



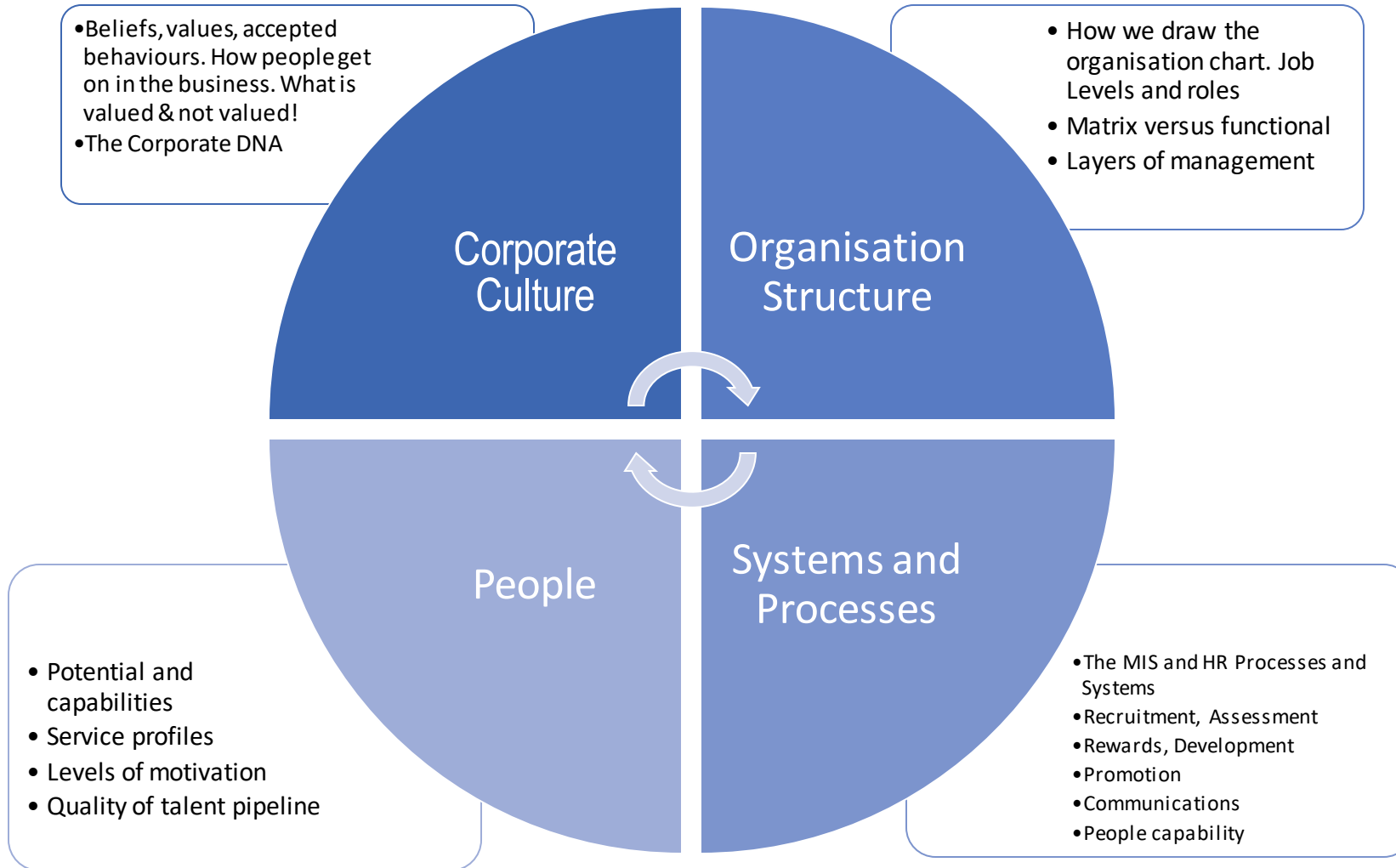
# HR as leader of the People Strategy implementation



11 October, 2018

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# Strategy & Organisational Capability – “The Execution?”

