

7 Leadership Hurdles



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7 Leadership Hurdles



Rewards

- Skills
- Insight
- Self-confidence
- Wisdom

Retention of top management

Good fit for role

Good management fit

Good values fit

Opportunity to learn and grow professionally

Opportunity to make a meaningful
contribution

Recognition for contributions

7 Leadership Hurdles

1. Recruitment & Selection
2. Delegation
3. Feedback
4. Accountability
5. Teamwork
6. Agility
7. Authenticity

Traditional Hero's Quest

1. Chasm
2. Raging Waters
3. Riddle
4. Fires
5. Hostile natives
6. Snakes
7. Dragon

Return with the /prize/ IPO / inner wisdom

7 Leadership Hurdles

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1.

Chasm



1. Recruitment & Selection

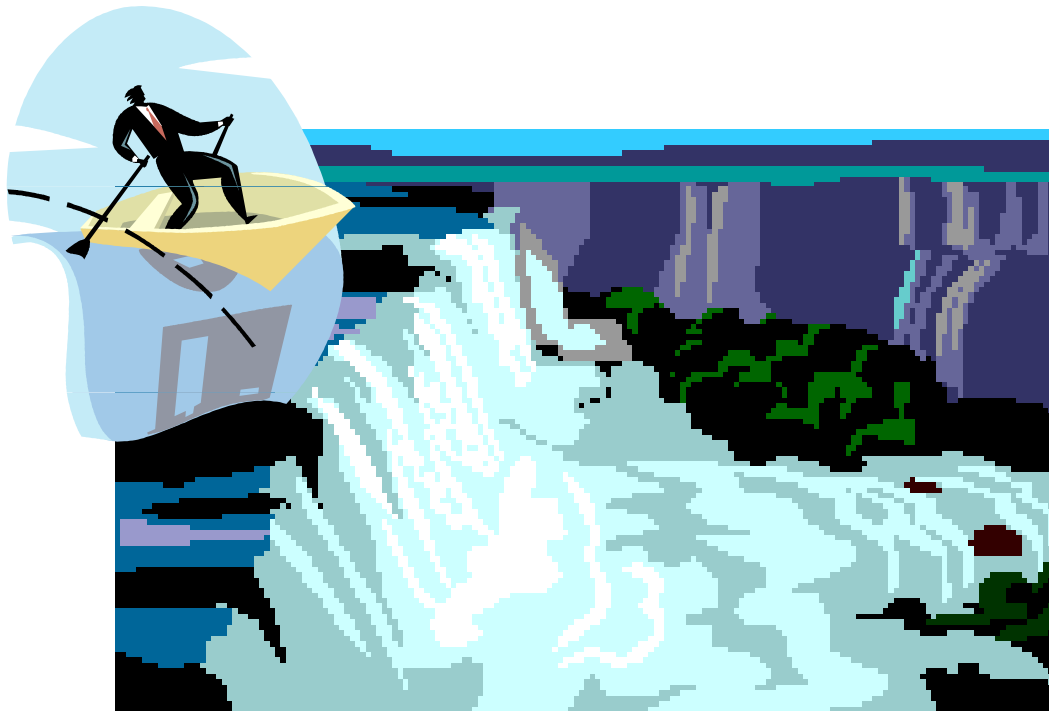
- First, Values
- Second, Skills
- Core competency
 - Learned vs. innate
 - “Tell me about a time when...”

1. Recruitment & Selection

Prize/Insight:

- Don't be afraid of what you don't know
- Don't be afraid to trust your gut
- Choose someone you'll want even when the business plan changes.

2.



2. Delegation

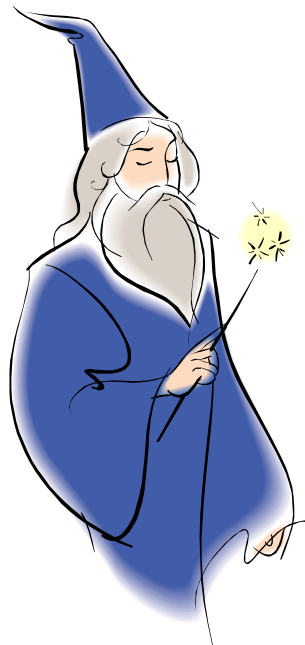
- Think “scalable”
- Establish milestones
- Take bigger chances each time
- Decide the “what”, delegate the “how”
- Delegate responsibility not just task

2. Delegation

Prize/Insight:

- Even though you're the best -- you can't grow if you do it all.
- The more you delegate the more you can do your best work where you add value.
- As you increase delegation, you are developing your staff for greater things.

