ What leadership capacity is
 - ◆ What to do about it

Idea 2: Leadership capacity exists beyond the individual leader – there are three dimensions (behaviours, practices, culture)



Stronger people,
Stronger organization.



Until now
the focus has been on
individual leaders

Talk About a Real
Gangbuster Meeting

Seeking Help From
The Wrong People

Corporate Couples
Under Stress

THE CONFERENCE BOARD review

a magazine of ideas and opinion



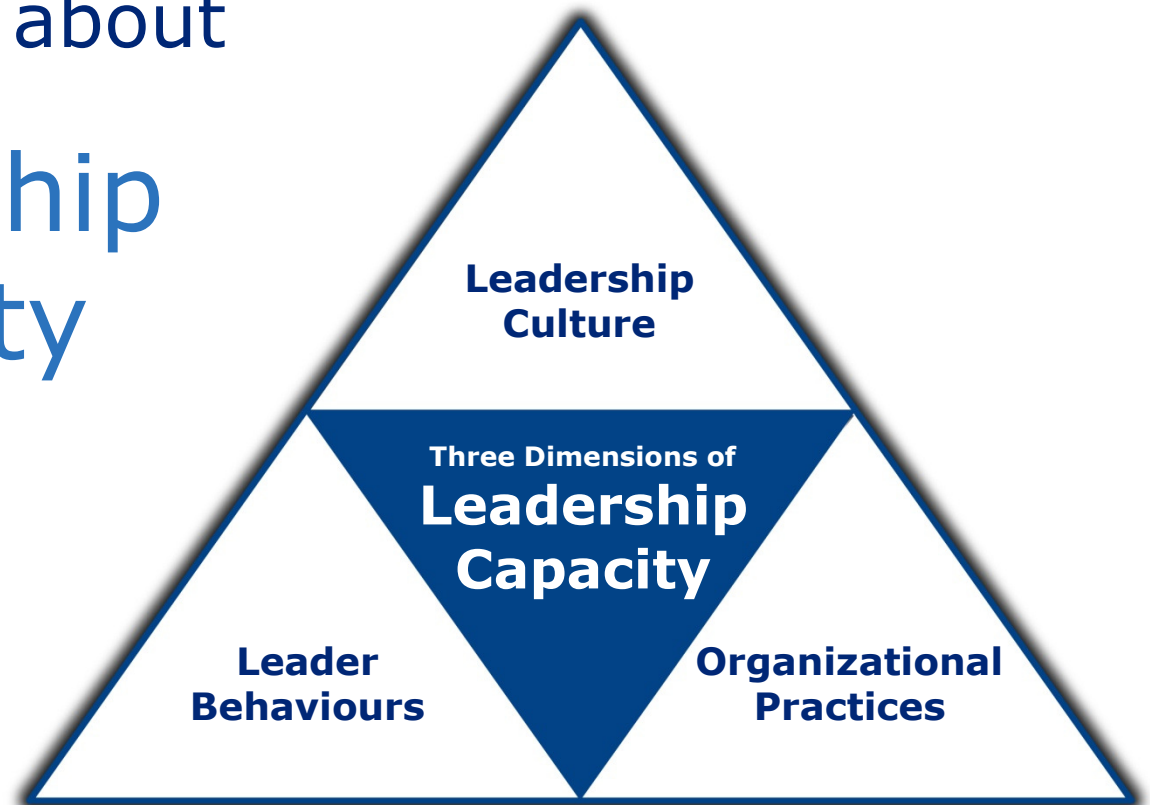
The 21st-Century Leader

Is GE's
Jeff Immelt one?
Xerox's
Anne Mulcahy?
Hewlett-Packard's
Marc Hurd?
P&G's
A.G. Lafley?
Starbucks'
Howard Schultz?
Donald Trump?
Oprah Winfrey?
And what about
El Supremo—**Jack Welch**?

