



# The Ultimate Differentiator

Thinking moves *ahead*



Presented by:

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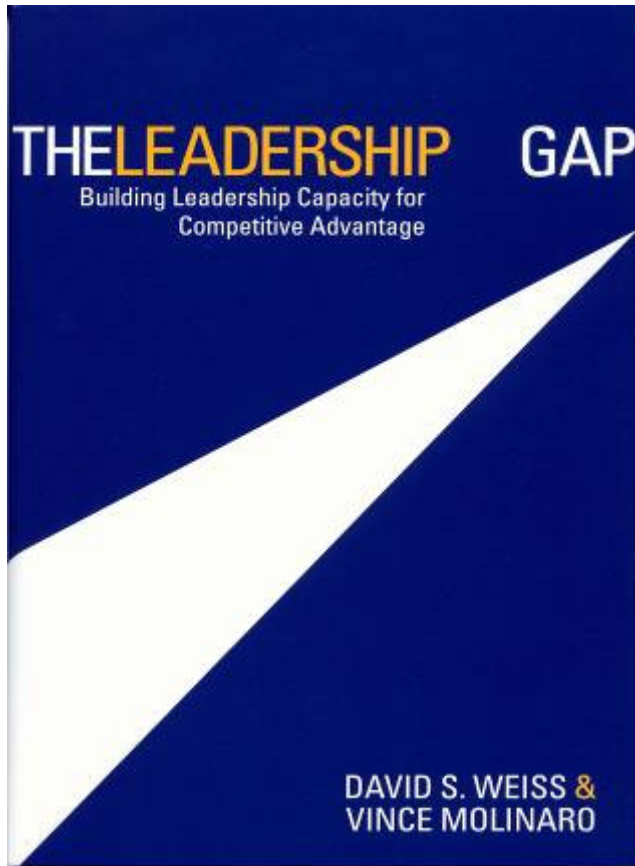
# OUR INTEGRATED HUMAN CAPITAL SOLUTIONS

# What we offer

We work with organizations to seamlessly execute their strategy through people.



## The Big Idea



- ◆ The most **sustainable** source of **differentiation** & competitive advantage will come from building a **strong leadership culture**

# Overview



## The Ultimate Differentiator

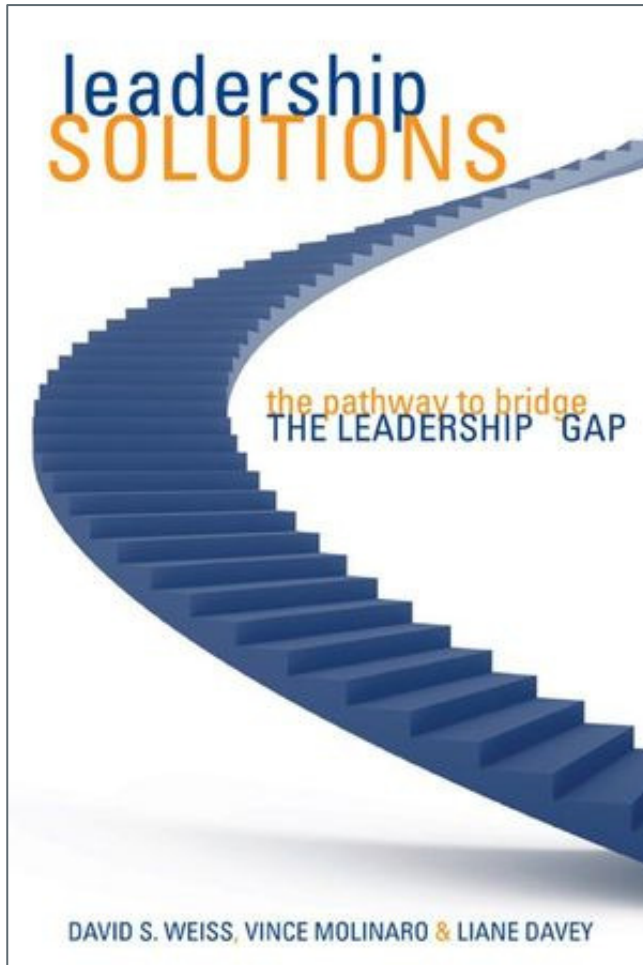
- ◆ Leadership Culture – What is it and why is it the ultimate differentiator
- ◆ Discuss the four types of leadership cultures
- ◆ Examine the key actions needed to build a strong leadership culture for sustained high performance
- ◆ Explore the leadership role that Financial Executives can play within SMEs to build strong leadership cultures

# Leadership Culture – What is it and why is it the ultimate differentiator



Stronger people,  
Stronger organization.

