



Developing A Leadership Strategy

.....

Defense Leadership Summit

William Pasmore

SVP, Organizational Leadership
Center for Creative Leadership

Overview

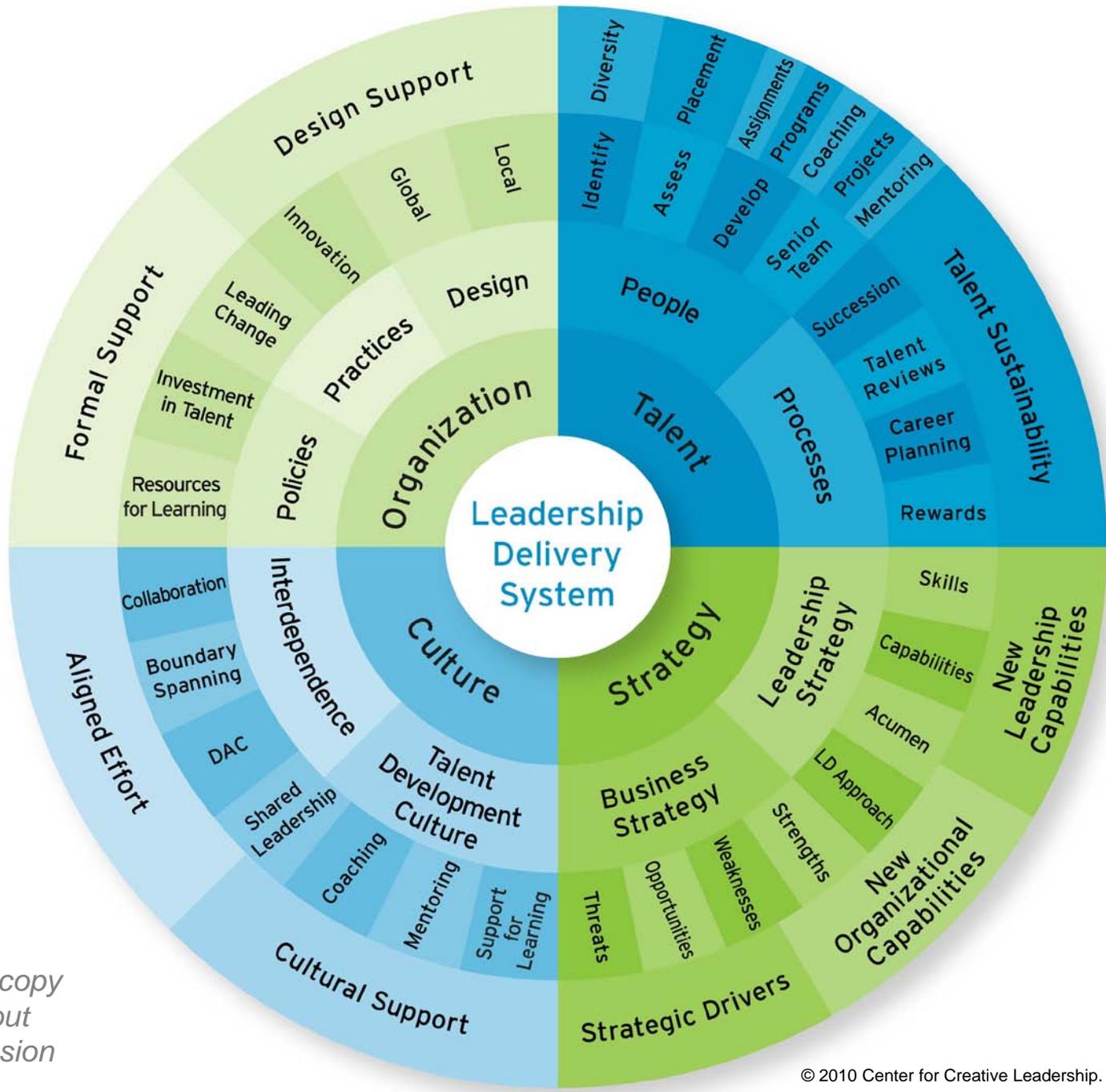
- The call for continued improvement in leadership
- How do we create the future leaders we need?
- What kind of organization is capable of supporting the development of more advanced leadership?

Does Your Organization Have a Leadership Strategy?

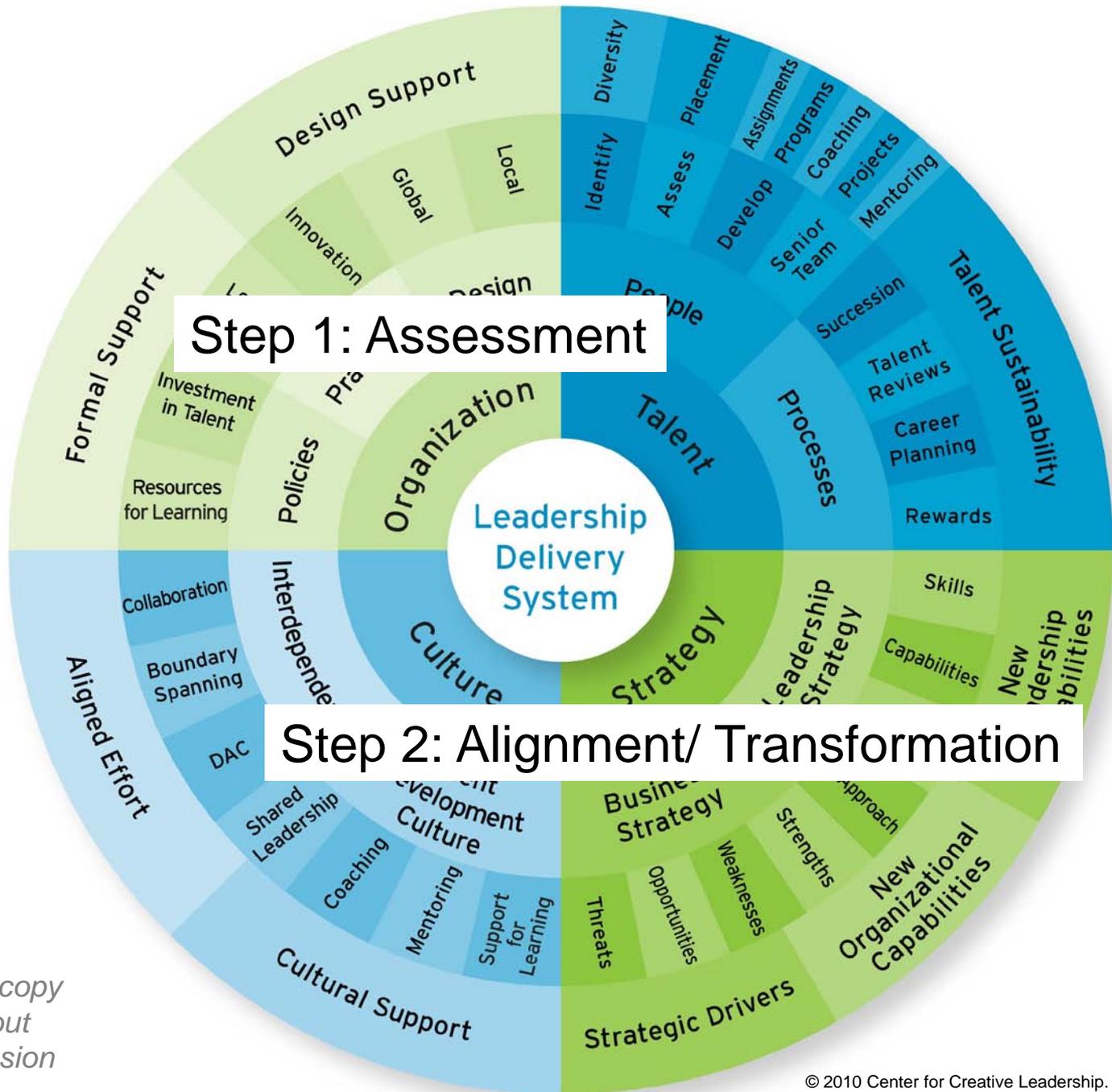


Benefits of a Leadership Strategy

- Ties leadership development directly to the organizational strategy
- Enables everyone to be clear about what is required to succeed
- Justifies expenditures of time, money and energy
- Clarifies executive responsibilities for talent management
- Provides the context for talent management processes, systems and policies
- Heightens the relevance and purpose of leadership



