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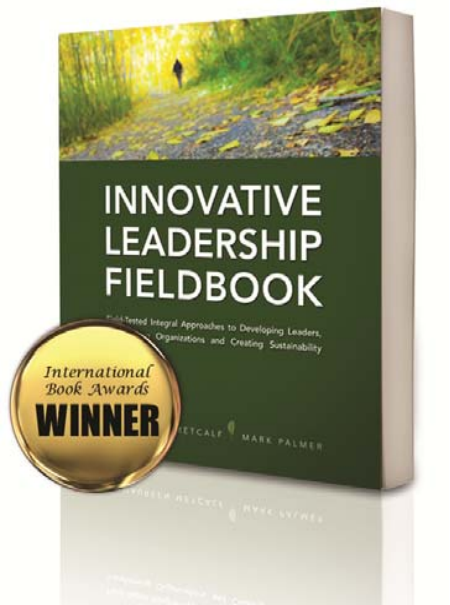
VISION
PERSPECTIVE
RESILIENCE
ENGAGEMENT



Innovating How You Lead

One Water

Presented by:

Maureen Metcalf, MBA

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Maureen Metcalf

We're scholars and practitioners of what we teach

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Outcomes from Session

- Understand the innovative leadership framework
- Identify your strengths and weaknesses
- Identify 1-2 areas of focus to allow you to build innovative leadership for each leader – development plan

By Choconancy1

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Agenda

- Introduction to Innovative Leadership
- 5 Elements of Innovative Leadership – Assessment & Discussion
- Individual Development Planning
- What Next?

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What Challenges Are You Facing?

- Faster pace
- Unparalleled complexity
- Global relationships
- Many functions now outsourced

- Exponentially accelerated innovation has shortened the product lifecycle

Global interconnection and technology have changed the drivers of business leadership and success

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Leadership Still Matters

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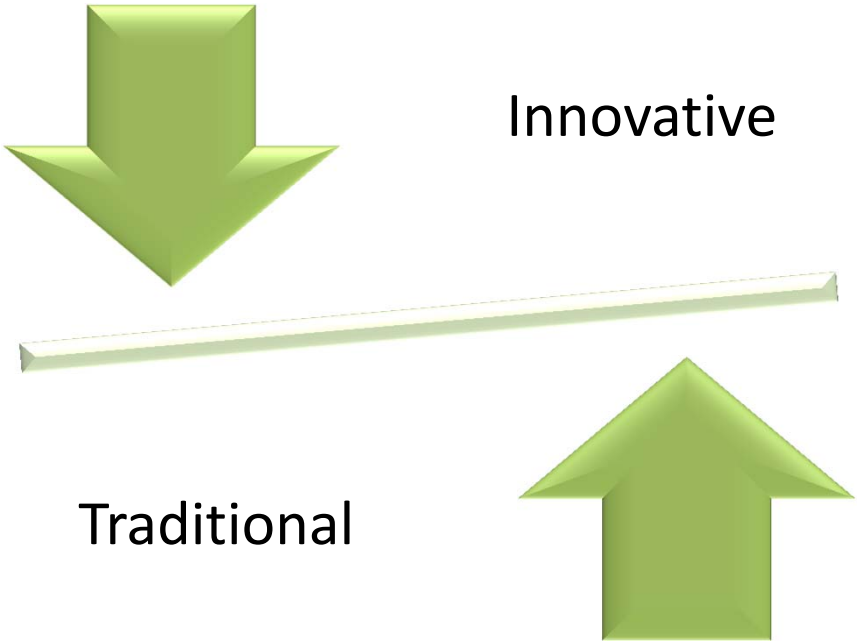
Innovate Your Leadership to Meet Complex Challenges



Innovative leadership means leaders influence by *equally:*

- engaging their <u>personal</u> intention and action
- with the <u>organization's</u> culture and systems

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Five Elements of Innovative Leadership

For leaders to consistently deliver results there are five key domains that must all function cohesively at a high level of competency.

