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The Key to Organizational Agility: Leadership Speed

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Presented at The Extraordinary Leadership Summit
July 13, 2016

A handout of this presentation is available to download now in the "Handouts" section of your webinar tools.

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Comments from a Recent Forum

- Our executives and managers don't have time for development...but they personally want to be developed.
- How do we create learning where it does not ever appear as learning?
- I would like a dramatic learning experience, that is no longer than 90 minutes, can be viewed in person or on line, when people are available and can create a meaningful positive change.

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Insights on Keys to Leadership Learning & Change

- Leaders need evidence that their efforts will pay off.
- Assessment is a necessary element because it helps to create a felt need.
- Non-linear development is the best approach to help leaders improve.
- Follow-up is critical.
- Most people are not doing any development.

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Why Leadership Speed is Important

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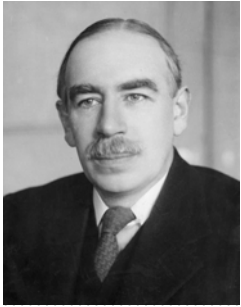
Work is Changing

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3-hour Workday?

1930 Prediction by John Maynard Keynes

- In approximately two generations, the American workweek would shrink to 15 hours
- Reality: More Efficiency = Doing a lot More



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Key Take Away—

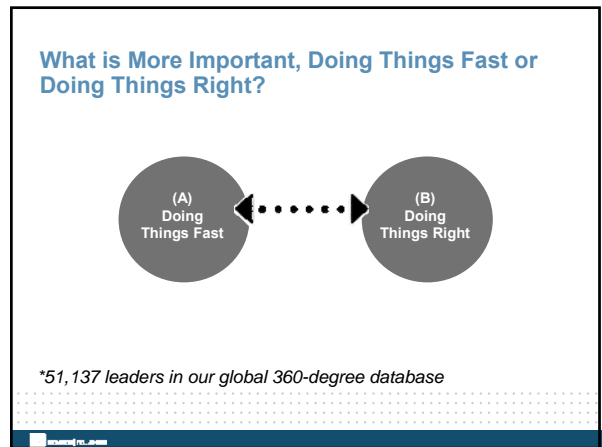
Speed of Execution is a Competitive Advantage

“Human beings have never opted for slower.”
— Stephen Kern



The common definition of speed is to act or move quickly.

But does simply moving faster make leaders more effective?



If You Are Effective At Doing Things Fast...

(A) Doing Things Fast
If this IS a strength...

(B) Doing Things Right
But this ISN'T...

The probability of being an extraordinary leader: 2%

If You Are Effective At Doing Things Right...

(A) Doing Things Fast
If this ISN'T a strength...

(B) Doing Things Right
But this IS...

The probability of being an extraordinary leader: 3%

If You Are Effective At Both, You Get A "Powerful Combination"

(A) Doing Things Fast
If these are BOTH strengths...