# What is Leadership Culture?



- ◆ It represents a company's set of values, expectations and behaviours about leadership
- ◆ The Challenge:
  - ◆ It is both intangible and tangible
  - ◆ Building a strong leadership culture takes deliberate work
- ◆ The Opportunity:
  - ◆ A strong leadership culture will differentiate your company

The  
**Ultimate  
Differentiator**



# 1. The Pressure to Differentiate

Supply Chain

Operational Excellence



Core capabilities

Reputation  
Alliances Technology

Customer Intimacy

Speed to market

Strategic Partnerships

Price

Innovation

Quality

Product Development

Human Capital

Brand

Acquisitions

Environmental Sustainability

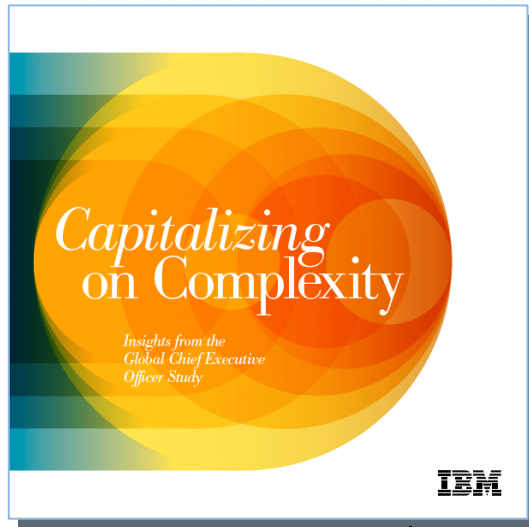
## 2. The Pressure to Execute



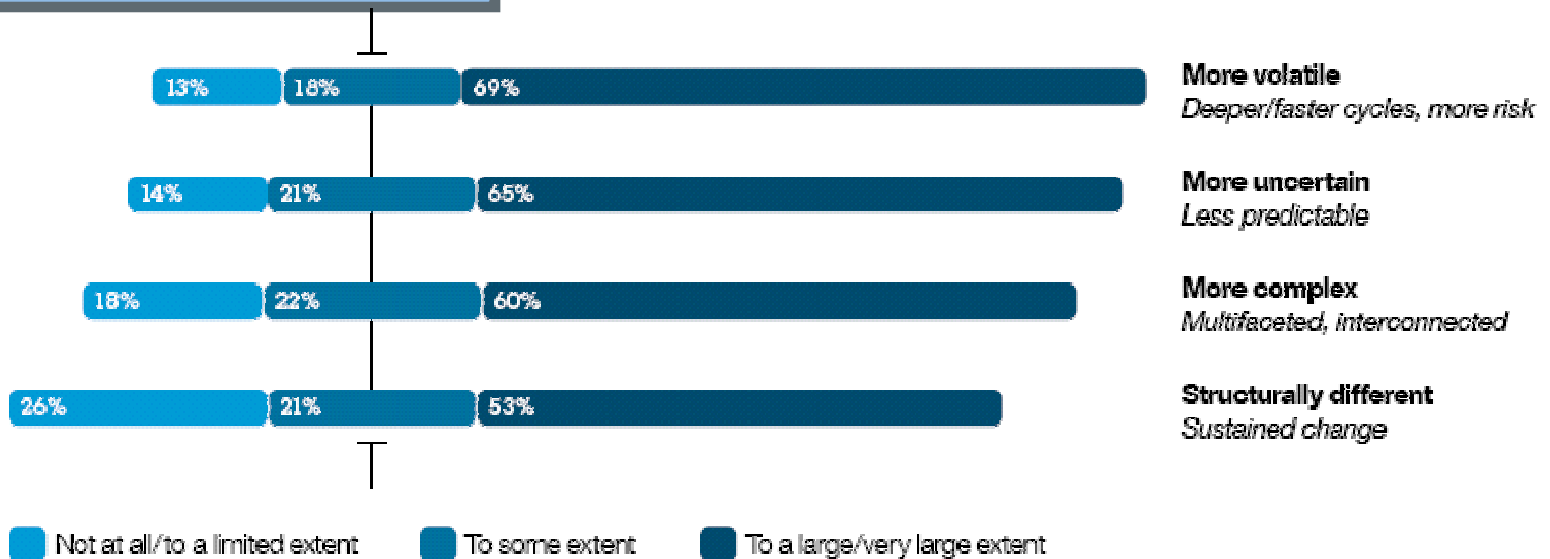
- ◆ Strategy execution & leadership culture are deeply connected
- ◆ Why?
  - ◆ Leaders create strategy
  - ◆ Your leaders need to be aligned and engaged to the execution of the strategy
  - ◆ Leaders must ensure that there is strategic clarity within the organization
  - ◆ Leaders need to align the strategy to underlying processes, organizational structures, performance measurement and reward systems etc

