Remarkable Women: Leadership Strategies for 2013
Alumni Association: Affinity Groups

The Beacon Hotel and Corporate Quarters
Washington, D.C.
March 22, 2013

Rick Milter, Ph.D.
Professor
milter@jhu.edu
Radical Pragmatism: Skills for Leading into the Future

Remarkable Women: Leadership Strategies for 2013
Alumni Association: Affinity Groups

The Beacon Hotel and Conference Center
Washington, D.C.
March 22, 2013

Rick Milter, Ph.D.
Professor

Did You Know?
Organizations Today

Not Very Adaptive … Not Very Innovative … Not Inspiring
Leaders vs Managers
Leaders vs Managers

The manager administers; the leader innovates.
The manager is a copy; the leader is an original.
The manager maintains; the leader develops.
The manager focuses on systems and structure; the leader focuses on people.
The manager relies on control; the leader inspires trust.
The manager accepts reality; the leader investigates it.
The manager has a short-range view; the leader has a long-range perspective.

Warren Bennis *On Becoming a Leader*
Leaders vs Managers

The manager asks how and when; the leader asks what and why.
The manager has his or her eye always on the bottom line; the leader has his or her eye on the horizon.
The manager imitates; the leader originates.
The manager accepts the status quo; the leader challenges it.
The manager is the classic good soldier; the leader is his or her own person.
The manager does things right; the leader does the right thing.

Warren Bennis On Becoming a Leader
“Leadership and management are two distinctive and complementary systems of action...... Both are necessary for success in an increasingly complex and volatile business environment.”

“Most U.S. corporations today are overmanaged and underled.”

“Strong leadership with weak management is no better, and is sometimes actually worse, than the reverse.”

John Kotter *What Leaders Really Do*
“Management is about coping with complexity….. Without good management, complex enterprises tend to become chaotic… Good management brings a degree of order and consistency….”

“Leadership, by contrast, is about coping with change…. More change always demands more leadership.”

John Kotter  *What Leaders Really Do*
“Companies manage complexity by planning and budgeting, by organizing and staffing, and by controlling and problem solving.

By contrast, leading an organization to constructive change involves setting a direction (developing a vision of the future and strategies to achieve the vision), aligning people, and motivating and inspiring them to keep moving in the right direction.”

John Kotter *What Leaders Really Do*
Decisions under Complexity & Ambiguity

- Guess
- Strategic Decision
- No Brainer
- Puzzle

Low ----------- Ambiguity --------- High

Low --- Complexity --- High
Decisions under Importance & Urgency

- Usually
- Very Rarely
- Everyday
- Most Days

Low --- Importance --- High

Low --------- Urgency --------- High
Managing to Lead
Managing to Lead

Creativity ←----------------------------------------------→ Organization

Freedom ←-----------------------------------------------→ Control
1) Pick a behavior you would like to change (“I would like to be better at …”)
2) Describe this targeted change.
3) Ask for feedforward.
4) Listen attentively and take notes. [No critique or feedback on the suggestions.]
5) Thank the other person for their suggestions.
6) Ask the other person what they would like to change.
7) Provide feedforward – suggestions aimed at helping them change.
8) Say “You are welcome” when thanked for the suggestions.
Feedforward – Its Value

• We can change the future. We can’t change the past.
• It can be more productive to help people be “right” than prove they were “wrong.”
• Feedforward is especially suited to successful people.
• Feedforward can come from anyone who knows about the task.
• People do not take feedforward as personally as feedback.
Feedforward – Its Value

- Feedback can reinforce personal stereotyping and negative self-fulfilling prophecies.
- Face it! Most of us hate giving negative feedback, and we don’t like to receive it.
- Feedforward can cover almost all the same “material” as feedback.
- Feedforward tends to be much faster and more efficient than feedback.
- Feedforward can be a useful tool to apply with managers, peers, and team members.
Handy’s Wheel of Learning

- Reflection
- Questions
- Testing
- Ideas
“There is far too much going to workshops, taking short courses, and the like, and far too little learning while doing the work.”

If learning is not in balance and in concert with the learning in the setting in which you work, the learning will end up being superficial.