Do not copy
without
permission



Do not copy
without
permission

Leadership
Delivery
System

Organize
Culture

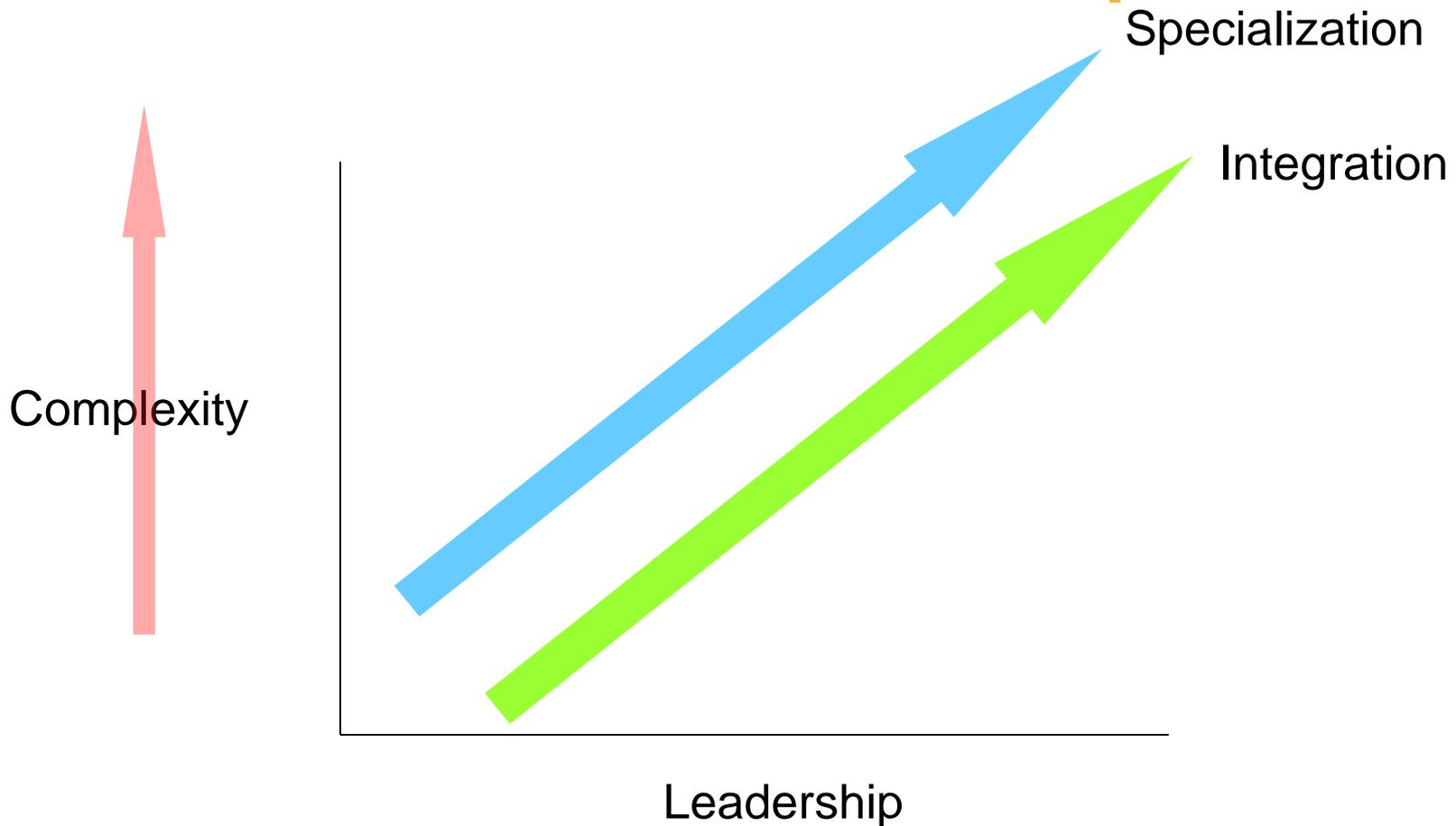
alent
Processes
Caree
Planning
Ability
Rewards