### 3. The Pressure of Increased Complexity





Today's complexity is only expected to rise, and more than half of CEOs surveyed doubt their ability to manage it



# Insights from Canada's Top 50 Privately Managed Companies

## Top 5 Drivers of Business Success

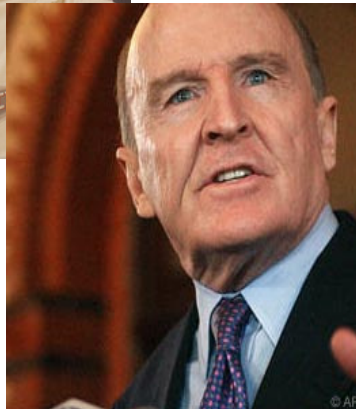
1. Strong business model
2. An executable strategy
3. Creating the right leadership
4. Attracting & retaining the best people
5. Building a customer-focused organization

## Top 5 Organizational Challenges

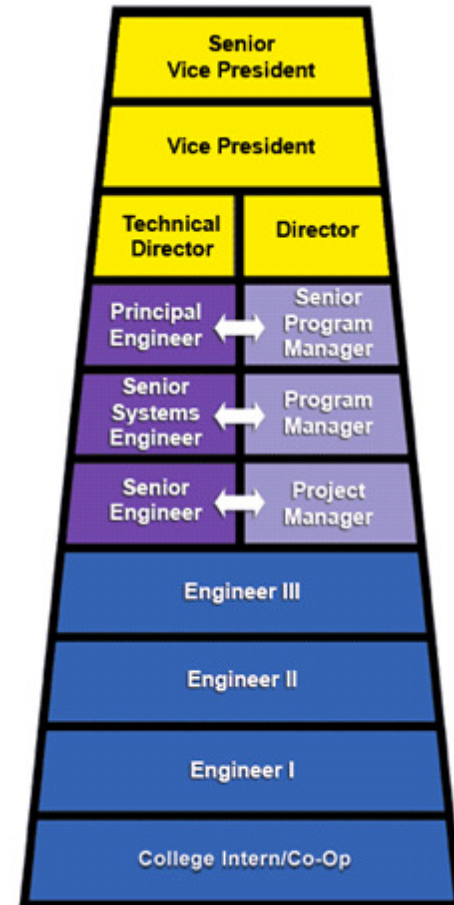
1. Developing successful future leaders
2. Attracting the best employees
3. Building a high performance organization
4. Keeping employees engaged & motivated
5. Retaining talented employees

# The Two Dominant Models of Leadership

## Charismatic Leadership



## Functional Leadership



# The Emerging Model of Leadership

## *The Need for Holistic Leadership*

1. **Align and engage**

employees around a strategy 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

