



Leadership[®]
Sigma

*Leadership is Everybody's
Business:
Cascading Leadership Throughout
the Enterprise*

*The Leadership Challenge Forum
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Dedicated to developing leaders at every level of the enterprise.

Belief

Every individual has the potential to be a high-performance leader

Individualization

Each person builds their unique leadership capability on their own individual values, strengths, experiences, knowledge, and capabilities

Self-Awareness


The impact of a leader's work is from the inside out: Each leader must intimately understand their cognitive, social, and communication preferences and apply these in specific contexts with emotional intelligence and skill

Dynamic Journey

The purpose of leadership learning is to combine multiple methodologies of learning to foster discovery, practice application on the job and in life, supported over time by online resources, coaching, and communities of practice.

Our Objectives Today

- Discuss how leadership and leadership learning have changed in the past 15 years and the impact of these changes on our work to develop leadership capabilities
- Review the definitions of 'leader' and 'leadership'
- Describe leadership development initiatives that are both deep and broad – a cascade in a fully blended model
- Share best practices and approaches to leveraging The Leadership Challenge® products to embed a shared leadership language throughout the enterprise

A photograph of Earth from space, showing the curvature of the planet. The left side is in shadow, showing city lights, while the right side is illuminated by the sun, showing the blue oceans, green and brown landmasses, and white clouds. The quote is overlaid on the left side of the image.

"For those who have seen the Earth from space, and for the hundreds and perhaps thousands more who will, the experience most certainly changes your perspective.

The things that we share in our world are far more valuable than those which divide us."

Donald Williams, Astronaut, USA

What has changed and why?

1. What characteristics and competencies are demanded of leaders in the 21st century? What is the same? What is different?
2. What has changed about how leadership is developed? Why?

Critical Demands for Leadership



CRISIS = Danger + Opportunity

- Exponential growth, contraction, turbulence
- New geographies, products and markets
- Leadership style changes demanded by the new networked economy and new workforce
- Warp speed of technology innovation
- Disruptive and dynamic new cultural norms
- Fierce competition for talent, clients
- New business models
- Information glut and universal access
- Global risks, known and unknowable
- Other?

What is a Leader?

*A leader is one with whom others align
to achieve a common purpose when
they have a choice*

*21ST century leaders have
Constituents not Followers*

What is Leadership?

“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”

