

# Dynamic Leadership 101:

*Closing Leadership Skills Gaps*

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# About APQC



Every employee is a member



Complete access to content, benchmarking and best practices data pertaining to all research disciplines



Network with a community of peers who share common challenges



# APQC Knowledge Base

<http://www.apqc.org/knowledge-base>

The screenshot shows the APQC Knowledge Base website. At the top, there are navigation tabs for 'BY TOPIC', 'BY INDUSTRY', and 'ASK US', along with a search bar. Below the navigation, there are links for 'View', 'Edit Panel', and 'Edit site template'. The main content area is divided into three columns. The left column is titled 'Topics' and lists various categories such as Business Excellence, Finance and Accounting, Human Capital Management, Innovation, Knowledge and Information Management, Product Development, and Supply Chain Management. The middle column is titled 'Featured Content' and lists several articles, including 'Reviving Leadership Capabilities (Best Practices Report)', 'Predictive Analytics (Collection)', 'Training and Development Scorecard', 'Six Steps Towards Improving Employee Performance Management', and 'Strategic HR: What It Is, Why You Should Care, and What You Can Do About It: January 2014 Human Capital Management Webinar (recording)'. The right column is titled 'MY INFO' and displays user information for 'Elissa Tucker', including her role as 'Member' and a 'Preferences' button. Below this, there is a 'MY PEER NETWORK' section with a 'Find a Peer' button, and an 'UPCOMING EVENTS' section listing 'MON, 10/13/2014 (ALL DAY) - FRI, 10/17/2014 (ALL DAY) APQC's 2014 Process Conference'. At the bottom of the page, there are sections for 'Recent Downloads' and 'Just In'.

# Agenda

- The Leadership Deficit and the Dynamic Leadership Solution
- 11 Dynamic Leadership Best Practices
- Actions Your Organization Can Take

# The Leadership Deficit and the Dynamic Leadership Solution

# The Leadership Deficit

Human Capital Management



## The Leadership Deficit

- Current State of Leadership Survey
- 547 participants
- Variety of industries and organization sizes

# The Leadership Deficit

## THE PROBLEM

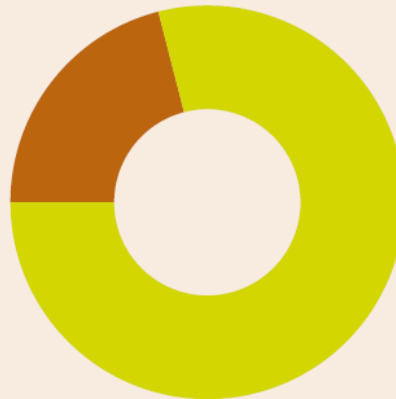
Leadership deficiencies are **BIG** and **MANY**



### TOP LEADERSHIP SKILL DEFICIENCIES

1. Strategic planning
2. Change management
3. Knowledge sharing
4. Listening
5. Emotional intelligence

Only 21% said their organization's leadership practices are very effective



Very effective (21%) Other (79%)



46% report their organization places little or no priority on leadership development

# The Leadership Deficit

## ITS CAUSES

Leadership is underfunded, outdated, and resisted

Organizations are underinvesting in leadership development



Current business challenges require a different leadership style



Selection, development, and reward practices encourage an outdated leadership style



Leaders are resistant to changing their leadership styles



# The Dynamic Leadership Solution



- Traditional leadership style: 121 participants
- Dynamic leadership style: 105 participants