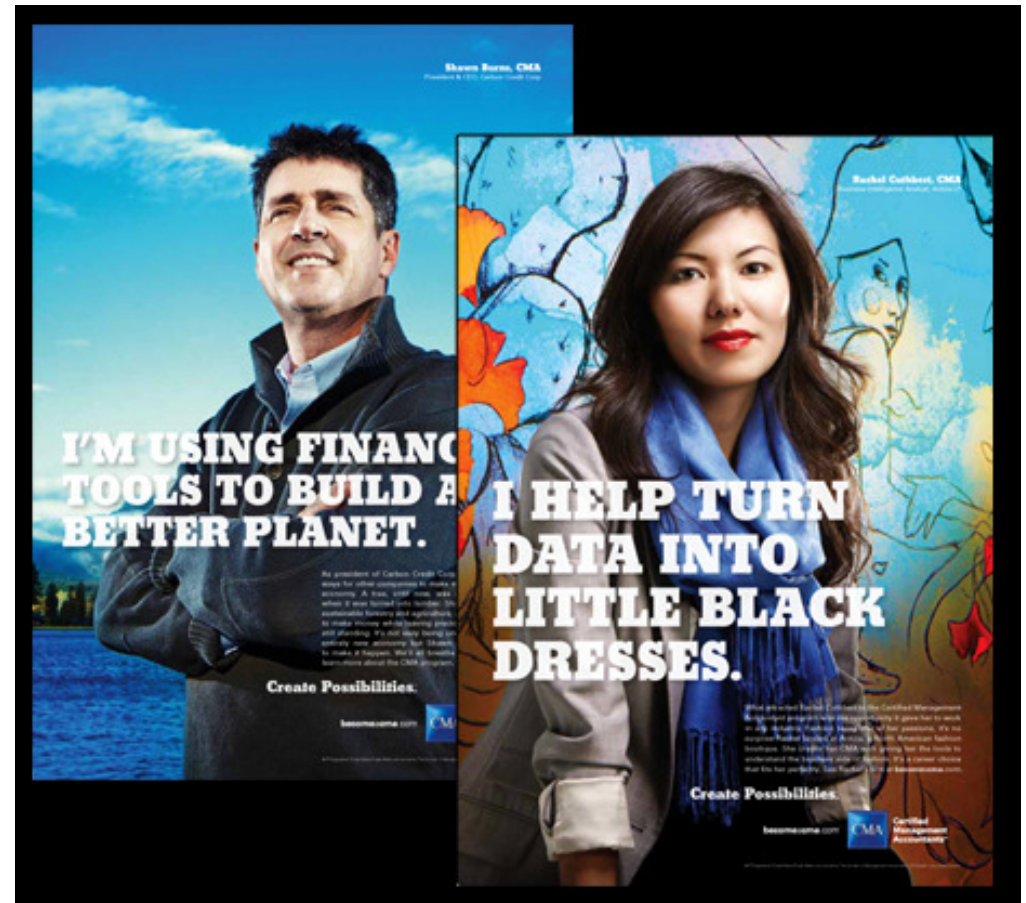


5. Grow and **develop future leaders**

3. Build **strong relationships** with customers, employees and external stakeholders

6. **Model the values** of the organization, rather than being self-absorbed with their own personal egos and agendas

# Emerging Holistic Financial Leaders



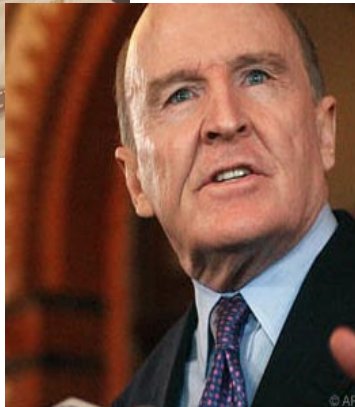
Explore the four types of leadership  
cultures



Stronger people,  
Stronger organization.



## 2. The Charismatic Leadership Culture



- ◆ A single leader sets the tone for the company's leadership culture
- ◆ Single leader "carries" the rest of the organization
- ◆ Loyalty to the leader tends to be high among employees
- ◆ However, this leadership style can be domineering and not inclusive of other approaches to leadership

### 3. The Functional Leadership Culture



- ◆ One or two functions dominate the culture
- ◆ Loyalty to function - rather than company
- ◆ Silos abound with rigid chain of command
- ◆ Daily battles and internal competition for status and resources
- ◆ Leaders tend to be internally focused

