




**CSBS JOINT DEPUTY/
TECHNOLOGY SEMINAR**

***LEADERSHIP: AVOIDING A
FAILURE OF NERVE***

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***The safest place for
ships is in the harbor, but
that is not why ships were
built.***



We are in one of those great historical periods that occur every 200 to 400 years when people don't understand the world anymore, and the past is not sufficient to explain the future. It is a period of time in which organizations will have to innovate quickly to succeed."

-- Peter Drucker



The difficulty is not in coming up with new ideas, but with undoing the old ones.

- Chinese proverb



OUR CURRENT ENVIRONMENT

Volatile economy

- a. World economy is in a mess - a Black swan*
- b. New financial and corporate life forms are evolving*



OUR CURRENT ENVIRONMENT

The best mental model to understand what is going on is evolution – institutional mutation and natural selection:

- a. recurrent mutation*
- b. speciation*
- c. punctured equilibrium*



THE EXTERNAL PLANNING ENVIRONMENT

After 8 years of sensational asset inflation and financial explosion, the debt party has come to an end and the financial industry has imploded.

One certain financial law: “Sooner or later every financial bubble bursts.”

When that happens, greed turns into fear.



OUR CURRENT ENVIRONMENT

Decimated corporate profits

Global recession

Uncertain interest rate environment

A dollar in near free-fall

Seesawing commodity prices

Precarious housing market

Volatile weather



OUR CURRENT ENVIRONMENT

Rapid technological change

Global competition

Market dislocations

A-loyal customers-investors

Shifting international relations

Generational conflict



“Toto, this sure doesn’t look like Kansas anymore”

Cultural differences:

- 1. External***
- 2. Dynamic***
- 3. Technological***
- 4. Demand paradigm***



“Toto, this sure doesn’t look like Kansas anymore”

Structural differences:

- 1. New geography***
- 2. New level of competition***
- 3. New menu of services***
- 4. New kind of leadership***



WHAT IS LEADERSHIP?

Making something happen through other people that would not have happened if they were left to themselves.



WHAT IS LEADERSHIP?

Leadership is about winning:

- 1. Successful organizations have leaders at all levels.*
- 2. Producing leaders at all levels separates winners from losers.*
- 3. Leading, learning, and teaching are part of every job.*



WHAT KIND OF LEADERSHIP?

Two Kinds of Leadership:

- 1. Transactional: manages or maintains*
- 2. Transformational*



WHAT DO TRANSFORMATIONAL LEADERS DO?

They move the organization from where it is to where it needs to be.



HOW DO THEY DO THAT?

They see reality:

Remove filters

See things losers don't

Losers fail to confront reality

(ignorance of arrogance)



HOW DO THEY DO THAT?

They make an appropriate response:

- a. Think the unthinkable*
- b. Use everything they have*
- c. Begin with themselves*



THE INSIDE GAME OF LEADERSHIP

You may not always be able to do what you want to do; but there is never any reason that you cannot be what you need to be as a person.



THE INSIDE GAME OF LEADERSHIP

Values

Vision – Mission

A Compelling Story

Competitive Urgency

Moral Courage



THE ROLE OF VALUES IN A CULTURE

- 1. Give a sense of common direction and define desirable behaviors*
- 2. Provide foundation for decisions*
- 3. Serve as fabric for corporate culture*
- 4. Create sense of identity and continuity*
- 5. Are only as good as their embodiment*



VALUES IN A HIGH-PERFORMANCE CULTURE

- 1. Are clearly articulated*
- 2. Are continually reviewed*
- 3. Are embodied in the behavior of the team*
- 4. Pockets of resistance and bureaucratic behavior are confronted*



VISION

It is the articulation of the image, values, direction and goals that will guide the future of the organization.



WHAT IS THE MISSION?

*It is the organization's
magnetic north.*



Sample Statements - UFPC

Vision Statement: *“To be a passionate,
responsive supply chain team acknowledged
as the industry leader.”*

Mission statement: *“To provide our members
with an ensured supply of specified products
at the lowest cost.”*



A COMPELLING STORY

Stories:

*Touch emotions as well as
intellects*

Articulate ideas and values

Show others how to be leaders

Give others a higher vision



A COMPELLING STORY

Three Kinds of Stories:

1. Who I am.

2. Who we are.

3. Where we are going.



COMPETITIVE URGENCY

Physical and emotional energy

Focused and determined

Like challenges

Never satisfied

Transform negative into positive energy



MORAL COURAGE

Composed of two things:

- 1. Drive to find the truth
whatever the cost*
- 2. To act on this truth
whatever the cost*



MORAL COURAGE

Two kinds of moral courage:

- 1. Portfolio: pursuing new opportunities and abandoning old ones*
- 2. People: promoting winners and removing losers*




PORTRAIT OF A LEADER

- 1. A leader does not operate from the subjunctive mood.*
- 2. A leader does not wait for an invitation to help.*
- 3. A leader has his feet on the ground but his head is in the clouds.*
- 4. A leader does not fly solo.*



PORTRAIT OF A LEADER

5. *A leader operates from a platform of shared values.*
6. *A leader understands that real leadership begins and ends with moral courage.*
7. *A leader understands and believes in the awesome power of the committed life.*



IF NOT YOU, WHO?
IF NOT NOW, WHEN?



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