

**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

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

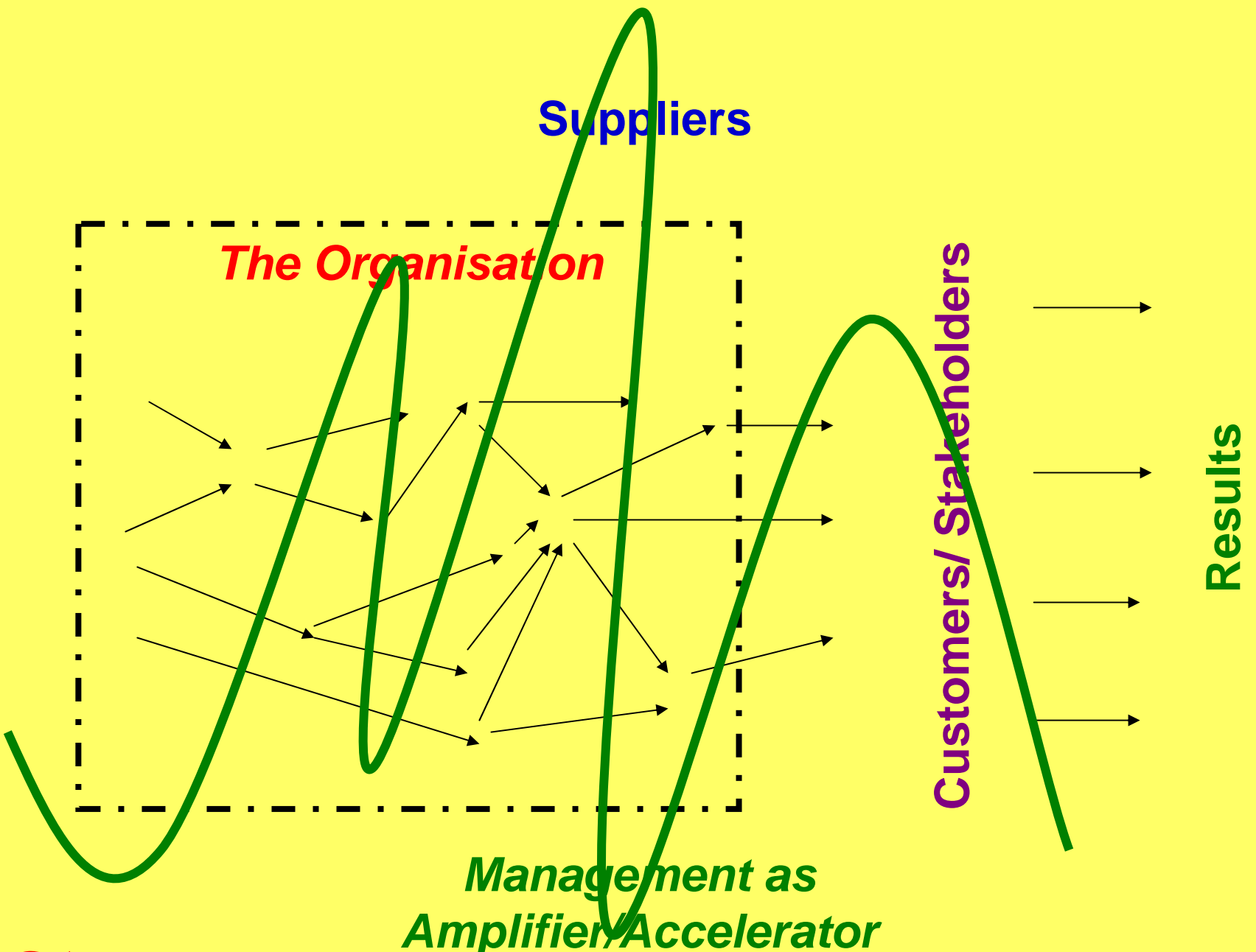


1. Define Managerial Roles

From: **Getting things done through others**

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





**Management as
Amplifier/Accelerator**

1. Define managerial roles



Three 2nd Tier Roles

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

PLUS

- **Expert Individual Contributor (1st 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**