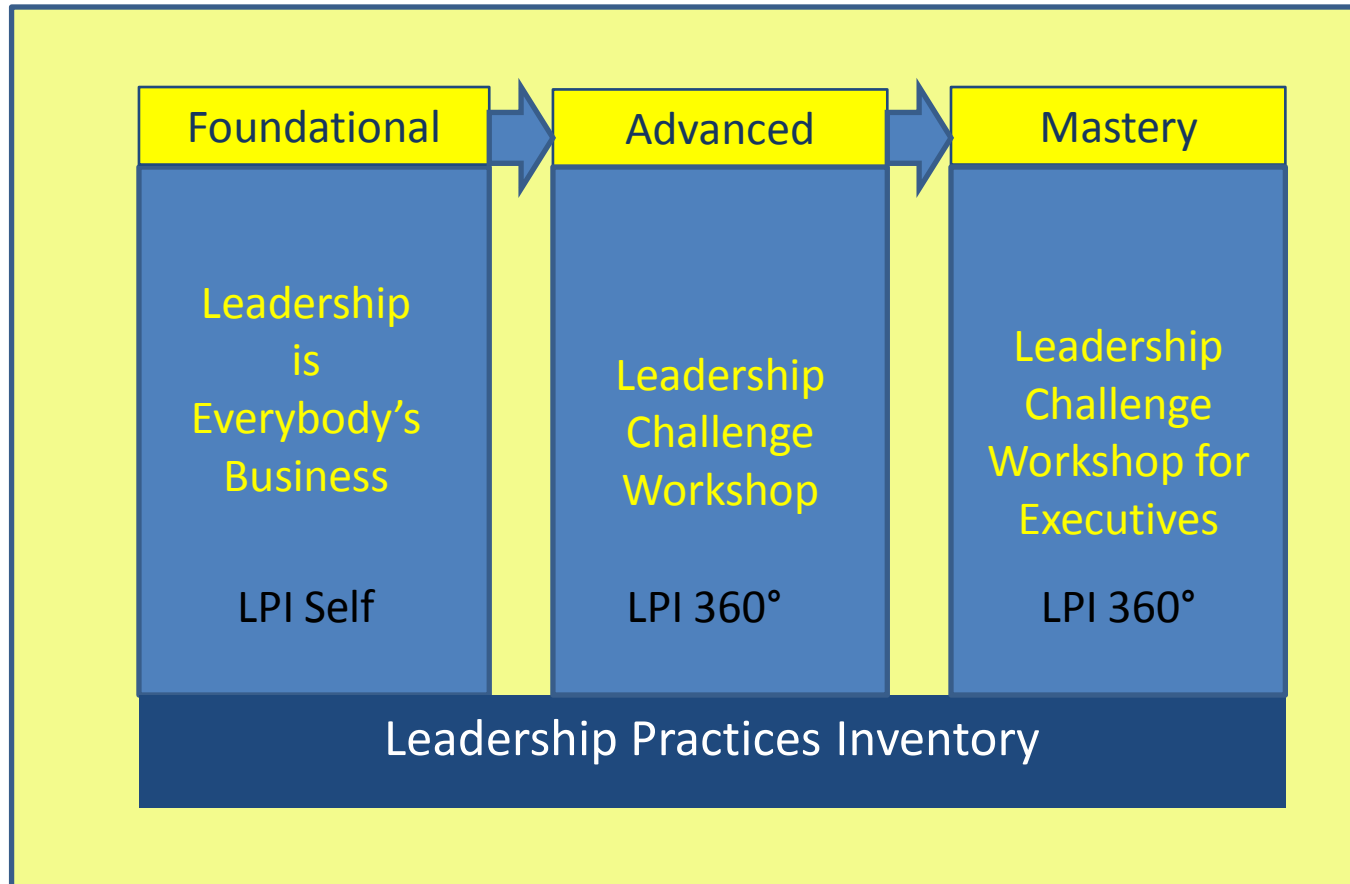
- Jim Kouzes and Barry Posner, The Leadership Challenge, 4th Edition