Paradigm Prisoners

We are all prisoners of our paradigms – managers are captives of a paradigm that places efficiency ahead of every other goal (Hamel, 2007).
Secrets to Sustaining Leadership

Hamel (2007)

- Embrace the frantically accelerating pace of change
- Do not overinvest in what is at the expense of what could be
- Ensure discomforting information is not ignored
- Build a management process that continually generates hundreds of new strategic options
- Accelerate the redeployment of resources from legacy programs to future focused initiatives
Engagement of Employees

Towers Perrin Survey (2005)

• I really care about the future of my organization.
• I am proud to tell others I work for my organization.
• My job provides me with a sense of personal accomplishment.
• I would recommend my organization to a friend as a good place to work.
• My organization inspires me to do my best.
• I understand how my unit/department contributes to the success of the organization.
• I understand how my role in my organization is related to my organization’s overall goals, objectives, and direction.
• I am willing to put in a great deal of effort beyond what is normally expected to help my organization succeed.
• I am personally motivated to help my organization be successful.
The vast majority of employees across all levels in an organization are less than fully engaged in their work.

“Highly Engaged” 14%

“Disengaged” 24%
## Value Creation

<table>
<thead>
<tr>
<th>Trait</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passion</td>
<td>35%</td>
</tr>
<tr>
<td>Creativity</td>
<td>25%</td>
</tr>
<tr>
<td>Initiative</td>
<td>20%</td>
</tr>
<tr>
<td>Intellect</td>
<td>15%</td>
</tr>
<tr>
<td>Diligence</td>
<td>5%</td>
</tr>
<tr>
<td>Obedience</td>
<td>0%</td>
</tr>
</tbody>
</table>

Rule following employees are worth zip in terms of the competitive advantage they generate (Hamel, 2007).
Management Innovation Agenda

Be Wary of Too Much and Too Little

Too Much Management, Too Little Freedom
-- You get more out of people by managing them less

Too Much Hierarchy, Too Little Community
-- When it comes to mobilizing human capability, communities outperform bureaucracies

Too Much Exhortation, Too Little Purpose
-- Moral imperatives win out over transient pep rallies
Management Innovation Agenda

Broaden the scope of employee freedom by managing less, without sacrificing focus, discipline, and order.

Create a company where the spirit of community, rather than the machinery of bureaucracy, binds people together.

Enlarge the sense of mission that people feel throughout your organization in a way that justifies extraordinary contribution.
Four Keys to Leading in an Open World

Don Tapscott (2013)

1. Collaboration
2. Transparency
3. Sharing
4. Empowerment
Keys to Leading in the Future

Gary Hamel (2012)

1. Information transparency
2. Consultation with others
3. Expertise is pushed down
4. Due Process is genuine and shared
5. Full inclusion in compensation decisions
Six Secrets of Change

Michael Fullan (2008)

1. Love Your Employees
2. Connect Peers with Purpose
3. Capacity Building Prevails
4. Learning is the Work
5. Transparency Rules
6. Systems Learn
Purposeful Peer Interaction

• Consistency between vision and staff
• Effective dissemination of operating practices
• Monitoring of practices
• Emphasis on identifying and consolidating effective practices
Most stories of change are reactionary and episodic. Change can and should be more spontaneous and continuous.

Leaders should build organizations capable of

• Continuous, trauma-free renewal
• Changing ahead of the curve

Gary Hamel (2007)
From Taylor to Weber to Fayol to Ford

Max Weber – Father of Bureaucracy

Efficiency came from…

“purely bureaucratic type of administrative organization… most rational known means of carrying out imperative control over human beings.”
From Taylor to Weber to Fayol to Ford

Efficiency limited by…
“All I wanted was a pair of hands, and I got a brain as well.”

Henry Ford – Father of the Assembly Line
Secrets to Success

Gary Hamel (2007)

• Open up strategy process to as many as possible
• Flatten organization as much as possible
• Reward “test and learn” practices [not “plan and execute”]
• Encourage “out of scope” projects
Best Practices

“First, Let’s Fire All The Managers” – Gary Hamel (HBR, Dec 2011) & The Tipping Point – Malcolm Gladwell

Morning Star & W.L. Gore & Associates

• No one has a boss
• Employees negotiate responsibilities with their peers
• Everyone can spend the company’s money
• Each individual is responsible for acquiring tools needed
• No titles, no promotions
• Compensation decisions by peers
We must become able not only to transform our institutions in response to changing situations and requirements, we must invent and develop institutions that are “learning systems,” that is to say, systems capable of bringing about their own continuing transformation – Malcolm Knowles