



Developing Tomorrow's Leaders

CASE District VIII

February 24, 2011

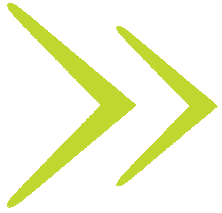
Presented by:

Stu Reid, Senior VP & Partner

KCI (Ketchum Canada Inc.)



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- A person in a suit is shown from the chest up, looking through a pair of black binoculars. The person's face is partially visible on the right side of the frame. The background is a solid, light blue color. The text is overlaid on the left side of the image.
- **what is leadership?**
 - **the importance of leadership development.**
 - **EQ vs IQ and their impact on leadership.**
 - **attracting, retaining, and nurturing leaders.**



What does
“leadership”
mean to you?

Leadership definitions abound...

“the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”. –

Martin M. Chemers

Social Psychologist – U. California Santa Cruz
& Author – “An integrative theory of leadership”

Leadership definitions abound...

“Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.” –

Peter Drucker

Leadership Expert & Academic

Author of 39 books

...with many theories to match.

- Trait theory
 - describe the types of behavior and personality tendencies associated with effective leadership
- Behavioural & style theories
 - based on the leaders' concern for people and their concern for goal achievement
- Situational theories
 - different situations call for different characteristics
- Transactional vs. Transformational theory
 - Power-based vs. motivational-communication based

Managers vs. Leaders

Warren Bennis (1989) drew twelve distinctions between managers and leaders:

- Managers administer; leaders innovate.
- Managers ask how and when; leaders ask what and why.
- Managers focus on systems; leaders focus on people.
- Managers do things right; leaders do the right things.
- Managers maintain; leaders develop.
- Managers rely on control; leaders inspire trust.
- Managers have short-term perspective; leaders have long-term perspective.
- Managers accept the status-quo; leaders challenge the status-quo.
- Managers have an eye on the bottom line; leaders have an eye on the horizon.
- Managers emulate the classic good soldier; leaders are their own person.
- Managers imitate; leaders originate.
- Managers copy; leaders show originality.

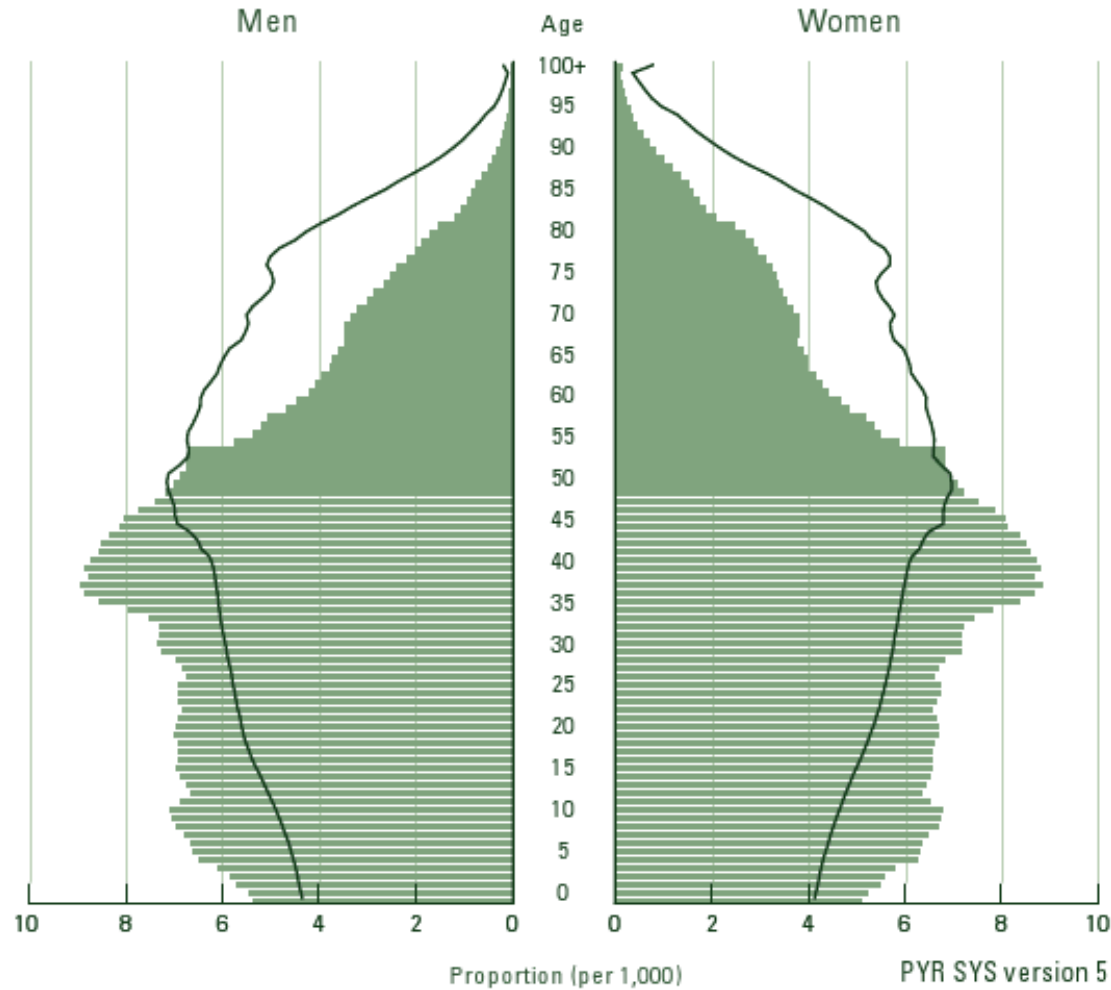
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»» *McKinsey's War for Talent*