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How you need to
think about

Leadership Capacity





the Individual Dimension

Holistic Leaders Wanted



Your Business Environment

Why Holistic Leadership Is Important



Holistic Leaders Wanted

Increasing Your Value as a Leader

1. **Align and engage** employees around a strategy & purpose that delivers value to customer and shareholders
4. Help employees deal effectively with **ambiguity and uncertainty** associated with complex environments

2. Take an **enterprise-wide perspective** that defines success for the whole organization, not just their functional areas



3. Build **strong relationships** with customers, employees and external stakeholders
5. Build strong leadership capacity within their organizations by growing and **developing future leaders**
6. **Model the values** of the organization, rather than being self-absorbed with their own personal egos and agenda

Holistic Financial Leaders



Complexity at Work – An Example



The Generations at Work



Complexity at Work

The Four Generations in Today's Organizations



Veterans

Born between
1922 – 1945



Boomers

Born between
1946 – 1965



Gen X

Born between
1965 – 1980



Millennials

Born between
1981 – 2000

FORTUNE

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“MANAGE” US?

PUH-LEEZE...

Today's
twentysomethings
have their own rules.
You just don't
understand them :-)

BY MADIRA A. HIRA

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Who is Batman?

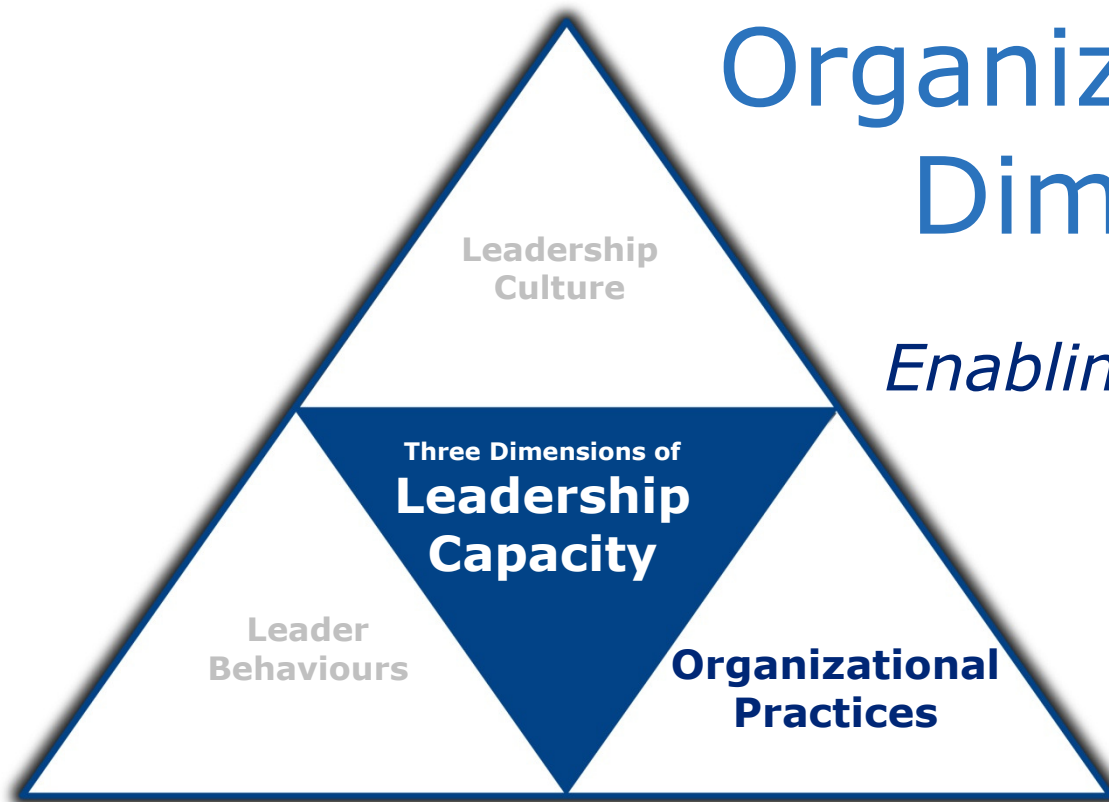


Who are the Charlie's Angels?





