# LEADERSHIP Warm Benn's CELLER CO.

THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY

VOL. 29 NO. 7 THE GLOBAL LEADERSHIP DEVELOPMENT RESOURCE JULY 2012



JIM COLLINS  Great By Choice  Remember that good  is the enemy of great 3
HARRY HERTZ  Peer Learning  Share best practices  with a cohort group 4
Noel Tichy  Developing Leaders  How are the people you lead doing?5
C D

## Susanne Biro Leadership Brand Know your yes so you can then say no. . . . . . . . . . . . . . . . . . 6 Ralph Jacobson

## Leader Paradoxes Create common grou

Create common ground to bring about change. . . . 7

BARBARA KELLERMAN
End of Leadership

At least as we now know and practice it. . . . . 8

#### KEN SHELTON

Reinventing Leadership Along with what we do to develop leaders . . . . . 9

#### MICHAEL MILOFF AND LOIS J. ZACHARY

Strategic Leaders
Mentor them in 7 ways. . 10

#### LINDA HILL AND KENT LINEBACK Political Roles

Don't neglect this role. . .11

## CYNTHIA MONTGOMERY Strategist-in-Chief You can play this vital

role in any position. . . . . 12

#### DENISE MORELAND

#### JEFF WOLF

Seven Disciplines
These are practices of
highly effective leaders. . . 14

#### Don Peppers and Martha Rogers Trust Required

Practice six strategies. . .15

#### **B**RADY **M**ICK

Measuring Productivity
We need to rethink the
old numbers game. . . . . . 16

taking three steps. . . . . 17

## GINNY WHITELAW Leading Fearlessly Claim your power by

#### 

## PATRICK LENCIONI Organizational Health It's now the last great competitive advantage....18

## JIM BURKETT Bad to Worse Practice seven learned management disciplines. . . . 18

### Lead with Honor

## M. ALEXANDER KUHN Charismatic Leaders Harness your power to create change. . . . . . 20

#### **Peer Learning**

Bring improvements home.



by Harry Hertz

LL LEADERS HAVE A gap or challenge to address—an area where

they could benefit from gathering different insights and perspectives from other senior leaders. What if to fill the gap or attack the challenge, they could learn from and share best practices with a cohort group and with CEOs from award-winning national role modelsand have a senior executive as a coach?

Graduates of the *Baldrige Executive* Fellows Program apply learning from networking, benchmarking, and sharing with other executives on a project of strategic significance in their firms. With *capstone projects* approved by their leaders, Fellows expand their markets, engage employees, and introduce new products—all based on learning received in the program.

As part of a collaborative year-long learning experience, Fellows share strategies and engage in dialogue with senior executives of Malcolm Baldrige National Quality Award winners. The Fellows meet at Baldrige Award re-cipient sites, participating in tours and discussions

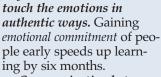
focusing on the Baldrige systems perspective and key aspects of leadership. Fellows discuss topics that align with the Baldrige *Criteria for Performance* Excellence (leadership; strategic planning; customer focus; measurement, analysis, and knowledge management; workforce focus; operations focus; and results) but through the lens of leadership. And they gain insight into best leadership practices related to: setting directions, values, and expectations to balance stakeholder requirements, stimulate innovation, and ensure sustainability; managing for innovation and operational excellence; developing and executing strategy; ensuring customer-driven excellence; and valuing team members/partners.

Fellows follow a process that enables them to pose questions to each other and other senior executives and gain input on a project of strategic significance to their organizations. This

process, repeated at each meeting, results in benchmarking visits among Fellows' companies, comments on potential blind spots to explore, advice on approaches to pursue, and the hows and whys of leadership and planning.

Some of the take-aways include:

- Culture trumps strategy; you need to set culture first or strategy accomplishment will be severely hindered.
- Visionary leaders are passionate and *authentic;* they walk the talk and they have very different styles, but their sincerity and clarity of purpose are visible.
- Visionary leaders set aggressive goals —and it's amazing how often committed employees will achieve them.
- Engage employees; committed people are the lifeblood of organizations.
- Focus and discipline are essential. Leaders need to be relentless in making their aims clear and messages consistent.
- Consumers/customers are wired, tired, and focused. Delight them in a way that recognizes their situations and needs. They want honest relationships and supplier agility.
- Your employees are constantly listening to you for clues.
- New employee orientation should



• Communication between supervisors and employees and among employees needs to be worth-based and not *hurt-based.* Too often words not chosen carefully lead to hurt rather than help when

the goal is open communication to help a colleague achieve high performance.

 A framework for organizing thoughts and processes is critical. Baldrige provides that framework.

From exposure to Baldrige Award winners and their executives, Fellows bring home added learning for their staffs, including how to: leverage core competencies; build on strategic advantages; address strategic challenges; make strategic use of the voice of the customer; segment data and use the analysis; focus on appropriate metrics -selection, use, alignment; improve communication; and see with a systems perspective in their culture.

The program puts leaders together and uses *peer learning* to work through the Baldrige Criteria, enabling organizations to become more effective/profitable. LE

Harry Hertz is Director of the Baldrige Performance Excellence Program. Visit www.nist.gov/baldrige/fellows/index.cfm.

ACTION: Design your learning experience.

Leadership Excellence