

**DEVELOPING  
GREAT FORMAL  
LEADERS**

*Pat McLagan*

**SASTD 06**



# *Greetings to SASTD Conference Participants,*

*Following are the main slides from my  
talk in Cape Town. As with the  
handout materials, you may use them,  
to help you in your work - but not for or  
as part of any sale. Please be sure my  
copyright is retained on the material.*

*Let's work together to raise the quality  
of leadership/management in South  
Africa and throughout the world.*

*All the very best,*

*Pat McLagan*



*Are we fighting  
the.....*

**WRONG BATTLES???**

- ***Everyone a leader?***
- ***Leader/manager?***
- ***Distinct levels?***
- ***Rational view?***



# *A Quick Organization Diagnosis*

## ***A. Our customers' overall satisfaction with us is.....***

- 1. Dissatisfied – won't return**
- 2. Somewhat satisfied – looking for options**
- 3. Satisfied – could be lured to competitors**
- 4. Committed and loyal – sell us to others**



# *A Quick Organization Diagnosis*

## *B. Our high performing employees' overall satisfaction is...*

- 1. Dissatisfied and demotivated**
- 2. Somewhat satisfied – looking for options**
- 3. Satisfied – could be lured to competitors**
- 4. Committed and loyal – sell us to others**



# *A Quick Organization Diagnosis*

## ***C. Our level and pace of innovation, learning and improvement is...***

- 1. Low – we rely on past successes**
- 2. Marginal – we are slow to respond to changes in markets and conditions**
- 3. Competitive – we change as fast as our competitors/comparatives**
- 4. Market leading – we set the pace for the industry/field**



# *A Quick Organization Diagnosis*

## ***D. The financial community/ investors see us as ....***

- 1. Poor investments – we have lower than average ratings/share values**
- 2. Marginal – markets are cautious about our future.**
- 3. Competitive – we are considered a solid investment**
- 4. A “buy” – the market is bullish and our shares sell at premium prices.**



# *A Quick Organization Diagnosis*

## ***E. Our national/community image***

- 1. We take but do not give**
- 2. We increase employment**
- 3. We increase employment and invest in the communities where we operate**
- 4. We are a star in raising the national living standard and the quality and ethics of business practice**



# *A Quick Organization Diagnosis*

## ***F. Our readiness for the future***

- 1. We focus primarily on quarterly/annual performance**
- 2. Our planning process is part of and driven by our budget process**
- 3. Some or all of our workforce is aware of our longer term goals and strategy.**
- 4. All of our workforce is aware of and prepared for a variety of future scenarios/strategies**



# *A Quick Organization Diagnosis*

***G. Our organization's culture and structure make it easy to succeed...***

- 1. Strongly disagree**
- 2. Disagree**
- 3. Agree**
- 4. Strongly agree**



# *A Quick Organization Diagnosis*

***H. Our organization's management and technical/administrative processes make it easy to succeed...***

- 1. Strongly disagree**
- 2. Disagree**
- 3. Agree**
- 4. Strongly agree**



# *A Quick Organization Diagnosis*

*I. The way individuals and teams are managed and supported makes it easy to succeed...*

- 1. Strongly disagree**
- 2. Disagree**
- 3. Agree**
- 4. Strongly agree**



# *Formal Management Quality Dashboard*

	<b>Score</b>
A. Overall customer satisfaction	
B. Overall employee satisfaction	<b>32-36</b>
C. Level of innovation/ learning/ improvement	<i>Breakthrough Leadership (11/1435)</i>
D. Financial community assessment	<b>27-31</b>
E. National and community image	<i>Quality leadership</i>
F. Readiness for the future	<b>20-26</b>
G. Culture and structure	<i>Nominal leadership</i>
H. Management and technical/admin processes	<b>15-20</b>
I. Individual & team management and support	<i>Poor leadership</i>
	<b>9-14</b>
	<i>Damaging leadership</i>



# *Your (HRD/HRM) **Power** to Influence....*

- 1. Define managerial roles**
- 2. Guide management careers**
- 3. Take a systems approach to  
Management/ Executive development**
- 4. Include management deliverables in PM  
process**
- 5. Be a voice for change process**
- 6. Align other HR systems**