the
**Organizational
Dimension**



Enabling Leaders to Lead

Organizational Practices





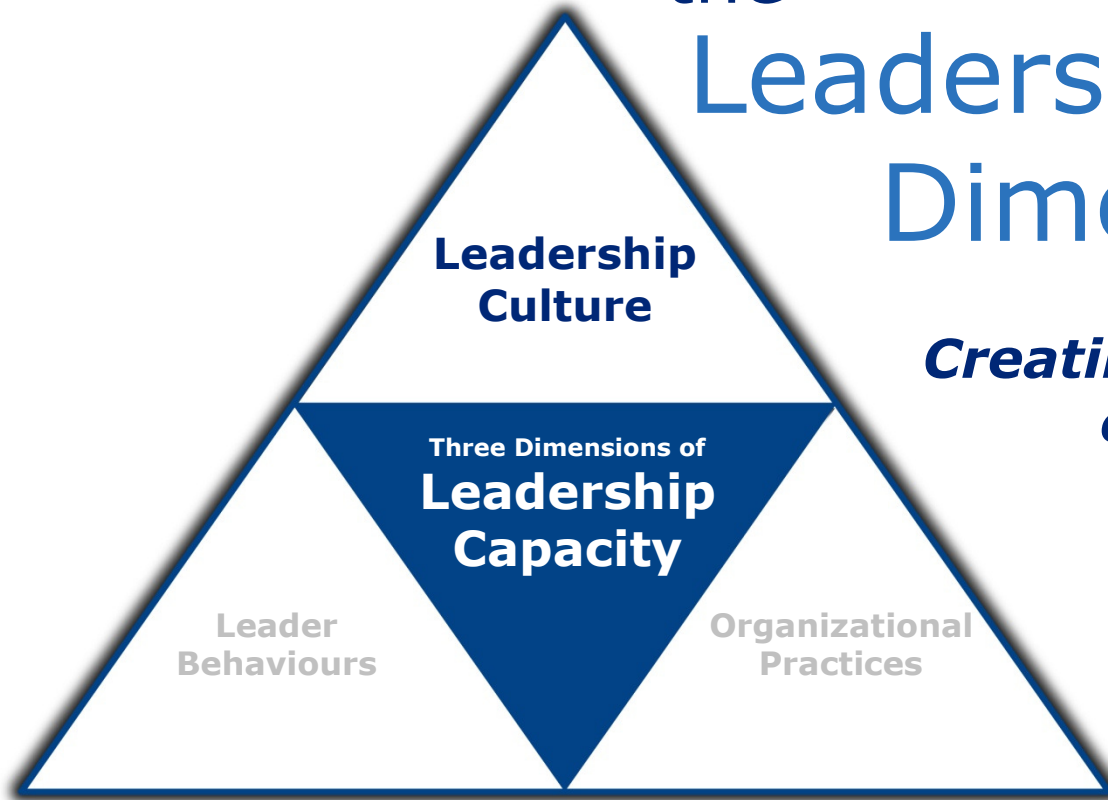
The 7 organizational practices that can be leveraged to build

Leadership Capacity

1. Customer Service and Sales Management
2. Business Planning
3. Innovation Processes
4. Organizational Design
5. Performance Management
6. Metrics and Rewards
7. Budgeting and Financial Management



the Leadership Culture Dimension



*Creating a Community
of Leaders*

Three Leadership Cultures

1

Weak Leadership Culture



- ◆ Dull and mundane
- ◆ Leadership culture is not defined
- ◆ No unifying force that aligns leaders

2

Strong Functional Leadership Culture



- ◆ Leaders lead as heads of functions
- ◆ One or two functions dominate
- ◆ Functional silos abound with rigid chain of command
- ◆ Internal competition

