

## **“The Leadership Code”**

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50-85% of leadership characteristics were shared across all effective leaders. Effective leaders are able to think and act both in the short term and for the long term. Effective leaders project into the future and define a context in which their organization and their people will succeed.

Leaders create a credible and hopeful image of a future for everyone who needs to invest. They also connect the future to the present by turning aspirations into action. Effective leaders gauge when their focus needs to be on architecting the organization and its capabilities, and when it needs to shift to individuals and their abilities.

The five parts of the “Leadership Code.”

### ***Rule 1 ~ Shape the Future***

They not on envision, but can create a future

### ***Rule 2 ~ Make Things Happen***

Executors translate strategy into action

### ***Rule 3 ~ Engage Today’s Talent***

Talent managers know how to identify, build, and engage talent to get results *now*

### ***Rule 4 ~ Build the Next Generation***

### ***Rule 5 ~ Invest in Yourself***

The higher up the organization that the leader rises, the more he/she needs to develop excellence in more than one of the four domains. The essential thing is to know what leadership dimensions need to be developed and then develop them.

## **Rule 1 ~ Shape the Future**

Strategy is being clear about where you want to go. Any leader's intention is to create a future that is even more attractive than the present. Mission and visions not rooted in reality create more cynicism than confidence. Being all things to all people generally results in succeeding with none. If you are going to be a strategist, your fundamental rule is to be clear about where you are going.

### **1. Stay curious and develop a point of view about your own future**

You need to have a sense of possibility and access new ideas that may take you out of your comfort zone. Ask yourself, "What if?"

### **2. Invite your savviest outsiders inside**

### **3. Engage the organization—no "one" knows enough**

### **4. Create strategic traction within the organization**

ABC's of strategic traction

Aspirational

Behaviors

Customer relations

Discipline

Energize-A compelling strategy that engages people in creating their own futures energizes them

Focus-The "Sweet Spot" is to rightsize the strategy so that it stretches but does not snap the organization.

## **Rule 2 ~ Make Things Happen**

We often know where we want to go and what we should do but we don't do it well. Execution is the ability to turn what we know into what we do. As a leader your ability to execute will enable you to turn strategic aspirations into actions, desires into results, and desired futures into present reality.

Leaders who execute connect the present to the future, focus on linking the short term to the long term, manage their time, engage others, and ensure accountability and consequences for delivering on time.

## **1. Make change happen**

Excellence in execution inevitably requires leaders to play a role in making change happen.

- To what extent are strong leaders assigned to this project?
- To what extent is there a clear need for the project?
- To what extent do we have a clear direction for the change?

Do we have buy-in and commitment from the people necessary to implement the change? Any leader's job is to share information so that people know why the change needs to occur and help people define the personal day-to-day impact of the change on their work

- To what extent do we break up the change into decisions that need to be made in the near term?
- To what extent are we able to institutionalize the change?
- To what extent do we measure and learn from the change efforts?

In leading change, leaders must have the discipline to turn what they know into what they do.

## **2. Follow a decision protocol**

Good question a leader needs to ask is, what decision do you want me to make coming out of this discussion?

- What is the decision that needs to be made?
- Who's going to make the decision?

Determining decision rights and rules in advance or making decisions clarifies expectations around authority and accountability expectations. Being clear about who makes what decisions builds accountability. If one person is accountable, decisions will often be made.

- When will the decision be made?

Deadlines generate commitment to action

- How will we make a good decision?

### **3. Ensure accountability**

Accountability is at the heart of execution. When there is no clear accountability about who will do what, execution languishes. There needs to be:

- Standards
- Consequences

These conversations should be timely, behavior based, and candid

- Feedback

What did we set out to do? What did we do? What did we do well? What could we have done better? What did we learn from this experience? What will we continue to do? What will we do better or differently? At times, team members rarely have a common understanding of what they were setting out to do.

### **4. Build teams**

- Clear purpose
- Defined Governance Process with Roles and Decision-Making protocols
- Strong relationships

High-performing teams also manage differences and conflict by encouraging the sort of debate and dialogue that raise alternative points of view

- Ongoing Learning

### **5. Ensure technical proficiency**

You may not be the expert in all things, but it is good to be very gifted at some things.