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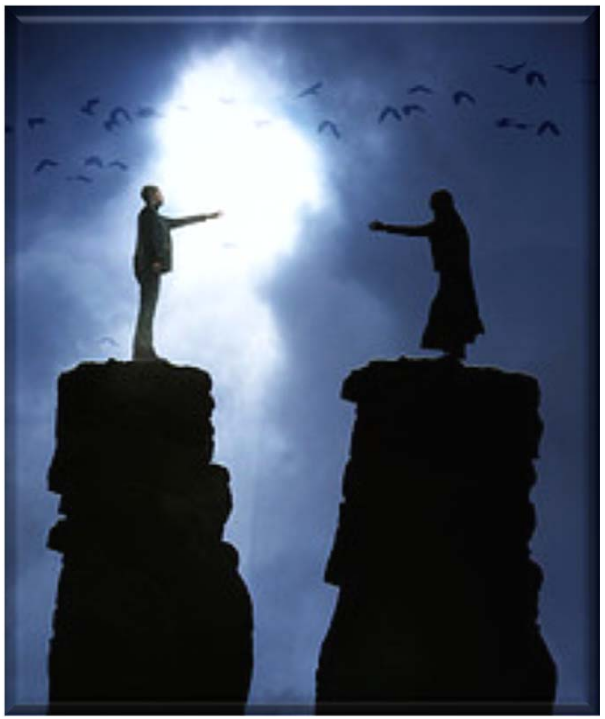
Type Helps You…

- Understand ***why*** you feel, think, and act certain ways.
- Manage your own emotional reactions and thoughts.
- Develop the ability to understand other people and to put yourself their shoes.
- Become more proficient in managing relationships and building teams.
- More effectively manage change.



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What is Developmental Perspective?

Stage	Your %	USA Managers	USA Mixed Adults
Diplomat		8%	11%
Expert		48%	37%
Achiever		35%	30%
Individualist		5%	11%
Strategist (Level 5)		**1%**	**5%**
Magician		<1%	2%
Ironist		<1%	<1%

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All Levels are Necessary

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What is Resilience?

- Remaining flexible in the face of change and the unknown
- while maintaining focus on vision and long term goals
- we change based on the changing environment

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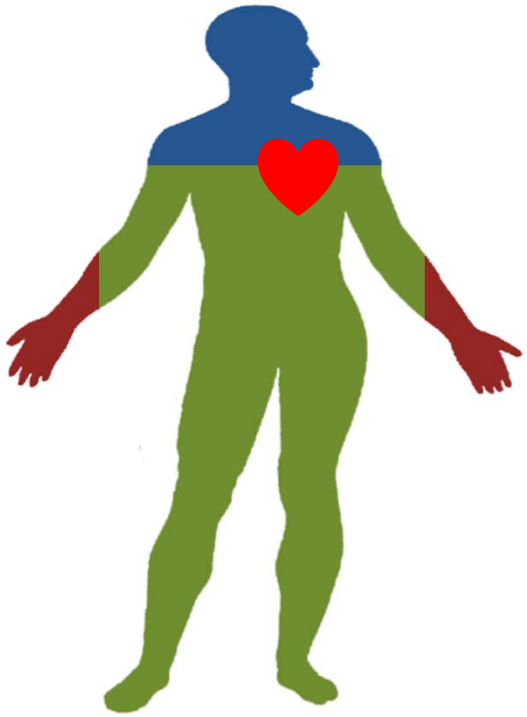
Keys to Resilience

Manage Thinking



Fulfill Life Purpose Using Emotional Intelligence

Maintain Physical Wellbeing

Harness the Power of Connection

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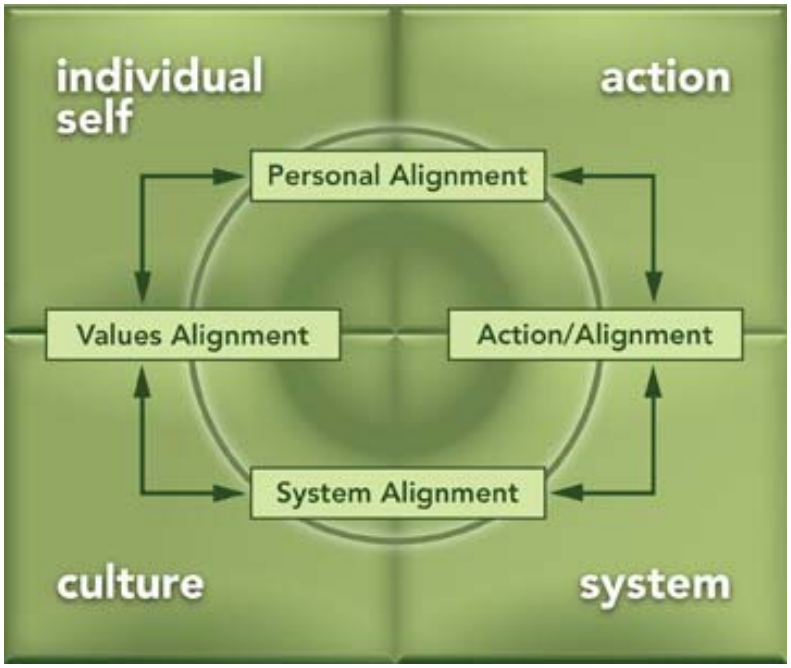
Situational Analysis