3.



*The more you take the
more you leave behind.*

3. Feedback

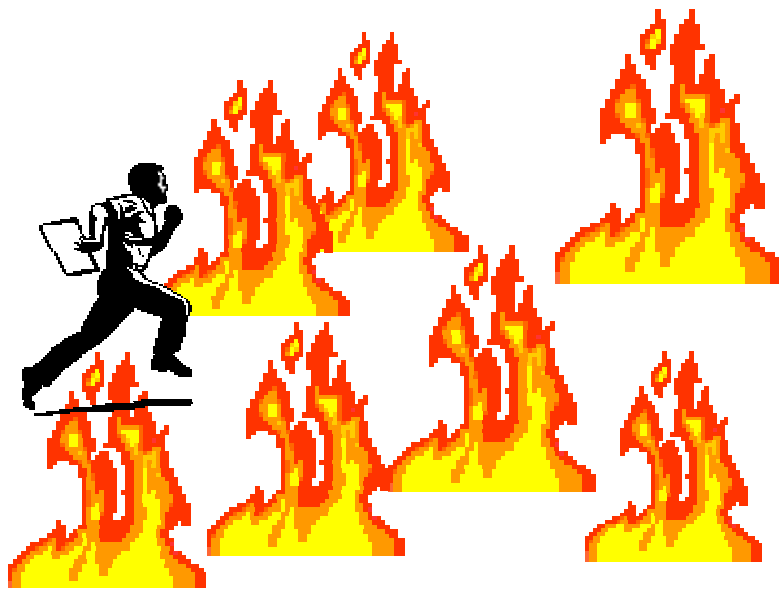
- Be honest and clear
- Be willing to deal with conflict
- Be specific, concrete, focus on present and future. Include impact to company.
“When you did not submit the RFP on time last Tues. we were ineligible to get the business. Next time you run into difficulty...”
- Feedback FROM others

3. Feedback

Prize/Insight

- “Spin” doesn’t fool anyone.
- The longer you take to address a problem, the less effective your feedback.
- Thanking people for criticizing you lets you know what they’re thinking and gives you the option of changing.

4.



4. Accountability

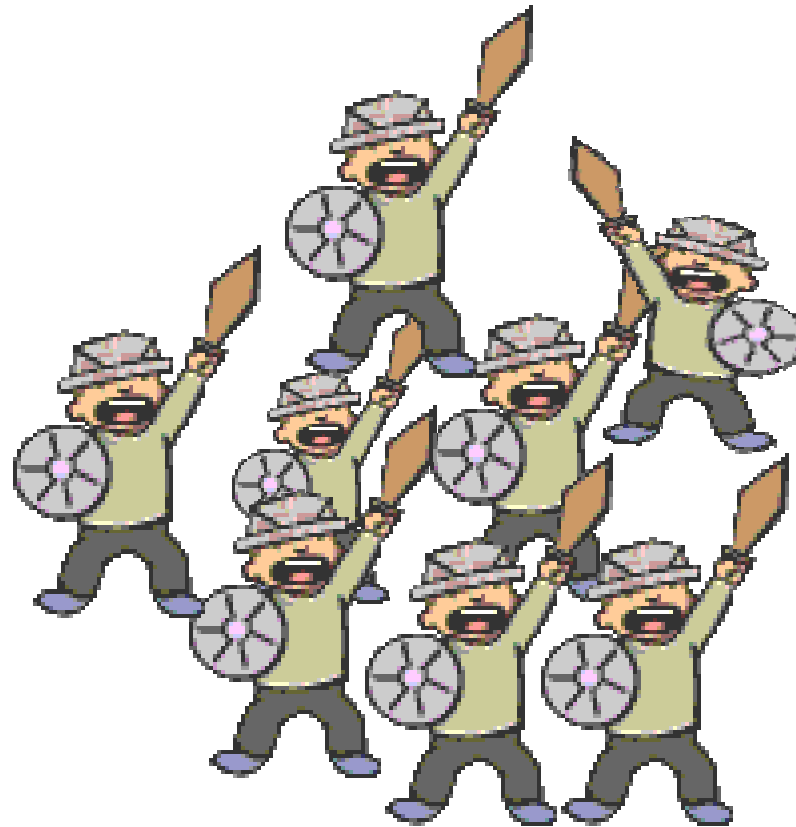
- Rely on others' expertise while being specific about outcomes.
- Be clear about which of your thoughts are ideas, future remote possibilities, and specific expectations.
- Holding people accountable clarifies your priorities and goals, and the reasons you choose certain forks in the road.