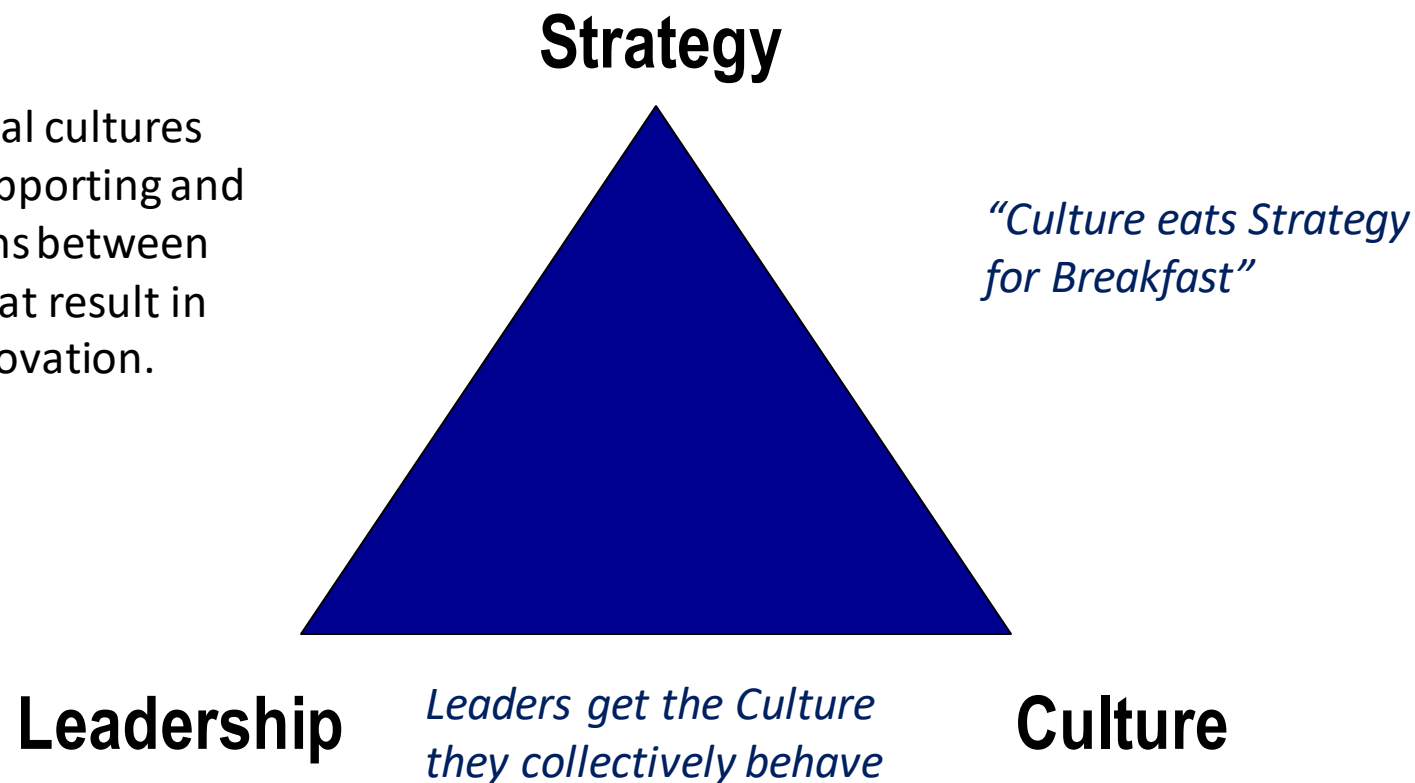




# Strategy, Culture & Leadership

## The challenge:

To develop organizational cultures that are conducive to supporting and nurturing the interactions between individuals and teams that result in problem solving and innovation.

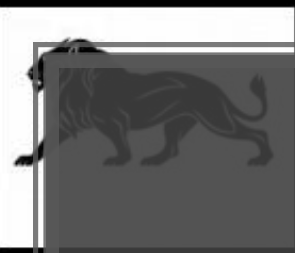




# Distributed Leadership

Distributed leadership is primarily concerned with mobilizing leadership expertise at all levels in the organization to generate more opportunities for change and to generate the capacity for improvement. The emphasis is upon **interdependent interaction and practice** rather than individual and independent actions associated with those with formal leadership roles or responsibilities.

*Harris, Alma. 'Distributed Leadership Matters'*



Facilitators  
of Empowering  
people at  
all levels

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LGMA 



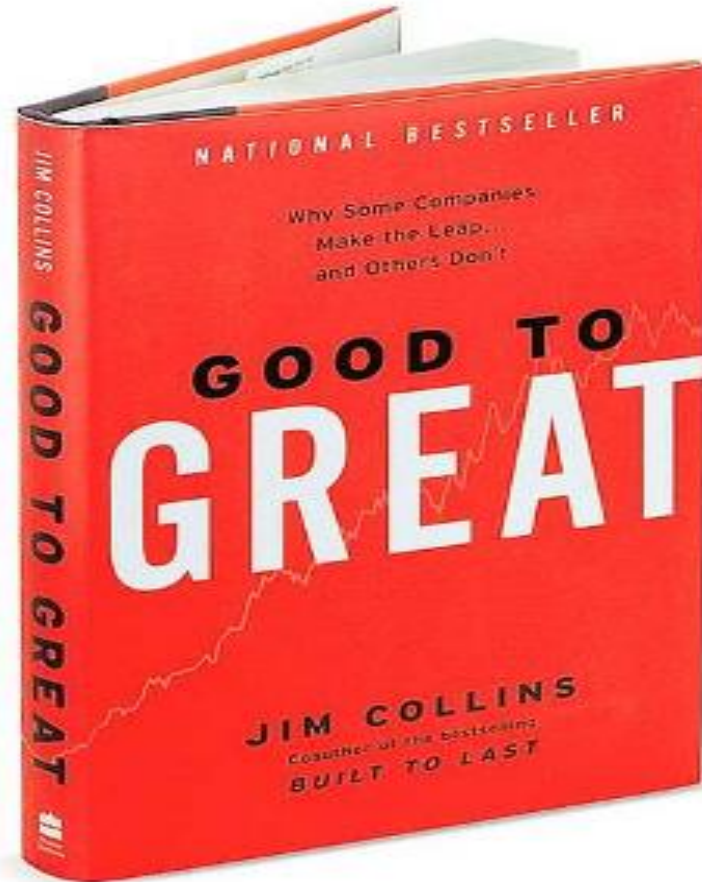
**EMPOWERMENT**

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What makes great leaders great?

LGMA





# 17 common qualities that make great LGMA leaders great

- They promote a culture of continuous improvement
- Egos do not impinge on the prosperity of the organisation
- Character of humility and a strong work ethic
- Desire to do the best for their companies rather than themselves
- Persevering attitude
- Low tolerance for 'ordinariness'



# 17 common qualities that make great LGMA leaders great

- Shoulder the blame for errors
- A talent for placing the right people in the right jobs at the right time
- People are not promoted to their level of incompetence(The Peter Principle)
- They can make tough choices
- They put the best people in the highest potential growth areas





# 17 common qualities that make great LGMA leaders great

- Hire for Competence and Character
- They speak their truth and are realistic in confronting hard choices
- They hire the self-motivated; Discipline is self-taught and self-induced
- Create and sustain a unified, simple vision
- They make their people think like the owner(TLTO)
- They take measured, consistent steps; not great leaps forward