3

Strong Holistic Leadership Culture



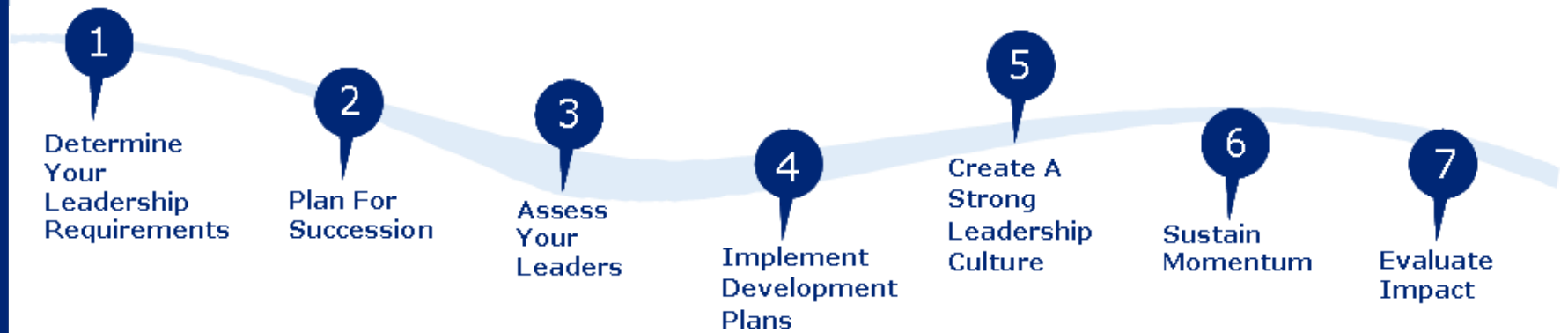
- ◆ Customer is the focal point
- ◆ Leaders aligned and engaged on strategy
- ◆ A **community of leaders** exists
- ◆ *One organization* mindset
- ◆ Leaders are accountable

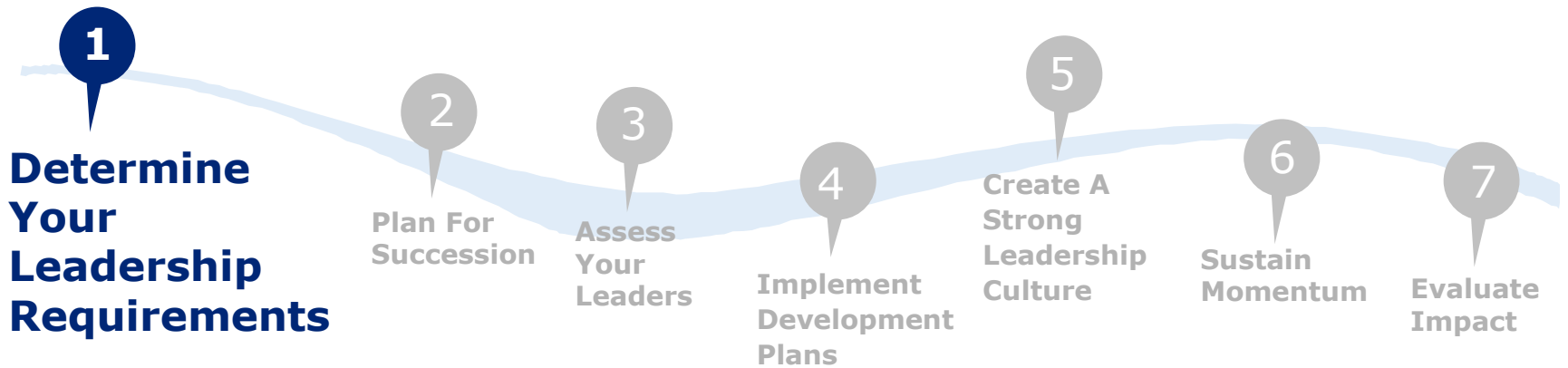
Idea 3: Organizations and their leaders need to implement a deliberate and practical approach to build strong leadership capacity



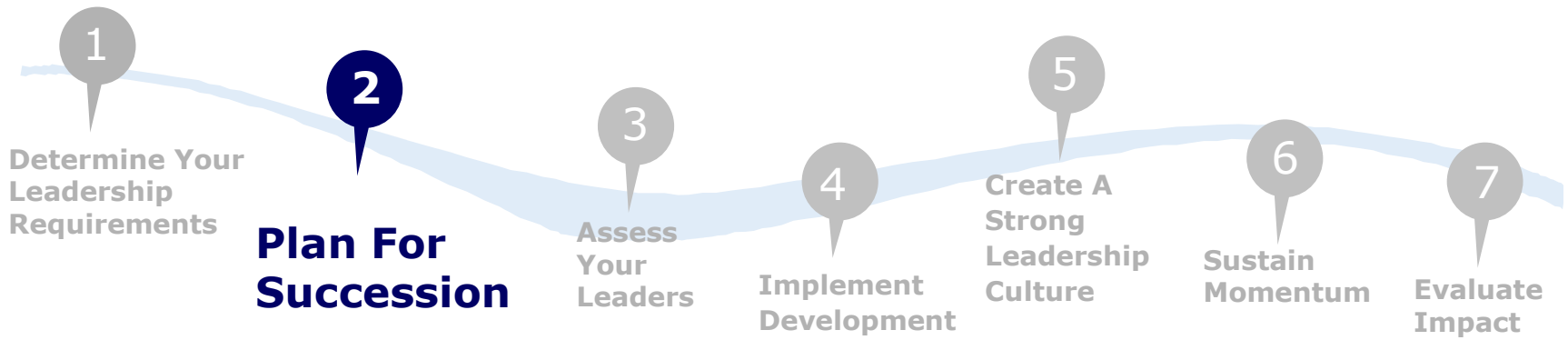
Stronger people,
Stronger organization.