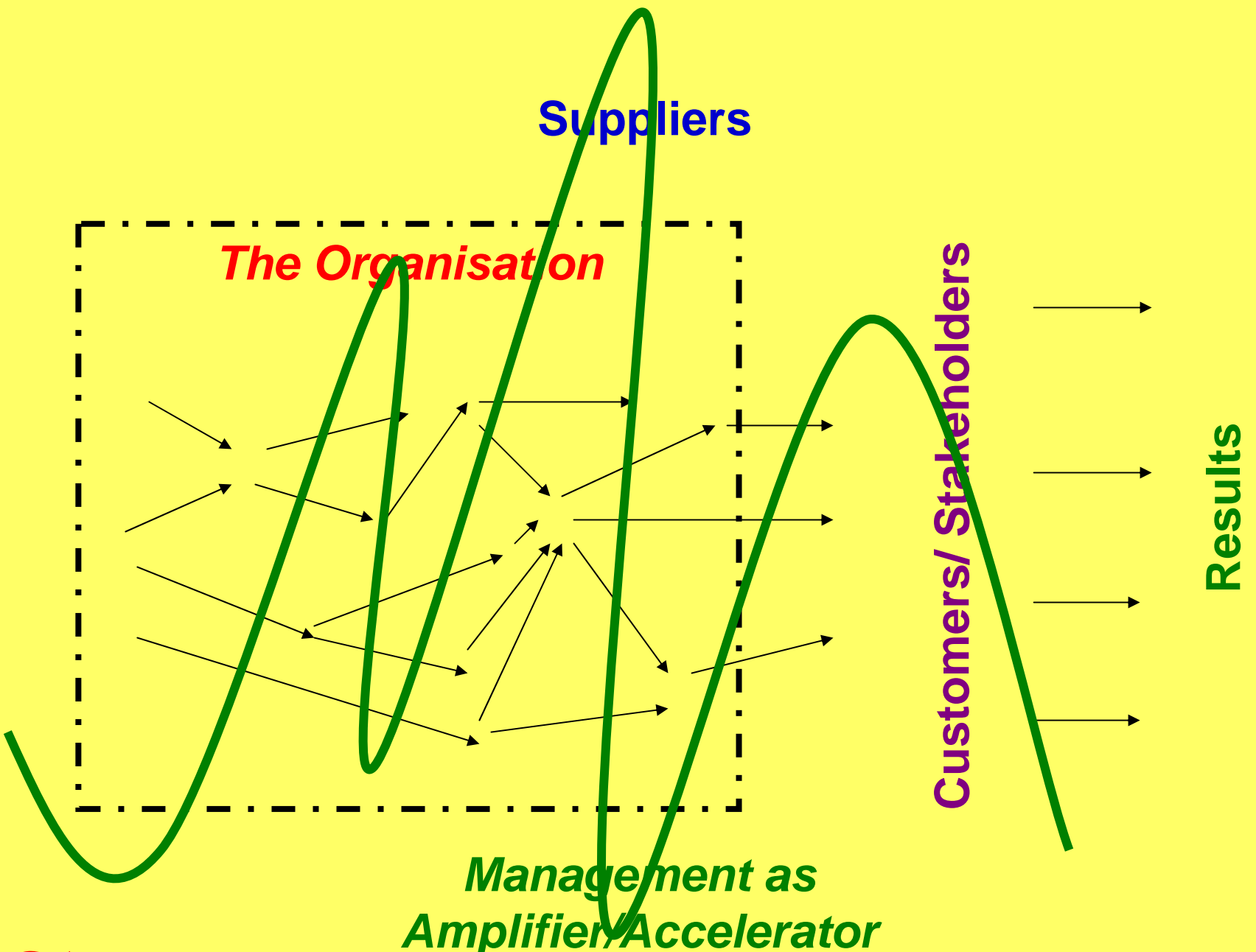


# *1. Define Managerial Roles*

**From:**            **Getting things done through others**

**To:**                **Delivering the range of management outputs that create synergy of all parts**





# Three 2<sup>nd</sup> Tier Roles

- *Strategist*
- *Process Leader*
- *Performance Supporter*

PLUS

- **Expert Individual Contributor (1<sup>st</sup> tier)**



# *Strategist*

The role of designing the context, culture, future, and architecture of the organization.

- **Organization purpose/mission/sense of meaning**
- **Situation scan**
- **Organization Strategy**
- **Organization Culture**
- **Diverse talent pool**
- **Image to customers**
- **Sector networks**
- **Image to Public**
- **Organization design/structure**



# *Process Leader*

The role of creating context for the organization and making sure that the processes and systems bring the strategies to life.