Strategy

Leadership
Strategy
Skills
Capabilities
Acum

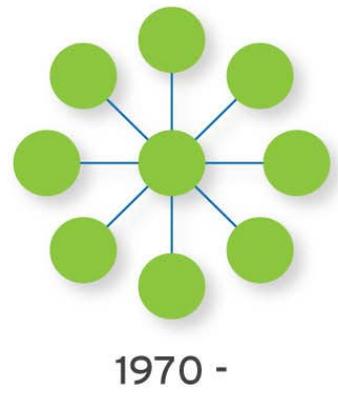
New
Leadership
Capabilities

Increasing Complexity Demands Different Leadership



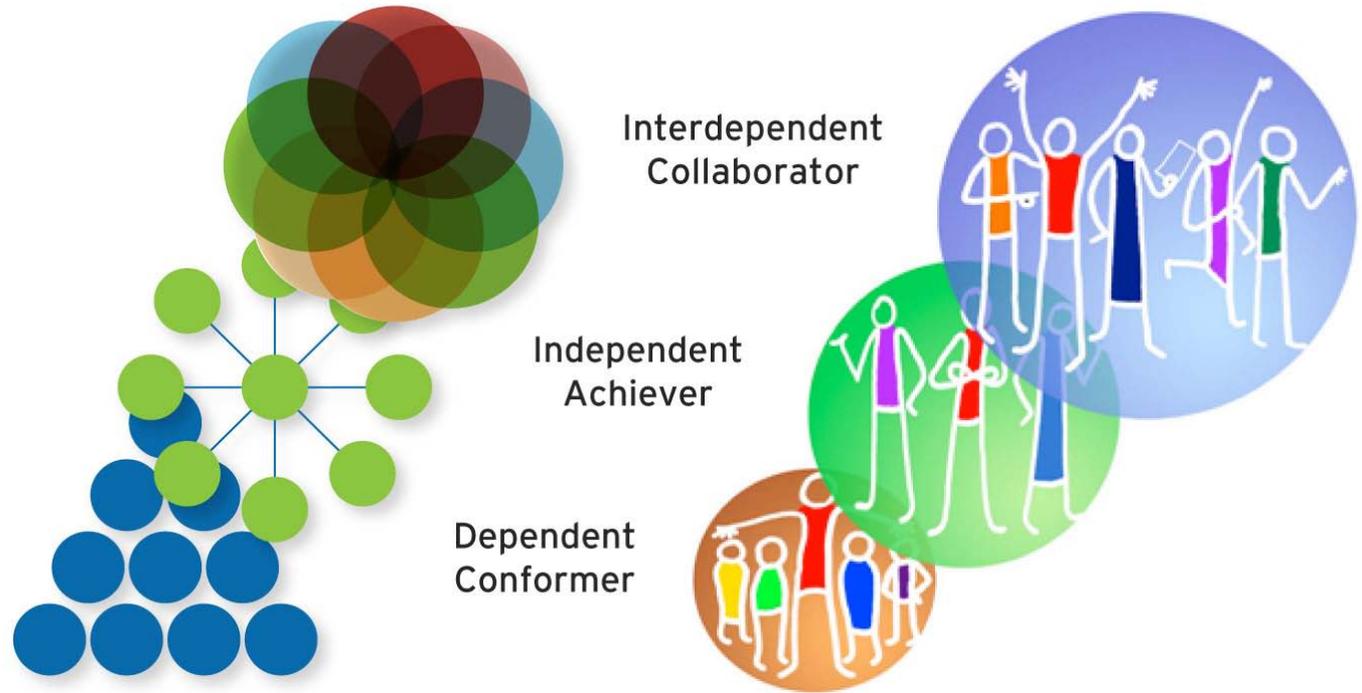


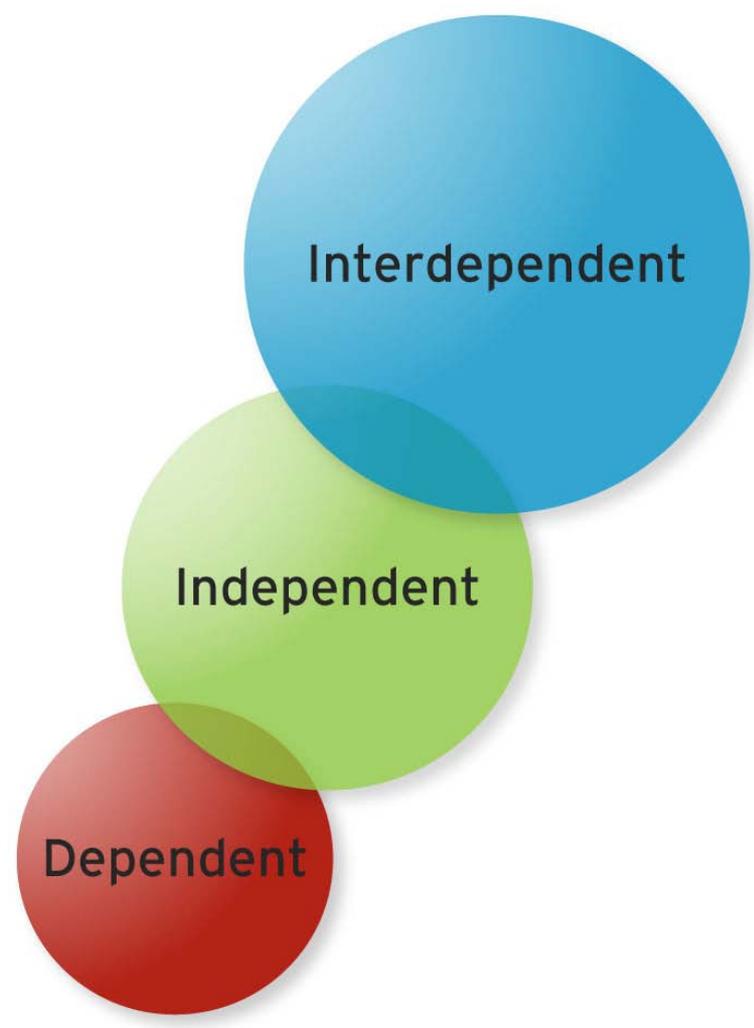
Organizational Evolution





Organizational Evolution & Leadership Cultures







**What kind of leaders are
required to guide these
organizations?**

DoD Civilian Leader Development Framework

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
Definitions					
This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.	This core competency involves the ability to lead and inspire a multi-sector group [not only employees (civilian and military), but also other government agency personnel at the Federal, State, and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.	This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.	This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	This core competency involves a broad point of view of the DoD mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.
Competencies					
Creativity and Innovation External Awareness Strategic Thinking Vision Flexibility Resilience	Conflict Management Leveraging Diversity Developing Others Team Building	Accountability Decisiveness Entrepreneurship Customer Service Problem Solving Technical Credibility	Financial Management Human Capital Management Technology Management Computer Literacy	Political Savvy Influencing/Negotiating Partnering	Joint Perspective - Mission Orientation - DoD Mission and Culture - DoD Corporate Perspective - National Defense Integration - Global Perspective National Security - National Security Foundation - National Security Environment - National Security Strategy
Fundamental Competencies					
These competencies are the foundation for success in each of the core competencies.		<ul style="list-style-type: none"> • Interpersonal Skills • Integrity/Honesty • Written Communication • Oral Communication • Continual Learning • Public Service Motivation 			

DoD Civilian Leader Development Framework

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
Definitions					
<p>This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.</p>	<p>This core competency involves the ability to lead and inspire a multi-sector group [not only employees (civilian and military), but also other government agency personnel at the Federal, State, and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.</p>	<p>This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p>	<p>This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.</p>	<p>This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.</p>	<p>This core competency involves a broad point of view of the DoD mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.</p>
Competencies					



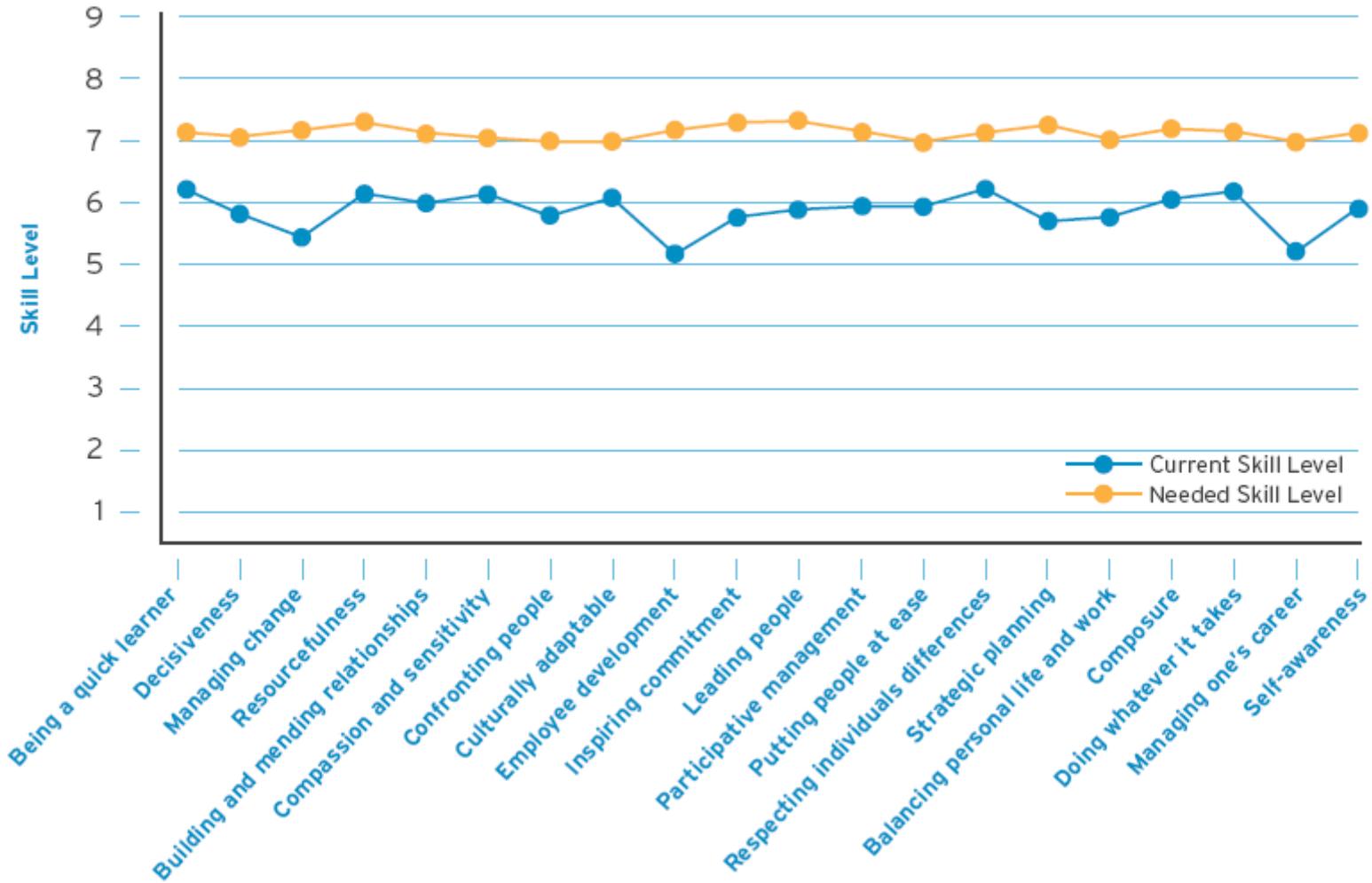
Who are our leaders today?

Comparison of Leadership Skill Importance: Now versus Future (5 years from now)

Now	Future
1 73% - Leading people	89% - Leading people
2 64% - Strategic planning	86% - Strategic planning
3 63% - Managing change	86% - Inspiring commitment
4 64% - Resourcefulness	82% - Managing change
5 64% - Doing whatever it takes	82% - Resourcefulness
6 62% - Inspiring commitment	81% - Participative management
7 60% - Being a quick learner	79% - Being a quick learner
8 60% - Decisiveness	79% - Employee development
9 57% - Building and mending relationships	77% - Doing whatever it takes
10 57% - Composure	76% - Balancing personal life and work

* The percentage figures denote the percentage of managers who rated skill using the top 2 points on the provided rating scale.

Leadership Strength - Skill Gap





Over-investments: Competencies that are strengths but not considered important.

Reserves: Competencies that are not strengths and not considered important.

On Track: Competencies that are strengths and important.

Key Gaps: Competencies that are not strengths but are important.

