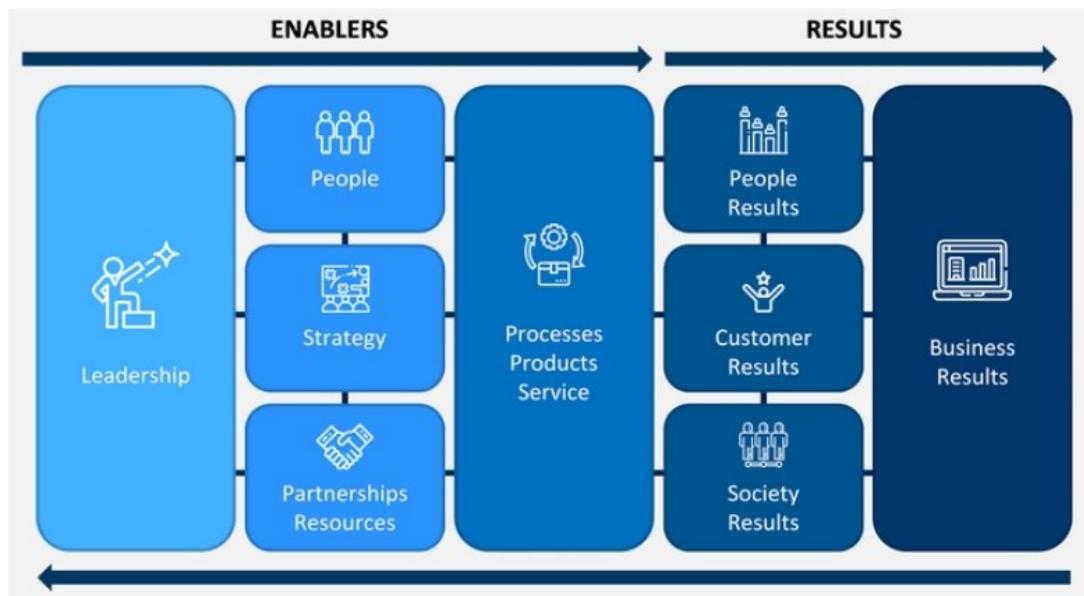


Approaches to Better Leadership

“The need for leadership is as great as ever. Leadership is needed to help people reach from where they are, to where they have never been and, sometimes, scarcely imagine going. Without leadership, institutions drift, and nations court growing irrelevance and ultimately, disaster.”

Henry Kissinger – Former US Secretary of State

If we want to give better measurement a better chance, the context that leaders see it in must change. So, what are the results that leaders want?



A London Business School survey found that amongst the top concerns that worry leaders are:

- **Employee engagement**
- **Strategy-execution gap**
- **Collaboration across organisational boundaries**
- **Not leading change because of day-to-day tasks**

Solving problems that alleviate leaders' worries and concerns is a much more constructive context for performance measurement than "a lot of hard work to create something that threatens them". So how could we link performance measurement to solving problems that worry leaders the most?



How Does Measurement Solve The Problems Leaders Have?

One way to shift the context for leaders is to demonstrate how good performance measurement processes provide the tools specifically for their problems. To illustrate, here are several ways that performance measurement directly helps to solve those problems:

- **Employee engagement** is linked to how they see their contributions to strategy. Use results maps to help visualise employee contributions and to help leaders both communicate strategy and give a practical way for employees to own their contribution to it.
- **The strategy-execution gap** is linked to the clarity of how strategy is articulated. Translate broad strategic goals into language every employee can understand, because no goal that is misunderstood can be achieved.
- **The strategy-execution gap** is also linked to how directly strategy is measured. Make the achievement of strategic goals very tangible, which makes it easier for employees to choose actions that will help achieve them.
- **The strategy-execution gap** is also linked to the way that strategy is cascaded down to teams. Strive to have each part of the organisation contributing their unique best to achieving the strategy as a whole.
- **Collaboration across organisational boundaries** is linked to finding shared results and working together to move the measures of those results.
- **Not leading change because of day-to-day tasks** is linked to all the points listed before this one. How much easier would it be for leaders to do their real job - leading change - if employees were engaged, they understood the strategy, felt ownership for their contribution to it, and knew what to do to help achieve it?

What Worries Your Own Leaders?

Understand that first, and then develop a message that speaks to what's important to them. Measurement (of the right things) is fundamental to every system in organisations. Thus, it's likely **better measurement** can play a part in solving your leader's problems.

4 recipes for organizational health (combinations of management practices)



% likelihood of top-quartile health based on strength of alignment with any 1 of 4 organizational-health recipes¹



¹68% of sample had weak alignment, 22% had strong alignment, and 10% had very strong alignment; n = 501 organizations with 1,539,047 individual respondents.

McKinsey&Company | Source: Organizational Health Index by McKinsey

Replace Threat with Support

Successful leadership is supported by proper performance measurement, not threatened by it. But for many leaders, this truth is hidden. They need a change in context to come to see it. That change of context starts with what really keeps your leaders awake at night.

