

Work of Leaders

Crafting a Vision, Building Alignment, Championing Execution

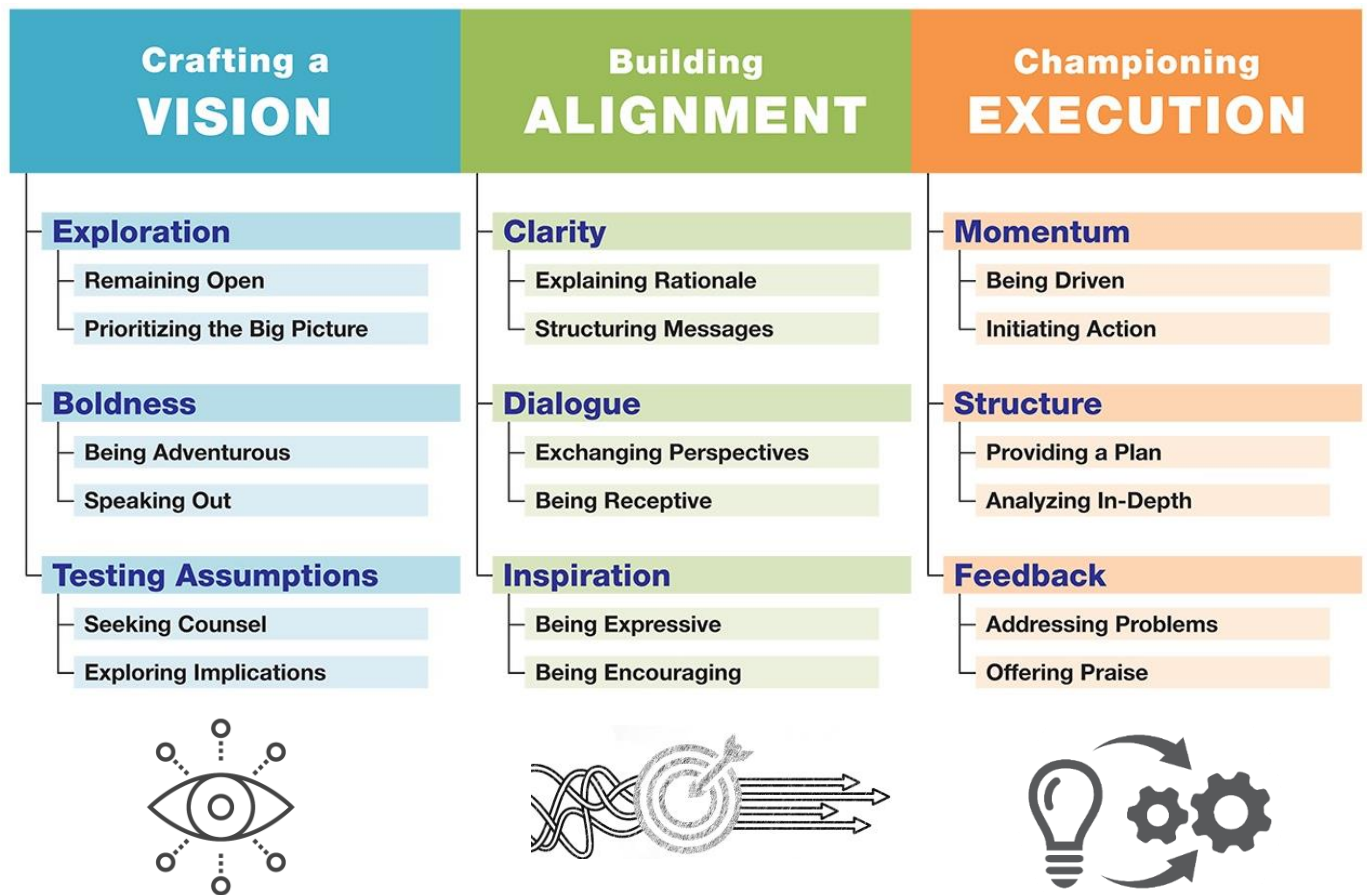
An Inspired Engagement
Learn, Engage and Thrive Webinar

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The Cornerstone Principles of Work of Leaders

- Work of leaders focuses on tangible steps directed at leading a group or organization toward desired outcomes.
- The concepts are relevant for leaders at all levels.
- Your leadership is influenced by a variety of factors such as character, life experiences, cognitive abilities, and maturity.
- Your DiSC style and your Clifton Strengths themes contribute to leadership success.
- Work of leaders focuses on developing preferred behaviors that are based on best practices.
- These best practices are context specific, so the preferred behaviors will change depending on the need of the situation



What do we mean by “VISION?”

VISION is an IMAGINED FUTURE CONDITION for the organization or team

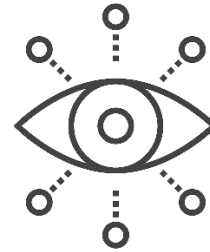
At any level of leadership, vision is a **condition that is imagined – a future state** in which the organization or team creates something of unquestionable value, serves customers in unparalleled fashion, or reinvents the way it does business.