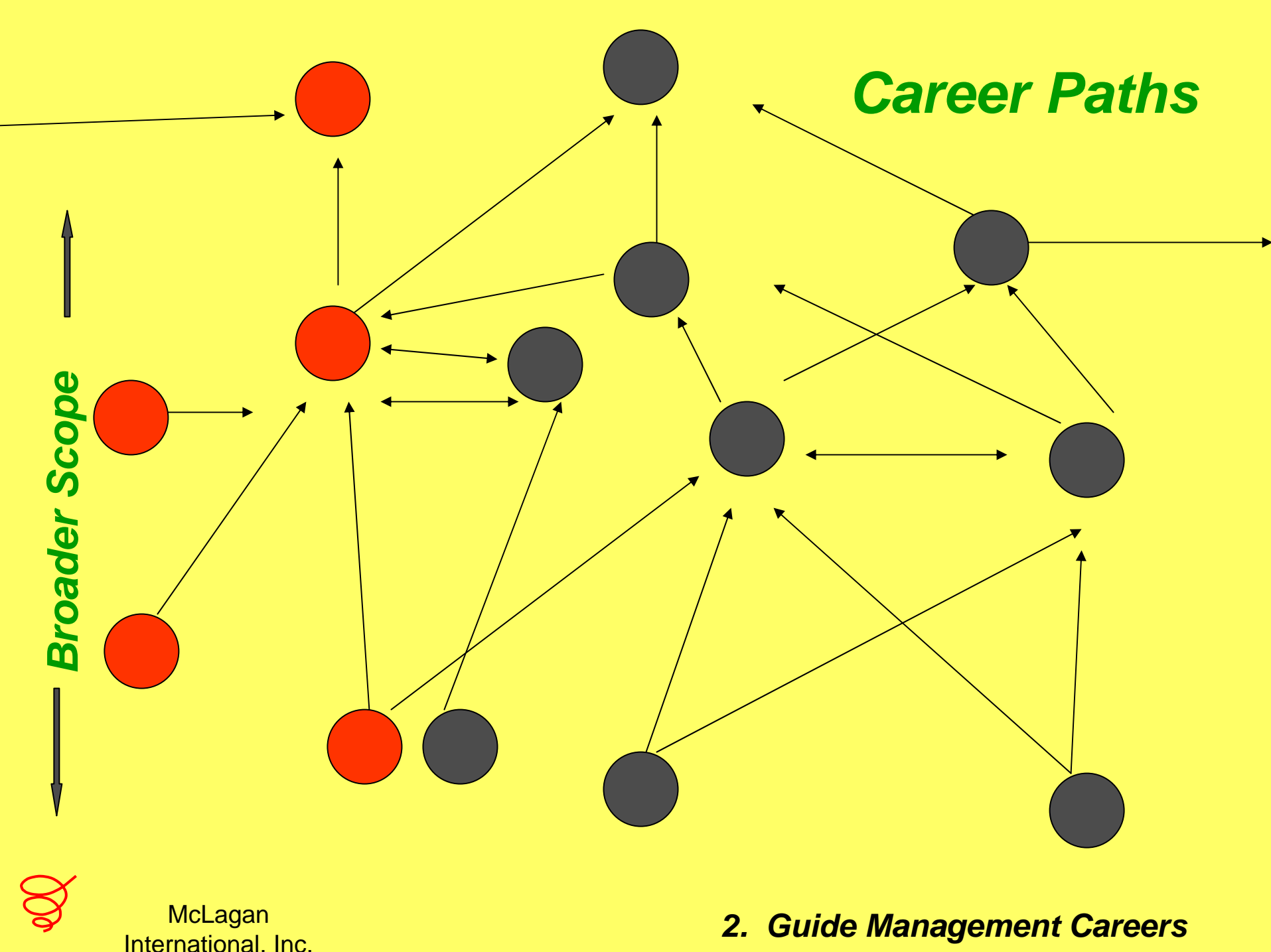


2. Guide Management Careers

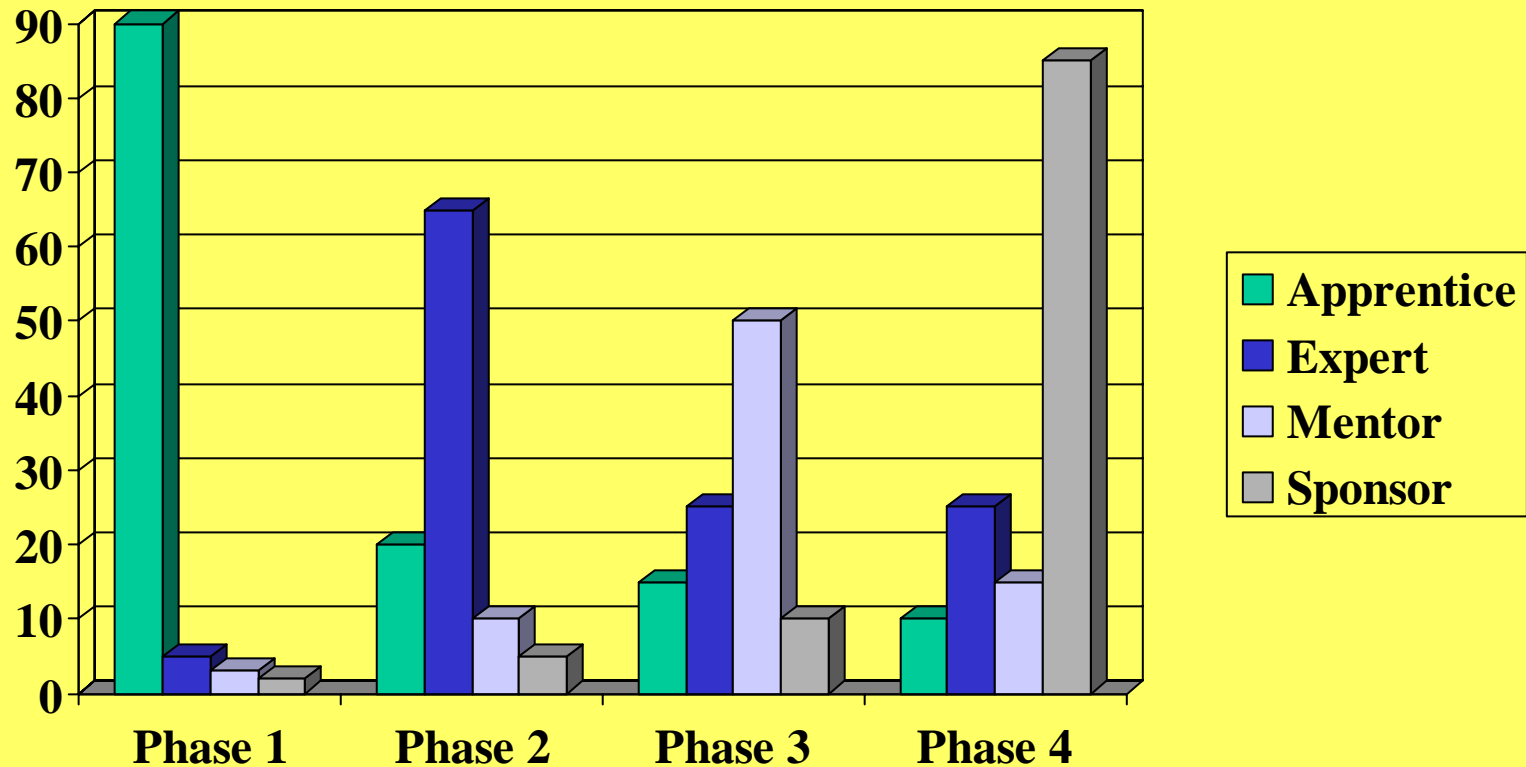
From: **move technical stars up; quick advancement ; management as afterthought**