# Building Trust as a Leader

## Your Level of TRUST

=



Credibility

Reliability

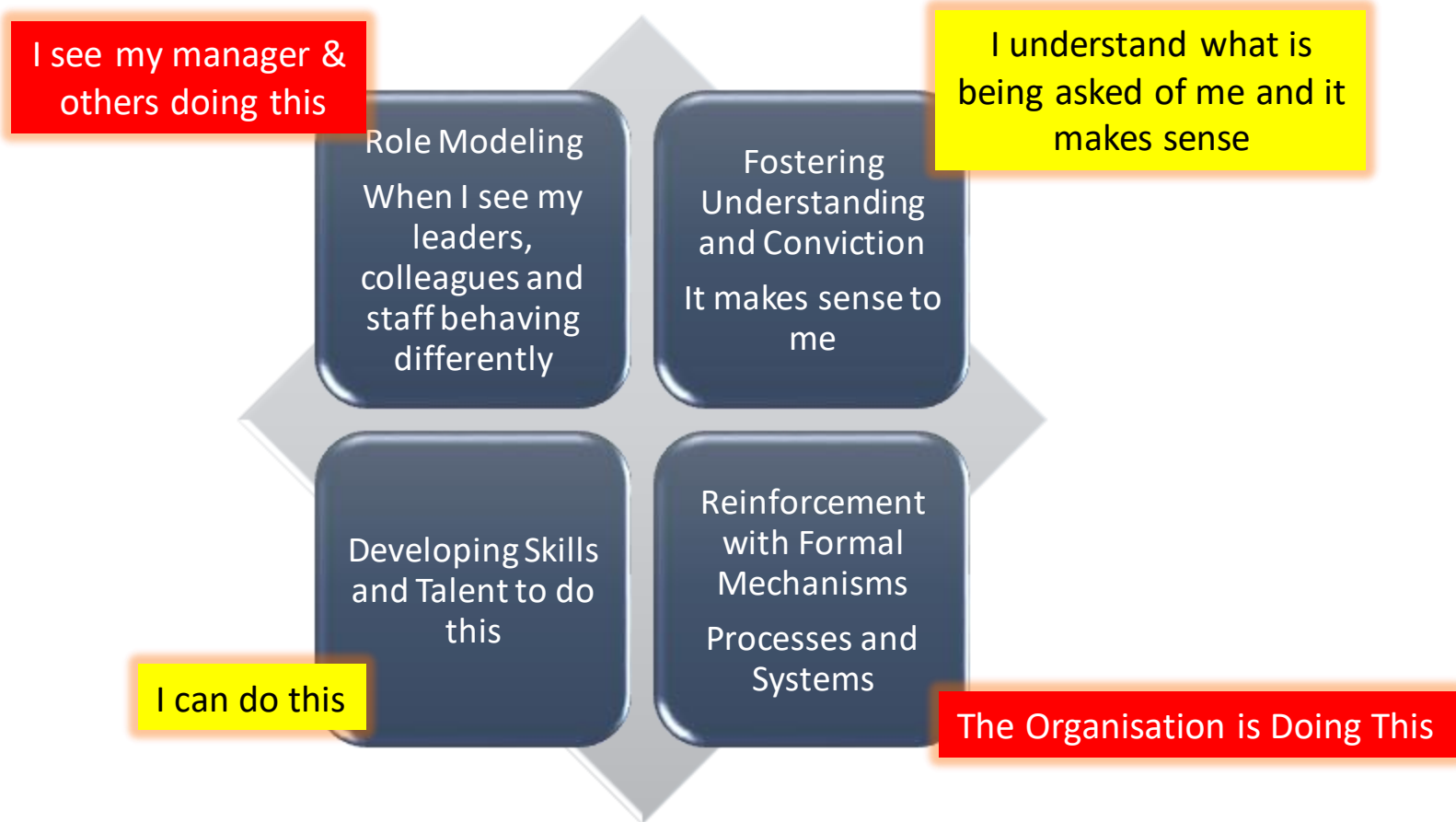
Intimacy – Confidentiality  
sense of real connection

Self orientation – a  
deal breaker?

What is the level of Trust I enjoy with my peers and staff ?



