



How to...Be a Leader and Build Leadership in Your Business

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How To Be A Leader & Build Leadership In Your Business

Michael J. Hostetler
mjh35@cornell.edu
Tel: 255-7362
302 Sage Hall

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**“ Most companies are over-managed
and under-lead.”**

**John Kotter
Harvard Business School**

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The Great Debate

Manager

vs

Leader

**Dealing with
Complexity**

**Dealing with
Change**

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Manager	vs	Leader
Planning and Budgeting		Setting a Direction
Organizing and Staffing		Aligning People
Controlling and Problem-Solving		Motivating and Inspiring People

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Leader-Manager

A person who possesses the skill sets of both
managers and leaders

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Leadership Success and Derailment

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Key Terms

Successful

Reached one of the top 10-20 positions in the corporation; lived up to full potential as the organization saw it.

Derailed

Achieved very high level, but did not go as high as the organization has expected. May have been plateaued, demoted or fired, accepted early retirement, or has responsibilities reduced

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Derailment

- 1. Why were derailed executives successful in the first place?**
- 2. How did those who derailed differ from those who made it to the top?**

Reasons for Success

- Track record**
- Technical or business brilliance**
- Outgoing, charming**
- Promoted in acquisition, reorganization**
- Loyalty to management**
- Ambition**
- Leading subordinates**

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Reasons for Derailment

- Decline in business performance
- Insensitive, abrasive, intimidating style
- Cold, aloof, arrogant
- Betrayed trust
- Overmanaging
- Overly ambitious

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Reasons for Derailment - continued

- Poor staffing
- Unable to be strategic
- Unable to adapt to boss, culture
- Overly dependent on advocate
- Specific skill deficiencies

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On Track vs. Derailed: Amazingly Similar

- **Incredibly bright**
- **Outstanding track records**
- **Identified early**
- **Not perfect**
- **Ambitious**
- **Made sacrifices**

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On Track vs. Derailed: Amazingly Similar - continued

But There Are Some Differences

- **Track record**
- **Interpersonal style**
- **Composure**
- **Handling mistakes**
- **Solving problems**

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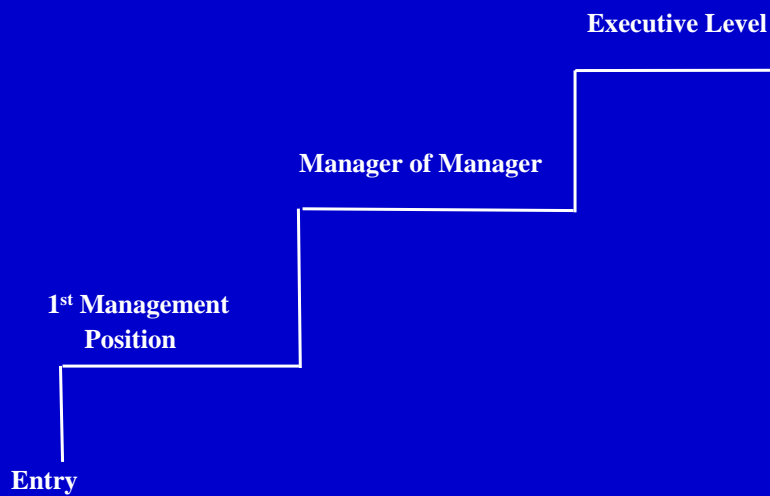
Situations Change

- Strengths become weaknesses
- Blind spots matter
- Success goes to head
- Events conspire

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Three Major Career Transitions



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Entry

- **Technical or Functional Expertise**

1st Management Position

- **People are a Problem**
- **Motivate**
- **Direct**
- **Coach**
- **Counsel**

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Manager of Manager

- **Give up Technical Mastery**
- **Develop and Lead High Performing Team**
- **Manage Peer Networks**
- **Internal Negotiation Skills**

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Executive Level

- Become Cross-Functional
- Strategic
- Understand Dynamics of Industry
- Future - Oriented

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Personality



Preference



Behaviors



Perceptions

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Is there any hope?

Can People Change?

Feedback Systems

- 360° Instruments
- Psychometric Instruments
- Situational Feedback

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Eli Lilly Model for Performance Management

Ability to Learn, Grow, and Change

		Ability to Learn, Grow, and Change	
		Low	High
P e r f o r m a n c e	Low	Dead Wood (10%)	Potential Stars (30%)
	High	Solid Citizens (50%)	Stars (8-10%)

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Dead Wood

- **Separate From Company**

Potential Stars

- **Provide Challenges and Coaching**

Solid Citizens

- **Reward and Recognize**

Stars

- **Promote**

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GE Model for Performance Management

Values

		Values	
		Low	High
P e r f o r m a n c e	Low	•Separate From Company	•Multiple Chances •Good Coaching
	High	•Second Chance, then Separate	(Stars) Promote

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Development Strategies for Leaders-Managers

- Recruit for people for leadership potential
- Provide training and mentoring
- Create challenging assignments for mid-level managers:
 - Task forces
 - Strategic planning
 - Acquisitions

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Create challenging assignments for mid-level managers - Continued

- Turn-around projects
- Launching new products/services
- Opening new geographic territory
- **Visibly recognize and reward them**
- **Reward people for developing leaders**

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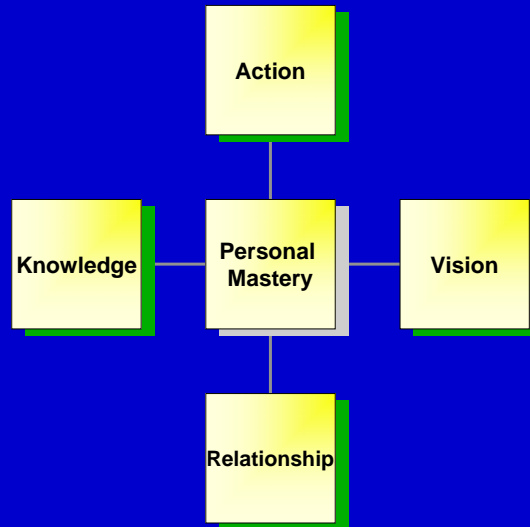
What Makes a Leader?

•JGSM Leadership Model

- **Best Leadership Practices at Leading Firms**
- **Cutting Edge, Scholarly Research**

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JGSM Leadership Model: Knowledge

- Technical
- Cross-functional
- Analytical Ability
- Judgment
- Manages Performance

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JGSM Leadership Model: Relationships

- **Empathy**
- **Collaboration**
- **Communication**
- **Service Orientation**
- **Coaching**

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JGSM Leadership Model: Action

- **Personal Drive**
- **Role Model**
- **Decisiveness**
- **Responsibility**

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JGSM Leadership Model: Vision

- **Change Catalyst**
- **Developing Vision**
- **Strategic Thinking**
- **Manages through Systems**

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JGSM Leadership Model: Personal Mastery

- **Self-Awareness**
- **Self-Development**
- **Integrity**
- **Life Balance**

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