The Next Generation Leader: How to Position Yourself for Advancement

Monday, September 23, 2013, 1:30 p.m.

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Senior Partner
Exceleration Partners
Atlanta, Ga.

Marty Murphy is a consultant, executive coach, and facilitator who draws from his more than 20 years of experience in executive leadership and human capital development as he executes his engagements. He works with clients in a variety of industries, including bio-medical, consulting, energy, financial services, healthcare, hospitality, insurance, manufacturing, nonprofit, pharmaceutical, retail, technology, and telecommunications.

He is a highly skilled and engaging coach, facilitator, and speaker who is known for working with individuals and teams to build results-oriented relationships. His areas of expertise include leadership and management development, change management, emotional intelligence, team building, executive sales management, consultative sales skills, and interpersonal communications.

Marty earned a Bachelor of Science in marketing from Miami University in Oxford, Ohio. He received his Managerial Coach certification from Kennesaw State University in Kennesaw, Ga., and holds several other facilitator and executive coaching certifications.

Marty has extensive leadership experience in managing and developing individuals and teams. Prior to starting MEMurphy Consulting and joining Exceleration Partners, Marty led the contingent search division of a boutique executive search and staffing firm that served the insurance and financial services industries. Before that, he held various executive-level marketing, sales, operational, and leadership roles at a Fortune 250 financial services firm in its property/casualty insurance and life, annuity, and investment divisions.

Marty is an active speaker, presenter, and facilitator at industry events and conferences, and has been published in various industry publications. He is an active member of CPCU Society, the American Society for Training & Development, and the International Coach Federation in Georgia.
What do you think?

What are today’s key traits and characteristics of a successful leader?
Today’s Agenda

- What studies are showing.
- Define leadership and its various perspectives.
- Put it into your real-world perspective.
- Begin to think about what this means to you and what you do next.

Leadership Skill Importance

- Source: Center for Creative Leadership

Now
2014
Future Leadership Gap

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Source: Center for Creative Leadership

What Is Your “ZONE?”

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Source: AchieveGlobal: Developing the 21st Century Leader, 2010
Defining Leadership:
Who Has The Answer?

John Gardner
On Leadership

- Physical vitality and stamina
- Intelligent
- Action-oriented judgment
- Eager to accept responsibility
- Task competent
- Understands followers and their needs
- Skilled in dealing with people
- Need for achievement
- Capacity to motivate people
- Courage and resolution
- Trustworthiness
- Decisiveness
- Self-confidence
- Assertiveness
- Adaptability/flexibility
**Defining Leadership**

**Blake and Mouton**

**Concern for task:** Achievement and production centric. Leaders look for high levels of productivity, and ways to organize people and activities in order to meet those objectives.

**Concern for people:** Leaders who look upon their followers as people - their needs, interests, problems, development and so on. They are not simply units of production or means to an end.

**Directive leadership:** This style is characterized by leaders making decisions for others - and expecting followers or subordinates to follow instructions. Traditional hierarchical structure.

**Participative leadership:** Here leaders try to share decision-making with others. Organic approach versus hierarchical approach.

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**Defining Leadership**

**Hershey and Blanchard**

**Telling:** Style or approach that gives a great deal of direction and considerable attention to defining roles and goals. Best with new staff or disinterested workforce.

**Selling:** Direction is given by the leader, there is an attempt at encouraging people to 'buy into' the task. Sometimes characterized as a 'coaching' approach, it is to be used when people are willing and motivated but lack the required 'maturity' or 'ability'.

**Participating:** Decision-making is shared between leaders and followers – the main role of the leader being to facilitate and communicate. It involves high support and low direction.

**Delegating:** The leader identifies the problem or issue, but the responsibility for carrying out the result is given to followers. People are willing and motivated.
Defining Leadership

Bass, Burns, Wright and others...

**TYPE**

**Transactional:** Recognizes what it is that we want to get from work and tries to ensure that we get it if our performance merits it. Exchanges rewards for our effort. Is responsive to our immediate self interests if they can be met by getting the work done.

**Transformational:** Raises our level of awareness and consciousness about the significance and value of designated outcomes, and ways of reaching them. Gets us to transcend our own self-interest for the sake of the team, organization or larger polity. Alters our need level (after Maslow) and expands our range of wants and needs.

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Defining Leadership

**FIVE LEVELS OF LEADERSHIP**

1. **Position:** People follow because they have to.
2. **Permission:** People follow because they want to.
3. **Production:** People follow because of what you have done for the organization.
4. **Person Development:** People follow because of what you have done for them personally.
5. **Pinnacle:** People follow because of who you are and what you represent.
Defining Leadership

Daniel Goleman HBR

EXECUTIVE STYLES

Coercive: Highly directive. Demands compliance. Strong drive to achieve at all costs. “Do as I say.”

Authoritative: Mobilizes people to a vision. Engages people to “come with me.”


Democratic: Forges consensus through participation. Often asks “what do you think?” Focus is on collaboration and team.

Pacesetting: Sets high standards for self and others. Strong drive to achieve. “Do as I do now.”

Coaching: Develops people for the future. Helps employees improve performance and develop long-term strengths.

Who are you as a leader?
YOUR Leadership Reality!

- What’s the reality of being a successful leader in your environment?

On Being: What really Matters?
Leaders are people, who are able to express themselves fully. They know what they want, why they want it, and how to communicate what they want to others, in order to gain their cooperation and support. They know how to achieve their goals.