- The Study
 - Year-long study conducted in 1998 by international consulting firm McKinsey & Co.
 - Involved 77 companies and nearly 6,000 managers and executives
- The Key Finding
 - *the most important corporate resource over the next 20 years will be talent: smart, sophisticated businesspeople who are technologically literate, globally astute, and operationally agile*



Reframing for NFP sector





Reframing for the charitable sector

- And thus we have a very serious challenge which some people call a “leadership gap”
- Good news:
 - Many people in our sector want to be leaders
 - 18% of AFP 2007 survey respondents reported wanting to be in higher levels of management
 - Skills can be taught, and experience can be acquired
- Not-so-good news:
 - Not everyone believes that leadership can be learned
 - Our sector does a poor job of leadership development

- 
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IQ...EQ...

IQ

- Intellect
- 'Threshold' capability for executives
- Cannot be learned
- Can be reinforced

EQ

- Personal capabilities or competencies
- Typifies outstanding leaders
- Can be learned
- Not nice to have... but need to have

IQ...EQ...SI.

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SI

- Your success depends on others being successful
- Listening & paying attention to what's said
- Rapport, empathy, & skilled interaction with others

>> IQ...EQ...SI.

IQ

- Intellect
- 'Threshold' capability for executives
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- le...
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- rei...

EQ

- Personal capabilities or competencies

SI


- Your success with others
- ...successful
- ...aying
- ...hat's
- Rapport, empathy, & skilled interaction with others

Hire for EQ and SI, not just IQ...
Hire for leadership potential, not just tactical skill.

...have... but
need to have



Can leadership be
learned?

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The Leadership Challenge

- Encouraging diversity
- Managing expectations
- Establishing performance metrics
- “Eyes on the horizon, hand on the tiller”
- Breaking down the silos

Succession planning

- The precursor to good leadership development.
 - At all levels of the organization
 - In consultation with senior management and involving the staff under consideration
 - Open and transparent
 - Accountabilities on both fronts

Planning for Succession

Who?

Why?

What?

Where?

How?

When?

Who...has the potential to succeed in this role?

Why...do you believe they will be successful?

What...do they need to work on to be ready for the role?

Where...can they get the help they need?

How...can they practice, grow and improve?

When...might they be ready? (and how do you know?)

Nurturing leadership

Who?

Why?

What?

Where?

How?

When?

Who will guide your developing leaders
on their leadership journey?

Building & Leading Teams

- Identify and understand individual differences
 - Learning styles
 - Team member roles
- Watch for the five dysfunctions:
 - Absence of trust
 - Fear of conflict
 - Lack of commitment
 - Avoidance of accountability
 - Inattention to results

> Patrick Lencioni – The Five Dysfunctions of a Team

Where to get help?

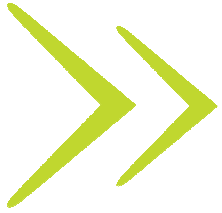
- Share your goals with your supervisor, ask for help
- Self-directed readings
- Continuing education @ university / college
- Find a mentor
- Psychotherapy (especially for EI development)
- Professional coach
- HR department (larger orgs)
- Ask your colleagues
- Ask your Board members
- Courses to fill in missing knowledge gaps
- Projects and/or volunteer work to fill missing experience gaps
- OTHER SOLUTIONS?