(B) Doing Things Right

The probability of being an extraordinary leader: 5% + 2% = 7%

Leadership Speed

The ability to Execute **Fast AND Right**

Impact to You, the Team, the Organization

Impact to YOU—Effectiveness

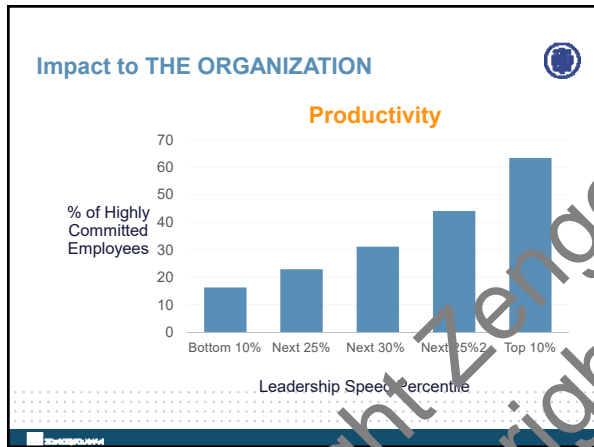
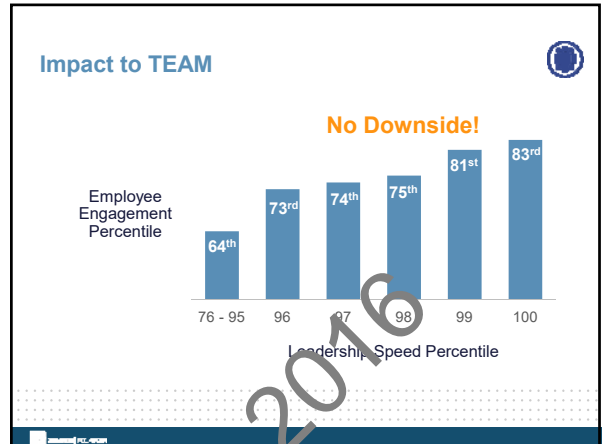
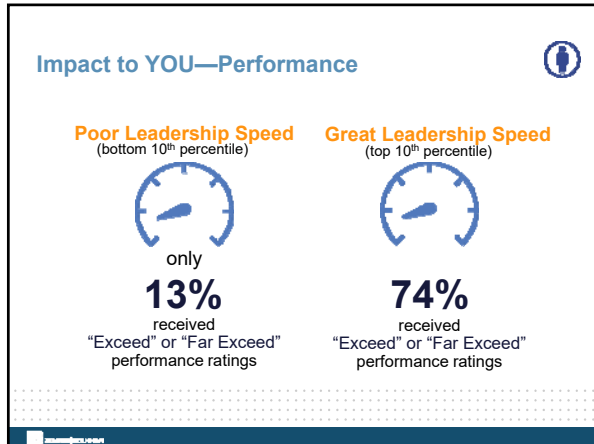
Overall Leadership Effectiveness

40th
Below the 75th Percentile

83rd
Top Quartile

2X more effective

Leadership Speed Percentile



Key Take Away—Impact to YOU

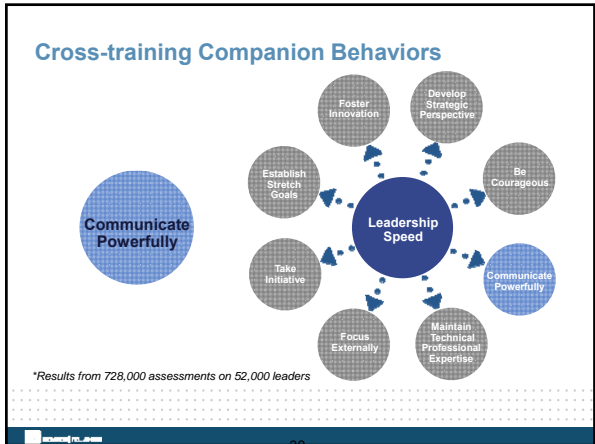
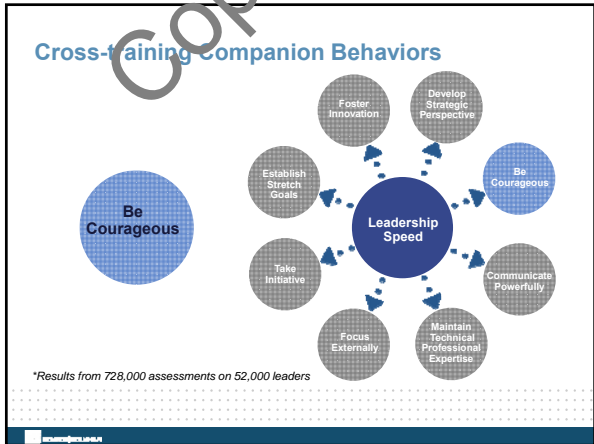
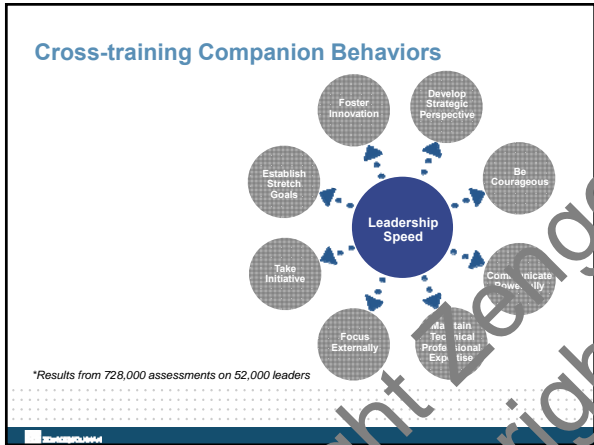
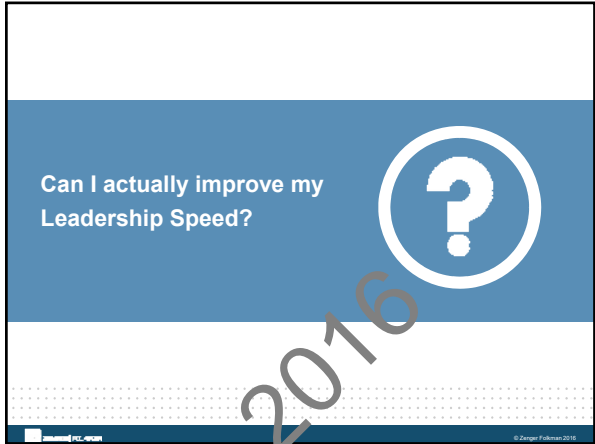
Improve Effectiveness & Performance