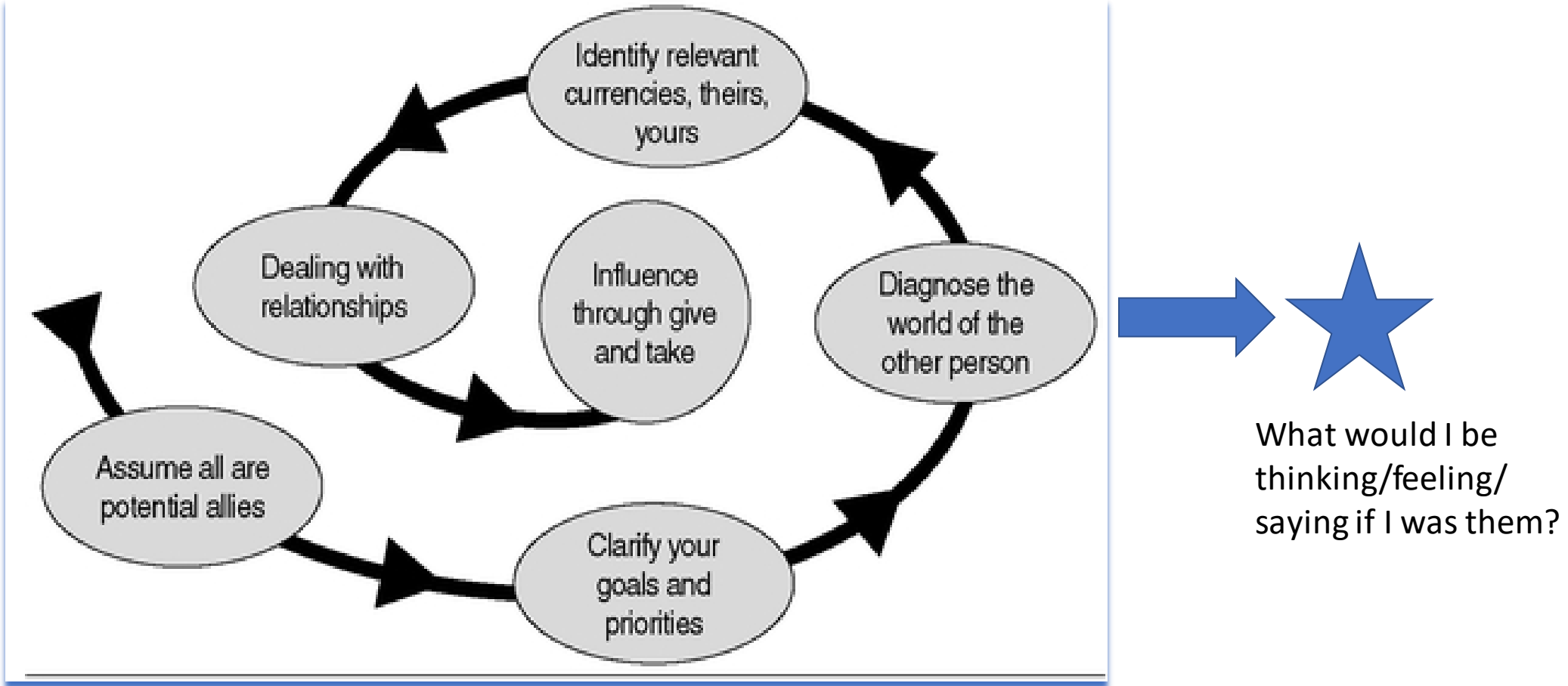
*“I will change my behaviour and mindset when...”*



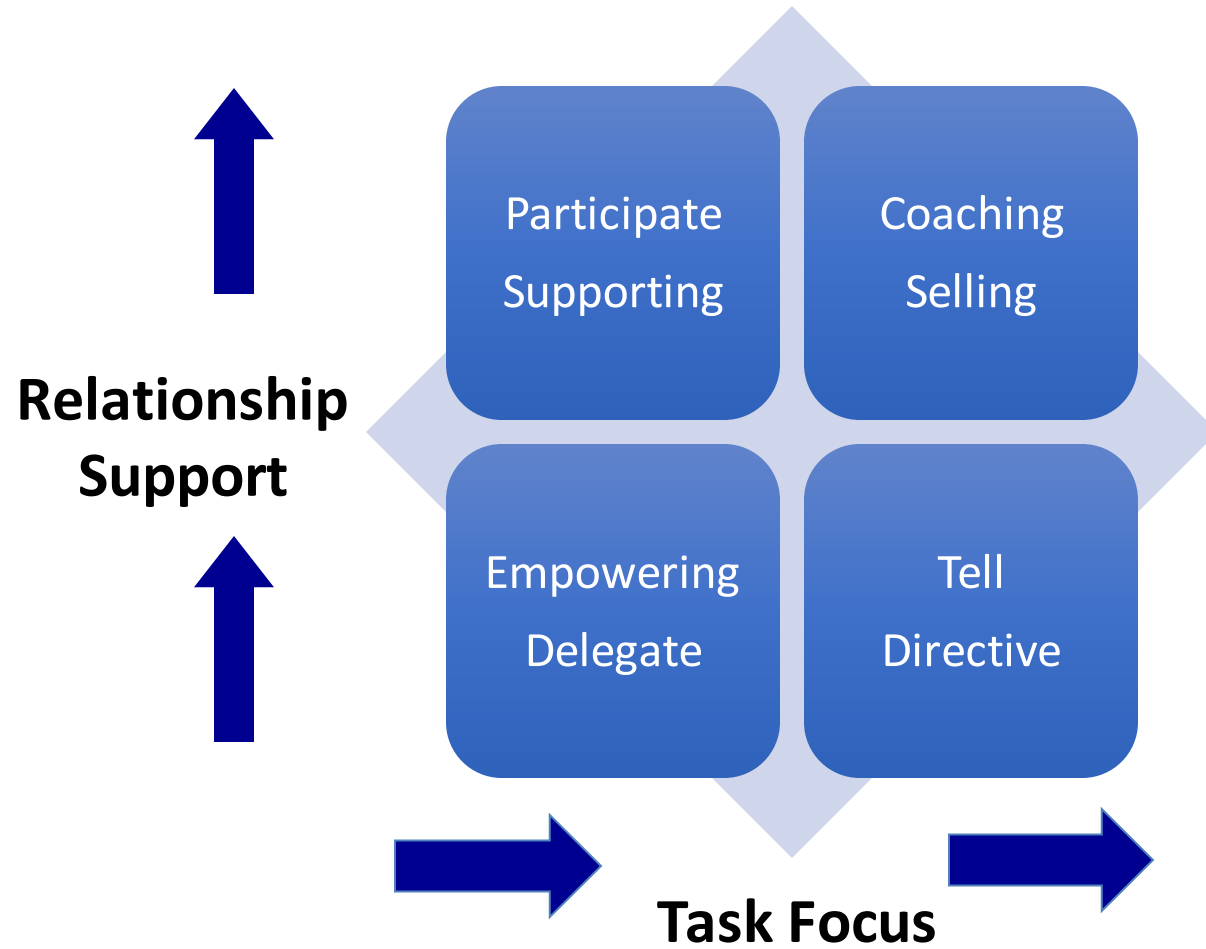


# Developing Coalitions of Support

Cohen Bradford Model



# Situational Leadership



© Paul Hersey Situational Leadership

Success Factors	Poor 1	2	3	4	Excellent 5
Common vision					
Unified management					
Surfacing of concerns					
Content management					
Process management					
Realistic timescales & resources					
Regular & open communications					
Systems support the change					
“Reward” to support change					
Commitments honoured					
Right people in key roles					
Involvement of those affected					
Supportive leadership					
Measurement					
Effective project management					

