

Standing Alone? Strengthening Your Courage to Lead

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Objectives

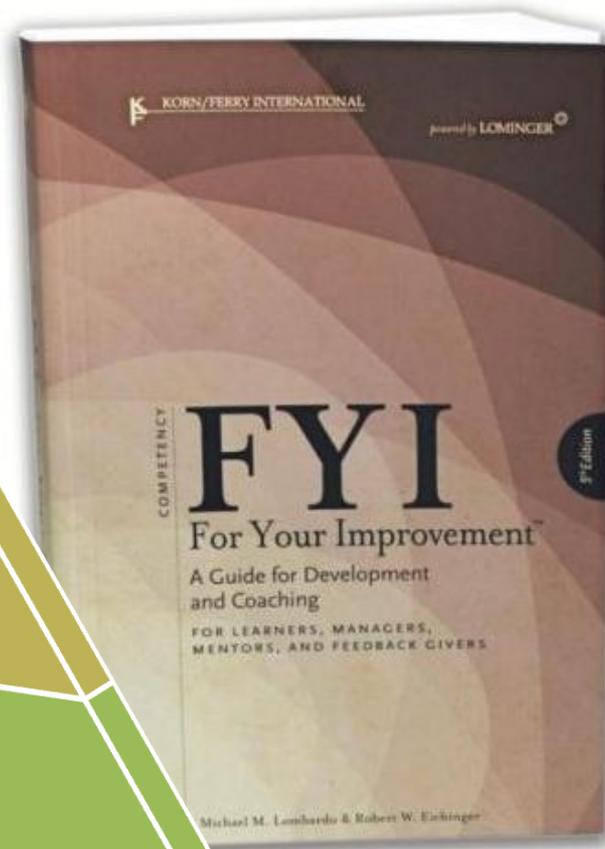
- Identify your current competency level – skilled, unskilled, or overused – for “standing alone” within your organization or work world
- Identify specific strategies for strengthening, redirecting, or compensating the courage competency of standing alone
- Apply individual reflections to select an upcoming workplace or work world opportunity for standing alone

What Does Great Leadership Take?

- Korn/Ferry has spent 40+ years researching the characteristics and skills needed for great leadership of *self, others, and organizations*
 - What are the key experiences needed for growth?
 - What do people learn on the job, through coaches/mentors, and/or through study?
 - What contributes most to effective leadership?



Leadership Architect[®] Library Structure



Leadership Architect® Competency Library

Leadership Architect® Library Structure

FACTOR I: Strategic Skills

- Cluster A. Understanding the Business
 - 5. Business Acumen
 - 24. Functional/Technical Skills
 - 61. Technical Learning
- Cluster B. Making Complex Decisions
 - 17. Decision Quality
 - 30. Intellectual Horsepower
 - 32. Learning on the Fly
 - 51. Problem Solving
- Cluster C. Creating the New and Different
 - 2. Dealing with Ambiguity
 - 14. Creativity
 - 28. Innovation Management
 - 46. Perspective
 - 58. Strategic Agility

FACTOR II: Operating Skills

- Cluster D. Keeping on Point
 - 16. Timely Decision Making
 - 50. Priority Setting
- Cluster E. Getting Organized
 - 39. Organizing
 - 47. Planning
 - 62. Time Management
- Cluster F. Getting Work Done Through Others
 - 18. Delegation
 - 19. Developing Direct Reports and Others
 - 20. Directing Others
 - 27. Informing
 - 35. Managing and Measuring Work
- Cluster G. Managing Work Processes
 - 52. Process Management
 - 59. Managing Through Systems
 - 63. Total Work Systems

FACTOR III: Courage

- Cluster H. Dealing with Trouble
 - 9. Command Skills
 - 12. Conflict Management
 - 13. Confronting Direct Reports
 - 34. Managerial Courage
 - 57. Standing Alone
- Cluster I. Making Tough People Calls
 - 25. Hiring and Staffing
 - 56. Sizing Up People

FACTOR IV: Energy and Drive

- Cluster J. Focusing on the Bottom Line
 - 1. Action Oriented
 - 43. Perseverance
 - 53. Drive for Results

FACTOR V: Organizational Positioning Skills

- Cluster K. Being Organizationally Savvy
 - 38. Organizational Agility
 - 48. Political Savvy
- Cluster L. Communicating Effectively
 - 49. Presentation Skills
 - 67. Written Communications
- Cluster M. Managing Up
 - 6. Career Ambition
 - 8. Comfort Around Higher Management

