The Direct Approach to Transformational Leadership

Jim Lara & Steve Brechter
Gray Stone Advisors
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Do you Recognize these Symptoms?

– Continuous questions from Corporate
– You feel you’re always behind the ‘8 Ball’
– There is dissention within your organization
– You’re leading, but nobody is following
– You feel shut-out from communications
– The rumor mill is on OT
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Do you Recognize these Symptoms?

– You’re not the employer of choice
– Employee turnover is increasing
– Operating costs are growing as a % of Sales
– Net profit is shrinking
– Difficulty attracting new A/C management clients
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If This Sounds Familiar, You Need To…

– Make Rapid & Effective Changes
– Become a Transformational Leader
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What is Transformational Leadership?
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Why is Transformational Leadership Important?

• How do you Define it?

• How do you Know it When you See It?
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Transformational Leaders
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Who Were Your Most Inspirational Leaders?
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What Made Them That Way?
• What Were Their Characteristics?
• Can you Define It?
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What Leadership Styles Have Worked Best?
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What Leadership Styles Have Worked Worst?

• Authoritarian?
• Passive?
• Indecisive?
• Know-it-All?
• Why?
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Transactional vs. Transformational Leadership

• Differences:
  – Relationship Between Leader and Followers
  – What Each offers in their Interactions
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Transactional Leaders

- Conventional Reward & Punishment Systems
  - Command & Control
  - ‘Business as Usual’
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Transformational Leaders

• Lead with a Purpose
  – Charismatic Leadership
  – Inspirational Motivation
  – Intellectual Simulation
  – Individual Consideration
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What are the Distinctive Competencies of a Business Aviation Leader?
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Crossing the Chasm: Start Leading!
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Crossing the Chasm: Let Go!
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Crossing the Chasm: Foster ‘Commitment’

The Hierarchy of Commitment:

- **Commitment:** I Will Do It! I Will Lead Others To Do It...
- **Compliance:** I Have To Do It! I Can Do It When I am Told To...
- **Complain:** Why Should I Do It? If Nobody Say So...
- **Non-Committal/Condemn:** I Will Not Do It! I Will Influence Others...
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Three Roles of a Transformational Leader:

# 1 - Set Direction
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Three Roles of a Transformational Leader:

# 2 - Break Down Barriers
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Three Roles of a Transformational Leader:

#3 - Provide Resources
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Then...Get Out of the Way!
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Transformational Leadership Essentials

#1 - Trust

– Clarity
– Compassion
– Character
– Competency
– Commitment
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Transformational Leadership Essentials

#1 - Trust
  – Connection
  – Contribution
  – Consistency

Source: ‘The Trust Edge,’ by David Horsager
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Transformational Leadership Essentials

#2 - Direction

- Precisely Defined
- Understood by All
- ‘Larger Than Life’ Purpose
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#3 - Safe Space

– Creative-Thinking
– Confidence
– Innovation
– Agility
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#4 - Commitment

– You, to the Team

– The Team, to You

Commitment: Either you do or you don’t, there is no in-between.
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#5 - Alignment

– Focus Yields Impact

– Energy is Maximized
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#6 - Develop Your Team

– Share Power
– Grow Influence
– Create Stars

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#7 - Engage Both Your EQ & IQ
– ‘Followership’ is Optional
– Win Hearts & Souls
– ‘EQ’ is Essential
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#8 - Know What’s Going On
  – Be Connected
  – Stay in the Moment
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#9 - Celebrate

– The Credit is Theirs
– Recognize Them!
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Transformation Leadership Essentials

And the Most Important Essential...
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#10 - Know Yourself
- Vitally Important
- The Starting Point
- Courage Required

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Know Yourself

• Sun Tzu, 2500 BC

  “If you know the enemy and yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained, you will also suffer a defeat. If you know neither the enemy or yourself, you will succumb in every battle.”
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Know Yourself

• The single most important aspect of Transformational Leadership
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What is Self-Awareness?
• A Penetrating Look into the Mirror
• Understanding What Makes You Tick
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Self-Awareness Questions

• Where do your vocational and avocational interests lie?

• What is your usual behavior or style with respect to tasks and relationships?
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Self-Awareness Questions

• What are your internal perceptions and expectations of how tasks and relationships should work?
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Self-Awareness Questions

• When things don’t go well – either tasks or relationships – what behavioral styles do you exhibit?
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Self-Awareness Questions
• What is your leadership style?
• What work environment gives you the most support and is the best fit for you?
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‘Courage’ is Required

• Do you have the courage to determine – and accept – who you really are?
• And where you best fit?
• Honestly?
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‘Self-Awareness’ is the Cornerstone

• We are all wired differently
• We are...who we are
• We can build ‘range’
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As a Transformational Leader

- You Must Know & Understand Yourself
- But, You’re Not an Island...
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As a Transformational Leader

- You Must Know & Understand the People on your Leadership Team
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As a Transformational Leader

• You Must Know & Understand the People in the Organizational Environment Around You
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As a Transformational Leader

• You Must Know:
  – Yourself
  – Your Leadership Team
  – Those Around You
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The Path to Transformational Leadership

• How do we Gain Insight at each Level?
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Assessment Tools can Help

• Kolbe
• DISC Profile
• Myers-Briggs (MBTI)
• Hogan Assessment
• StrengthsFinder
• The Birkman Method
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The Birkman Method

• Three-Dimensional Indicator
  – What You Like to Do
  – How You Show Up
  – What You Need
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The Birkman – Individual Report

Areas of Interest

- Artistic: 98
- Musical: 96
- Outdoor: 79
- Literary: 75
- Mechanical: 50
- Numerical: 45
- Persuasive: 42
- Social Service: 34
- Clerical: 15
- Scientific: 4

Life Style Grid® with Descriptors

- Direct Communication
  - Interests
  - Usual Behavior
  - Needs/Stress Behavior

- Indirect Communication
- Task-Oriented
- People-Oriented
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The Birkman – Leadership Team Interests
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The Birkman – Leadership Team Styles

HV
LP
RV
JL
MM
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The Birkman – Leadership Team Needs
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Self-Awareness is the Key To...

• Effectiveness as a Transformational Leader
• Effectiveness of a Leadership Team
• Aligning the Passions & Interests of your People with the Goals & Objectives of the organization
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Don’t Overlook These...

• Sales & Revenues
• Gross Margin & Operating Cost Management
• Capital & Financial Structure
• Business Planning
• Market Position
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The Bottom Line

• Transformational Leadership is the catalyst that unites all key components to create business and organizational success
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Discussion