The Future Leadership Gap

Over-investment

- Building and mending relationships
- Compassion and sensitivity
- Culturally adaptable
- Respecting individual differences
- Composure
- Self-awareness

Reserves

- Confronting people
- Putting people at ease
- Managing one's career

On Track

- Being a quick learner
- Resourcefulness
- Participative management
- Doing whatever it takes

Key Gap

- Leading people
- Strategic planning
- Inspiring commitment
- Managing change
- Employee development
- Balancing personal life and work
- Decisiveness

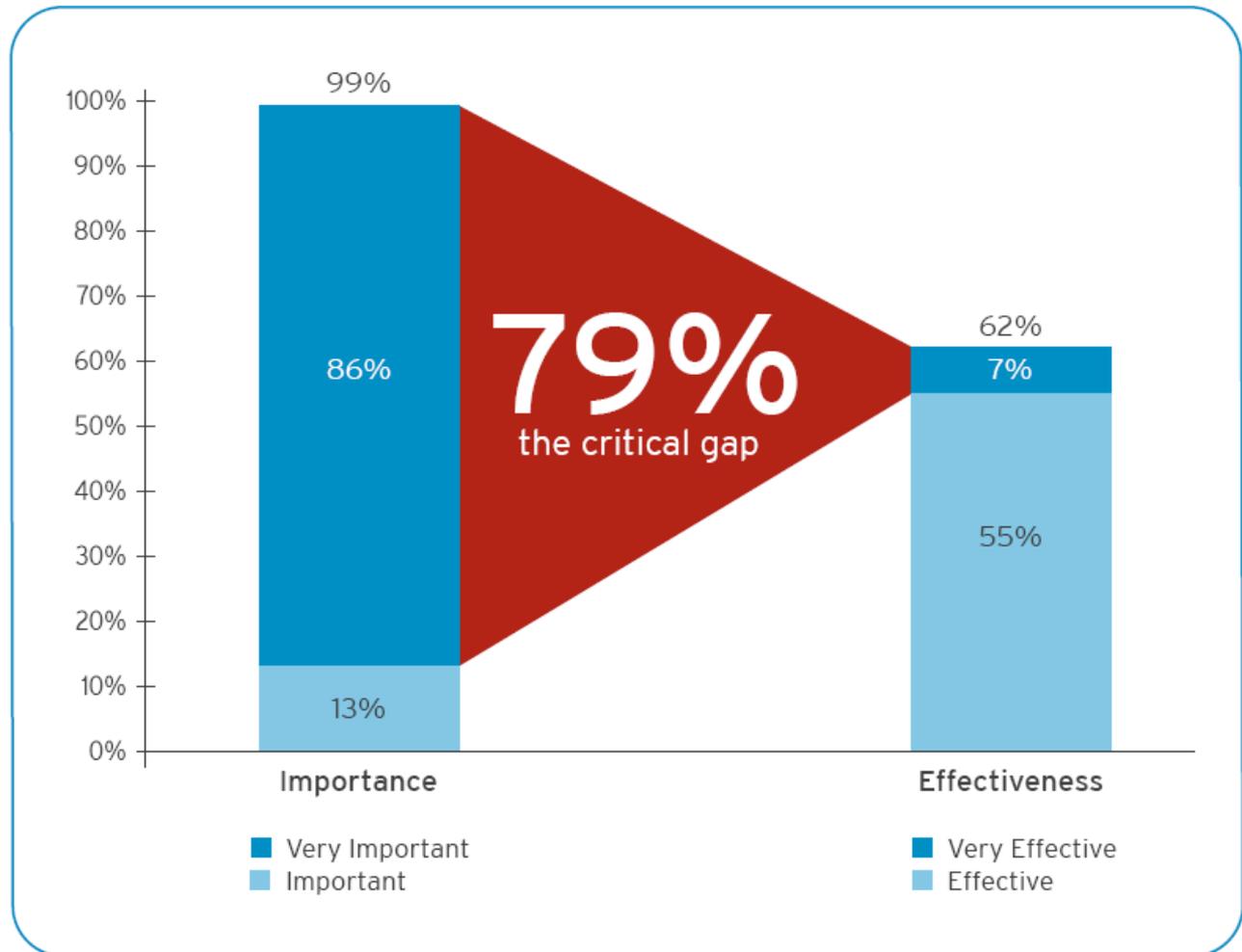
Boundary Spanning Leadership: Perspectives from the Executive Suite

A study conducted
with 128 senior
executives who
participated in CCL's
*Leadership at the
Peak* program
(Yip, Ernst, & Campbell, 2009).



How important is it for you to collaborate effectively across boundaries...and how effective are you?

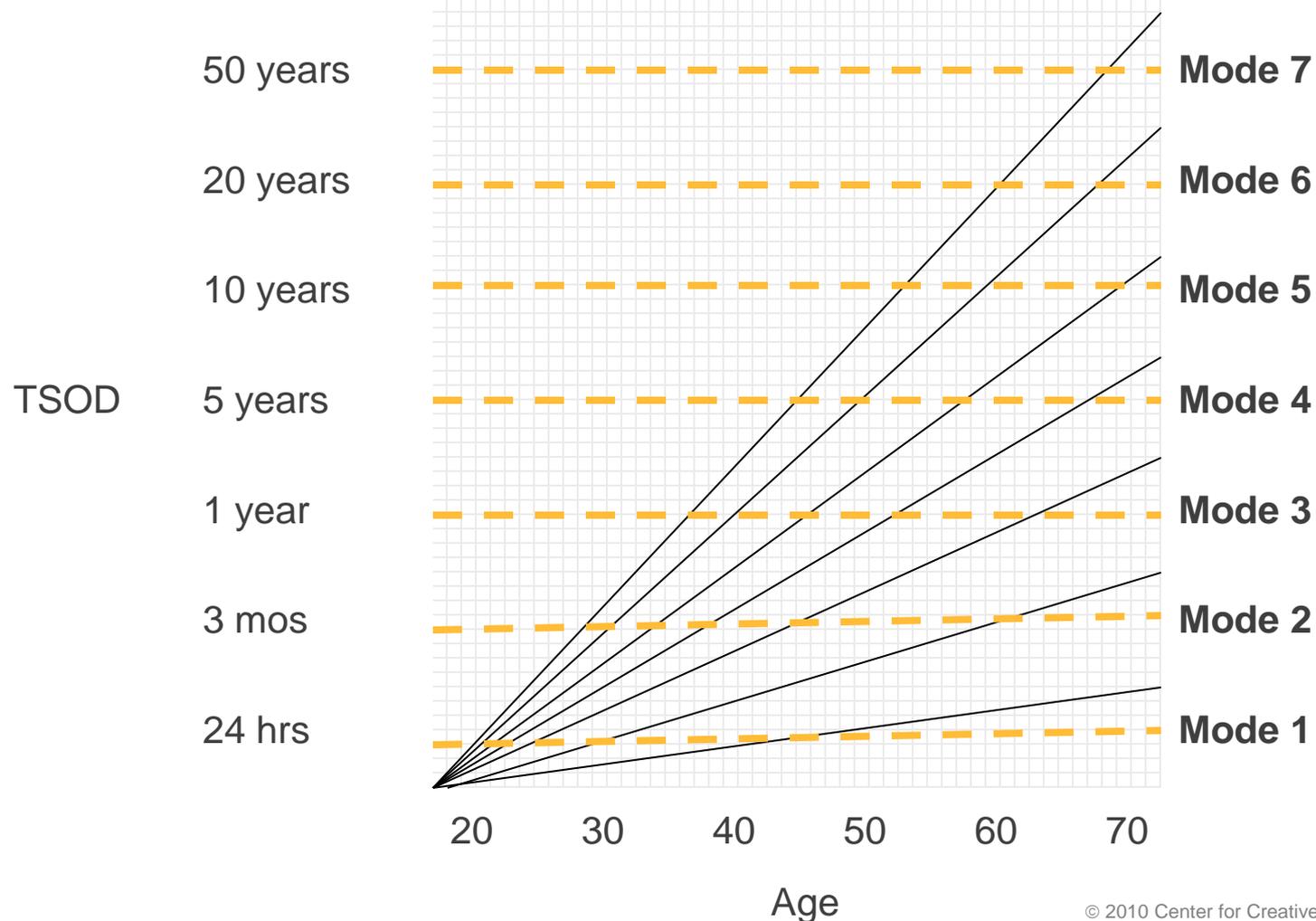
2009 *Boundary Spanning* study with 128 senior executives