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





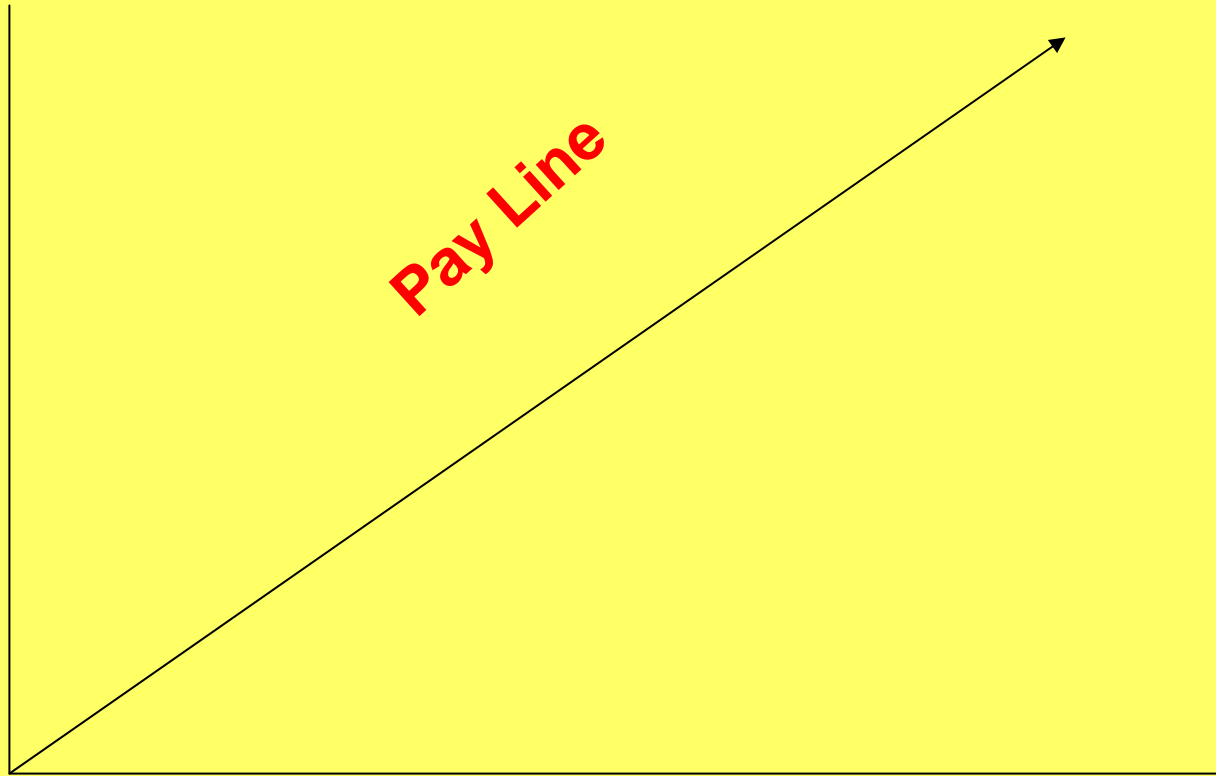
Key Emphases at Career/Life Stages



Time Span of Impact

E. Jaques

**Role
Hierarchy**



Breadth of impact



Key Motivators

David McClelland