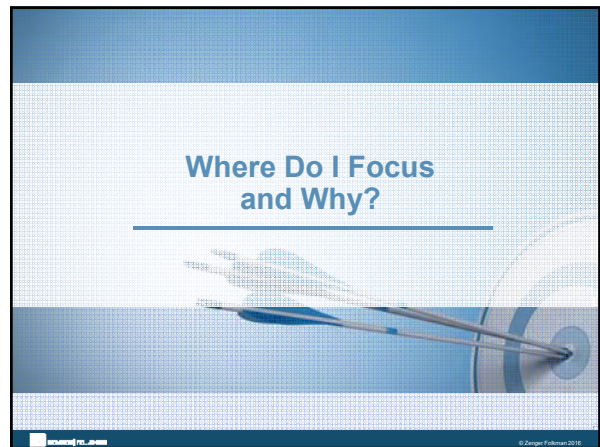
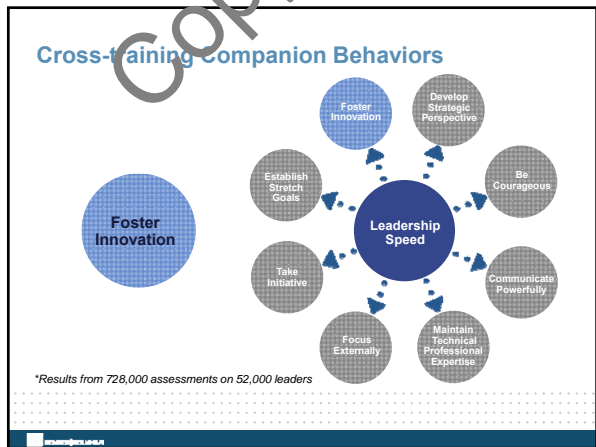
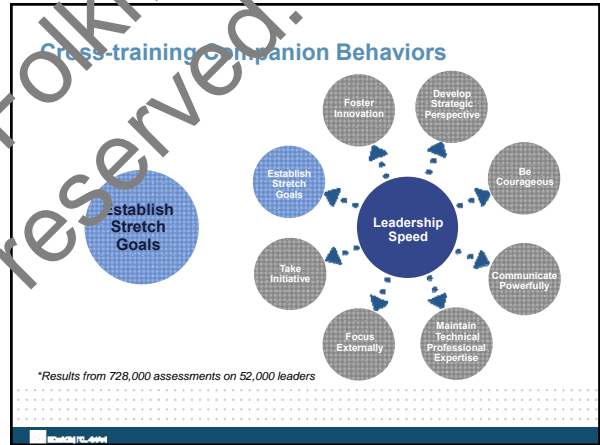
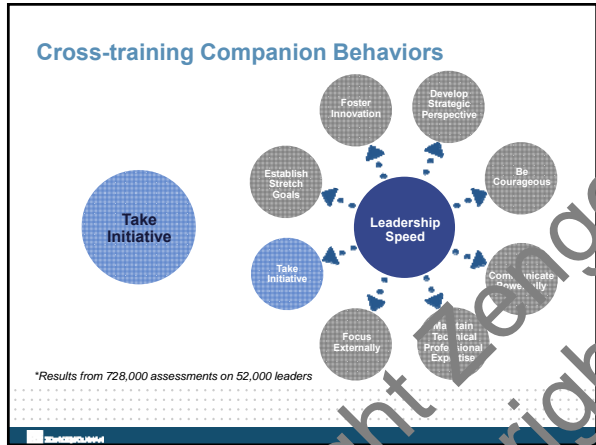
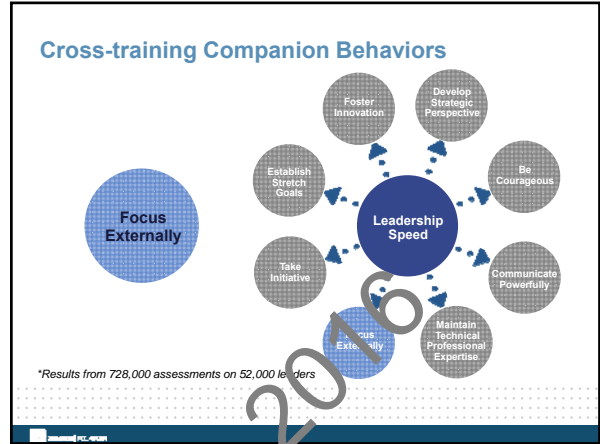
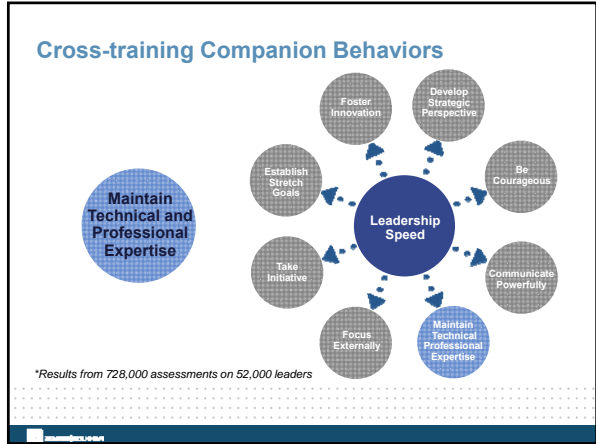
Key Take Away—Impact to the TEAM