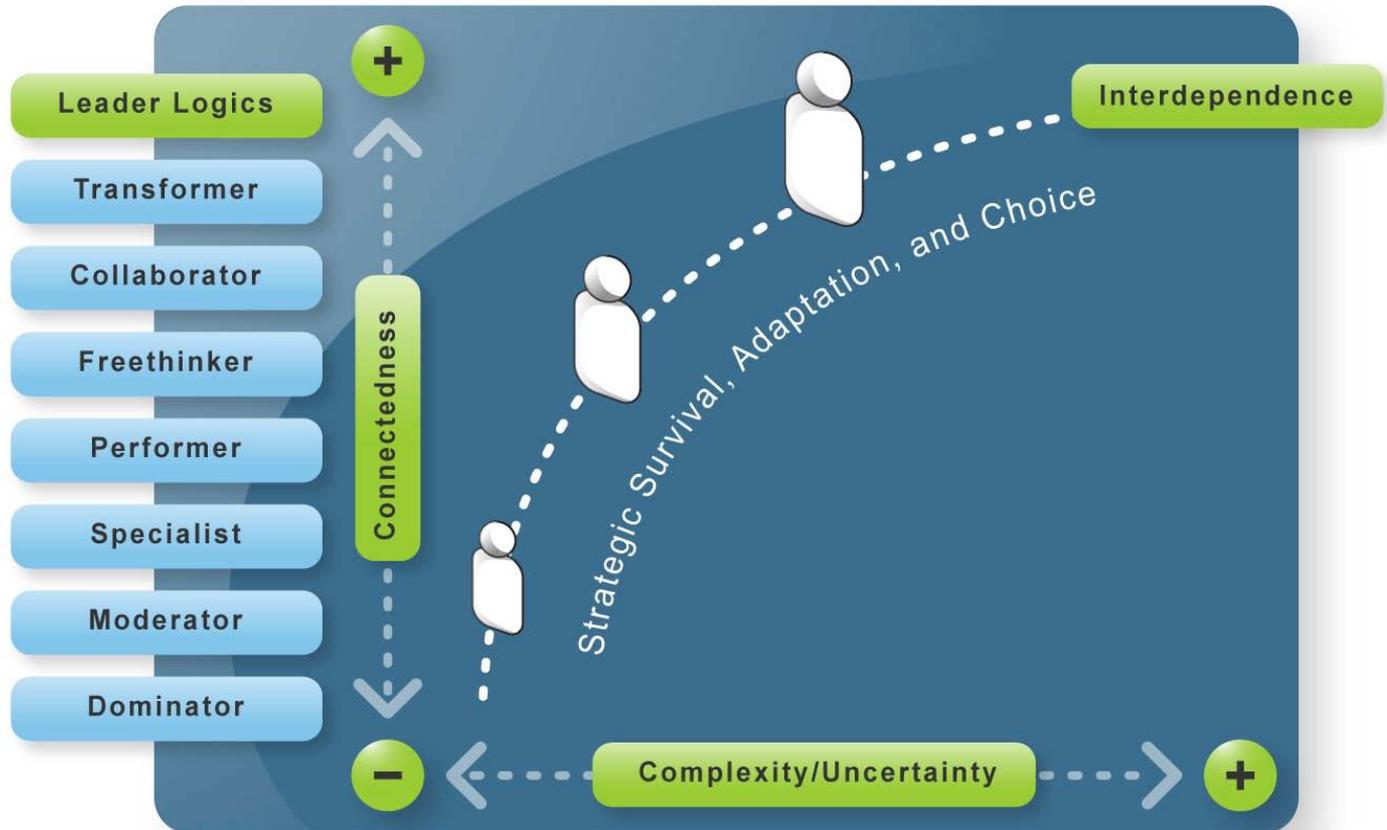
Elliott Jaques

Time Span of Discretion and Individual Potential



LEADERSHIP LOGICS

Discerning Readiness – Getting Bigger Minds



LEADERSHIP MINDSETS

Change & Feasibility





We Don't Have Enough of the Right Leadership for the Future

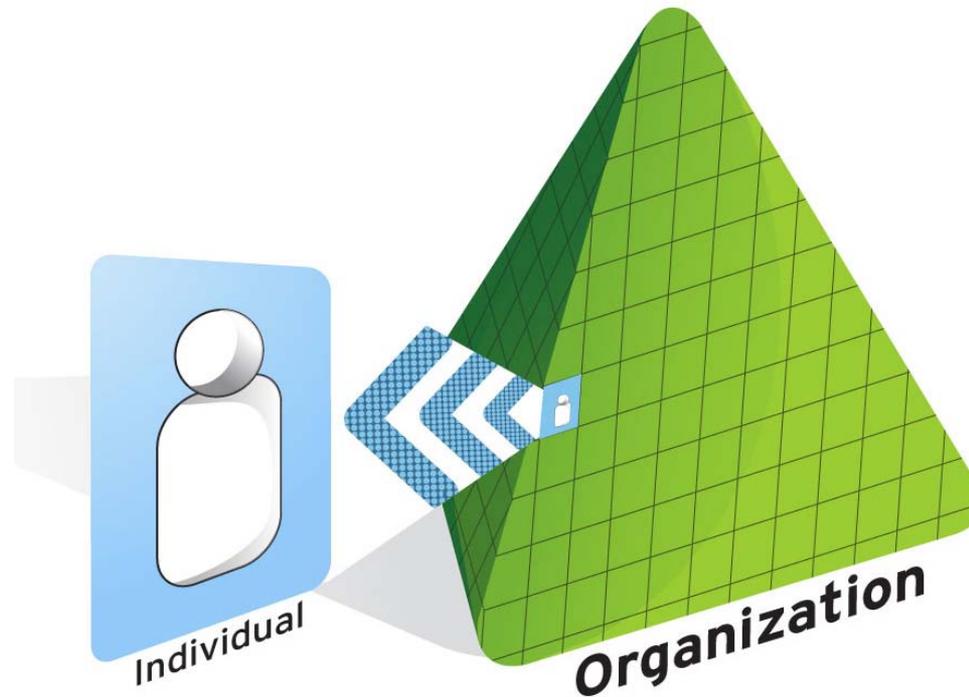
What do we need to address this?

1. A leadership strategy
2. A leadership development strategy
3. An organization that is designed to produce the leaders we need

= A leadership delivery system

Creating A Leadership Delivery System

Requires attending to BOTH those who are developing AND the context within which they develop



Leadership Strategy

= *What we need*



DoD Civilian Leader Development Framework



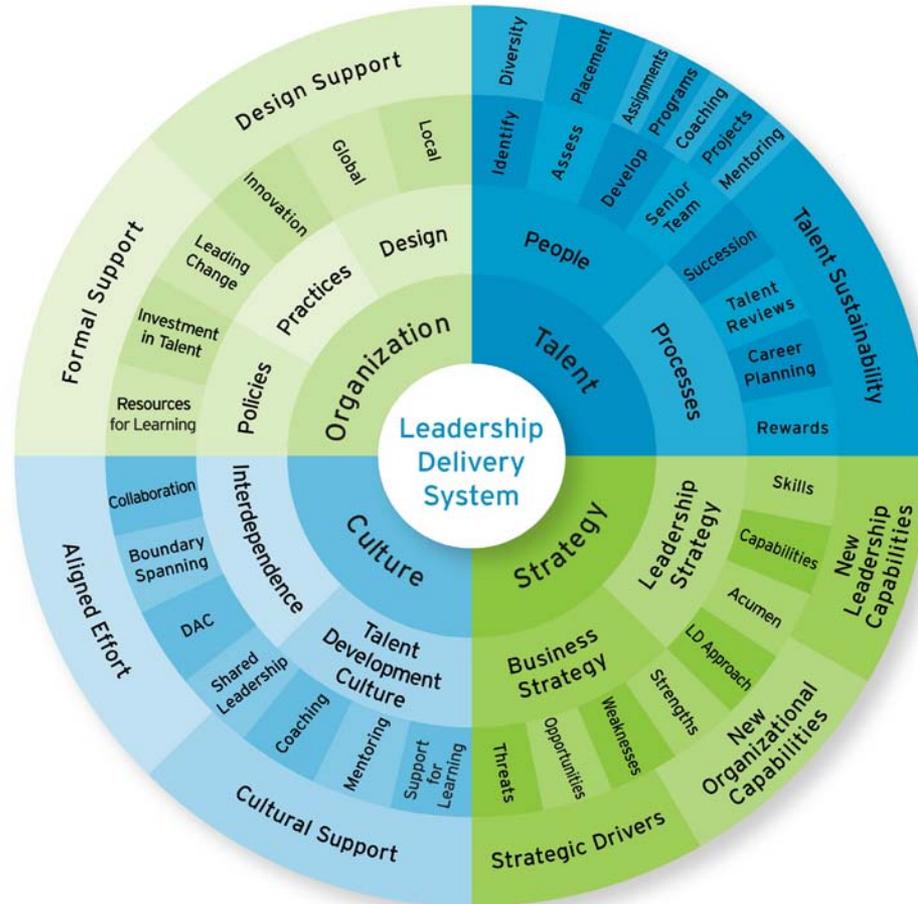
Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
Definitions					
This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.	This core competency involves the ability to lead and inspire a multi-sector group (not only employees (civilian and military), but also other government agency personnel at the Federal, State, and local levels, as well as contractors and partners) toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.	This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to derive solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.	This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	This core competency involves a broad point of view of the DoD mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.
Competencies					
<ul style="list-style-type: none"> Creativity and Innovation External Awareness Strategic Thinking Vision Flexibility Resilience 	<ul style="list-style-type: none"> Conflict Management Leveraging Diversity Developing Others Team Building 	<ul style="list-style-type: none"> Accountability Decisionmaking Entrepreneurship Customer Service Problem Solving Technical Credibility 	<ul style="list-style-type: none"> Financial Management Human Capital Management Technology Management Computer Literacy 	<ul style="list-style-type: none"> Political Savvy Influencing/Negotiating Partnership 	<ul style="list-style-type: none"> Joint Perspective Mission Ownership DoD Mission and Culture DoD Governance/Structure National Defense Integration Global Perspective National Security National Security Foundation National Security Environment National Security Strategy
Fundamental Competencies					
<p>These competencies are the foundation for success in each of the core competencies.</p> <ul style="list-style-type: none"> • Interpersonal Skills • Written Communication • Oral Communication • Continuous Learning • Public Service Motivation 					