FACTOR VI: Personal and Interpersonal Skills

- Cluster N. Relating Skills
 - 3. Approachability
 - 31. Interpersonal Savvy
- Cluster O. Caring About Others
 - 7. Caring About Direct Reports
 - 10. Compassion
- Cluster P. Managing Diverse Relationships
 - 4. Boss Relationships
 - 15. Customer Focus
 - 21. Managing Diversity
 - 23. Fairness to Direct Reports
 - 42. Peer Relationships
 - 64. Understanding Others
- Cluster Q. Inspiring Others
 - 36. Motivating Others
 - 37. Negotiating
 - 60. Building Effective Teams
 - 65. Managing Vision and Purpose
- Cluster R. Acting with Honor and Character
 - 22. Ethics and Values
 - 29. Integrity and Trust
- Cluster S. Being Open and Receptive
 - 11. Composure
 - 26. Humor
 - 33. Listening
 - 41. Patience
 - 44. Personal Disclosure
- Cluster T. Demonstrating Personal Flexibility
 - 40. Dealing with Paradox
 - 45. Personal Learning
 - 54. Self-Development
 - 55. Self-Knowledge
- Cluster U. Balancing Work/Life
 - 66. Work/Life Balance

FACTOR VII: Trouble with People

- Cluster V. Doesn't Relate Well to Others
 - 101. Unable to Adapt to Differences
 - 106. Blocked Personal Learner
 - 108. Defensiveness
 - 112. Insensitive to Others
- Cluster W. Self-Centered
 - 103. Overly Ambitious
 - 104. Arrogant
 - 105. Betrayal of Trust
 - 107. Lack of Composure
 - 109. Lack of Ethics and Values
 - 119. Political Missteps
- Cluster X. Doesn't Inspire or Build Talent
 - 110. Failure to Build a Team
 - 111. Failure to Staff Effectively
 - 117. Overmanaging

FACTOR VIII: Trouble with Results

- Cluster Y. Too Narrow
 - 113. Key Skill Deficiencies
 - 114. Non-Strategic
 - 115. Overdependence on an Advocate
 - 116. Overdependence on a Single Skill
- Cluster Z. Doesn't Deliver Results
 - 102. Poor Administrator
 - 118. Performance Problems

Factor III. Courage

- Cluster H. Dealing with Trouble
 - Command Skills
 - Conflict Management
 - Confronting Direct Reports
 - Managerial Courage
 - **Standing Alone**
- Cluster I. Making Tough People Calls
 - Hiring and Staffing
 - Sizing Up People

Standing Alone: “Skilled” Definition

- Will stand up and be counted
- Doesn't shirk personal responsibility
- Can be counted on when times are tough
- Willing to be the only champion for an idea or position
- Is comfortable working alone on a tough assignment



Quiz Game: Standing Alone

1)

- Of the 67 Leadership Architect[®] competencies, Standing Alone is ranked ____ in average **skill level**.

➤ 11th

➤ 23rd

➤ 45th

➤ 61st



2)

- On average, **men** are more skilled at Standing Alone than **women**.

➤ True

➤ False



3)

• How is Standing Alone rated in developmental difficulty?

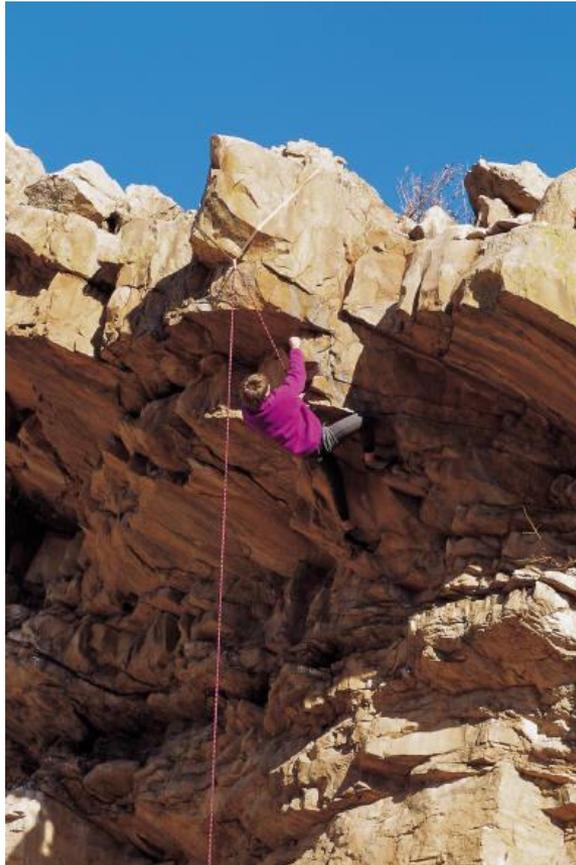
➤ Easiest

➤ Easier

➤ Moderate

➤ Harder

➤ Hardest



4)