# Managing Change Template

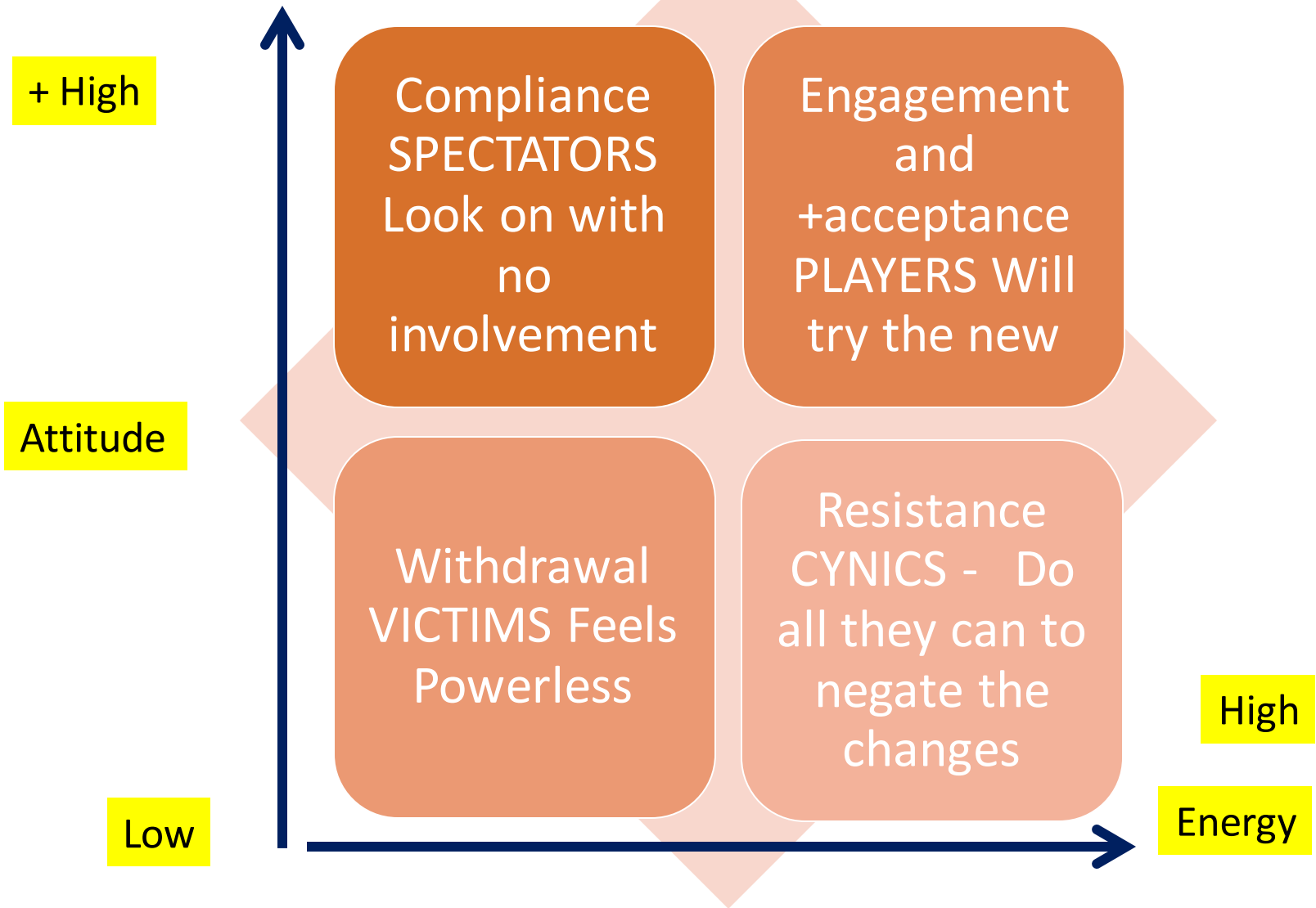
## Ratings

>60 Go! Ready for the change

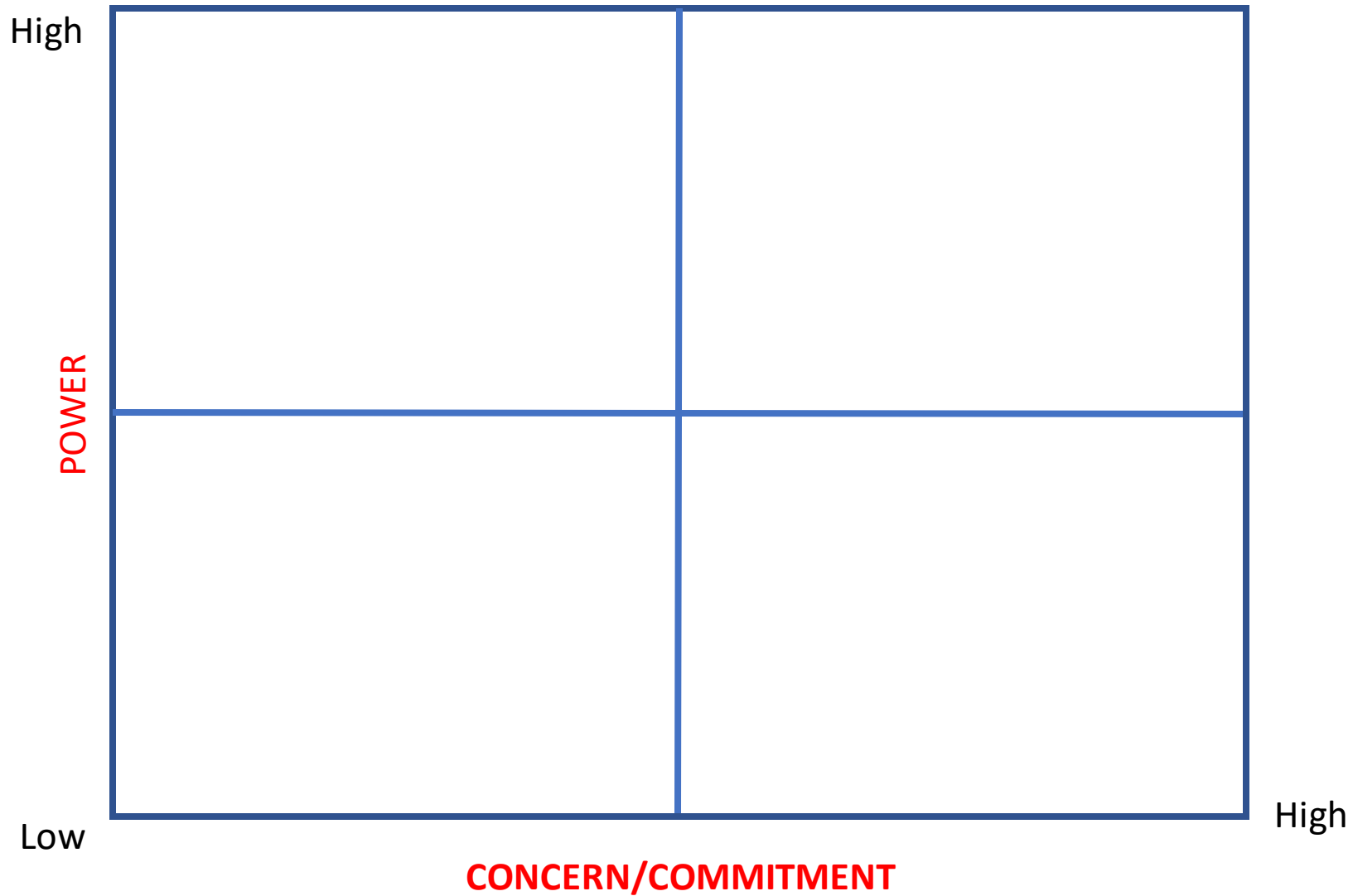
>45 More work needed!

<30 Wait! Are you serious?

Energy Investment Model



# Power / Commitment Stakeholder Analysis



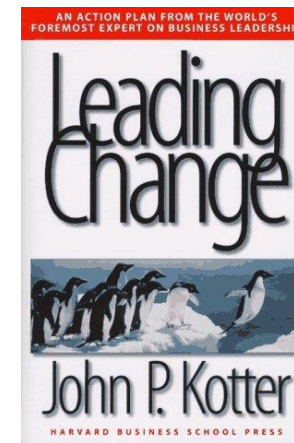


# People Readiness/Capability Assessments

Departments Functions Units Individuals	Readiness			Capability		
	High	Med	Low	High	Med	Low

## EIGHT STEPS TO TRANSFORMING YOUR ORGANIZATION

- 1 Establishing a Sense of Urgency**
  - Examining market and competitive realities
  - Identifying and discussing crises, potential crises, or major opportunities
- 2 Forming a Powerful Guiding Coalition**
  - Assembling a group with enough power to lead the change effort
  - Encouraging the group to work together as a team
- 3 Creating a Vision**
  - Creating a vision to help direct the change effort
  - Developing strategies for achieving that vision
- 4 Communicating the Vision**
  - Using every vehicle possible to communicate the new vision and strategies
  - Teaching new behaviors by the example of the guiding coalition



- 5 Empowering Others to Act on the Vision**
  - Getting rid of obstacles to change
  - Changing systems or structures that seriously undermine the vision
  - Encouraging risk taking and nontraditional ideas, activities, and actions
- 6 Planning for and Creating Short-Term Wins**
  - Planning for visible performance improvements
  - Creating those improvements
  - Recognizing and rewarding employees involved in the improvements
- 7 Consolidating Improvements and Producing Still More Change**
  - Using increased credibility to change systems, structures, and policies that don't fit the vision
  - Hiring, promoting, and developing employees who can implement the vision
  - Reinvigorating the process with new projects, themes, and change agents
- 8 Institutionalizing New Approaches**
  - Articulating the connections between the new behaviors and corporate success
  - Developing the means to ensure leadership development and succession



# TRUST OF COMMUNICATION (Reina Trust Model)



- Share information
  - Tell the truth
  - Admit mistakes
  - Give and receive constructive feedback
  - Maintain confidentiality
  - Speak with good purpose
- 
- Fuels collaboration
  - Makes it safe for team members to talk with each other directly
  - Practices open and honest communication
  - Creates an environment of collaboration