## 4. The Holistic Leadership Culture

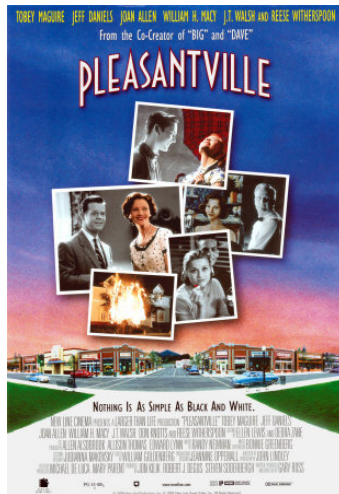


- ◆ Sets high standards and expectations for leaders and their behaviours
- ◆ Expect leaders to lead in the best interest of the whole organization
- ◆ Leaders strive to execute strategy in an aligned and engaged manner
- ◆ They work collaboratively as “one team” with a fierce desire to win
- ◆ Loyalty to the team - a “*community of leaders*” is established where there is genuine care and support
- ◆ Leaders demonstrate high accountability

# Discuss at Your Tables

- ◆ What type of leadership culture exists in your company?

**Weak**



**Charismatic**



**Functional**



**Holistic**



**Discuss the key actions needed to build  
a strong leadership culture for  
sustained high performance**



**Stronger people,  
Stronger organization.**



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**1. Get Clear on the Leadership Culture You Need**

- ◆ Define
- ◆ Assess
- ◆ Commit

**2. Set High Expectations/Standards for Your Leaders**

- ◆ Communicate
- ◆ Recognize
- ◆ Weed Out



**The Four  
Actions To  
Build A Strong  
Leadership  
Culture**

**3. Bring Leaders Together**

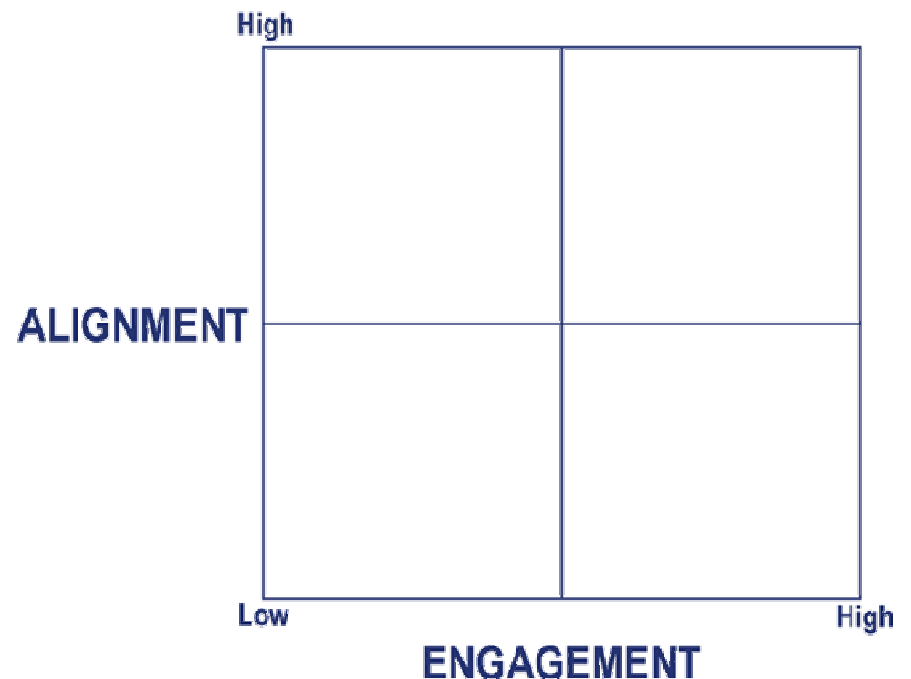
- ◆ Hold Leader Forums
- ◆ Promote Networking
- ◆ Breakdown Silos