4. Accountability

Prize/Insight

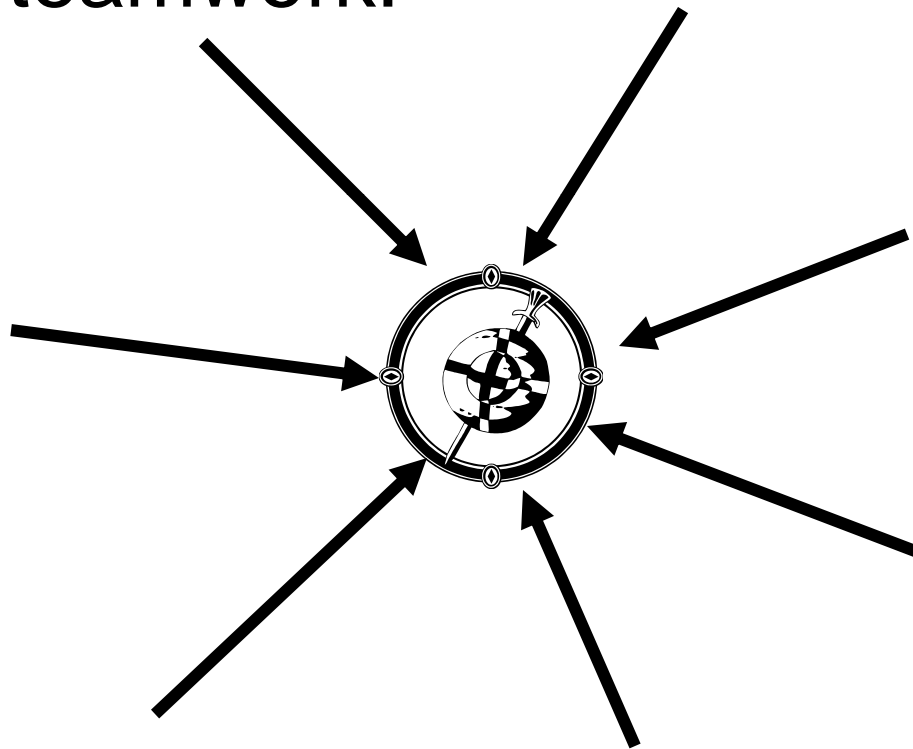
- Accountability builds excellence.
- People deliver what you expect of them
- The more you expect the more they deliver
- Growth can be managed.

5.



5. Teamwork

Without teamwork:



5. Teamwork

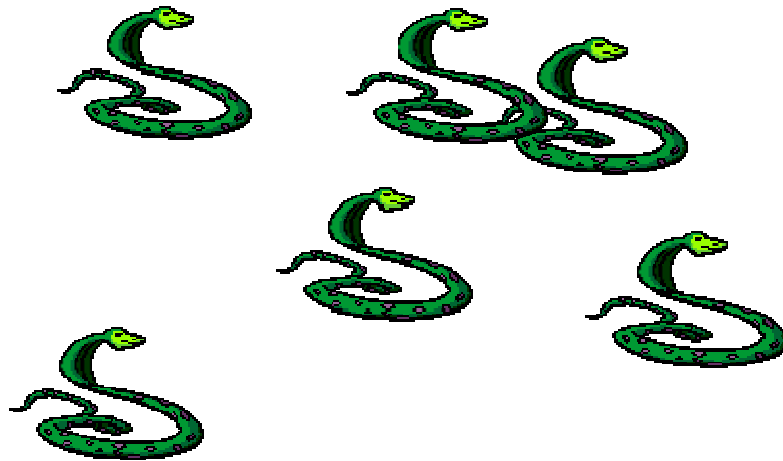
- Encouraging dialogue between management team members
- It's a victory when others combine forces to suggest a solution.
- Reward what you say you value – be sure team results are a component of compensation.

5. Teamwork

Prize/Insight

- Combined thinking produces better ideas.
- Teamwork builds trust & productivity, and job satisfaction.
- You get to do more high-value activities.

6.



6. Agility

- Balance tenacity with flexibility.
- Keep taking in market information.

6. Agility

Prize/Insight

- Nobody knows the future anyhow so trust your knowledge and instincts.
- Be sure to use mistakes for all they are worth.
- Sometimes the easier course turns out to be right.



7. Authenticity

- Be willing to be uncertain
- Be willing to be very curious
- Pay attention to gut instincts – they usually have important information

7. Authenticity

Prize/Insight

- You survive
- You thrive
- You grow

You get to keep all the things you learned
– forever.

Return home to castle: IPO

or at least inner wisdom





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