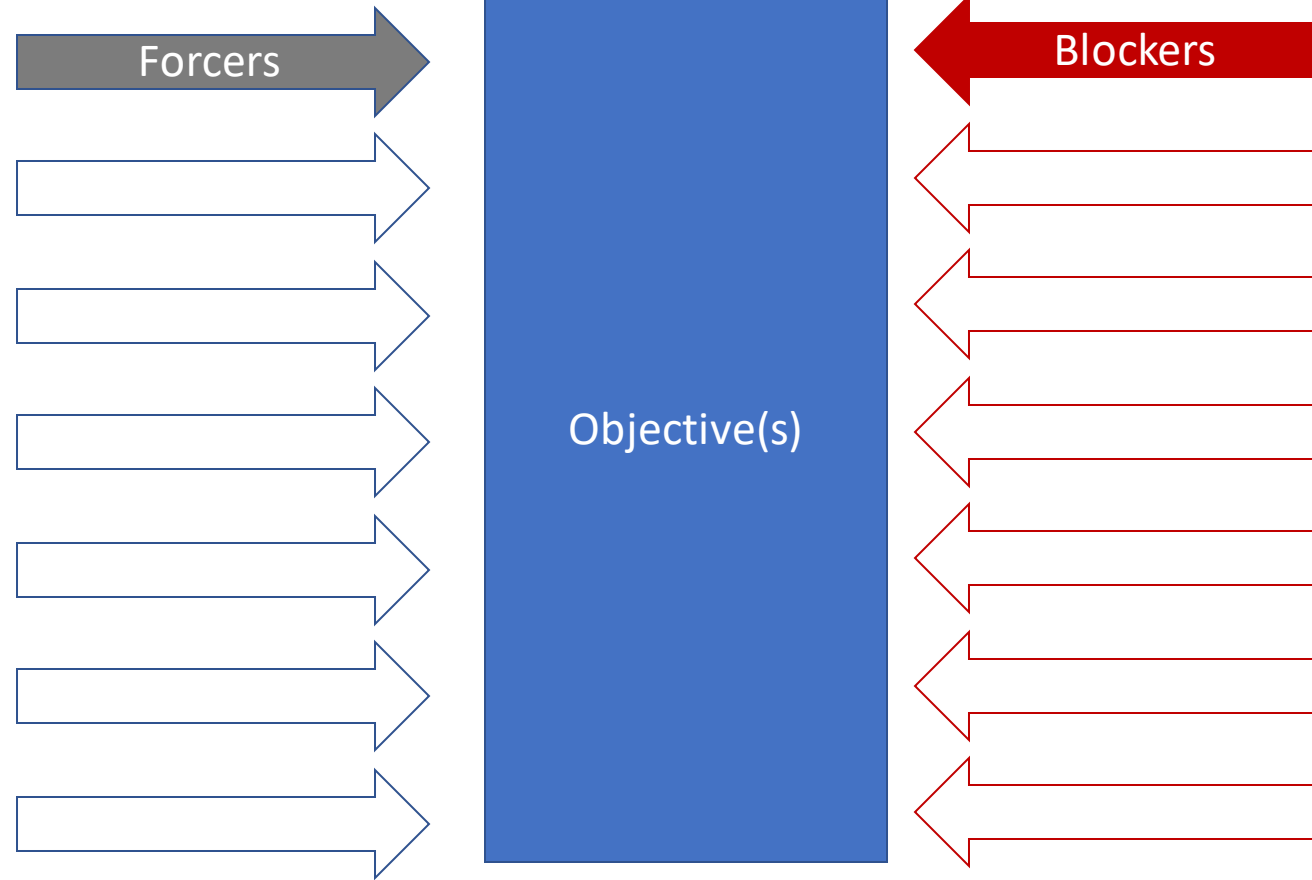
## TRUST BUILDERS: COMMUNICATION (Reina Trust Model)



- Keeps confidential information appropriately
- Communicates openly, honestly and transparently
- Takes responsibility for the mistakes he/she makes
- Points out risky situations or areas of caution to his/her employees
- Receives constructive feedback without getting defensive
- Speaks directly to the person with whom he/she has a concern or issue
- Gives people the benefit of the doubt
- Actively strives to build supportive relationships
- Provides coaching and feedback on performance when needed
- Gives constructive feedback to his/her employees in ways that are timely and helpful

# Forcefield Analysis

Turning  
Strategy into  
Action



The  
Practical  
part-Turning  
ideas into  
action

# FROM IDEAS TO ACTION

MISSION-DRIVEN PBL

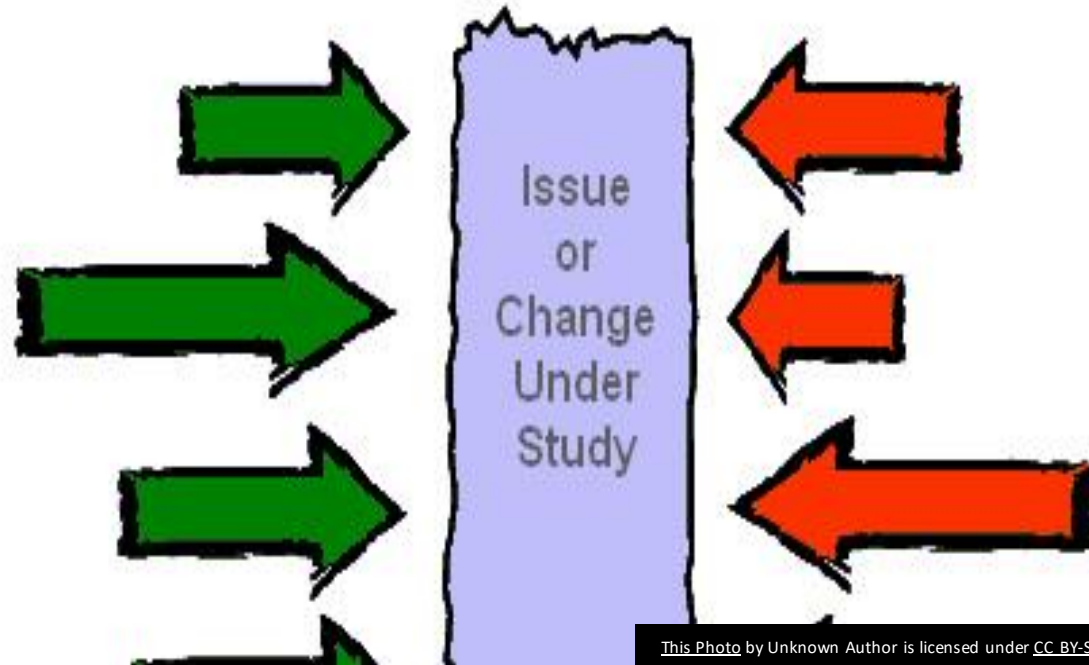


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Driving Forces  
(Positives)