-- Warren Bennis

What do you value?
What do others value?

Most Admired Leader

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Kouzes and Posner, The Leadership Challenge

21% Ambitious  88% Honest
40% Broad-minded  23% Imaginative
20% Caring  6% Independent
66% Competent  65% Inspiring
28% Cooperative  47% Intelligent
20% Courageous  14% Loyal
33% Dependable  17% Mature
24% Determined  8% Self-controlled
42% Fair-minded  34% Straightforward
71% Forward-looking  35% Supportive

Kouzes and Posner, The Leadership Challenge
The First Law of Leadership

We must believe that their word can be trusted, that they’ll do what they say, that they’re personally excited and enthusiastic about the direction in which we’re headed, and that they have the knowledge and skill to lead.

CREDIBILITY

Kouzes and Posner, The Leadership Challenge

Research Shows Credible Leaders...

- Inspire pride and are proud to tell others they are a part of the organization.
- Feel a strong sense of team spirit.
- See their own personal values as consistent with those of the organization.
- Feel attached and committed to the organization.
- Have a sense of ownership of the organization.
**Those Without Credibility**

- Produce only if they’re watched carefully.
- Are motivated primarily by money.
- Say good things about the organization publicly but criticize it privately.
- Consider looking for another job if the organization experiences problems.
- Feel unsupported and unappreciated.

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**The Five Essential Tasks of Leadership**

1. Align People to Move in that Direction
2. Keep People Focused on the Vision
3. Build Pride! Inspire Them To Move Forward
4. Produce the Required Changes
5. Build more Leaders!!
The Five Practices of Exemplary Leadership

1. Inspiring a Shared Vision
2. Modeling the Way
3. Challenging the Process
4. Enabling Others to Act
5. Encouraging the Heart

Kouzes and Posner, The Leadership Challenge
Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become.

**Inspiring a Shared Vision**

**Enlist** others in a common vision by appealing to their values, interests, hopes, and dreams. **Envision** an uplifting and enabling future.
Modeling the Way

Leaders create standards of excellence and then set an example for others to follow. They set goals that allow people to achieve small wins as they work toward larger objectives.

Find your leadership voice by clarifying your values and gifts

Set the example by behaving in ways that are consistent with shared values.
Challenging the Process

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.

Challenging the Process

Search out challenging opportunities to change, grow, innovate, and improve.

Experiment, take risks, and learn from the accompanying mistakes.
Enabling Others to Act

Leaders foster collaboration and build spirited teams. They actively involve others; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.

Foster collaboration by promoting cooperative goals and building trust.

Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.
Encouraging the Heart

To keep hope and determination alive in organizations, leaders recognize contributions that individuals and teams make. Leaders celebrate accomplishments.

Encouraging the Heart

**Recognize** individual contributions to the success of every project.

**Celebrate** team accomplishments regularly.
Who are you as a leader?

Who do you aspire to be?

Career Progression
What Helps You Advance?

Performance 10%
Image 30%
Exposure 60%

Stakeholder Mapping
The Path Forward: ACT It Out!

Awareness

- Do you know your natural self?
- Do you know what you want to do?
- Are your skills up-to-date and aligned with the position, organization, and industry?
- What type of relationships do you have inside and outside of the organization?
- Are you in sync with the direction of your company?
- How are you seen inside the company?
Choice

- What are you going to do about what you are now aware of?
- What are your options?
- What is the priority order?
- When are you going to do it?
- What happens if you don’t do it?

Tenacity

- How do you hold yourself accountable?
- Who will you enlist to help you in your efforts?
- How do you get yourself jump started if you stall or derail?
**In Conclusion**

- There is no one study that identifies the "perfect leader"...but indications are that you need to be able to direct and connect.
- Consider your environment’s culture and leadership persona.
- Embracing the 5 key practices of exemplary leaders can put you on the right course.
- It is up to you to decide where you go from here...just ACT!

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**Thank You**

For more information on this program or other leadership development programs and executive coaching, contact:

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404-817-3685
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**The Next Generation Leader:**
*How to Position Yourself for Advancement*

September 23, 2013

Participant Workshop Materials

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Leadership Skill Importance

-Source: Center for Creative Leadership

![Graph showing leadership skill importance comparison between 2013 and 2014.](chart.png)
Future Leadership Gap

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• Compassion and sensitivity  | • Strategic planning
• Culturally adaptable  | • Inspiring commitment
• Respecting individual differences  | • Managing change
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• Self aware  | • Work life balance
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Reserves | On Track
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• Confronting People  | • Being a quick learner
• Putting people at ease  | • Resourcefulness
• Managing one’s career  | • Participative Management
• Being a quick learner  | • Doing whatever it takes

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## Characteristics of an Admired Leader

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• Align people to move in that direction
• Build pride—inspire them to move forward
• Produce the require changes
• Build more leaders

Five Practices of Exemplary Leaders

• Inspiring a shared vision
• Modeling the way
• Challenging the process
• Enabling others to act
• Encouraging the heart

Kouzes and Posner, The Leadership Challenge
Stakeholder Mapping

Key:
+ indicates positive relationship
- indicates relationship needs work
= indicates neutral or no relationship

Awareness (What have you learned?)
Choice (What are you going to do about it?)
Tenacity (How will you stay committed?)

Action Planner

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