The Pathway to Build Leadership Capacity

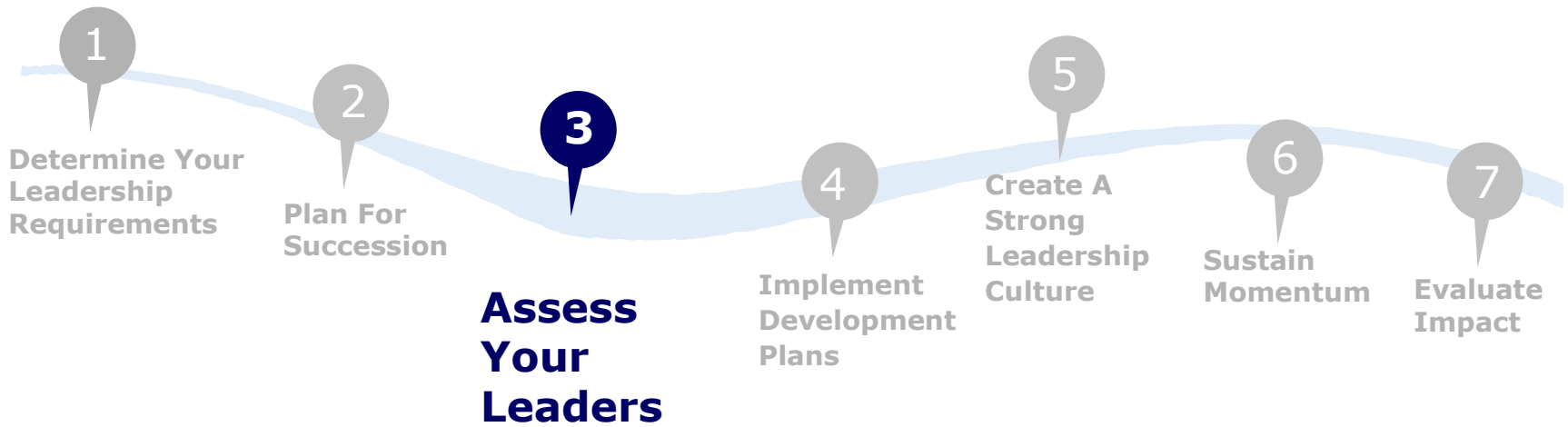




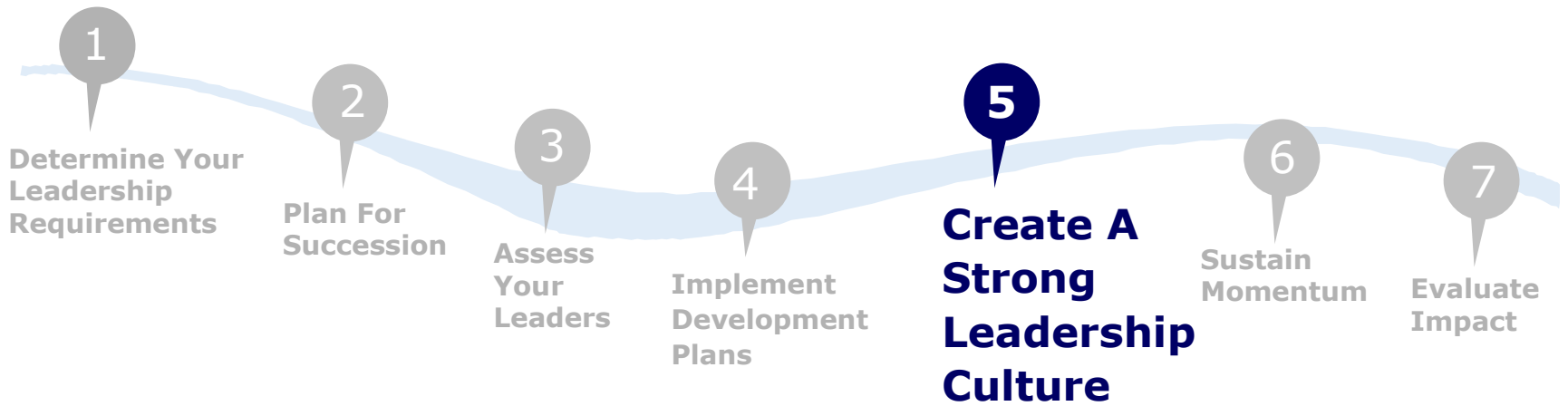
- ◆ Review your external business environment and your strategy
- ◆ Define the leadership needed for successful strategy execution