Leadership Delivery Strategy

= *How we build them*



An organization designed to support creating the leaders we need





Leadership
Delivery
System

Organize
Culture

alent
Processes
Rewards
Ability
Strategy

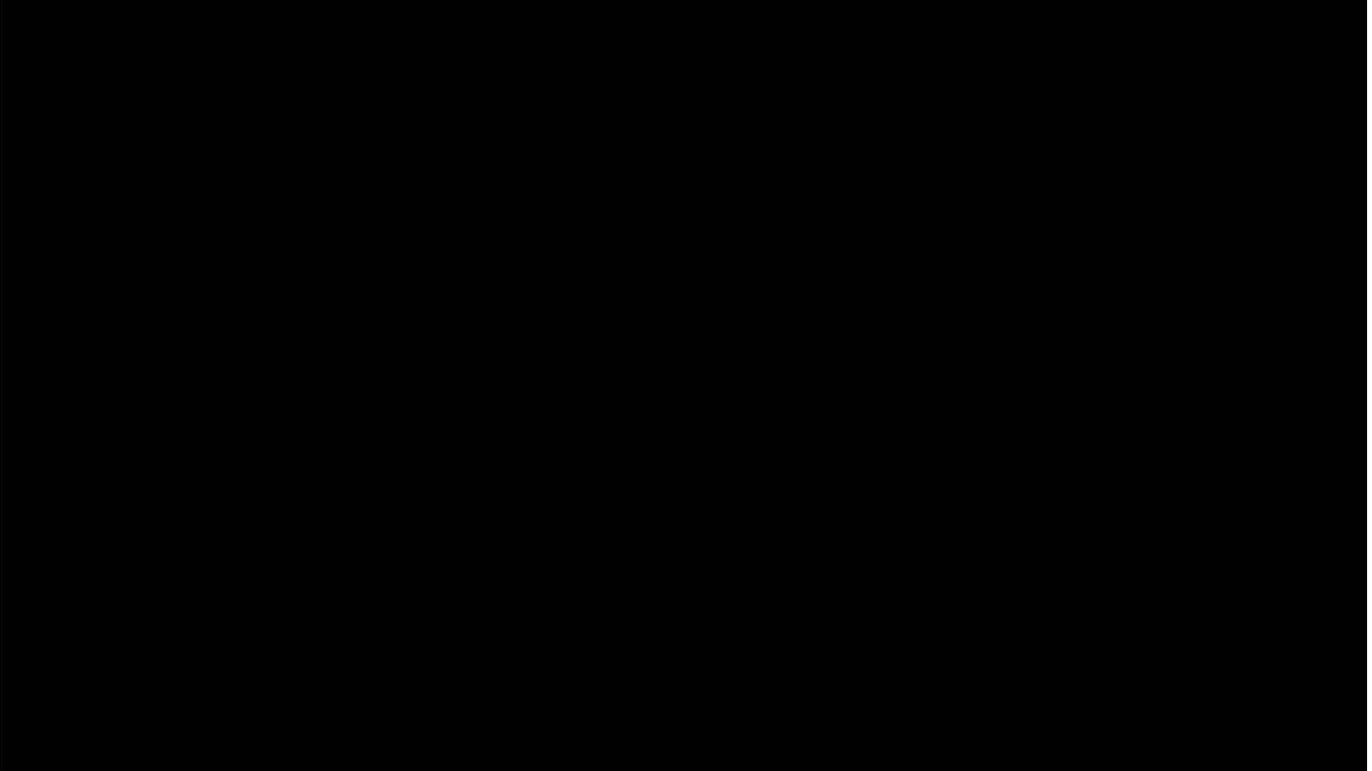
Leadership
Strategy

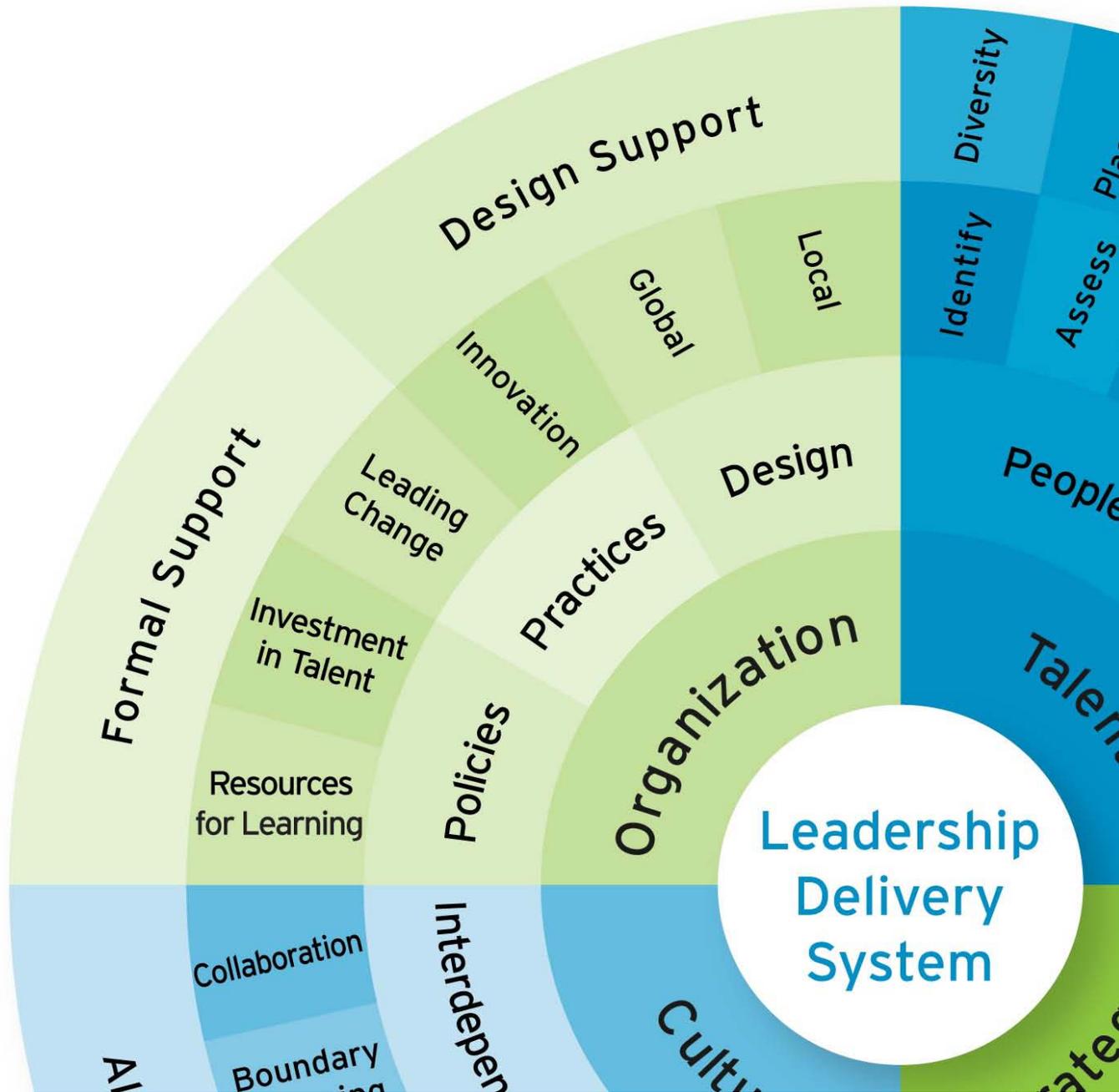
