

HOW SHOULD LEADERSHIP BE DONE?

INTRODUCTION

A leadership model will not make any difference if it is not clearly translated into concrete behavior and desired impact, so that everyone have a chance to contribute.

One of the biggest pitfalls in leadership development is the lack of clarity about behavior and impact, supporting every leader in the organisation to find their unique way of implementing that.

Leadership is never generic and always contextual, so we really don't understand leadership if we don't the context where it should be applied and add value.

In this tool you'll see what to include when moving from purpose statement and company strategy – to the leadership behavior and impact you want to see.

STEP 1

- It all begins with an authentic and effective purpose and strategy.
- The leadership behavior and impact you want to see must of course be linked to the purpose and strategy of the company, because otherwise you will see too much inconsistency in what is being done towards the end game of the company.

STEP 2

- Include a broad representation of people from the organisation to help define the desired actions and impact.
- It is very important that as many people as possible provide their ideas to the team that is responsible for the final draft.

STEP 3

- Have a dedicated team of people with the responsibility of making the final draft, and make sure that the people in this team are diverse in the way they think, work and are located in the organisation. They report to the board and senior leadership team.
- Test out drafted versions of the chosen the leadership elements in every business area, making sure that everyone can see how they can contribute and act on it – in everything they do.
- Be very consistent holding everyone accountable to these defined standards, and provided the training needed so they can actually do it.

THE WAY YOU WANT LEADERSHIP TO BE DONE

PURPOSE STATEMENT

A unique combination of your company contribution leading to a specific and highly relevant impact.

COMPANY STRATEGY

Unique strategic choices, desired strategic impact, way of playing and conditions that needs to be in place to impact.

LEADERSHIP BEHAVIOR

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- What current leadership behavior is not matching our leadership model – and what is our response to that?
- What hypothesis do we have about aligning our leadership model with the leadership practice of every leader?

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MAKING BUSINESS USEFUL