Introducing The Leadership Practices® in India



Deloitte Womens' Initiative Presentation and Workshop
Hyderabad, India, May 2009

Leadership Challenge Throughout the Enterprise

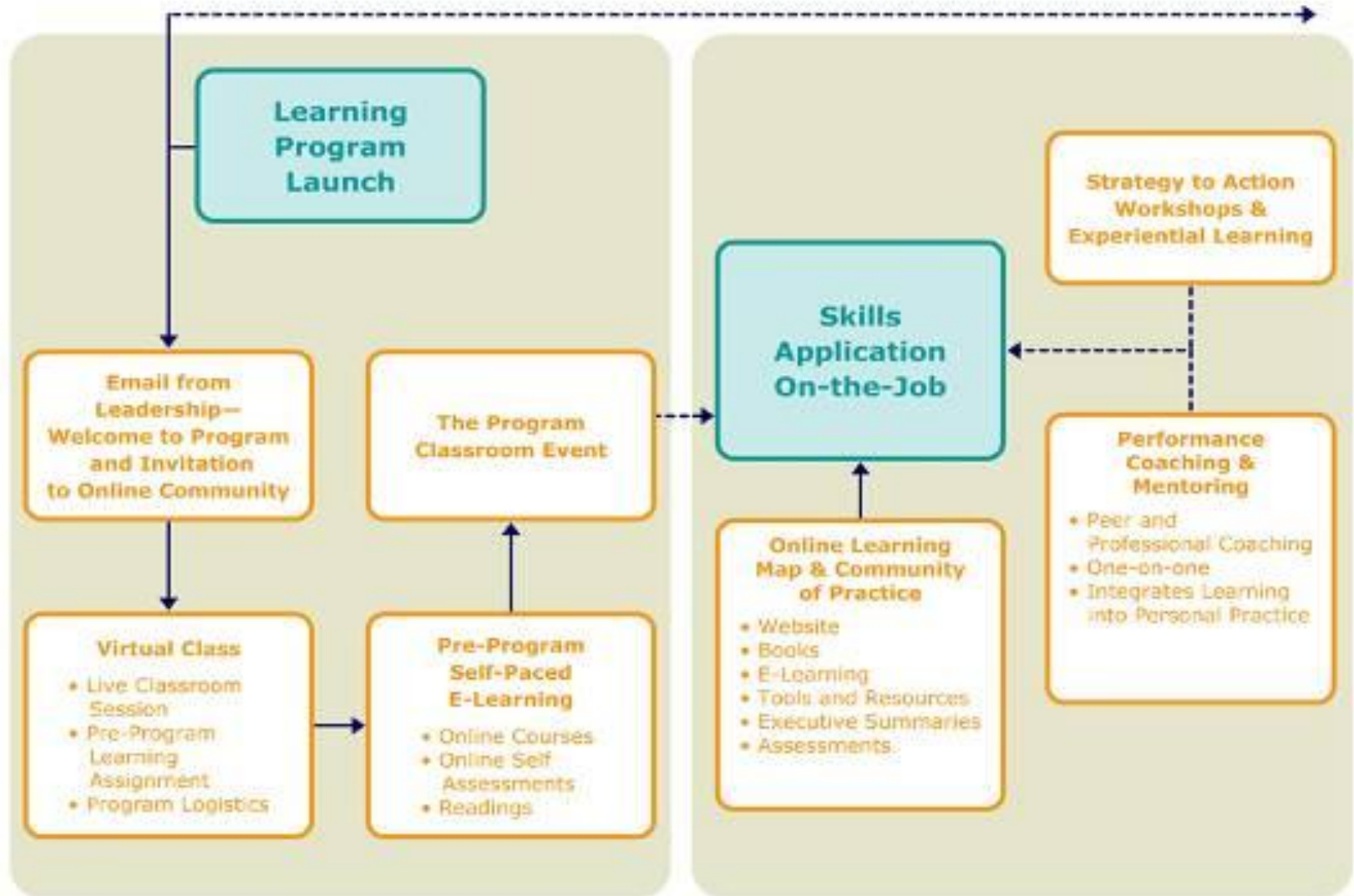


How long does it take to be an expert?

- 10,000 hours
- 10 years
- 2.7 hours per day



A Best Practice: Leadership Learning in a Blended Model



Leadership Virtual Class

• Objectives

- Capture mindshare about personal commitment to leadership development
- Engage in a dialogue about leadership styles and how each individual develops their own style
- Describe the value and impact of the online learning
- Share logistical information on the program



Self-paced Online Learning

The **self-paced online learning assignment** best practice consists of three aspects:

1. Self-assessment

- Leadership Practices Inventory® Self or 360°

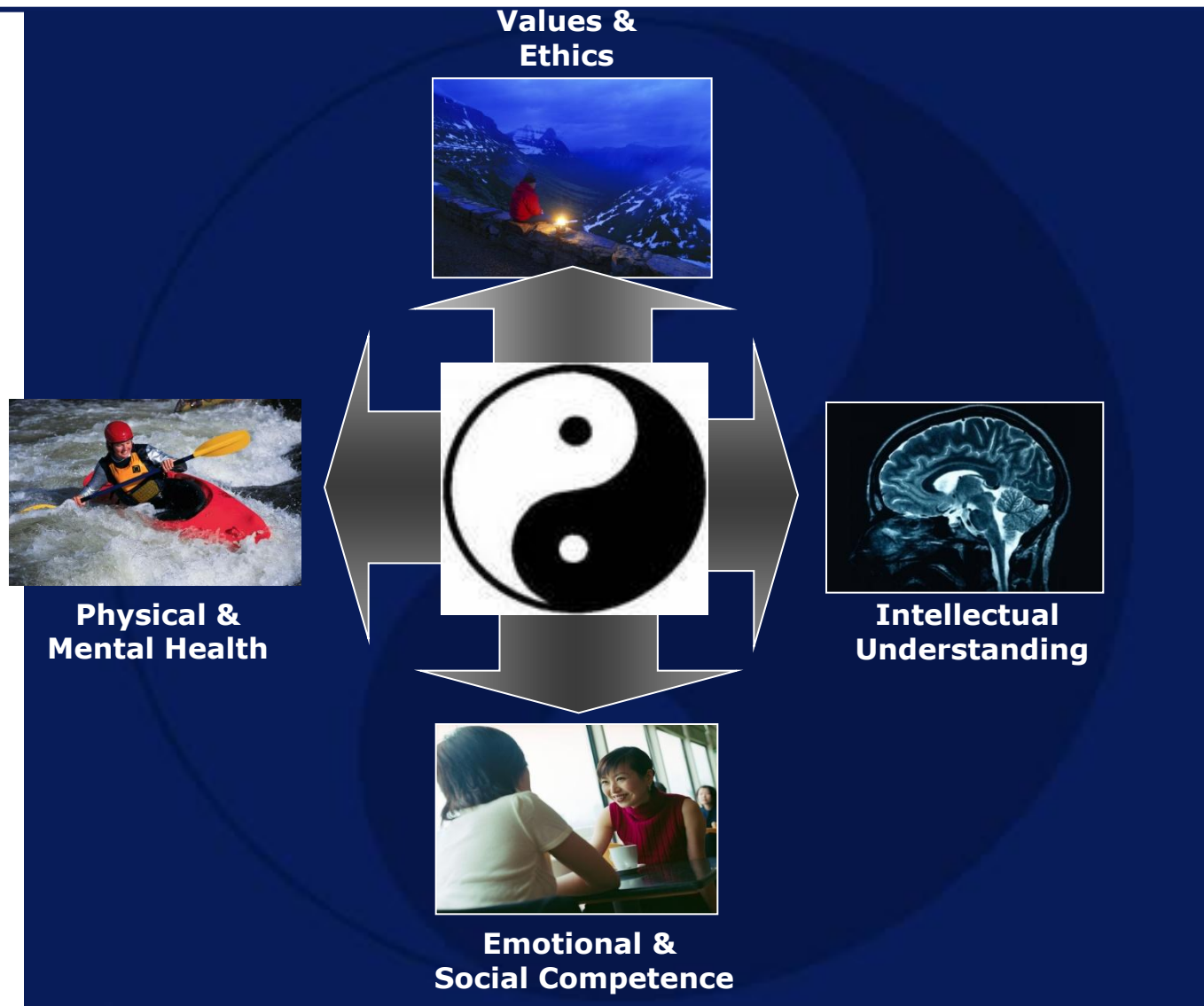
2. e-Learning Simulation, such as Harvard Business School Publishing e-learning

- What is a Leader?

3. Brief readings

- Leadership Case
- Executive Summary: Encouraging the Heart

Holistic design model for a leadership development program



The Leadership Program

- Delivered to total of 60 Partner/Principal/Directors from 43 countries from Asia Pacific, United States, India, Europe, Middle East and Africa
- Average overall evaluation a 5.6 out of a scale 1 – 6 (excellent)
- Leading a Healthy Life very well received



Post-Program Online Learning Map

Topic	Foundation	Mastery
Core Leadership	Leadership Roles and Capabilities	
	Leading With Vision	Masterful Communication
	Global Citizenship	Leading Innovation and Change
	Building Relationships	Mentoring Growth and Development
Leadership Skills	Persuasion and Influence	Trust and Authenticity
	Negotiation and Consensus	Leading with Emotional Intelligence
Business Development	Leading the Professional Service Firm	
	Client-Centric Sales	Leading Knowledge Workers
Leadership Brand	Your Leadership Brand	

Leadership Excellence Learning Map

Persuasion and Influence

"Leadership is the activity of influencing people to cooperate toward some goal which they come to find desirable."

—Ordney Tead

E-Learning

SkillSoft

- [Listening, Influencing and Handling Tough Situations](#)
 - Module 1: The Art of Listening
 - Job Aid: Interpreting Body Language
 - Job Aid: Assessing Listening Skills
- [Influencing Your Customer's Decision](#)
 - Module 1: Influencing Solution Criteria
 - Module 2: Identifying Differentiators

Readings

Books 24x7

- [Inspiring Leadership: Learning from Great Leaders](#)
 - Chapter 6: The Art of Inspiring While Informing
- [Artful Persuasion: How to Command Attention, Change Minds, and Influence People](#)
 - Part 1: How Persuasion Works

Strategy to Action Workshops

- Real-time strategic initiatives
- Project teams produce key recommendations
- Presented to the 'C' suite executives

