

# Continuum of Change Leadership Behaviors

## Show –Stoppers

### Strategic Ability

1. **Business Acumen** **Limited Insight** – Marginal at best; little curiosity – might not be satisfied with present state, but– just does not look much beyond present status quo.
2. **Prioritizes** **Focus on urgent and easy Vs Important Issues** - Does not step back and look at patterns to see if there is a common theme; emotional, reactionary and well-known based views are key in their approach; operates in reachable and well known challenges.
3. **Personal Commitment** **Personally Tentative and unwilling to commit to change** - Little passion or urgency in addressing a challenge that the organization is dealing with. Present world is the focus.

### Execution Ability

4. **Plans** **Well known formulas or actions are ‘the plan’**- No matter what the situation the plan is the same; little recognition of the interdependencies and attention that needs to be built for political support.
5. **Timing** **Waits; little sense of urgency and must be pushed** - Very frustrating to other peers; unit rarely seen as co-equal and a strong ally in execution; can create organization chaos.
6. **Navigatoin** **Clumsy** - Is seen as either unskilled, uncaring or naïve in how to deal with normal and expected resistance, roadblocks and detours; surprised when issues and changing conditions emerge; mid-course corrections do not occur.
7. **Style of Mgmt** **Isolated Style of Management** - If a plan, executes and communicates in silo; does not appreciate need for keeping stakeholders involved in support of the issue; can lose focus – pays attention to urgent, “off target” matters.
8. **Day to day/ ‘getting it done’** **Disorganized in “day to day” alignment skills** - Has a short ingrained pattern in attempting to influence others; not orderly in assigning and measuring work; lack of clarity about who is responsible for what; lack goals or priorities; work in progress and feedback seems to be lacking; chaos and randomness are the norm.

### People Skills

9. **Openness/ Learning** **Team members operate in a vacuum** - High performance is a shortcoming due to some combination of inflexibility, lack of clear, calm transactions with others, political missteps, or not being seen as constructive with others; uncomfortable in conflict situations.
10. **Select/Develops** **Selects “C” players** - Overemphasizes technical aspects and ignores leadership factors in selecting talent; short in knowing how to manage/ develop people.
11. **Cutlruue** **Control oriented and creates a marginal culture** - Has no track record or reputation for winning and building; doesn’t create a common mindset/challenge; synergies are missing; everyone works on his/her own projects; doesn’t manage in a way that builds team morale or energy; may be very action and control oriented and won’t trust a team to perform.

## Game Changers

- **Broad Insight** – Insights help us advance the strategic agenda – probes, perceives and deciphers environment to understand emerging and important problems and opportunities; understands the business model and how we make money; curious; alert; accurate.
- **Makes the Case** - Demonstrates the courage and skill to use facts, emotional appeal and influence to be successfully persuaded decision-makers and opinion leaders to a course of action. “Faces up” to unpopular topics and seemingly unreachable challenge. Focuses on the important issues . . . not just the urgent or easy ones.
- **Personally Commits** - Assumes personal risk/accountability in committing to a change program, stepping up to the challenging goals, and raising the bar to achieve the “right” org. goals. Instills passion and intensity in the challenge ahead.
- **Assembles a High Performance Plan** - Builds achievable “game plans” that reflect adequate physical and people resources, manageable timetables, clear recognition of interdependencies and attention to building political support.
- **‘Gets after it’-Relentless pursuit of Results** - Drives the work plan forward “on spec/ on time” while avoiding organizational chaos; pushes others for their “best”.
- **Agile** – Skillful defection of detractors and dead-end detours, alert to surprises and changing conditions and adroitly navigates mid course corrections.
- **Highly skilled in “day to day” alignment skills** - Proactive communicator; keeps stakeholders involved in support of the coalition with timely and tailored communications – often personal. Skilled in keeping the organization’s attention focused on the important and away from “off target” matters.
- **Highly skilled in ‘day to day’ alignment skills’** - Proactive communicator; keeps stakeholders involved in support of the coalition with timely and tailored communications—often personal. Skilled in keeping the organization’s attention focused on the important and away from off target matters.
- **Engages team members in the spirit and meaningfulness of the challenge** - provides team leadership and support, fosters a high performance atmosphere to the “core” team and enlists support cross functionally. Appeals to team members’ “head and heart”
- **Selects and develops “A” players** - knows what “A” players “look like”; attracts them to the team; knows how to manage, motivate and develop them; seen as a net exporter of talent to replenish the organization pipeline of talent.
- **Creates a “Winning Culture”** - Winners and followers – with constructive style and spirit. Followers *choose* to remain attached and involved. Creates personal reputation for winning and building. Makes others around him or her better. Generates a loyal following of supporters and advocates