- Increase productivity through alignment
- Proactively plan adjustments to all components
- Understand and align your individual values and goals
- Understand how your behavior impacts organizational success

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Leadership Behaviors

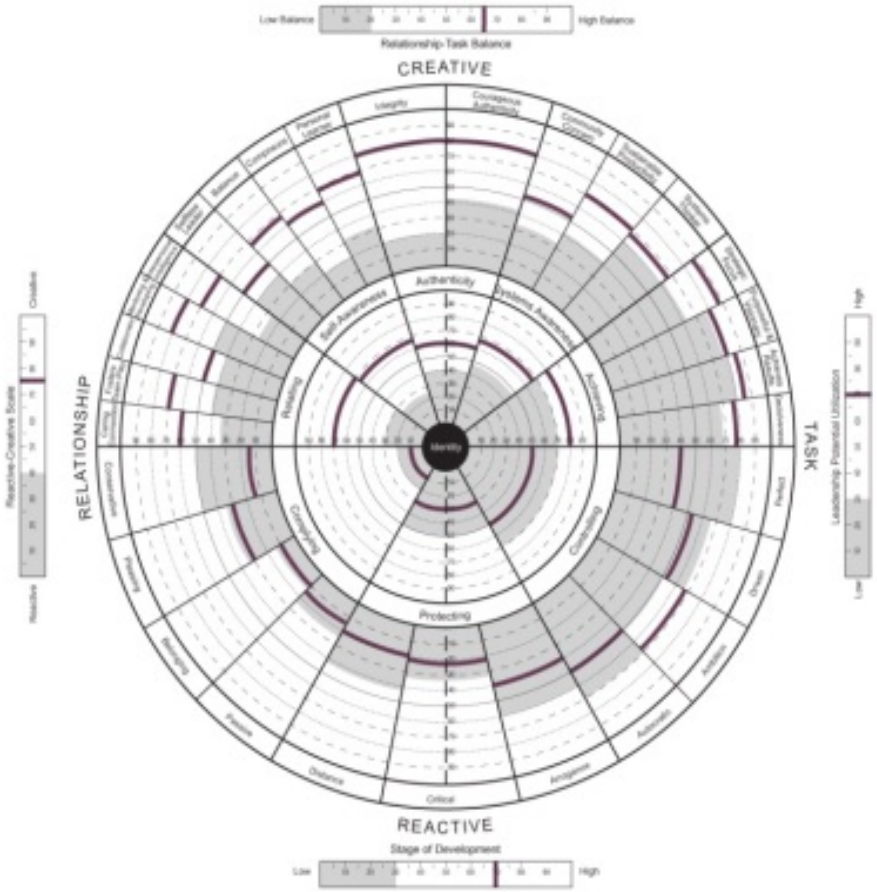

Image: The Leadership Circle Profile

- Leadership behaviors are the observable actions that impact organizational success
- Creative /Proactive behaviors are most effective
- Reactive behaviors inhibit success during times of change

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Leadership Behaviors

Transformational Leader Action Logic Competencies At Strategist And Beyond **This is a list of "Level 5" competencies focused on how you make sense of the world. The way you see the world drives how you behave. Very few people operate fully at this level, we are providing this list to help you see what Level 5 Leaders generally experience when they are operating at their highest potential.**	
Professionally Humble	*Cares about getting it right ahead of being right* • Committed to personal and organizational mission as "north star" and focal point for where to invest energy in service of leaving a legacy • Cares more about the organization and the result than her/ his image • Freely, happily, and instinctively gives credit to others • Puts principles ahead of personal gain
Dogmatically Committed to Right Action	*Is unstoppable and unflappable when on a mission* • Has the dichotomous ability to be fully committed, hard driving, fully focused and yet not experienced as either myopic or stubborn • Has the ability to 'stay the course' when under pressure
A 360 Degree Thinker	*Has the 'Balcony View' of the business* • Innately understand the systems, constraints, perceptions, near term, long term, and secondary impacts of business strategy and decisions- and how to transform them to complete amazing results • balances competing commitments of multiple constituents on a regular basis • Thinks in terms of systems, dialogues, and transformations when focusing on constraints and perceptions – consider the organizational context when making recommendations • Strong commitment to continual personal learning and building learning systems • Understands cross organizational impact – striving to understand the interconnection across multiple complex systems and make highly informed decisions considering implications across broader contexts
Intellectually Versatile	*Has developed interests, expertise, and curiosity beyond the job and organization* • Despite a devout commitment to the job and the organization, they are always interested and involved with areas beyond their comfort zones • Takes a special interest in political, national, and international developments • Use external interest to enhance legacy and provide balance in life