Increase Engagement

Key Take Away—Impact to THE ORGANIZATION

Organizational speed is a key strategic differentiator





Activity: Organizational Need

What would make the most positive impact in achieving priorities?

Item	Impact (approx. score)	Checked
Outlining a clear strategy that would ensure success.	1.0	<input type="checkbox"/>
Correcting something that is not working within the team.	2.0	<input checked="" type="checkbox"/>
Delivering more meaningful communications to the team.	3.0	<input checked="" type="checkbox"/>
Learning something new that could lead to a significant improvement.	4.0	<input checked="" type="checkbox"/>
Understanding better what it takes to compete in our marketplace.	4.5	<input checked="" type="checkbox"/>
Stepping forward to take on a project that is getting neglected.	5.0	<input type="checkbox"/>
Establishing a difficult target for the team to accomplish.	5.0	<input type="checkbox"/>
A new innovative approach to getting work done.	5.0	<input checked="" type="checkbox"/>

Activity: Organizational Need

Which is of more concern to your senior leaders right now?

Item	Concern (approx. score)	Checked
Outlining a clear strategy that would ensure success.	1.0	<input type="checkbox"/>
Correcting something that is not working within the team.	2.0	<input checked="" type="checkbox"/>
Delivering more meaningful communications to the team.	3.0	<input checked="" type="checkbox"/>
Learning something new that could lead to a significant improvement.	4.0	<input checked="" type="checkbox"/>
Understanding better what it takes to compete in our marketplace.	4.5	<input checked="" type="checkbox"/>
Stepping forward to take on a project that is getting neglected.	5.0	<input type="checkbox"/>
Establishing a difficult target for the team to accomplish.	5.0	<input type="checkbox"/>
A new innovative approach to getting work done.	5.0	<input checked="" type="checkbox"/>

Activity: Organizational Need

What would make the most positive impact to your role right now?