A well-crafted vision is broader in scope than a typical goal. For example, a goal might be: “sell 20 million widgets this year.”

Whereas, of vision is: “be the world leader in widgets while maintaining the highest safety standards in the industry.”

VISION is important because:

- It **expands assumptions** about what can be done.
- It **provides purpose** for organizations, teams, and individuals (including the leader).
- It **drives** the development of specific, vision – supporting **goals**.
- It **unifies** people.



LEADERS AT ALL LEVELS help craft the VISION

Always think of vision as coming from the top down, crafting a vision is ideally a **shared process** that combines contributions from leaders at all levels. While visions may seem to spring full-blown from one person’s head, they are generally the result of ongoing efforts over a period of time by a larger group.

While the CEO may be responsible for the overall vision, each leader within the organization needs to define a vision for their group that supports the main vision.

For example, the CEO’s vision for the organization may be, “We will grow from domestic leader in the industry to international leader in the industry within five years.”

A customer service manager within the same organization might have the following supportive vision: “Our customer service will grow to offer 24 hour support in six major languages in the next three years.”

Crafting a Vision

Exploration

Seek Closure

People who **seek closure** strive to make decisions and finalize plans quickly and prefer not to revisit options once they are decided.

Remain Open

People who **remain open** enjoy entertaining new ideas and possibilities and don't hurry to finalize plans.

Prioritize Details

People who **prioritize details** tend to pay close attention the individual elements of a project to make sure they are workable.

Prioritize Big Picture

People who **prioritize the big picture** tend to focus on the broad, overall view of an idea or project.

Boldness

Cautious

People who are **cautious** try to minimize risk and uncertainty.

Adventurous

People who are **adventurous** enjoy the excitement of taking risks and are comfortable with the unknown.

Hold Back

People who **hold back** tend to hesitate to say anything that might be challenged or put their credibility on the line.

Speak Out

People who **speak out** tend to be willing to volunteer bold ideas, even if it will put their credibility on the line.

Testing Assumptions

Decide Independently

People who **decide independently** prefer to make decisions autonomously without asking for input from others.

Seek Counsel

People who **seek counsel** tend to consult with trusted advisors to help evaluate risks and possible outcomes.

Push Forward

People who **push forward** tend to prioritize quick progress and find it difficult to be patient with careful evaluation.

Explore Implications

People who **explore implications** show patience in evaluating ideas to determine potential benefits and drawbacks.

Vision > Boldness

What does Georgia say about boldness?



What do you see as the biggest barriers to being bold?

Georgia



Carlos

What does Carlos say about boldness?

What do we mean by “ALIGNMENT?”

ALIGNMENT is GAINING BUY-IN from the organization and the team.

Alignment refers to the act of getting my work with vision from everyone will have a goal in making it a reality. Alignment ensures that people are on the same page, both from the task and an emotional perspective.

Alignment requires ongoing one way and two-way communication. In fact, the failure of a vision, no matter when it happens, can often have more to do with the lack of alignment than with the strength of the vision or the efficiency of execution.

Too often, leaders treat alignment as something to check on a to do list. In reality, alignment is a dynamic, ongoing process that requires the leader to continually monitor and realign its conditions and needs change.

ALIGNMENT is important because:

- It **sets the stage** by proposing a plan for effective implementation.
- It **provides a forum** for questions and concerns.
- It **brings people together** behind the vision.
- It **generates excitement** for the vision.



LEADERS AT ALL LEVELS help craft the VISION

Gaining and maintaining alignment is a critical role for leaders all levels. Alignment requires attention to upper, downward, and lateral communication. Leaders in certain positions may need to use more time and energy to maintain alignment at all levels.

Alignment in your organization

A number of structural and cultural factors can affect how you go about creating and maintaining alignment consider how these affect alignment within your organization.

- Formal vs. Informal communication
- Face-to-face and virtual environments
- Lateral and hierarchal organizational structures
- Negotiating competing interests

Building Alignment

Clarity

Offer Intuition

People who **offer intuition** tend to communicate more with their personal feelings and opinions than with facts and logic.

Explain Rationale

People who **explain their rationale** tend to communicate the reasoning and facts behind an idea or decision.

Impromptu Messaging

People who deliver **impromptu messages** don't tend to invest energy in organizing what they have to say before they speak.

Structured Messaging

People who deliver **structured messages** prioritize organizing what they want to say, making it easier for others to understand.

Dialogue

Present Information

People who **present information** tend to communicate new ideas and information without room for discussion.

Exchange Perspectives

People who **exchange perspectives** tend to encourage dialogue around new ideas and information.

Challenging

People who are **challenging** tend to respond with questions and skepticism to different points of view.

Receptive

People who are **receptive** invite and appreciate different points of view.

Inspiration

Reserved

People who are **reserved** tend to display little emotion even when they are excited about something.