Restraining Forces  
(Negatives)



FORCE FIELD ANALYSIS:

Exercise One

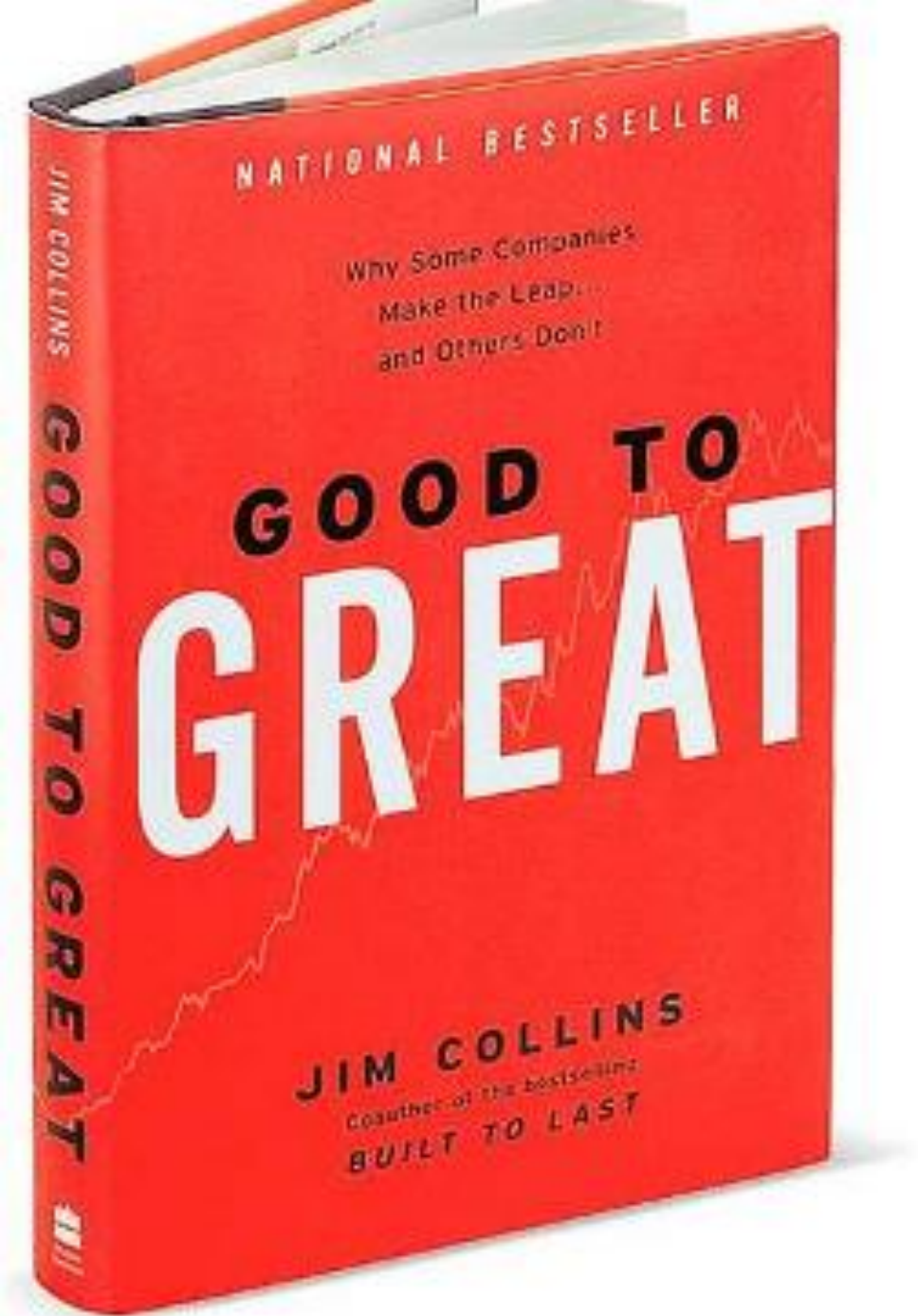


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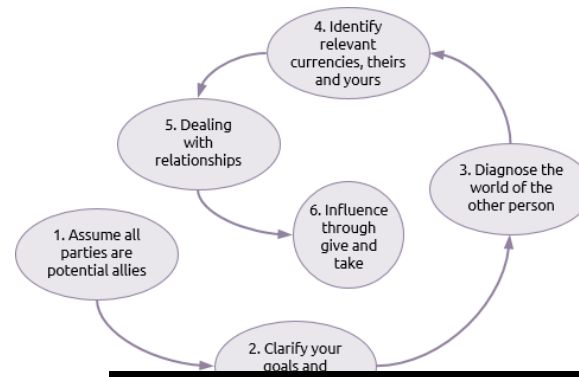
# Exercise Two

TRUST BUILDERS:





# Exercise Three



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# Building Coalitions of Support

## Exercise Four



# Group feedback

1. Force-Field Analysis
2. Trust Builders
3. Attributes of Great Leaders
4. Building Coalitions of Support



תודה  
Dankie Gracias  
Спасибо شكراً  
Merci Takk  
Köszönjük Terima kasih  
Grazie Dziękujemy Děkojame  
Ďakujeme Vielen Dank Paldies  
Kiitos Täname teid 谢谢  
**Thank You** Tak  
感謝您 Obrigado Teşekkür Ederiz  
감사합니다  
Σας ευχαριστούμε ඔබට  
Bedankt Děkujeme vám  
ありがとうございます  
Tack