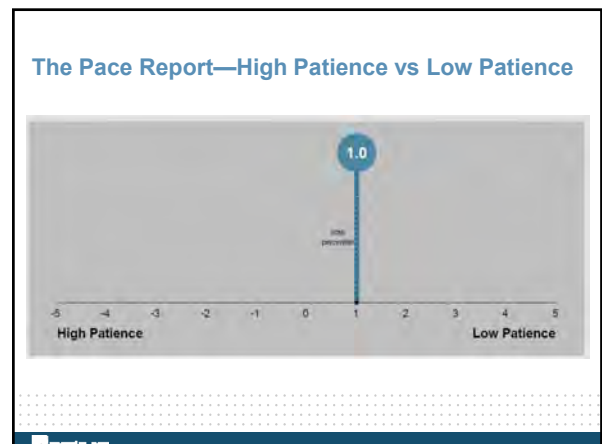
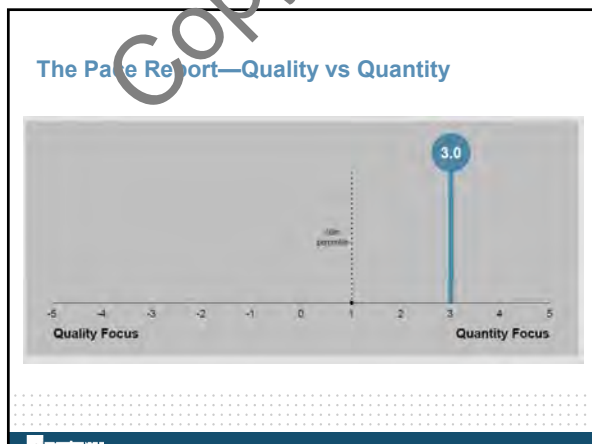
Item	Impact (approx. score)	Checked
Outlining a clear strategy that would ensure success.	1.0	<input type="checkbox"/>
Correcting something that is not working within the team.	2.0	<input checked="" type="checkbox"/>
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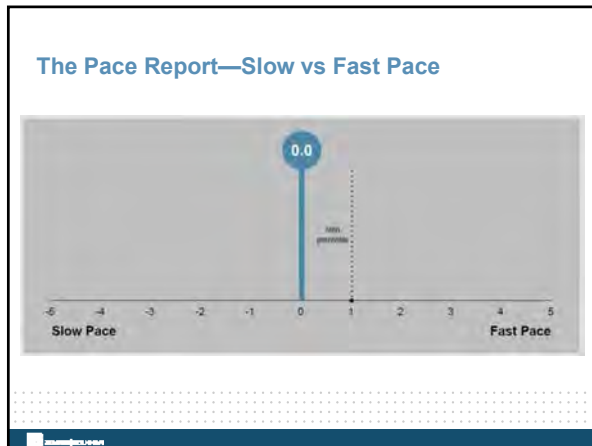
Your Pace Assessment

To achieve proficiency at Leadership Speed, you need to Execute Fast AND Execute Right.

Your Pace assessment will help you understand your "Comfort Zone".

Are you more comfortable with Executing Fast or Executing Right?

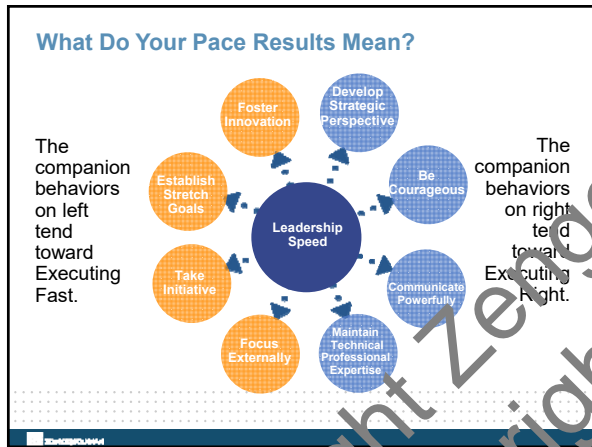




What Do Your Pace Results Mean?

If the scale indicates you have a faster pace...
 this does not equal proficient Leadership Speed, but suggests that you have a preference for Executing Fast.