- Of the 67 Leadership Architect[®] competencies, Standing Alone is ranked ____ in perceived **importance**.

➤ 9th

➤ 21st

➤ 40th

➤ 59th



5)

• In which **region** does Standing Alone rank highest in **importance**?

- North America
- Europe
- Australia/New Zealand
- Asia
- South America
- Africa



Questions for Discussion

- What are your reactions to this research?
- In what types of situations do you believe Standing Alone is most important?
- In what types of situations do people tend to be less skilled in Standing Alone?



Standing Alone

Self-Assessment

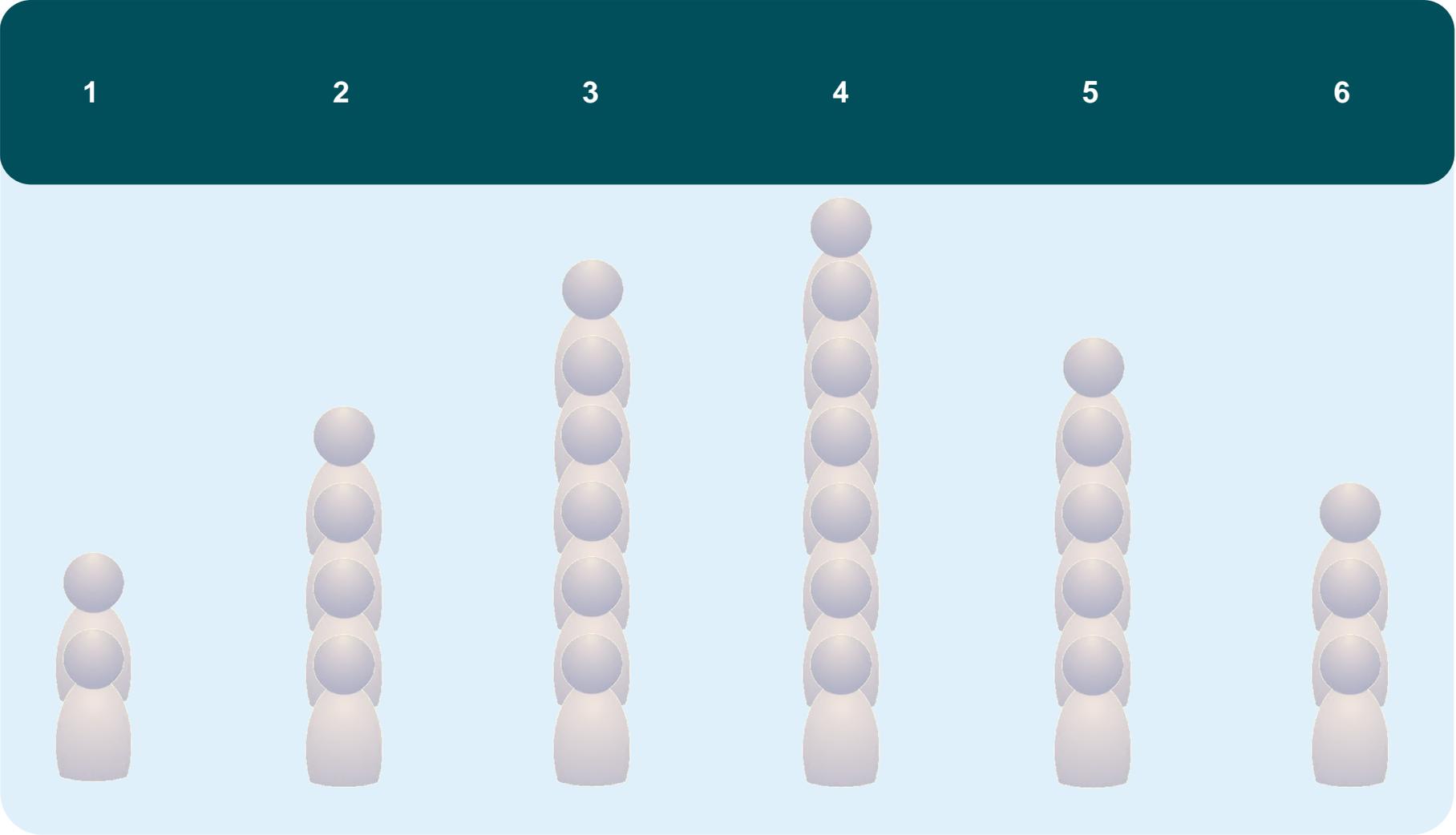
Behavior / Preferences

Select the summary that best describes you in your primary work role. Before making a final selection, consider if your selection is one co-workers also would select as a best fit for you. Remember, not every descriptor may be a perfect fit. Select the summary that is the best fit.



1. I may be a loner and not a good team player or team builder. I may not give appropriate credit to others. To others, I may be seen as too self-centered. Also, I may not wear well over time.
2. I am a shining example of how to take personal responsibility and be responsible for an outcome. I step forward whenever I am involved in a failure and demonstrate appropriate humility when I am wrong. When things get tough, I am there – immediately on top of problems, ready to collect information, and provide advice and guidance about what needs to be done. I will speak confidently with a lone voice and am willing to take the buffeting that comes with it. I have no fear being out front. I am considered by others as a model of taking personal responsibility for tough assignments; I will work on them alone, deal with whatever criticism comes my way, and keep my eye on the goal, no matter what. I get passionate when I champion an idea.
3. I accept personal responsibility for mistakes and failures. I respond well during tough times. I take tough stands when necessary and present my view with confidence and authority. I work alone competently. When I do not have support available, I am able to move out on my own. I step up to the plate to champion an idea.
4. When it is clear that I am wrong, I accept failure and use it as a learning experience. I can be counted on to respond well under the pressure of tough times. If an important issue needs to be addressed, I speak up. I can work alone. I will first look for supporters to join me, but if I cannot find any, I still proceed with reasonable confidence. I will champion an idea when necessary.