The fundamental leadership rule of execution is the ability to turn what we know into what we do

### **Rule 3 ~ Engage Today's Talent**

To engage today's talent, be a *talent manager*

#### **1. Communicate, communicate, communicate**

If you are serious about retaining and developing talent you depend on, you need to connect with employees candidly through honest, open and two-way dialogue

It's best to focus on only a few priorities and explain why those priorities are important. When people know the *why*, they more readily accept the *what*

Ray Wierzbicki, when head of professional services at Verizon, repeatedly made it clear that he wanted his people "skipping to work."

#### **2. Create aligned direction; connect the individual to the organization**

Have every member of your team identify his or her goals for the upcoming sixty or ninety days.

Leadership hypocrisy exists when you try to be something you are not or behave in a way that is not consistent with your personal style.

#### **3. Strengthen competencies: ensure that people have the competencies they need**

What are the employee's personal strengths?

How can you develop these competencies?

#### **4. Provide people with the resources to cope with demands**

Resolve to set high expectations and also help them access resources to meet the demands

## **5. Create a positive work environment—practice spiritual disciplines at work**

When employees experience a positive work environment, they are more likely to stay, be productive, and be an encouraging source for attracting future employees

## **6. Have fun at work**

### **Rule 4 ~ Build the Next Generation**

One of your primary leadership roles is to cultivate next-generation employees

#### **1. Map the workforce**

Getting the best talent comes by setting clear standards about what is expected and then sourcing, screening, and securing potential employees

Key questions to ask:

1. Which critical jobs will make the largest difference in the next 5-10 years?
2. How well positioned are you to staff those critical jobs with the right people?
3. What percent of the key positions have qualified talent in place in other roles?

#### **3. Create a firm and employee brand**

You need to look carefully at yourself to see if you embody and live the employee brand you articulate

#### **4. Help people manage their careers**

Building human capital requires you to have candid, forward-looking and helpful conversations with employees about what they want and what they can expect from their careers

Career Stages:

Stage 1: **Learn** ~ Employees are dependent, working under the direction of others, helping and learning from more experienced people. They figure out how things work

Stage 2: **Master** ~ The employees demonstrate their competence as independent contributors and build their expertise

Stage 3: **Manage** ~ Professionals stimulate others through ideas and information and lead a team or department

Stage 4: **Direct** ~ Provide direction for the organization

## **5. Find and develop next-generation talent**

Everyone in an organization needs to be a talent scout, to be constantly on the lookout for great young talent. If you want to build effective human capital, you will need to develop, empower, and allow employees to take risks, even if they occasionally fail. Delegation is about coaching and teaching, not judging and evaluating. As a leader, make sure you empower people by giving them both authority and information.

### **Encourage networks and relationships**

#### **Rule 5 ~ Invest in yourself**

When you have personal insights into yourself, you will be more able to lead others. It requires equal measures of self-awareness and self-discipline.

#### **1. Practice clear thinking; rise above the details**

Clear thinking requires getting past the details to see the broader implications and thus exercise good judgment. You need to master the principles and allow others to determine the practices that will help them deliver on the principles. Top leaders transcend the pressure—the simply act, keep their cool and focus on what matters most. If there is a decision to make, identify it, study it, and make it. If you're wrong, admit it and learn, but be willing to act.

## **2. Know yourself**

Seek to understand your predispositions and your signature strengths

## **3. Tolerate stress**

## **4. Demonstrate learning agility**

You should see the world not only as it is, but as it can be. Seek new ideas. Be disciplined about continuous improvement. Be unique and creative. Find a balance between analytics grounded in data and intuition rooted in instinct. Avoid extremes. Create a learning cycle—Choice, Consequence and Corrective action.

## **5. Tend to your own character and integrity**

## **6. Take care of yourself**

Physical, emotional, Social

## **7. Have personal energy and passion**

## **Ensuring better leaders and leadership**

The code helps us avoid the trap of emphasizing one element of leadership over the others.

### **1. Establish a clear theory of leadership**

Any company model and development plan that does not support building all five leadership code competencies is incomplete

### **2. Access leaders**

Good assessment tools and processes will lead to a targeted individual plan that equips each individual to take charge of her own department.

### **3. Invest in leaders**

Provide coaching. Find people who can act as:

- Performance advisers
- Relational brokers
- Experience brokers and optimizers



- Career champions

Rotate assignments to optimize learning

#### **4. Follow up to align organizational practices**

Think through on compensation, succession, training and development