- **Change support**
- **Improved or new systems, processes, policies, technologies**
- **High quality thinking processes**
- **Coordination and integration of priorities**
- **Allocated resources**
- **Identification and resolution of systems barriers and breakdowns**
  - **Customer networks**
  - **Contractor networks**
  - **Cross-unit linkages**



# *Performance Supporter*

The role of supporting people to ensure that the designs are executed.

- **Overall unit results**
- **High performance work climate**
- **High performance capable workforce**
- **Individual/team performance support**
- **Individual career support**
- **Individual development support**
- **Staffed work group**
- **Leadership role model**

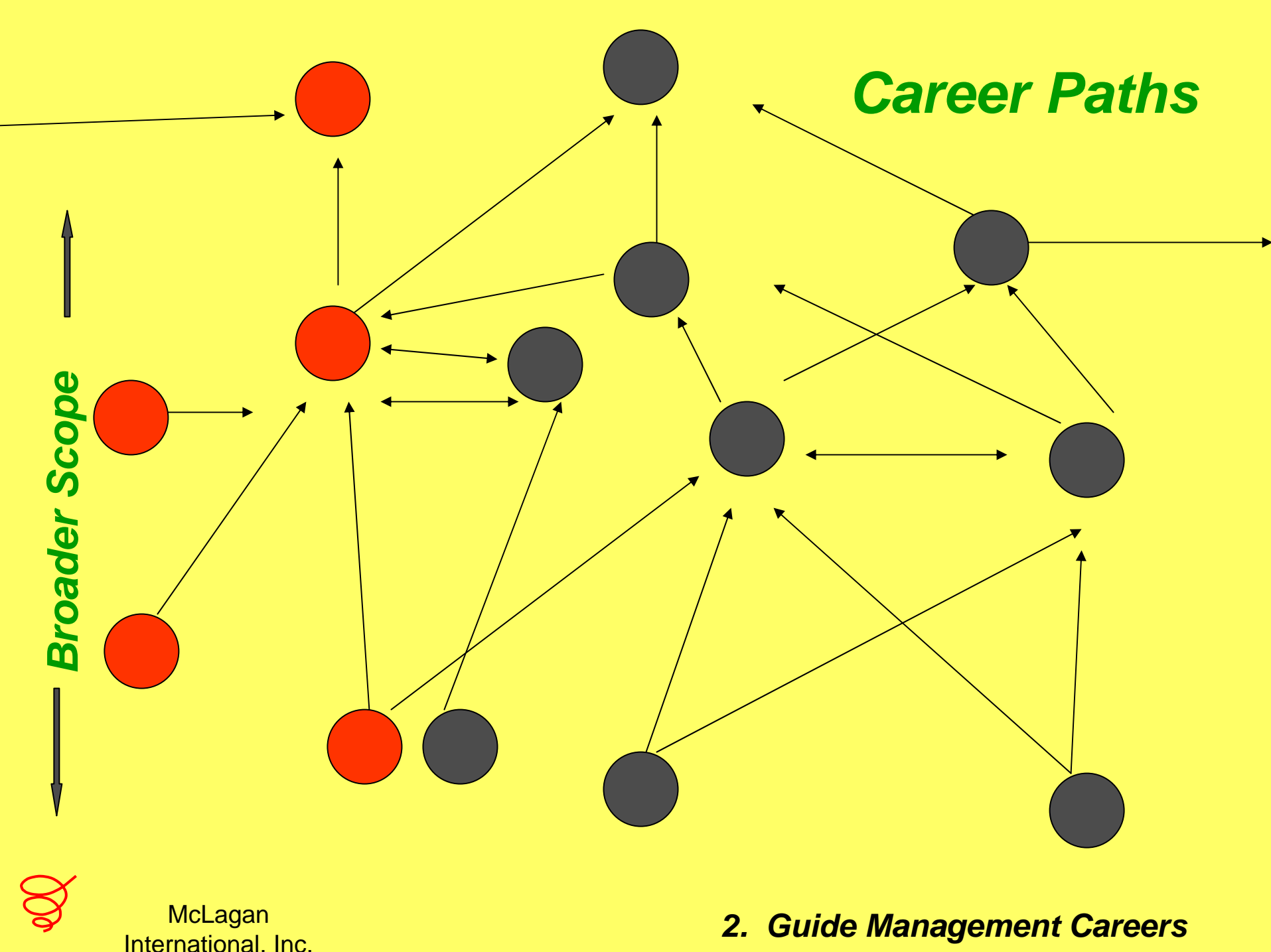


## *2. Guide Management Careers*

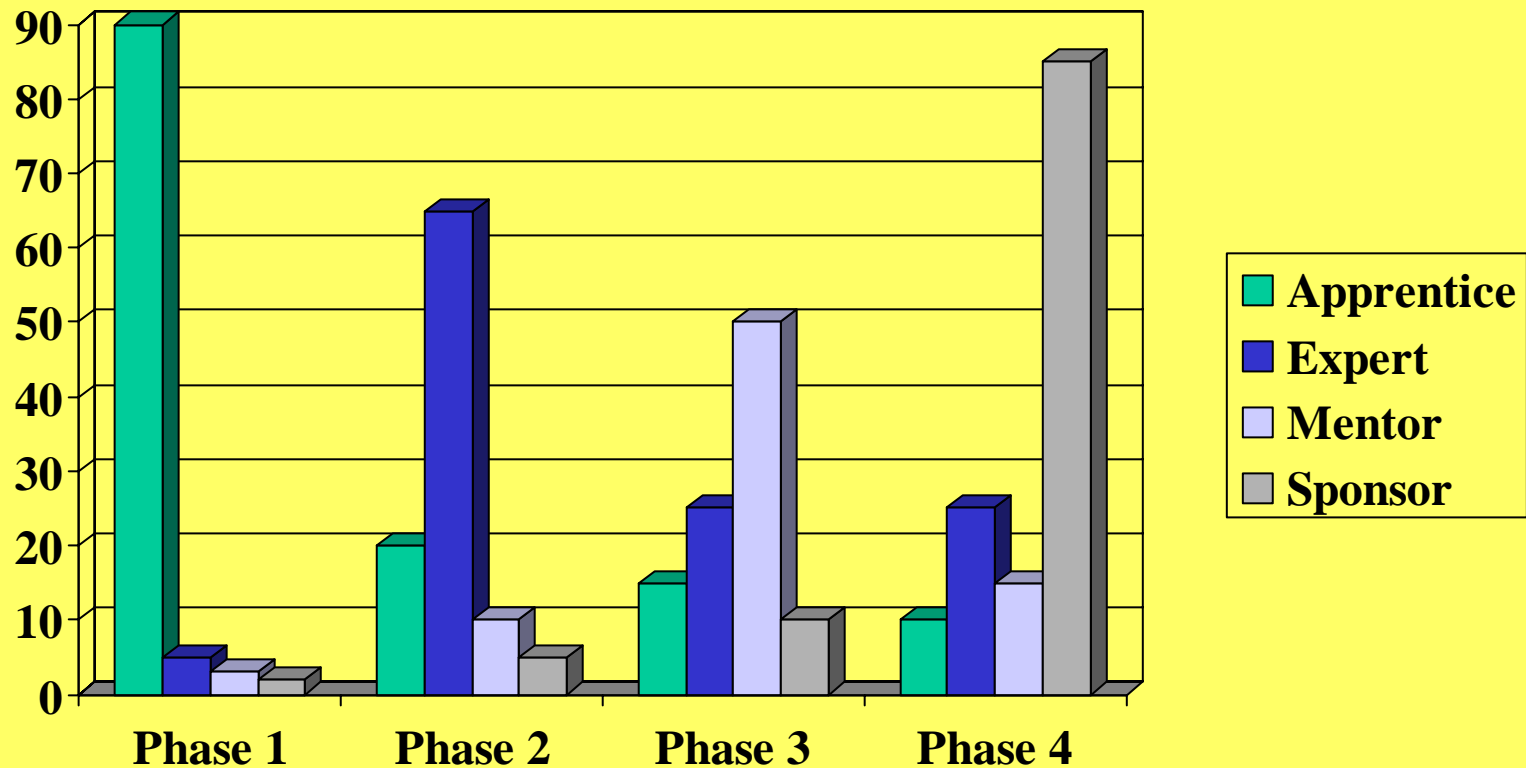
**From:**            **move technical stars up; quick advancement ; management as afterthought**