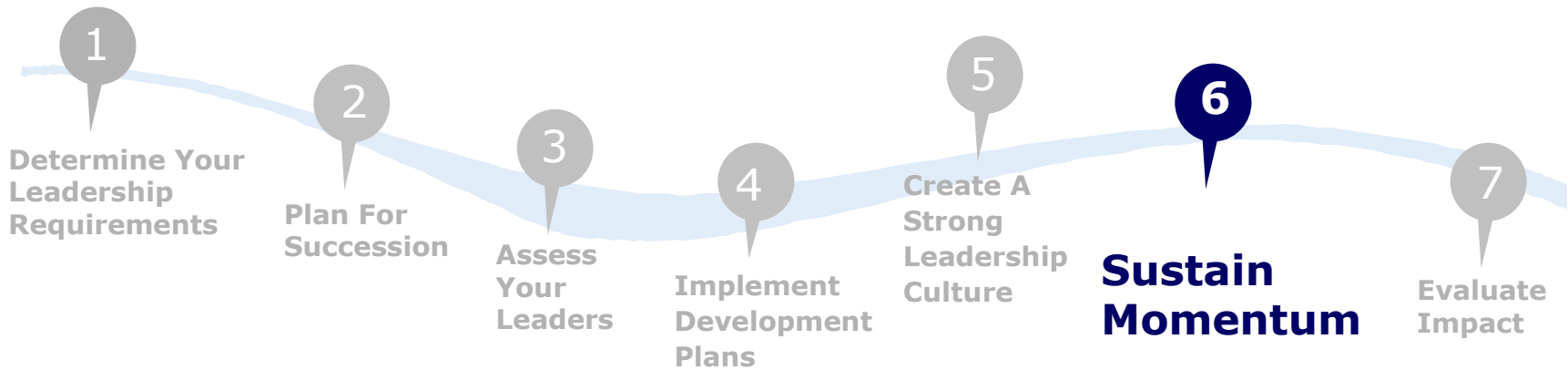
- ◆ Identify critical positions vital to organizational success
- ◆ Conduct risk analysis for potential succession gaps



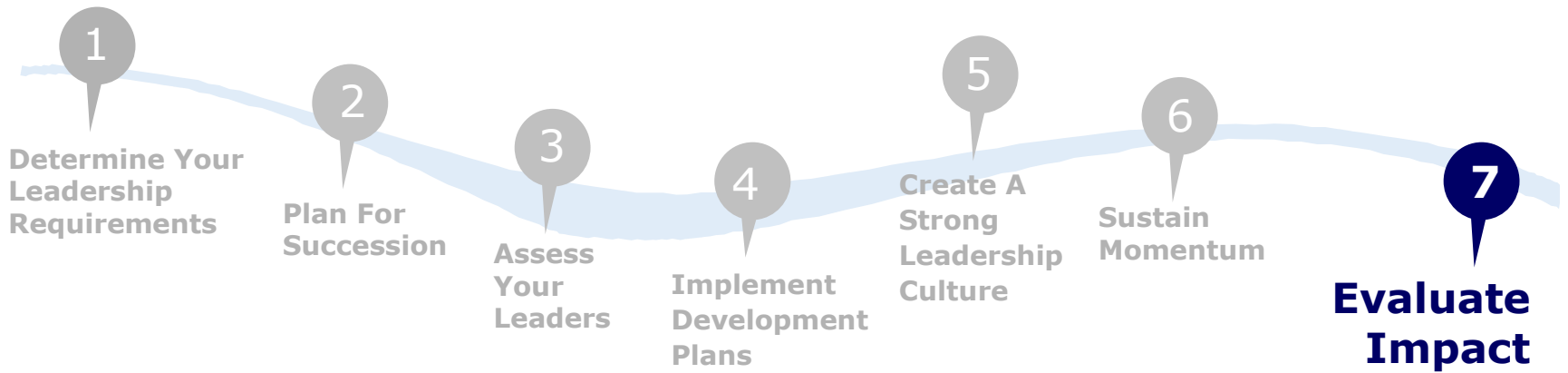
- ◆ Assess your leaders relative to the criteria from the leadership model
- ◆ Determine overall leadership capacity