Leadership Positioning¹

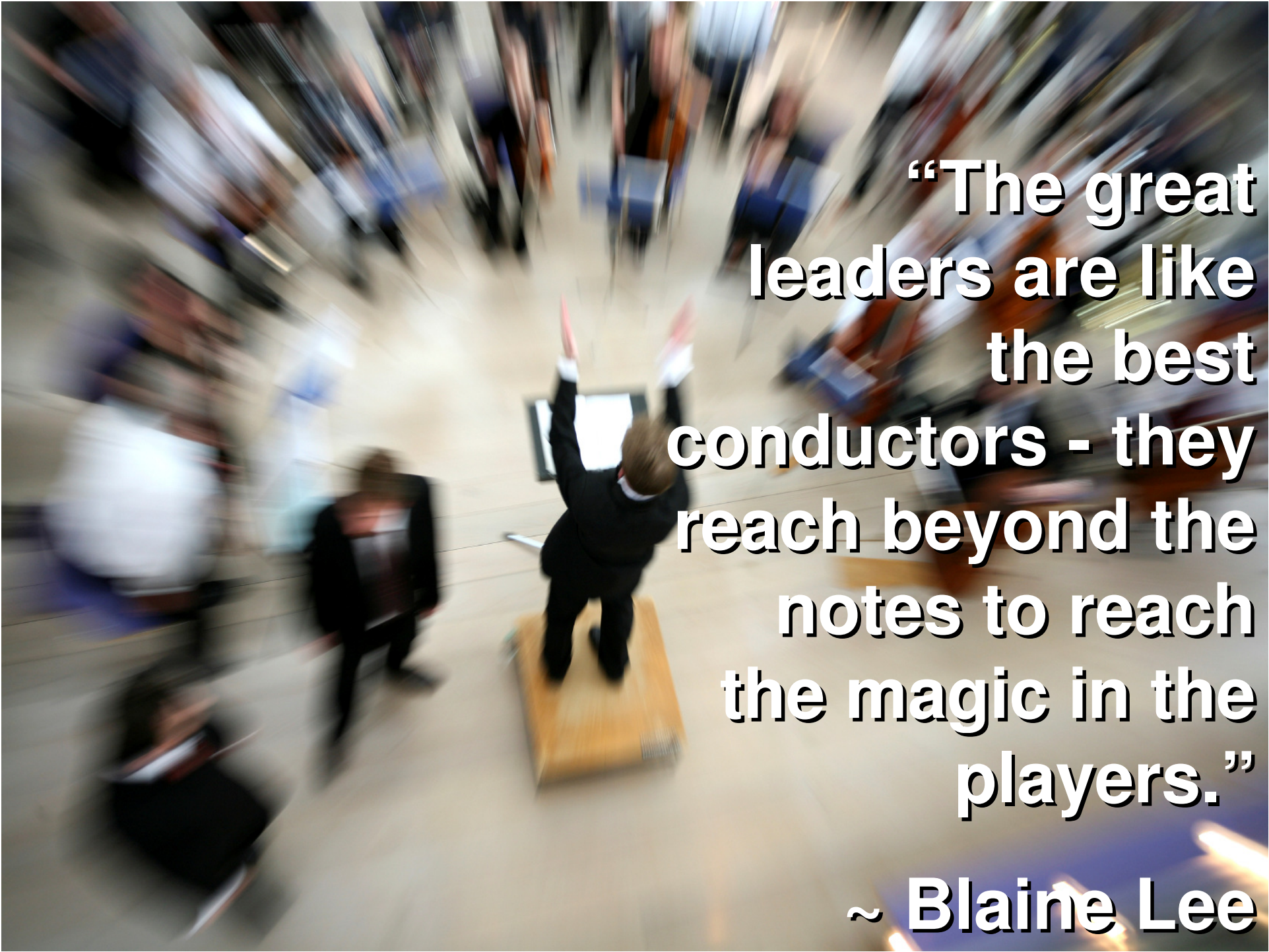
- Ensure your boss, HR, and the organization are aware of your career goals
- Ruthlessly assess your strengths and your limitations
- Listen to feedback, seek to understand and learn from it
- Take control of your own professional development and personal growth:
 - Read, read, read, read, read
 - Take courses (min. Bachelor's degree for upper management)
 - Get your CFRE
 - Lack of “soft skills” / low EQ can be very limiting

»» *Leadership Positioning²*

- Volunteer for new tasks & assignments
- Find a mentor, internally or externally
- Watch people you admire, emulate them
- Be prepared to make tough career choices and sacrifices: *the Top Dollar is not always the Bottom Line!*



Questions & Discussion



**“The great
leaders are like
the best
conductors - they
reach beyond the
notes to reach
the magic in the
players.”**

~ Blaine Lee



Keep in touch!

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