**To:**                **management as a vocation/ profession; “stage appropriate” management development**





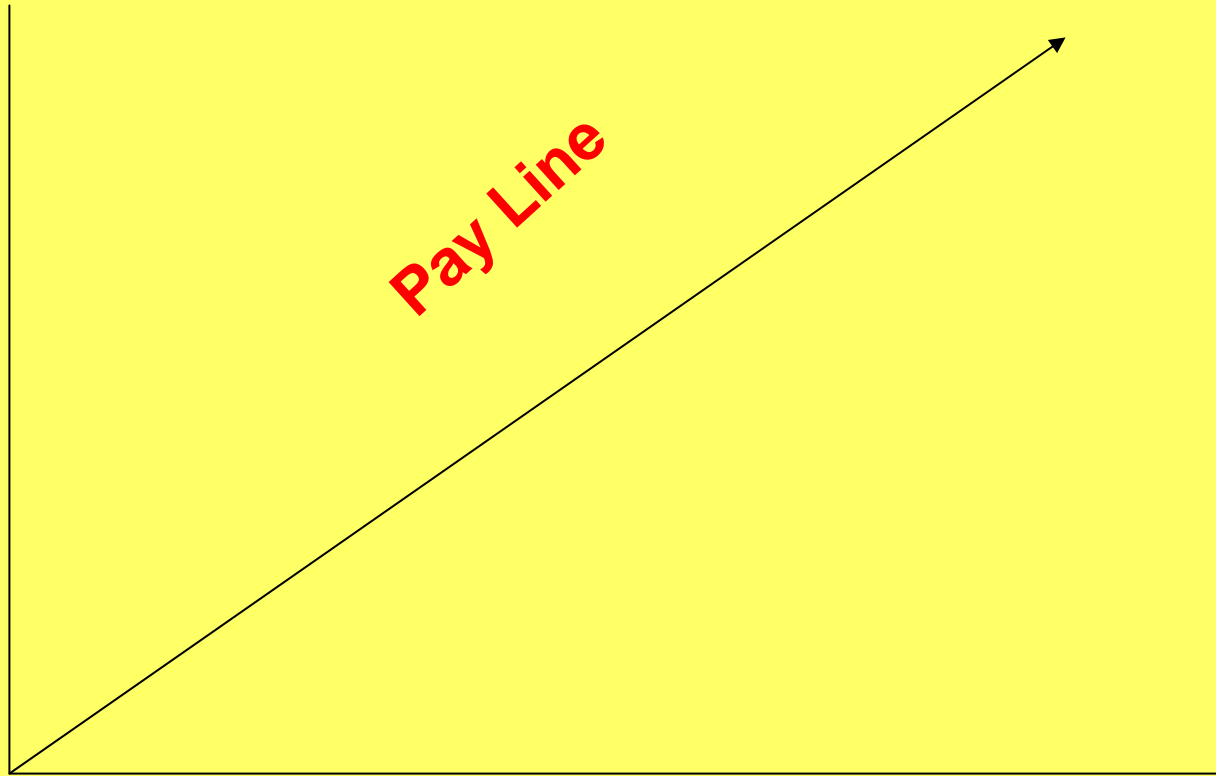
# *Key Emphases at Career/Life Stages*



# *Time Span of Impact*

*E. Jaques*

**Role  
Hierarchy**



**Breadth of impact**



# *Key Motivators*

David McClelland

- **Achievement**
- **Relationship**
- **Power**
- **Social Impact**

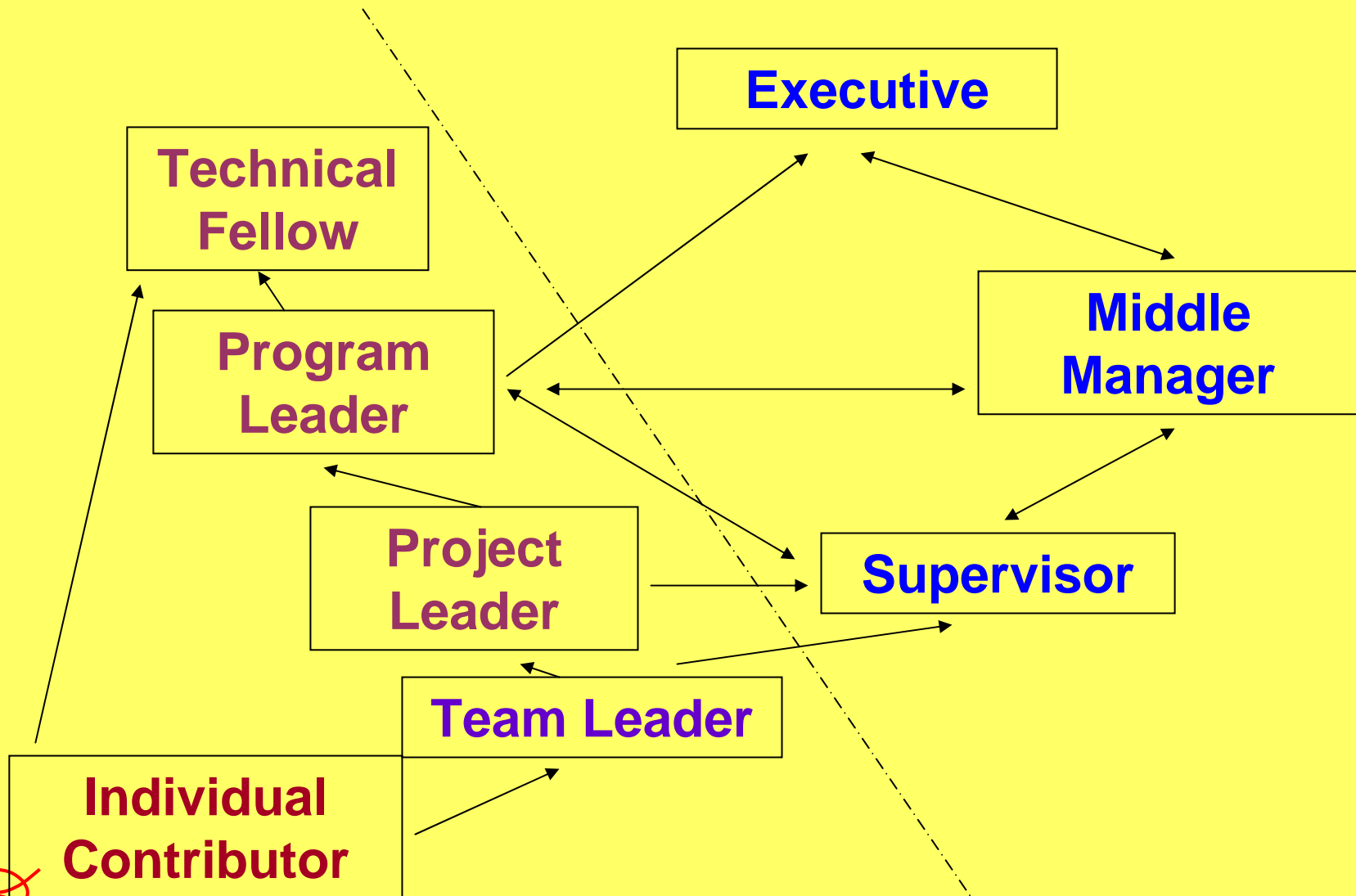


# *Three Value-Adding Patterns*

- **Formal management**
- **Thought leadership**
- **Versatility**



# *Role Appropriate Development*



# *Consequences of Poor Career Development.....*

- **Micro-managing**
- **Culture of Authoritarianism – low risk and initiative**
- **2<sup>nd</sup> tier work does not get done or done well**
- **Personal stress and angst**
- **Poor organisation performance**



# *Your Role in Career Guidance*

- **Create understanding of career patterns**
- **Make choices clear**
  - Deliverables
  - Motivation patterns
  - Stage-appropriate growth options
  - Life in the Trenches
- **Create career pools**



### *3. Take a Management Development Systems Approach*

**From: One-off; event focused**

**To: Individualized within a systems  
approach**



# *Possible Components*

- Generic Role Models for key management “levels”
- Individual assessment and review re: models
- Individual career accomplishment portfolios
- Development blueprints for key stage shifts
- Development catalogue for targeted self-managed learning
- Initiation/socialization events at key career shift points
- Needs analysis based organization-wide learning events
- Components aligned by common language (deliverables/competencies), key values, common philosophy