Expressive

People who are **expressive** tend to be upbeat and communicate in an open and lively manner.

Matter-of-Fact

People who are **matter-of-fact** are straightforward, practical, and tend to focus on the facts.

Encouraging

People who are **encouraging** tend to inspire others to believe in the importance of their work.

What do we mean by “EXECUTION?”

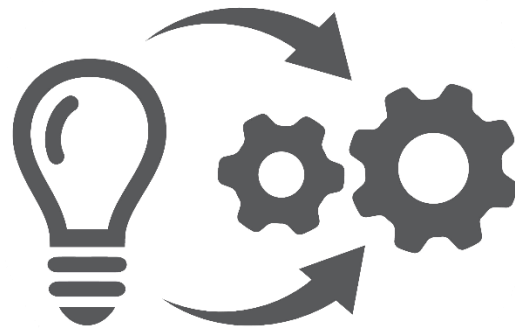
EXECUTION is turning the IMAGINED FUTURE CONDITION into reality.

At the most basic level, execution is making the vision a reality. The leader must make sure that all conditions are in place so that everyone can do the work necessary to fulfill the vision.

Often people think of execution as something that happens in the trenches, while leaders sits in an office thinking up big ideas. But the truth is that successful execution of a vision can't happen without the deep commitment and support of the leader.

EXECUTION is important because:

- It propels the **development of concrete strategies.**
- It makes the vision **actionable.**
- It gives people a **sense of achievement.**
- It **fulfills the promise** of the vision.



Execution is for leaders at all levels

The role of the leader at every level is to make sure the strategies and people are in place for the vision to become a reality. However, certain aspects of this role may look different depending on where you are in the organization.

Your role in executing the vision

your position in the organization can affect how you participate in ensuring execution. Consider which of the following best describes your role in the process.

- More hands-on or less hands-on?
- Advocating for resources are providing resources
- Creating strategy or following strategy?
- Establishing culture or supporting the culture?

What do you think works in his feedback? What doesn't work?

Championing Execution

Momentum

Low-Key

People who are **low-key** tend to be laid back and are uncomfortable encouraging others to increase the pace.

Driven

People who are **driven** tend to urge others to move quickly and can be annoyed when people lack a sense of urgency.

Reactive

People who are **reactive** tend to take action as the result of some event or problem and are unlikely to seek new opportunities without prompting.

Initiating

People who are **initiating** often anticipate opportunities and problems and call attention to them.

Structure

Improvise

People who **improvise** tend to figure things out as they go, without much planning or preparation.

Plan

People who **plan** tend to develop an organized course of action, setting clear expectations and deadlines.

Follow First Impressions

People who **follow their first impressions** tend to rely on their initial feelings and views when moving forward.

Analyze In-Depth

People who **analyze in-depth** tend to perform a thorough examination of facts and details.

Feedback

Maintain Harmony

People who **maintain harmony** want to keep a calm, peaceful environment and tend to be uncomfortable confronting others if there are problems or concerns.

Address Problems

People who **address problems** tend to deal with issues in a straightforward way and let others know when there are concerns.

Offer Less Praise

People who **offer less praise** may be uncomfortable or feel it is unnecessary to compliment others or recognize their contributions.

Offer More Praise

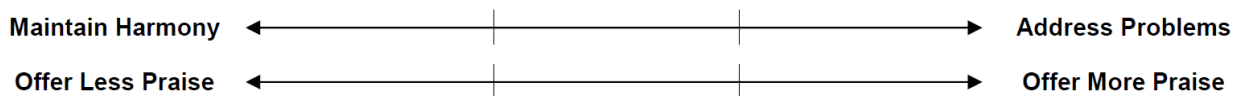
People who **offer more praise** look for opportunities to compliment others and recognize their contributions.

Charles and Feedback

Charles, a Vice President of Internet Sales and Marketing for Drink DeBeans, Inc., a wildly innovative coffee company, is pursuing an exciting vision to expand the company's sales to other countries. He comes to a briefing to see the first trial version of the new international website, where a room full of design and IT professionals has gathered to hear his feedback. He instantly realizes that through translation and redesign, they've removed much of the character and innovation from the site. Now it's time to give some feedback.



Let's take a look at what happens when he puts the different ends of the Execution > Feedback continua into action.



Video Segment 1

Where is Charles on each continuum?

What do you think works in his feedback? What doesn't work?

Video Segment 2

Where is Charles on each continuum?

What do you think works in his feedback? What doesn't work?

Video Segment 3

Where is Charles on each continuum?

Your Greatest Strengths and Challenges

Three Strengths of my
Work as a Leader _____

Examples and anecdotes that illustrate these strengths:
How have these strengths contributed to your success as a leader:

Three Challenges of
my Work as a Leader _____

What outcomes do you hope to achieve by improving in the area?

What steps will you take to improve in this area?

What timeframe will you set up for this improvement?
Who could be a resource or mentor for you?

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organizational development needs

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