Skills

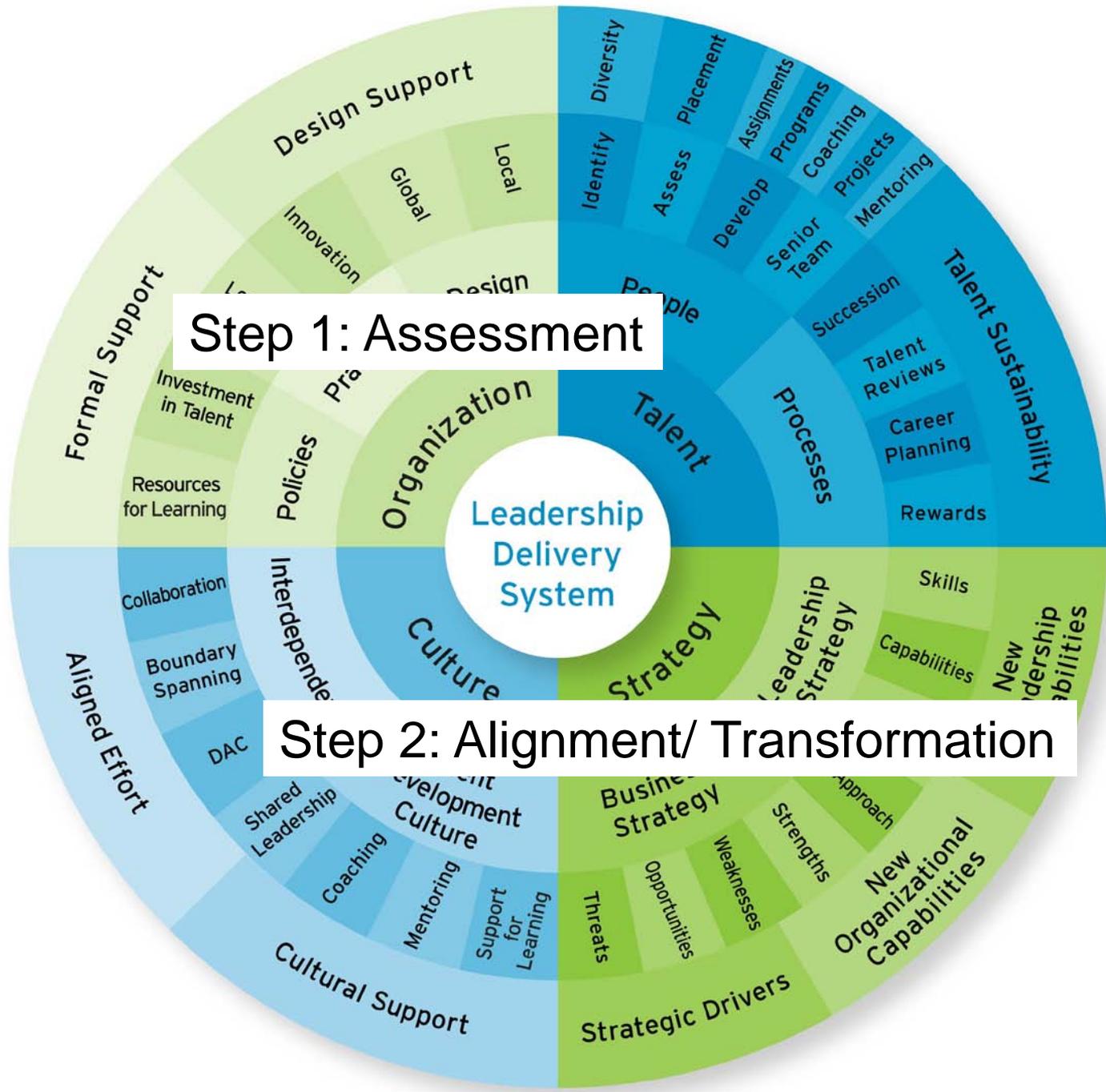
Capabilities

New
Leadership
Capabilities

Acum



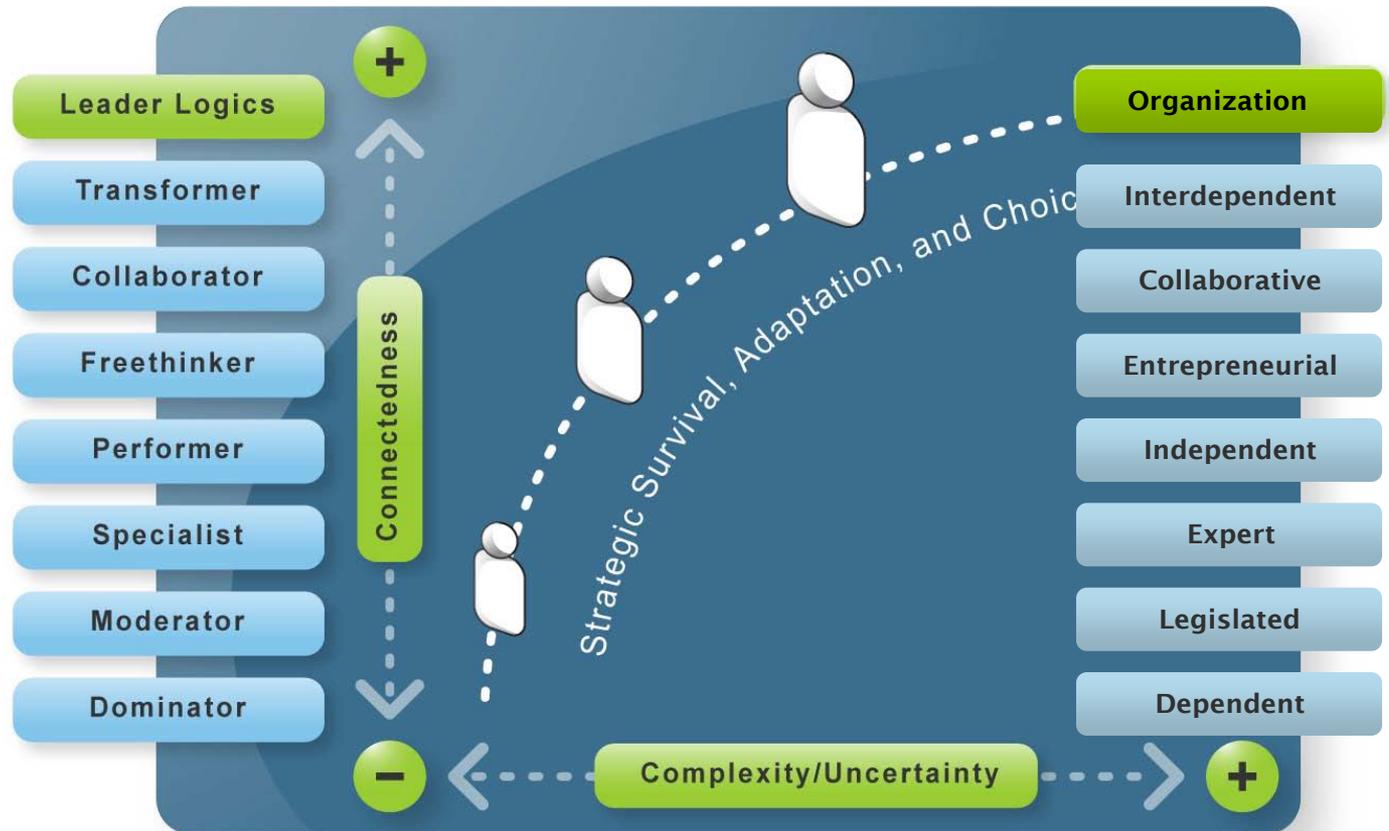




Step 1: Assessment

Step 2: Alignment/ Transformation

Matching Leaders to Organizational Logics



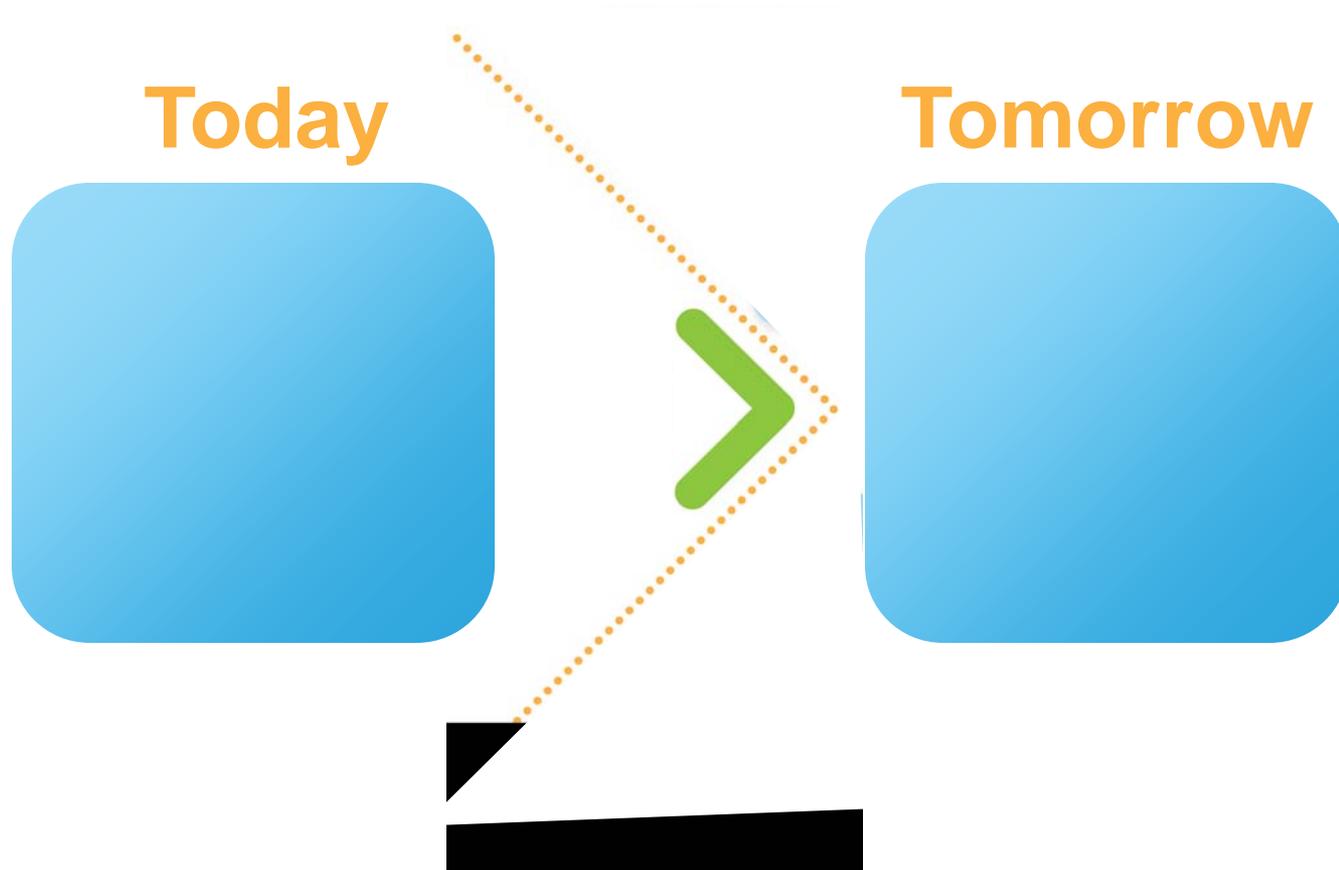
New Leadership Challenges