ALIGN TEAM

It's your role as a **Leader** to now execute your Strategic Plan.

- **Align team with strategy** – with transparent communication
- **Lead and innovate** – with training and coaching
- **Inspire and motivate team** – with timely feedback
- **Drive positive culture** – by trusted relationships
- **Be accountable** – by allocating regular time and a mentor

Edelman Trust Index 2022

The 2022 Edelman Barometer of Trust survey, revealed that business leadership is pivotal to restoring societal trust and stability to the general populace (your customers), as illustrated in the diagram below.

RESTORING TRUST IS KEY TO SOCIETAL STABILITY

Business societal role is here to stay

People want more business leadership, not less.

Demonstrate tangible progress

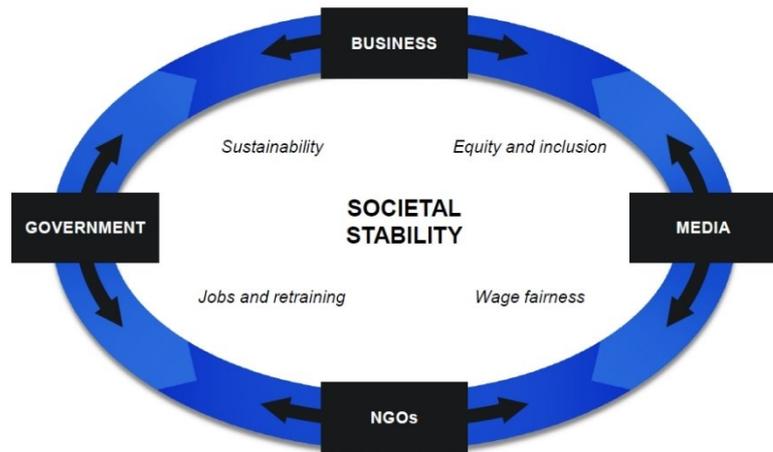
Restore belief in society's ability to build a better future: show the system works.

Leadership must focus on long-term thinking

Solutions over divisiveness; long-term thinking over short-term gain.

Every institution must provide trustworthy information

Clear, consistent, fact-based information is critical to breaking the cycle of distrust.



Furthermore, the Edelman Trust Barometer survey revealed the key dimensions of trust criteria is wide ranging, and places significant importance on strong leadership for trust and real change to be made in the business world. The table below explains the dimensions of trust requirements for leaders to embrace and imbed in their business.

Shortened	Full
Information quality	Information quality: Being a reliable source of trustworthy information
Hold others accountable	Holding others accountable: Drawing critical attention to institutions and individuals that are engaging in unethical behavior
Communication and transparency	Communication and transparency: Communicating with the public clearly, fully, and often about what it is doing and why
Exert power effectively	Exerting power effectively: Getting people or organizations to do things even if they do not want to
Get results	Getting results: Successfully executing plans and strategies that yield the promised results
Work with other institutions and organizations	Working with other institutions and organizations: Forming strong, collaborative relationships with other organizations and institutions to get things done
Take a leadership role	Taking a leadership role: Taking the lead on convening and coordinating cross-institutional efforts to solve society's current problems and address emerging challenges
Change management	Change management: Introducing changes or innovations in ways that get people to accept them rather than feeling threatened or intimidated by them
Long-term thinking and planning	Long-term thinking and planning: Embracing a long-term orientation towards addressing problems that leads to the development of permanent solutions rather than engaging in short-term thinking that leads to the creation of temporary fixes

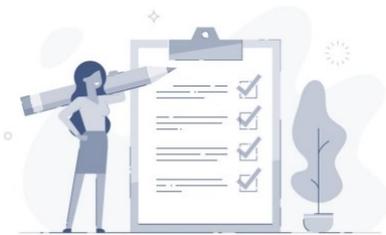
Effective Leadership Attributes

The personal and professional attributes of the effective leader in turbulent times

- ❑ Has a **purpose** which is firmly linked to the organizational purpose. This imbues communications and supports cultural work
- ❑ **Listens effectively** to pick up the mood of the organization and the real issues for people – customers, staff, and suppliers
- ❑ **Acts in priority order**, knowing that you cannot do everything – and progress is better than perfection
- ❑ Can **keep rational when trouble arises** – by acknowledging the realities of the situation
 - Understands and acknowledges that technology will have problems
 - Knows that humans are subject to failure under a variety of pressures
 - And **ACCEPTS** all of this, so knows time is wasted in irritation, and problems are dealt with one at time, in a rational fashion
- ❑ **Knows when a decision must be made** (as opposed to seeking more information and conducting more analysis)
- ❑ Tries to understand **“who should make the decision”** and **“how the decision should be made”**
- ❑ Is less concerned about appearances, and more concerned about **substance**
- ❑ Always wants the enterprise to get better – which mean the leader must also **improve** (as a human being as well as a professional)
- ❑ Can **tell the story** of where the enterprise has been and where it is going
- ❑ **Facilitates** meetings well
- ❑ **Knows where good advice can be sought and found**. Who you spend time with matters