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Leadership Behaviors

Transformational Leader Action Logic Competencies At Strategist And Beyond	
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Highly Authentic and Reflective	*Is not constrained by personal appearance but is highly focused on personal behavior* • Highly committed to personal growth and development and growing and developing others • Is so undefended and open to feedback it may be surprising • Seeks out discussions and feedback even in uncomfortable situations • Able to manage emotions in the most difficult situations – understand the impact and contagious nature of emotions so they develop skills to recognize them, manage/metabolize them and relate to others productively • Able to maintain perspective in times of stress, taking a long term view and remaining vision focused, they are less challenged by difficult situations than others • Demonstrates emotional courage – willing to confront challenging situations • Continually looking for ways to enable the organization to improve its ability to meet its mission more efficiently and effectively
Able to Inspire Followership	*Has the special ability to connect with people at all levels of the organization to create a shared vision* • Intuitively understands change, the steps to managing change, and how to help the organization overcome its resistance to change. Has an innate ability to diffuse conflict without avoiding or sidestepping the source of the conflict • Has a great ability to use humor effectively to put people at ease • Able to relate to a broad range of people and understand their motivators and stressors. Innately connect projects to the individual goals while working to overcome barriers. • Able to provide valuable feedback to others in a manner that is supportive of growth and development of the recipient
Innately Collaborative	*Welcomes collaboration in a quest for novel solutions that serve the highest outcome for all involved* • Seeks input from multiple perspectives – valuing diverse points of view • Creates solutions to complex problems by creating new approaches that did not exist, pulling together constituents in novel ways, creating broader and more creative alliances • Understands that in a time of extreme change, input from multiple stakeholders with diverse points of view are required

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Leadership Development Process

You can use the *Innovative Leadership Fieldbook* to support your ongoing development process.

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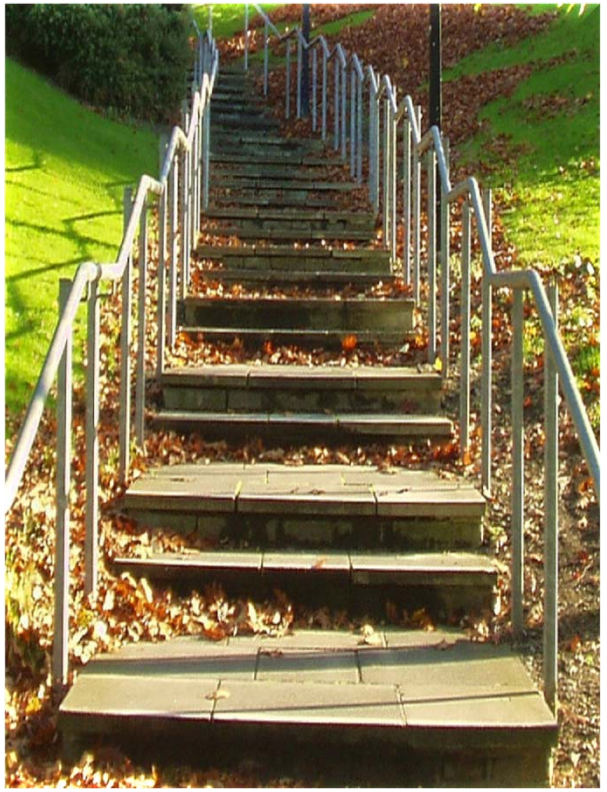
Create Your Journey

- Now that you have a clearer picture of innovative leadership, look at this staircase. If highly effective leadership is at the top of the stairs, where are you standing today?
- What do you need to do to get to the next step?
- Will you commit to getting to the next step? By when?
- Who do you want to discuss your commitment and progress with?



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What Can You Do Next?

- Assess leadership type, developmental perspective, and behavior (360);
- Provide feedback and coaching to promote individual development;
- Update Leadership Development programs to help current and high potential leaders become more aligned with leadership innovation and build on team cohesion;
- Develop interview questions that point to leadership innovation for hiring and promotion;
- Develop teams that demonstrate and support leadership innovation;
- Develop a culture that supports qualities aligned with business success and leadership development;
- Updating performance management system/process to align with leadership development program.

