Leadership Solutions
Strategies for Closing the Leadership Gap

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About Knightsbridge Human Capital Solutions
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
The Leadership Gap

Does your organization have the leadership capacity it needs to succeed 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?
The Leadership Gap is Real

- Leadership Capacity Is An Important Organizational Priority: 85%
- Leadership Capacity Is One of Our Top 3 Organizational Priorities: 25%
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)
Until now the focus has been on individual leaders.
The 21st-Century Leader

How you need to think about Leadership Capacity

Leadership Culture

Three Dimensions of Leadership Capacity

Leader Behaviours

Organizational Practices

Leadership Culture

Three Dimensions of Leadership Capacity

Leader Behaviours

Organizational Practices

the Individual Dimension

Holistic Leaders Wanted

Your Business Environment

Why Holistic Leadership Is Important
1. **Align and engage** employees around a strategy & purpose that delivers value to customer and shareholders

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

4. Help employees deal effectively with **ambiguity and uncertainty** associated with complex environments

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

© Weiss & Molinaro (2005) – The Leadership Gap (John Wiley & Sons)
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
"MANAGE US?"

PUH-LEEZE...

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

BY NADIRA A. HIRA

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Who is Batman?

![Batman comic book](image1)
![Batman movie poster](image2)
![Batman character](image3)
![Batman character](image4)
Who are the Charlie’s Angels?
the Organizational Dimension

Enabling Leaders to Lead

Three Dimensions of Leadership Capacity

Leadership Culture

Leader Behaviours

Organizational Practices

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 Dimensions of Leadership Capacity

Leadership Culture

Organizational Practices

Leader Behaviours

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
The Pathway to Build Leadership Capacity

1. Determine Your Leadership Requirements
2. Plan For Succession
3. Assess Your Leaders
4. Implement Development Plans
5. Create A Strong Leadership Culture
6. Sustain Momentum
7. Evaluate Impact
Determine Your Leadership Requirements

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

Plan For Succession
Assess Your Leaders
Implement Development Plans
Create A Strong Leadership Culture
Sustain Momentum
Evaluate Impact
Plan For Succession

- Identify critical positions vital to organizational success
- Conduct risk analysis for potential succession gaps
Assess Your Leaders

- Assess your leaders relative to the criteria from the leadership model
- Determine overall leadership capacity
Create A Strong Leadership Culture

- Build teams across the organization that drive high performance
- Leverage leadership forum events to create a community of leaders
1. Determine Your Leadership Requirements
2. Plan For Succession
3. Assess Your Leaders
4. Implement Development Plans
5. Create A Strong Leadership Culture
6. Sustain Momentum
7. Evaluate Impact

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

- 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

1. Determine Your Leadership Requirements
   - Review your external business environment and your strategy
   - Define the leadership needed for the future success of the organization

2. Plan For Succession
   - Identify critical positions vital to organizational success
   - Conduct risk analysis for potential succession gaps

3. Assess Your Leaders
   - Assess your leaders relative to the criteria from the leadership model
   - Determine overall leadership capacity
   - Do you know which positions are critical to your organization?
   - Do you have a succession process in place within the organization?
   - Do you conduct talent review meetings?

4. Implement Development Plans
   - 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?

5. Create A Strong Leadership Culture
   - Build teams across the organization that drive high performance
   - Leverage leadership forum events to create a community of leaders
   - Do you use large-scale leadership forums/meetings to create a strong leadership culture?
   - Do you have a community of leaders aligned and engaged to your organization’s mandate?

6. Sustain Momentum
   - Ensure leadership capacity is sustained over the long-term at an individual, team & organizational level
   - 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?

7. Evaluate Impact
   - Conduct impact analysis
   - Re-measure and assess progress against baselines
   - Do you have leadership capacity metrics on your organization’s dashboard or scorecard?

Organizational Level

- Does your organization have a clear definition of the leadership required for future success?
- Does your organization have its own leadership framework/model?
- Do you actively build others for succession purposes?
- Do you actively solicit feedback from others on your own leadership effectiveness?
- Do you have an individual development plan in place for your current role?
- Are you clear on your own leadership philosophy and what guides you as a leader?

Individual Level

- Do you know which positions are critical to your organization?
- Do you have a succession process in place within the organization?
- Do you take advantage of coaching to help you grow as a leader?
- Do you actively build others for succession purposes?
- Do you have a personal succession plan in place for your current role?
- Are you clear on your own leadership philosophy and what guides you as a leader?
The Pathway to Build Leadership Capacity

1. Determine Your Leadership Requirements
   - Does your organization have a clear definition of the leadership required for future success?
   - Does your organization have its own leadership framework or model?

2. Plan For Succession
   - Do you know which positions are critical to your organization?
   - Do you have a succession process in place within the organization?
   - Do you conduct talent review meetings?

3. Assess Your Leaders
   - Do leaders have regular opportunity to gain feedback (through assessments) on their leadership effectiveness?

4. Implement Development Plans
   - Do leaders have individual development plans in place, and to what extent are these plans being executed against, reviewed, and revised?

5. Create A Strong Leadership Culture
   - Do you use large-scale leadership forums meetings to create a strong leadership culture?
   - Do you have a community of leaders aligned and engaged to your organization’s mandate?

6. Sustain Momentum
   - Are your leadership requirements embedded in recruitment, performance management and career development practices?

7. Evaluate Impact
   - Do you have leadership capacity metrics on your organization’s dashboard or scorecard?

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The Pathway to Build Leadership Capacity

1. Determine Your Leadership Requirements
   - Do you as a leader have a clear definition of the leadership you need to succeed in your current role?
   - Are you clear on your own leadership philosophy and what guides you as a leader?

2. Plan For Succession
   - Do you have a personal succession plan in place for your current role?
   - Do you actively build others for succession purposes?

3. Assess Your Leaders
   - Do you actively solicit feedback from others on your leadership effectiveness?

4. Implement Development Plans
   - Do you have an individual development plan in place? Are you reviewing and revising it on a regular basis?
   - Do you take advantage of coaching to help you grow as a leader?

5. Create A Strong Leadership Culture
   - Do you strive to create a community of leaders within your current organization, department or team?
   - Do you have a community of leaders outside your department that rely upon as required?

6. Sustain Momentum
   - Do you have mechanisms in place to sustain your momentum as a leader?

7. Evaluate Impact
   - Do you regularly take the time to evaluate the impact you have as a leader?

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Final Thoughts

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