## *4. Include Management Deliverables in PM*

**From:** focus solely on organization  
short term financial results

**To:** focus on management  
deliverables and balanced  
scorecard type of results



## *5. Be a voice for change process*

**From:** Culture-impacting initiatives as simple technical projects

**To:** Focus on human and systems as well as technical aspects of change



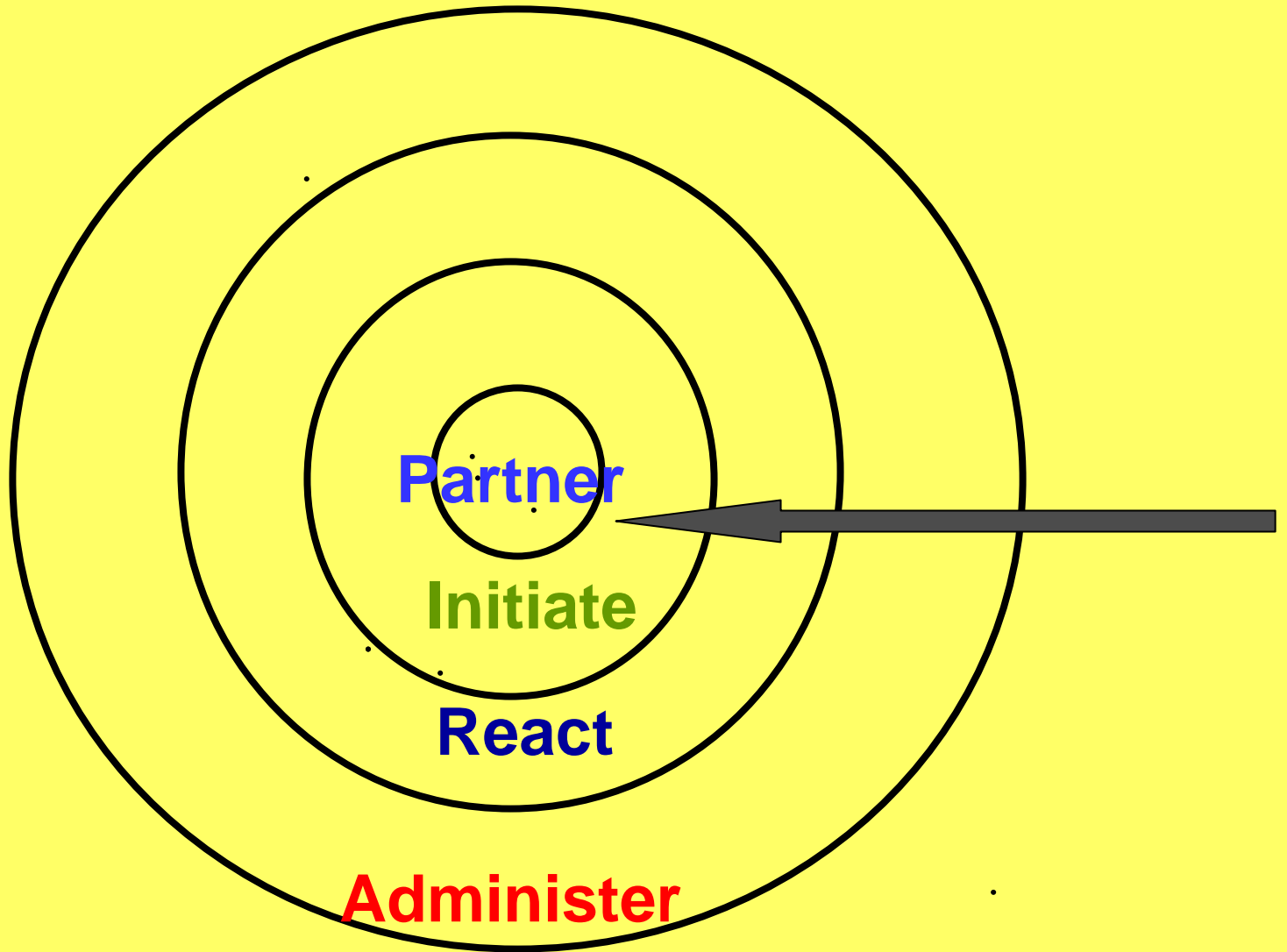
## *Other HRD/HRM Supported Actions.....*

- **Pay and reward**
- **Promotion and Succession Management**
- **Hiring**
- **Organization structuring**
- **Management/Leadership style decisions**
- **Everyone a leader and self-manager**



*It is HRD's role to make a  
difference – to help raise  
the standards and practice  
of formal leadership*





## HRD & the Line



# *Your (HRD/HRM) **Power** to Influence....*

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**SASTD 06**

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