5. I do not accept a fair share of personal responsibility for failures and mistakes. I usually stay away from difficult or tough situations. I tend to avoid conflict and usually only weigh in once consensus has been reached. I prefer to be one of many rather than work alone. Given the choice, I let others be out front on a new idea.
6. I do not take personal responsibility for failures. I offer many reasons for why I was not wrong and blame everyone and everything but myself. I do not handle pressure, difficulty, or conflict well, withdrawing completely. I avoid controversial issues at all costs. I lack the confidence to stand alone and am not comfortable in a leading role. I avoid taking a stand on new ideas at all costs. Given an opportunity to lead on my own, I duck the limelight.

Human Histogram



Peer Coaching

Overusing Standing Alone?

- In what circumstances do you tend to overuse Standing Alone?
- Which causes seem to influence your tendency to underuse Standing Alone?
- With what competencies might you compensate when your tendency is to overuse Standing Alone?

Underusing Standing Alone?

- In what circumstances do you tend to underuse Standing Alone?
- Which causes seem to influence your tendency to underuse Standing Alone?
- What competencies might you substitute when your tendency is to underuse Standing Alone?

My Personal Challenge / Commitment

- In the next 30 days, I will practice the following remedy in order to strengthen my skill in Standing Alone:

- In the next 30 days, I will initiate the following “develop-in-place” assignment:

Standing Alone in Teams

- Team Architect®: 7 research-based factors and 20 dimensions of team effectiveness
- #4. Trust in Truthful Communication
 - Says what's on minds
 - Understands differences
 - Open with one another
 - Improving process
- How does members' capacity for Standing Alone improve overall team effectiveness?



Standing Alone in Organizations

- Strategic Effectiveness Architect®:
8 research-based dimensions and
20 clusters of strategic capability
 - F. Innovation Leadership
 - G. Organizational Learning
 - K. Leveraging Culture
 - M. Collaborating Across Boundaries
 - T. Managing in the Best Way
- How does individuals' capacity
for Standing Alone improve
organizational effectiveness?



Questions?

“Never, for the sake of peace and quiet, deny your own convictions.”



Dag Hammarskjöld
Former U.N. Secretary-General

For More Information...



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