**4. Grow Your Leaders**

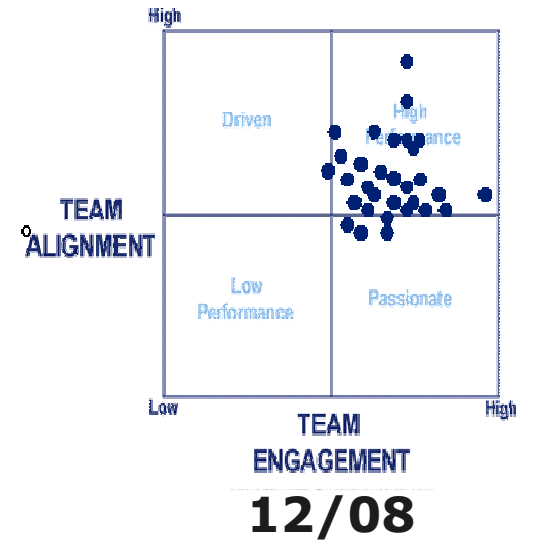
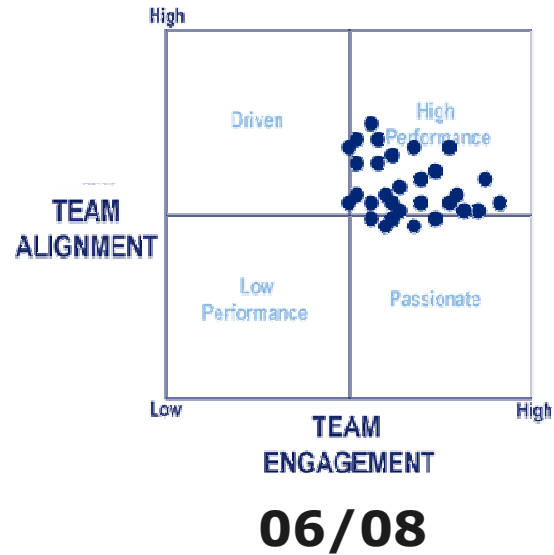
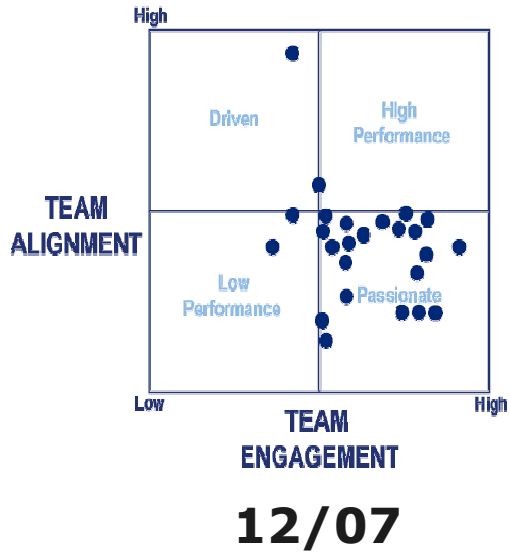
- ◆ Assess & Coach
- ◆ Stretch Assignments
- ◆ Move Leaders Around

# A Case Example

- ◆ Mid-size financial services company
- ◆ Long, proud history (with previous long-tenured CEO)
- ◆ New CEO brought in to bring the company “back to life”
- ◆ We held five leadership forum meetings over an 18 month period to drive great alignment and engaged and create a strong holistic leadership culture



# The Outcomes



**Understand the leadership role that  
Financial Executives can play within  
SMEs to build strong leadership  
cultures**



**Stronger people,  
Stronger organization.**

# Your Leadership Challenge



- ◆ Make leadership culture a priority in your company
- ◆ Enhance the business acumen of your company's leaders
- ◆ Create a strong leadership culture within your own department
- ◆ Model strong leadership at a personal level

# About Vince Molinaro



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Stronger organization.

# About Vince Molinaro

Managing Director, Leadership Solutions



Vince Molinaro is a Managing Director with Knightsbridge Leadership Solutions in Toronto.

Vince is responsible for leading the national leadership consulting practice within Knightsbridge Human Capital Solutions. He works with senior executives and boards to create and implement strategies to build strong leadership capacity needed for successful strategy execution.

Vince has worked with organizations in a variety of sectors—including energy, pharmaceutical, professional services, technology, financial services, and public sector.

He is called upon by the media for his innovative opinions on leadership. An engaging speaker, Vince conducts keynote presentations within corporations, international conferences and business schools. Vince has also published extensively in journals and business magazines. He is the author of two books. *Leadership Solutions* (co-authored, Jossey-Bass, 2007) and *The Leadership Gap* (co-authored, Wiley 2005).

Vince received his Doctorate from the University of Toronto and has degrees from Brock University and McMaster University.