- ◆ Build teams across the organization that drive high performance
- ◆ Leverage leadership forum events to create a community of leaders

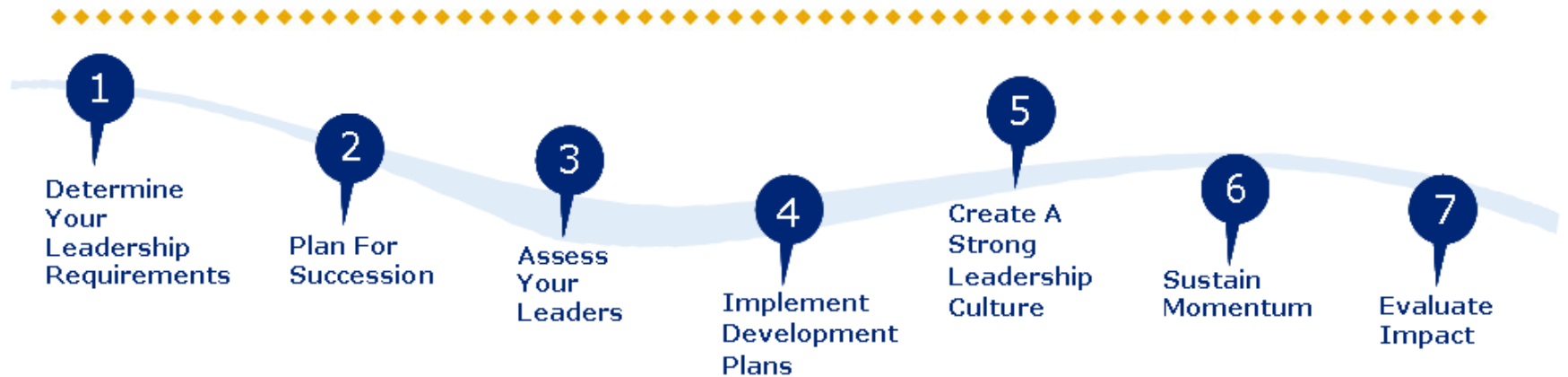


◆ Ensure leadership capacity is sustained over the long-term at an individual, team & organizational level