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

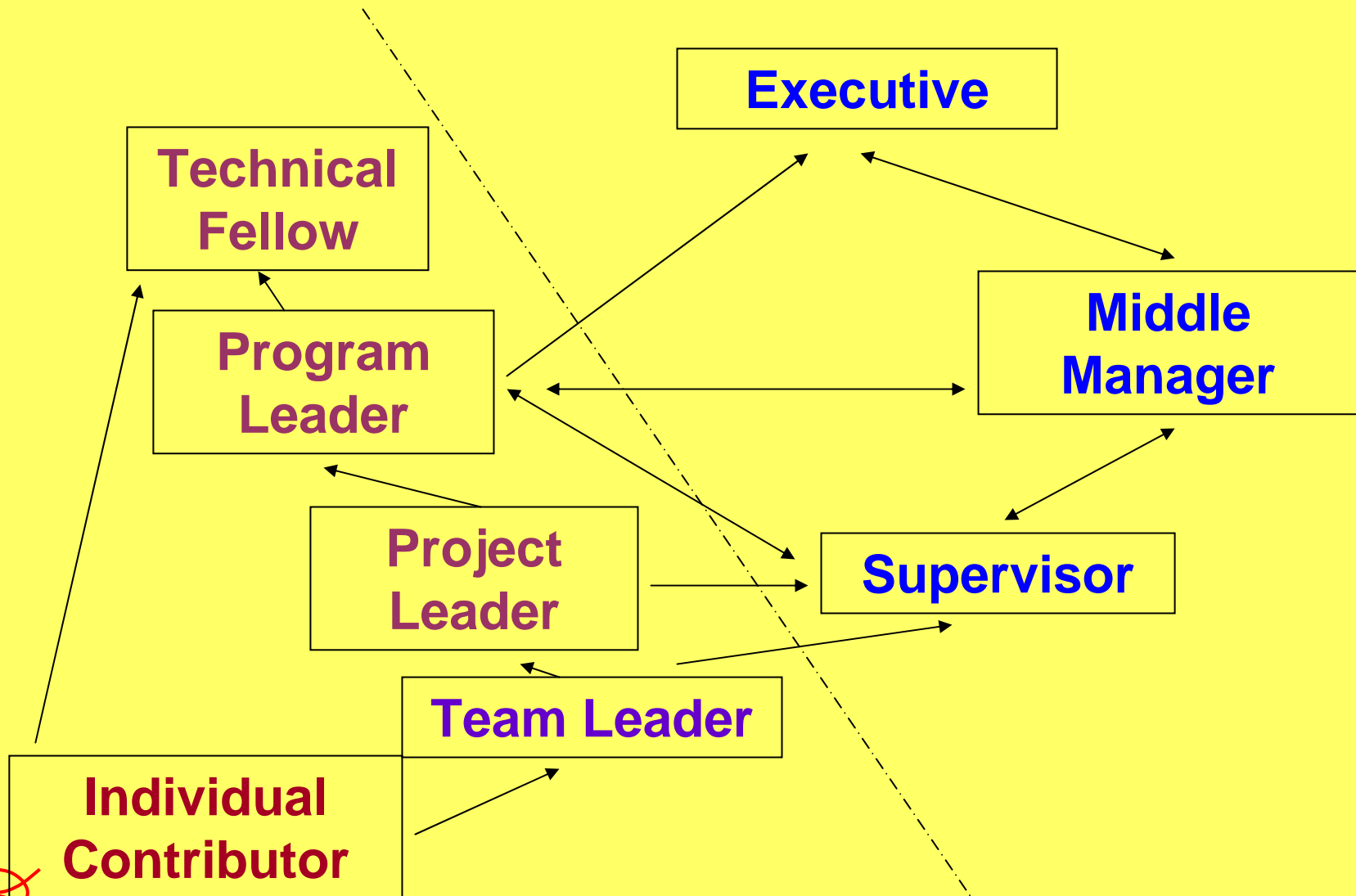


Three Value-Adding Patterns

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



Role Appropriate Development



Consequences of Poor Career Development.....

