Leadership is Everybody’s Business:
Cascading Leadership Throughout the Enterprise

The Leadership Challenge Forum
August 6 - 7, 2009
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
“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

- 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?

CRISIS = Danger + Opportunity
What is a Leader?

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

21\textsuperscript{st} century leaders have \underline{Constituents} not \underline{Followers}
What is Leadership?

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

Introducing The Leadership Practices® in India

Deloitte Women's Initiative Presentation and Workshop
Hyderabad, India, May 2009
Leadership Challenge Throughout the Enterprise

Leadership Practices Inventory

Foundational
- Leadership is Everybody’s Business
  - LPI Self

Advanced
- Leadership Challenge Workshop
  - LPI 360°

Mastery
- Leadership Challenge Workshop for Executives
  - LPI 360°

Leadership is Everybody’s Business

Leadership Challenge Workshop

Leadership Challenge Workshop for Executives

LPI 360°
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

- Values & Ethics
- Physical & Mental Health
- Intellectual Understanding
- Emotional & Social Competence
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
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.”

— Ordway 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
Are you ready to create innovative leadership growth solutions?