If the scale indicates you have a slower pace...
 this does not equal deficient Leadership Speed, but suggests that you have a preference for Executing Right.



Activity: Using Your Pace Assessment

Select 4 companion behaviors. Your Pace score will help you determine which companion behaviors will increase your Leadership Speed by executing both Fast and Right.

	Develop Strategic Perspective	Be Courageous	Communicate Powerfully	Maintain Technical Professional Expertise	Focus Externally	Take Initiative	Establish Stretch Goals	Foster Innovation
Execute Right	1	2	2	0	3	3	1	4
Execute Fast		✓	✓	✓	✓			
Total	1	2	2	0	3	3	1	4



Development Guide

The development guide provides information on each of the 8 companion behaviors.

1. Develop Strategic Perspective

THEORY
 Leaders who are effective at leadership speed are also highly effective at demonstrating strategic perspective. Have you had the experience of driving but not being absolutely clear about where you were going? Your natural reaction is to slow down. Understanding the strategy is a key component to executing fast and executing right.

DESCRIPTORS
 Leaders who use this companion behavior...
 • Create a clear, concrete, and vibrant picture of the future
 • Are forward thinking and strategic, rather than merely tactical
 • Make lofty future goals appear attainable

The companion behavior enables leaders and their teams to...
 • Embrace a new direction
 • Keep the big picture in mind despite the need to juggle multiple priorities
 • Understand how their work contributes to the organization's goals
 • Quickly reach agreement on the path they should be taking
 • Make quick decisions based on what is most important for the long term

Development Guide

The development guide also provide developmental suggestions for implementing each of the companion competencies.

Ideas for your Action Plan

Foster Innovation

- Show your positive attention on new ideas. Say three positive things before identifying concerns.
- Solicit "think-loud," mind-expanding proposals from your team.
- Discuss the lessons learned and show support when people try new approaches and fail.
- Find ways to encourage others to discover creative ways to increase productivity and solve problems.

Establish Stretch Goals

- Ask your group to achieve a difficult target focused on leadership speed.
- Create contingency plans to anticipate and avoid possible obstacles to keep goals on track.
- Communicate your high performance expectations for team members.
- Find ways to measure and report on goals until they are realized.

Develop Strategic Perspectives


- Make sure team members have access to information they need to align their work with the bigger strategy.
- Translate the organization's strategy into meaningful goals and personal objectives for team members.
- Eliminate competing priorities among the team.
- Ensure that systems support and align with the organization's strategy.

Be Courageous

- Favor an occasional mistake over inaction.
- Remove barriers (people, processes, or systems) that may be slowing you down.
- Ask for the things you need to be more successful in your functional role.
- Ask for clarity when you don't have it.
- Establish feedback mechanisms to gain insight into the work and the team.

Activity: Creating Your Plan

- List the two companion behaviors where you had the highest scores from page 11.
- Create an Action Idea statement to implement your selected companion behaviors. Suggestions on page 13.
- Identify the Important Accountability Dates.






In the Future

- We will still continue our traditional approaches to leadership development but...
 - Our research on speed taught us about the need for efficiency
 - By focusing on a specific topic, having online and in-person sessions, and creating online materials, we trained over 2,000 leaders in a month

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 - Elevating Feedback – October 5
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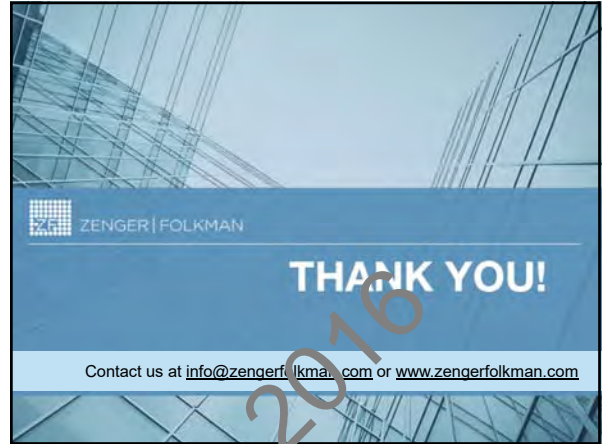
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