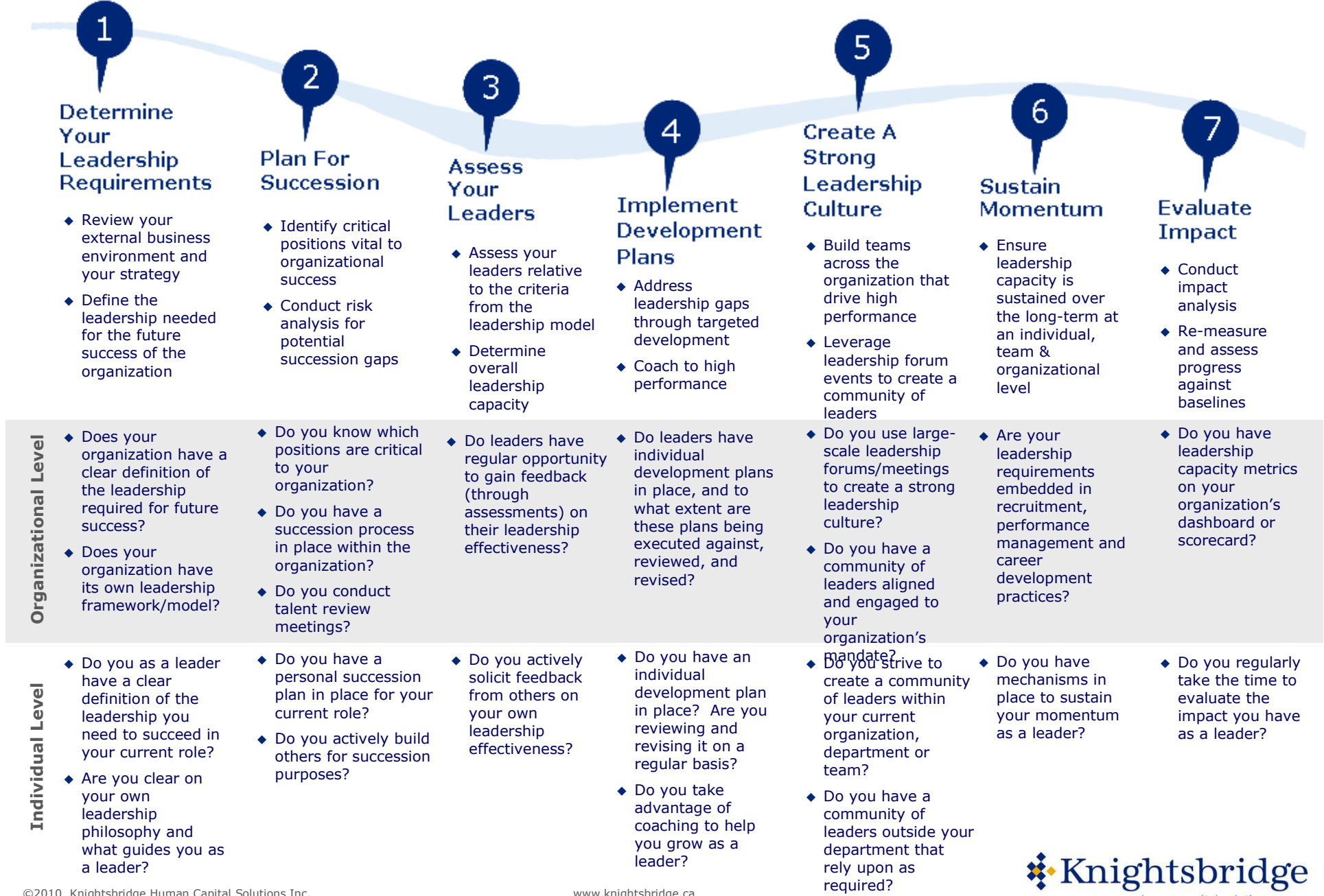
- ◆ Conduct impact analysis
- ◆ Re-measure and assess progress against baselines

How To Use The Pathway



- ◆ A practical road map to guide your company's strategy to build the leadership capacity it needs for future success
- ◆ A framework to help you assess your organization's current strengths & gaps in building leadership capacity
- ◆ A personal road map to guide your ongoing development as a leader

The Pathway to Build Leadership Capacity



The Pathway to Build Leadership Capacity



Organizational Level	◆ Does your organization have a clear definition of the leadership required for future success?	◆ Do you know which positions are critical to your organization?	◆ Do leaders have regular opportunity to gain feedback (through assessments) on their leadership effectiveness?	◆ Do leaders have individual development plans in place, and to what extent are these plans being executed against, reviewed, and revised?	◆ Do you use large-scale leadership forums meetings to create a strong leadership culture?	◆ Are your leadership requirements embedded in recruitment, performance management and career development practices?	◆ Do you have leadership capacity metrics on your organization's dashboard or scorecard?
	◆ Does your organization have its own leadership framework or model?	◆ Do you have a succession process in place within the organization?			◆ Do you have a community of leaders aligned and engaged to your organization's mandate?		
		◆ Do you conduct talent review meetings?					

The Pathway to Build Leadership Capacity



Final Thoughts



Stronger people,
Stronger organization.

Final Thoughts

The BIG Ideas

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