Leadership Coaching

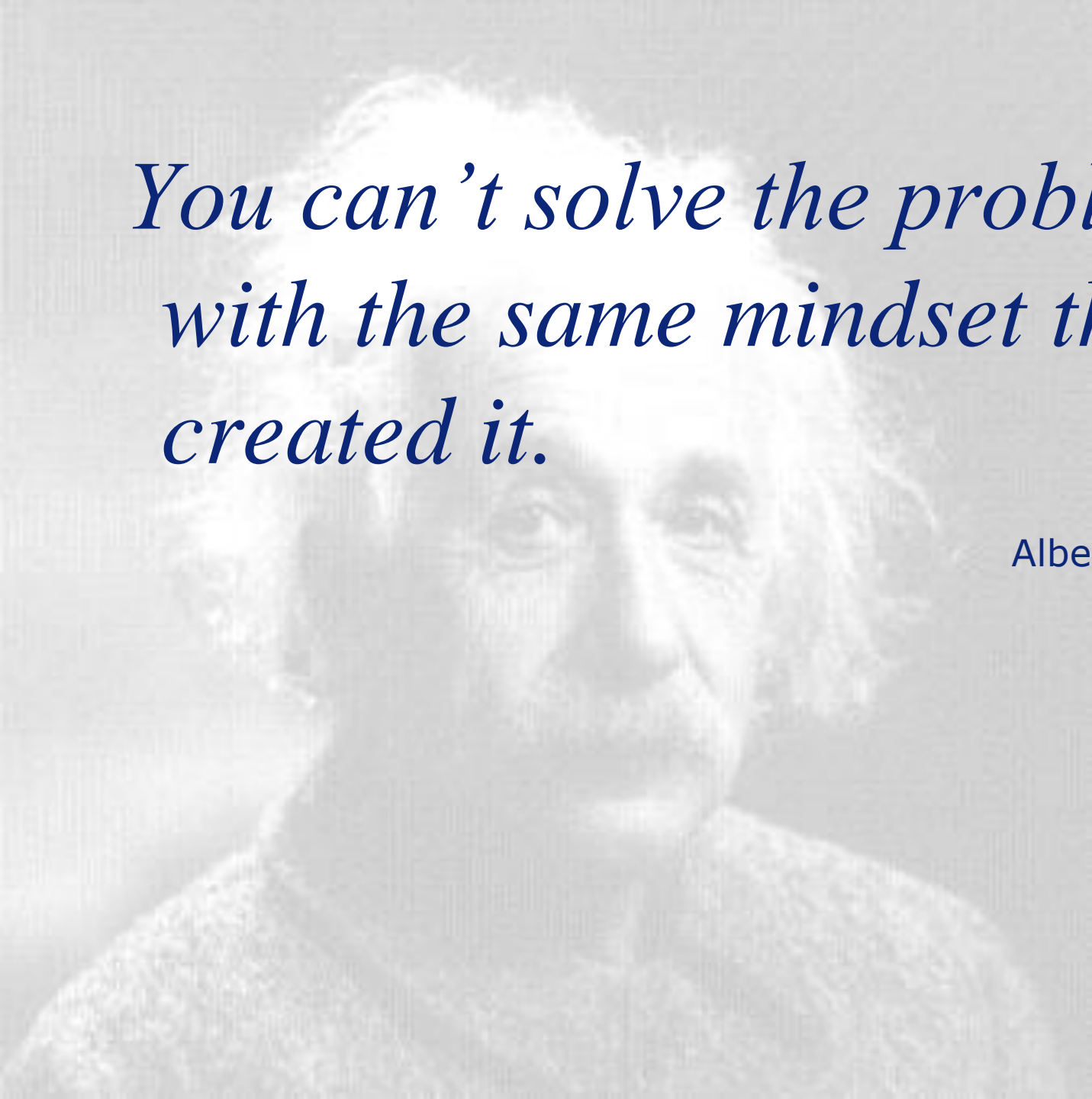
- Creating an environment of trust
- Goal creation – who's responsibility
- Setting SMART goals – deliverables and timelines
- Personal and Business Value and Impact
- Tracking completion of goals





*To survive in the 21st
century, we will need
leaders who can
conquer the volatile,
turbulent times we
face by learning to
unleash the full
potential in others.*

Warren Bennis



*You can't solve the problem
with the same mindset that
created it.*

Albert Einstein



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*Are you ready to
create innovative
leadership growth
solutions?*