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The Contract: A Word From the Led

And in the end we follow them –
not because we are paid,
not because we might see some advantage,
not because of the things they have accomplished,
not even because of the dreams they dream
but simply because of who they are:
the man, the woman, the leader, the boss
standing up there when the wave hits the rock,
passing out faith and confidence like life jackets,
knowing the currents, holding the doubts,
imagining the delights and terrors of every landfall:
captain, pirate, and parent by turns,
the bearer of our countless hopes and expectations.
We give them our trust. We give them our effort.
What we ask in return is that they stay true.

- William Ayot

By James Jordan

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In Closing

Thank you!

Additional assistance and resources are available:

- Leadership Assessments
- Innovative Leadership Workshop Series
- Online Leadership Development Programs
- Coaching
- Books and workbooks (http://www.innovativeleadershipfieldbook.com)

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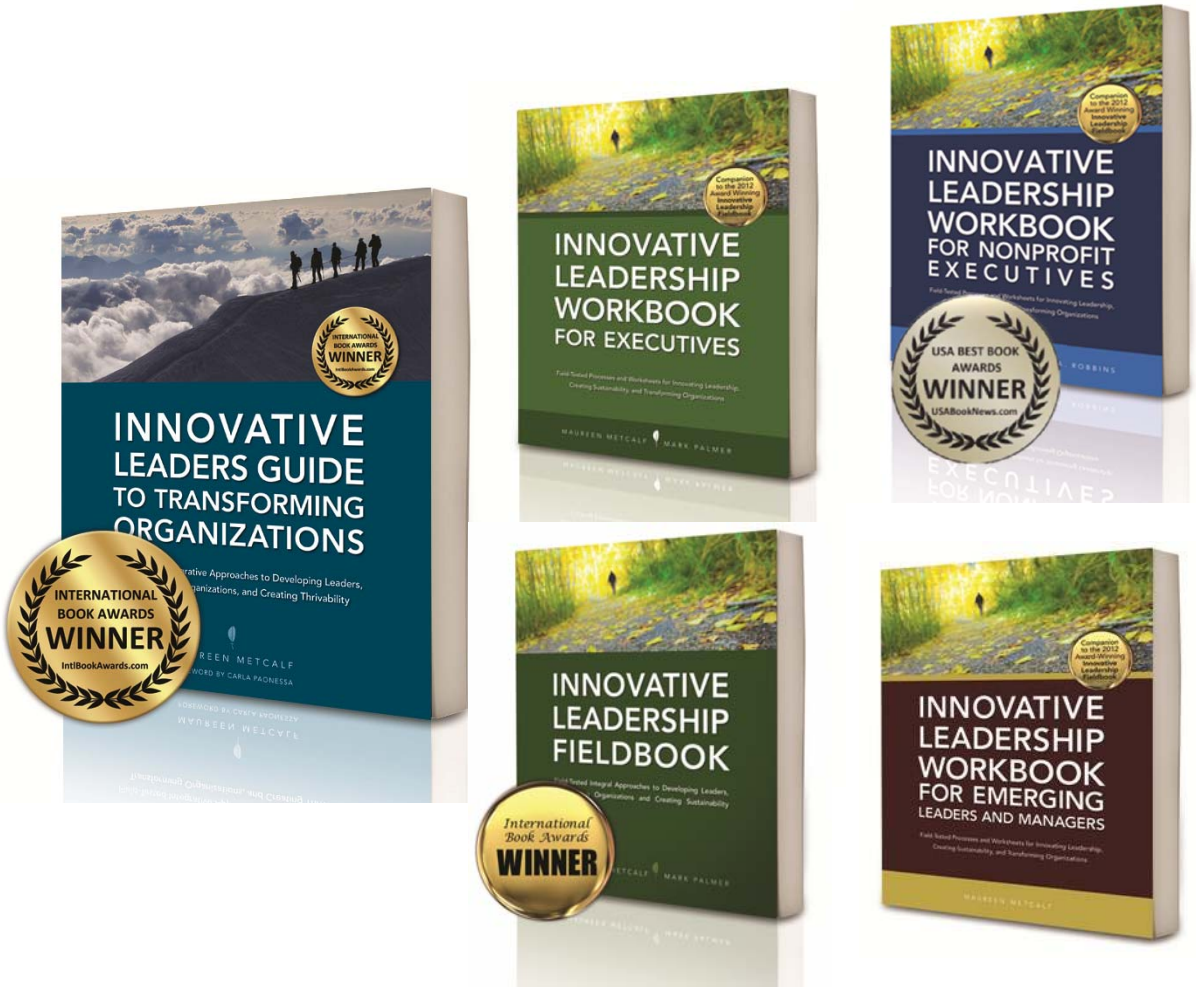
Books & Online Programs



Future Workbooks

2013 - 2014

- Global Leader
- Individual Contributor
- Physician Leader

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