Design + Leadership

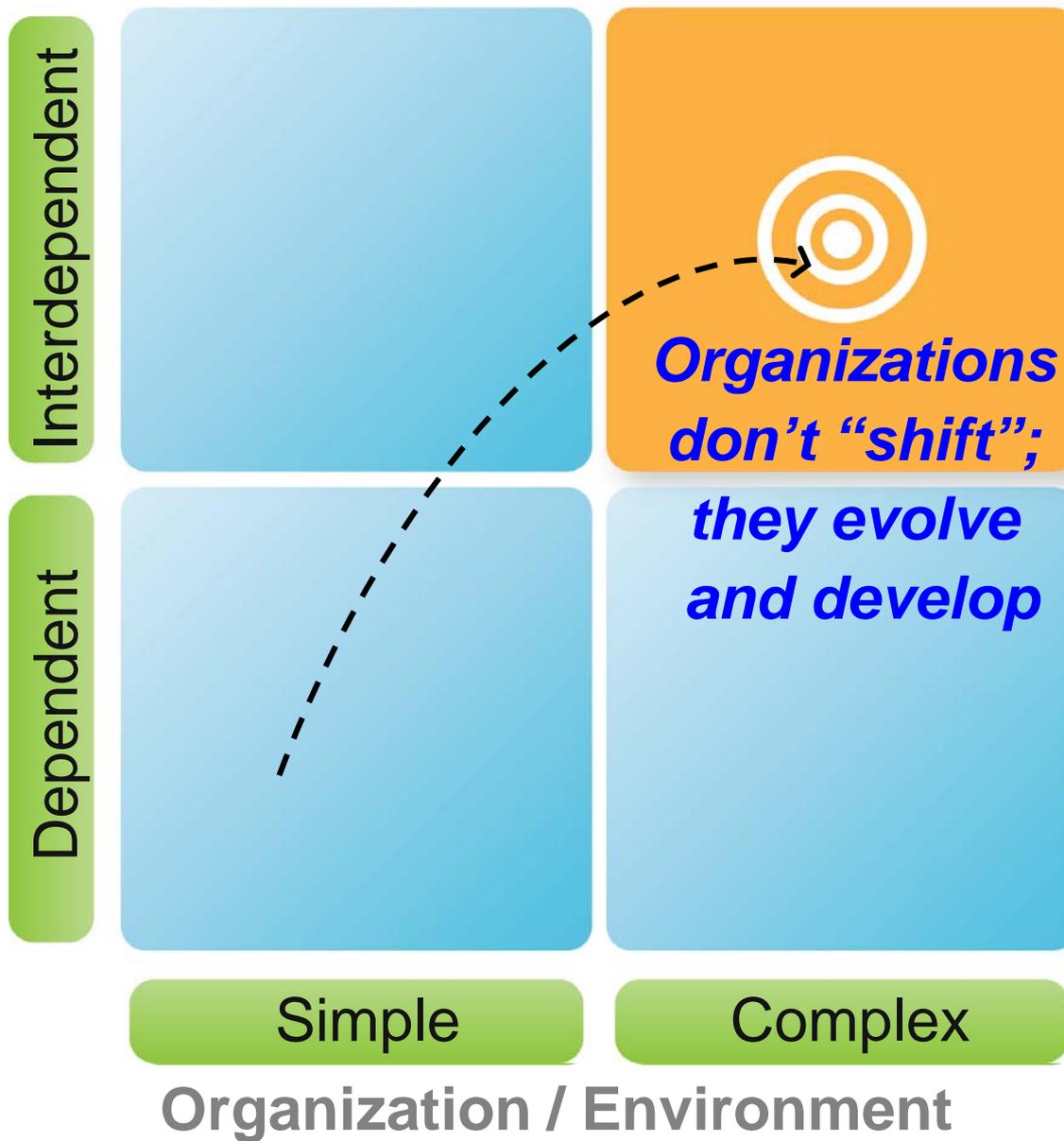


It's Not as Simple as "From-To"



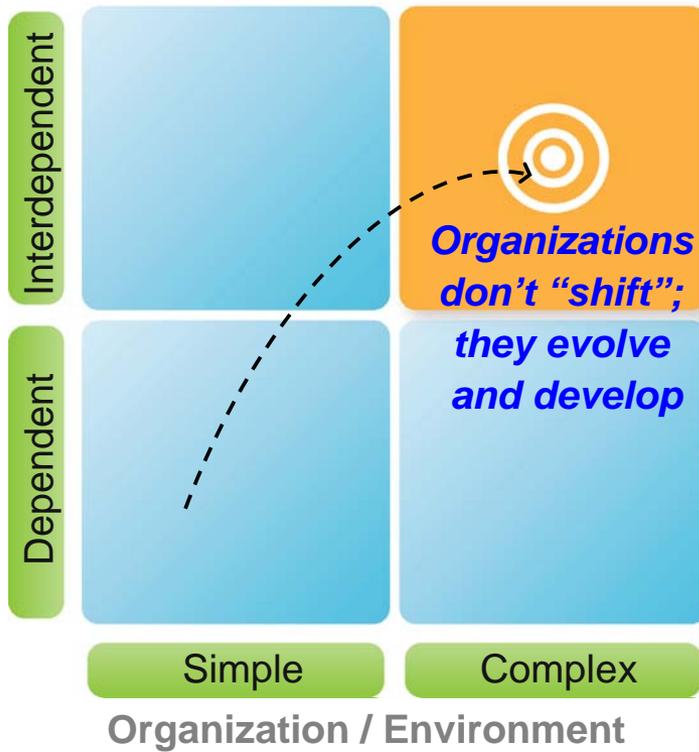


Relationships / Culture





Relationships / Culture



Thesis

The speed and extent of an organization's development is a function of the development of the organization's leadership