- **Micro-managing**
- **Culture of Authoritarianism – low risk and initiative**
- **2nd 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



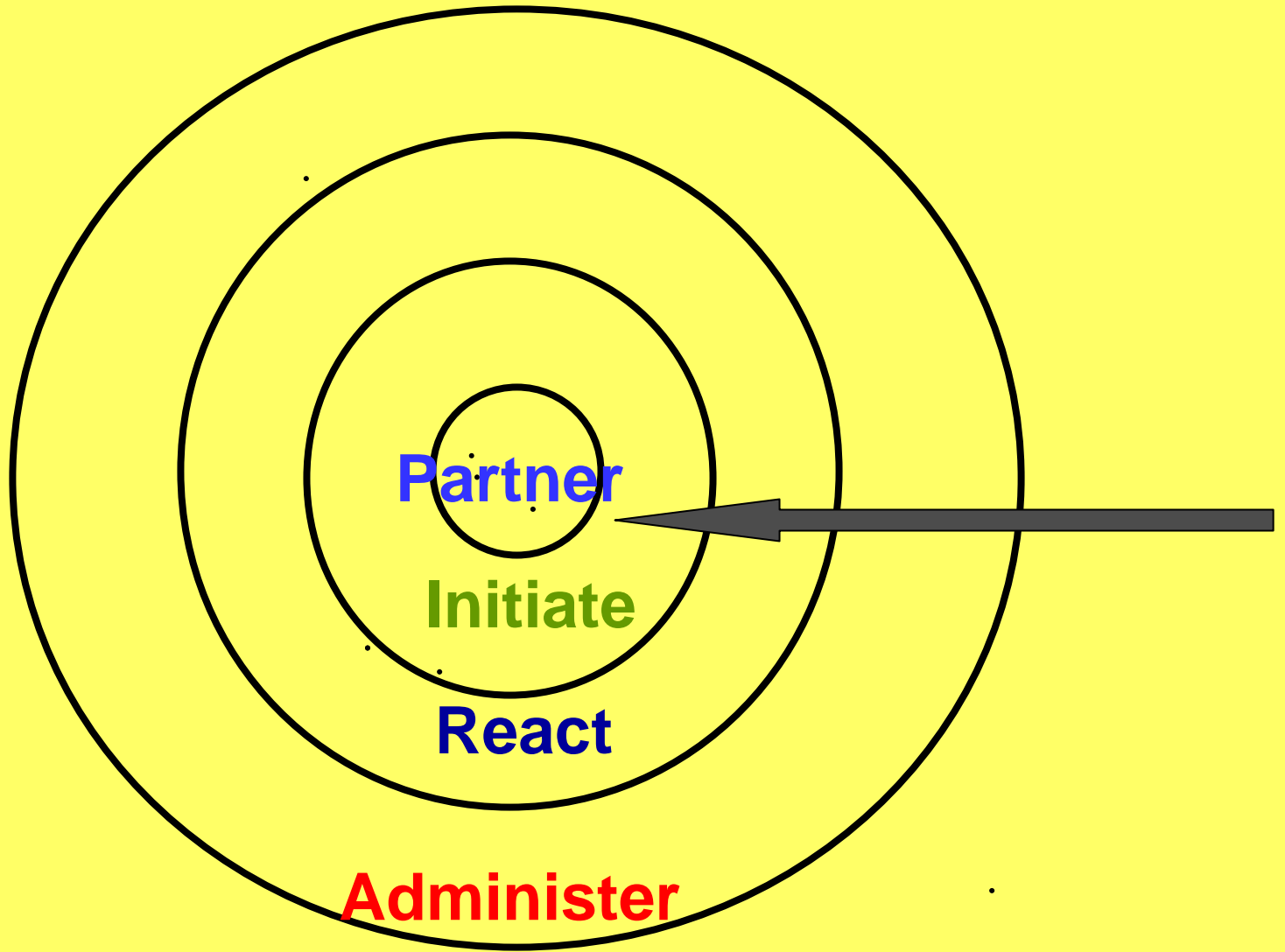
Other HRD/HRM Supported Actions.....

- **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



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