# The Dynamic Leadership Solution

**A MORE DYNAMIC LEADERSHIP STYLE IS IN DEMAND**

FLAT, COMMUNITY-CENTERED ORGANIZATIONAL STRUCTURE

SITUATION AND/OR KNOWLEDGE-BASED AUTHORITY

COLLECTIVE WORK PROCESSES

SHARED GOALS

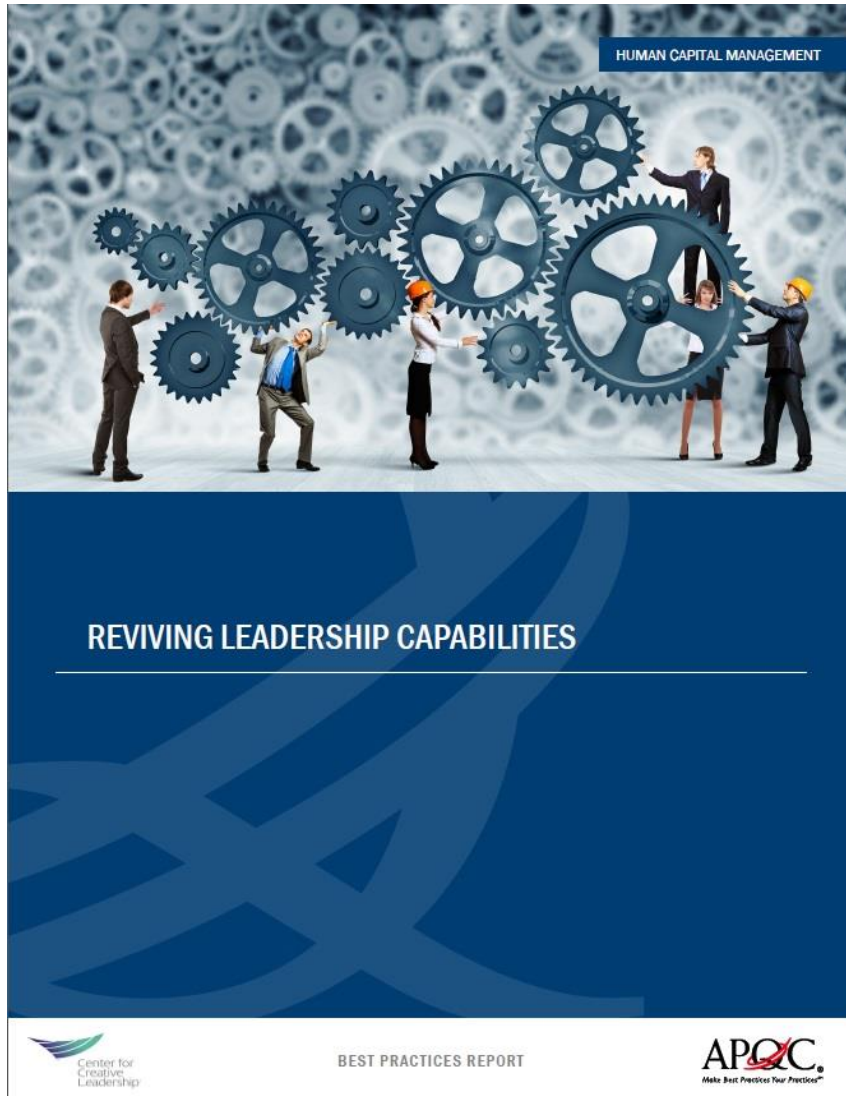
**DYNAMIC LEADERSHIP ORGANIZATIONS**

**MORE EFFECTIVE**  
HAVE SIGNIFICANTLY MORE EFFECTIVE LEADERSHIP PRACTICES

**BETTER PREPARED**  
ARE EXPERIENCING A SMALLER LEADERSHIP SKILLS GAP TODAY

**LESS CONCERNED**  
ARE LESS CONCERNED ABOUT A SKILLS SHORTAGE IN THE FUTURE

# Best-Practice Companies



- Cardinal Health
- Caterpillar
- Ford Motor Co.
- Monsanto
- W. L. Gore

# 11 Dynamic Leadership Best Practices

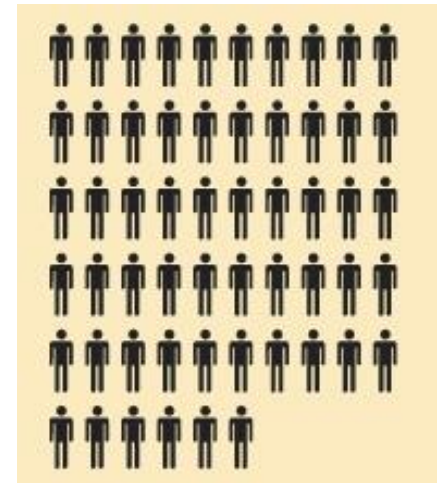
# #1 Make the Mission and Strategy the Mandate for Leadership

- Caterpillar's Leadership Mandate
  - Vision2020
- Ford's Leadership Mandate
  - The One Ford Plan



# #2 Define Leadership Broadly as the Responsibility of Many or All Employees

- W.L. Gore's Leadership Definition
  - Followership
- Cardinal Health's Leadership Definition
  - All employees are leaders
  - Scope of influence varies by role



# #3 Identify Core Leadership Behaviors Unique to the Organization and Specific Jobs

- Cardinal Health Leadership Behaviors
  - Three Leadership Essentials for all
- W.L. Gore Leadership Behaviors
  - 5 categories of leadership expectations



# #4 Communicate Leadership Behaviors Using Stories and Role Models

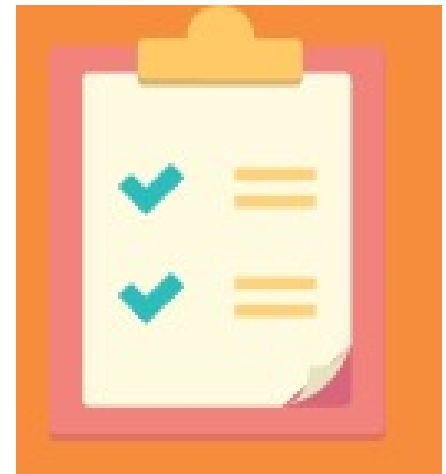
- Cardinal Health Storytelling
  - Partnering with Communications and Public Affairs
- Ford Storytelling
  - Informal dialogue among leaders about the One Ford behaviors