A leadership checklist can be a useful way to check-in on ourselves and our service to our enterprises

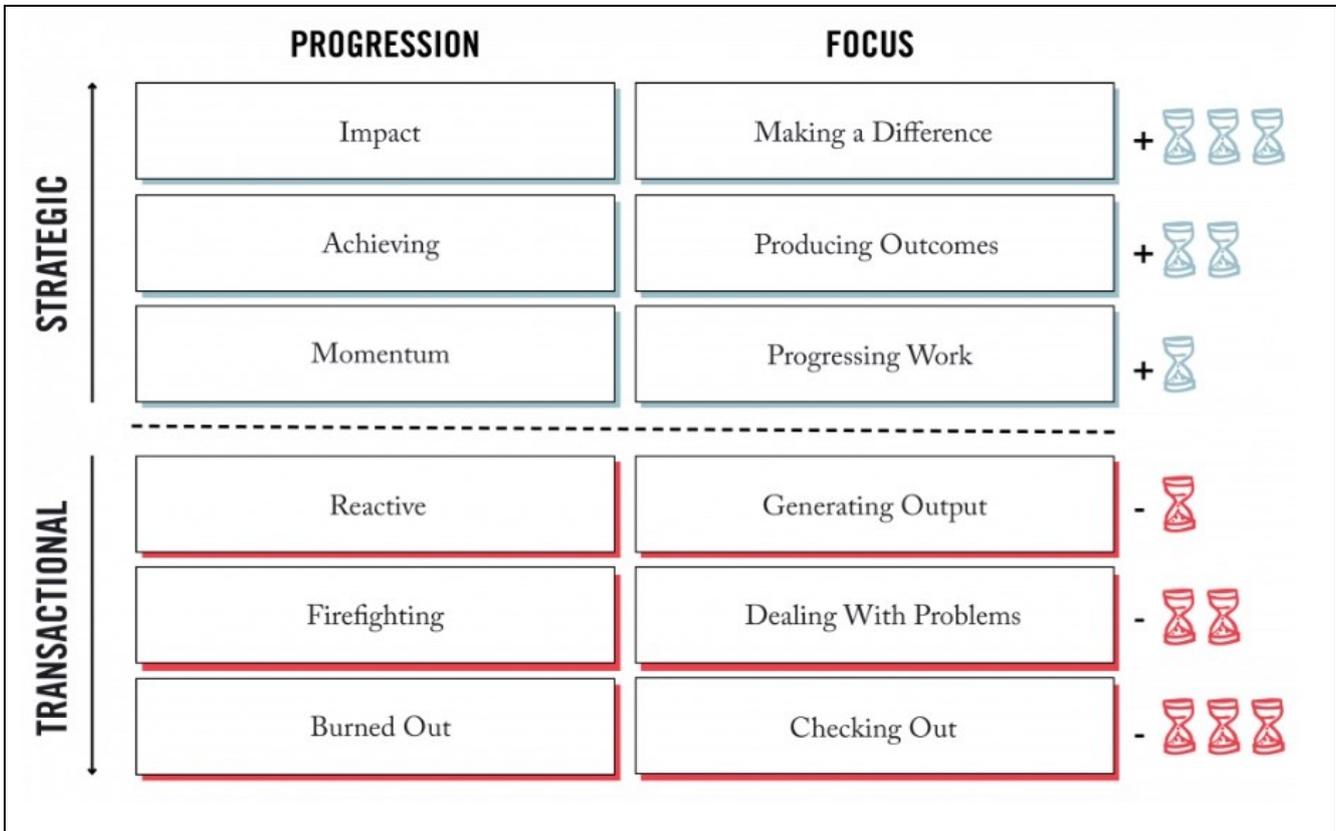


Themes	Checklist
Personal resilience	<ul style="list-style-type: none"> • The basics (diet, exercise, rest, support) • Managing “stress and rest” cycles • Reframing (What’s not wrong with this situation? Is there an opportunity here? What resources do you have to cope?) • Self-awareness (your belief systems shape your team) • Broader creative, critical and structural problem-solving skills <ul style="list-style-type: none"> ▪ Including “adaptive” challenges ▪ Incorporating “systems” thinking • Developing the necessary courage to act

Change your Leadership Focus

To improve your leadership, you need to be moving out of transactional involvement and into strategic activities, which make a powerful difference to the business. You move from “working in” the business to “working on” the business to achieve your strategic objectives. This then translates into less time dealing with problems and more time creating innovative and valuable solutions that can progress the business. By embracing this approach, you as a leader have more time to focus on the most important things to you professionally and personally.

This is reflected in the diagram below, where the objective is to reduce your leadership time in the transactional zone activities, and focusing more on the strategic zone and the areas that make the biggest impacts and trigger real difference for the organisation.



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