# #5 Ensure HR Practices Support Core Leadership Behaviors

- Caterpillar HR Practices
  - Selection for fit
  - Pay for how results were achieved
- Ford HR Practices
  - Pay for performance against objectives and the One Ford behaviors



# #6 Enable “All Employee” Leaders to Tap Organizational Intelligence

- Caterpillar Collective Intelligence
  - Connections
- Ford Collective Intelligence
  - Weekly business plan review



# #7 Give Employees Freedom to Take Up and Hand Off Leadership Responsibilities

- W.L. Gore Freedom to Lead
    - Associates organize around opportunities
  - Cardinal Health Freedom to Lead
    - Open roles posted
    - Career planning customized by Leadership
- Essential



# #8 Offer Leadership Development to All Employees Including Current Leaders

- Ford Leadership Development
  - Global Executive Leadership Program
- Caterpillar Leadership Development
  - All people managers
  - Globally structured, locally customized
- W.L. Gore Leadership Development
  - Experiential
  - Sponsorship

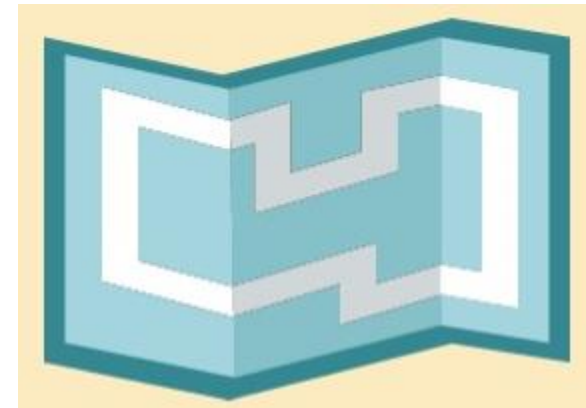
# #9 Provide High Potentials with Organization-Specific Leadership Development

- Caterpillar High Potentials
  - Leaders teaching leaders
  
- Ford High Potentials
  - Global Leadership Summit



# #10 Use Succession Plans to Identify and Prepare Employees for Formal Leadership Roles

- Monsanto Succession Planning
  - People reviews deep into organization
  - Career and development discussions
- Cardinal Health Succession Planning
  - Promoting leaders from within
  - Developmental succession planning



# #11 Employees are Accountable for Leading and Supporting Leadership

- Ford Leadership Accountability
  - Post-training meetings with participants' managers
  - Review of internal promotions
- Caterpillar Leadership Accountability
  - 360-degree survey of leaders
- W.L. Gore Leadership Accountability
  - Feedback
  - Followership



# Summary

1. Make the organization's mission and strategy the mandate for leadership.
2. Define leadership broadly as the responsibility of many or all employees.
3. Identify the organization's core leadership behaviors and tailor these to specific roles.
4. Communicate leadership behaviors using stories and role models.
5. Enable "all-employee" leaders to tap organizational intelligence.
6. Give employees freedom to take up and hand off leadership responsibilities.
7. Offer leadership development to all employees, including current leaders.
8. Provide organization-specific leadership development to high-potential employees.
9. Use succession plans to identify and prepare employees to take on formal leadership roles.
10. Ensure selection, development, and rewards promote core leadership behaviors.
11. Have employees hold each other accountable for leading and supporting leadership



# Next Steps

“The effects of good organizational leadership are many. Increased employee engagement and corporate results are just two dramatic benefits. And while organizations can’t foresee and prepare for unpredictable events, they can control their leadership development practices. Why wouldn’t organizations strive to address both new business trends and leadership development?”

—Jean Brittain Leslie  
Center for Creative Leadership  
Senior Fellow & Director, Applied Research Services

# Learn More

## 11 BEST PRACTICES FOR REVIVING LEADERSHIP CAPABILITIES



- [Reviving Leadership Capabilities \(Collection\)](#)
- [Traditional versus Dynamic Leadership \(Collection\)](#)
- [The Leadership Deficit \(Collection\)](#)
- [Industry Trends in Leadership \(Collection\)](#)

# Take Action

Take Leadership Culture Quiz. See Organization's Leadership Style.



*Make Best Practices Your Practices<sup>SM</sup>*

## Leadership Culture Quiz

### Instructions

This quiz was designed to help you better understand the leadership culture within your organization, unit, or team. Please answer the following questions. There are no right or wrong answers. This quiz will take approximately 5 minutes to complete. You will receive an immediate results profile when you submit your answers.

The confidentiality of information provided is protected by APQC's [Benchmarking Code of Conduct](#)

If you have any questions about the quiz, please contact Sue Lam at [slam@apqc.org](mailto:slam@apqc.org)

[https://surveys2.apqc.org/ViewsFlash/servlet/viewsflash?cmd=showform&pollid=Research!Culture\\_Copy](https://surveys2.apqc.org/ViewsFlash/servlet/viewsflash?cmd=showform&pollid=Research!Culture_Copy)



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# Questions?