

Leadership in Tumultuous Times
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[1] Introduction

- Honoured to be asked
- Member since 1973 as a student, never sought
- Why leadership?
 - Thinking about it as I take on my new role
 - Returning to the academy after 3 years in a 100 person IT company
 - Perspectives from academy, business, public sector, boards, management
 - In the wind, as Canada and US have been choosing leaders
 - Economic uncertainty
 - Desperate need for it at all levels in society
 - Especially in corporations
- Humility
 - Other great leaders here
 - Many other community leaders
 - Learned on the job
 - Have read from the rich literature & will share some of that
 - Have discussed with friends, other leaders
 - But management is tangible and concrete, whereas leadership is intangible and soft
- Will read a list of lessons with sparse commentary, then answer questions

[2] Quotations

- E. Grady Brogue, *Leadership by Design: Strengthening Integrity in Higher Education*, San Francisco: Jossey-Bass Publishers, 1994.

Leadership is a conceptual, moral, and performing art form. It is an integrating art form involving the orchestration of ideas, values, and skills. It is a venture in moral philosophy. Honor, dignity, curiosity, candor, compassion, courage, excellence, service - these are design ideals that have been established in research, examined in philosophy, and tested in practice. These are design ideals for collegiate leaders who aspire to create a reality of goodness and to construct a climate of effectiveness for the individuals and the organizations they hold in trust. [p.145-146]

- Thomas Teal, *The Human Side of Management*, originally published in *Harvard Business Review*, November-December 1996, reprinted in *Harvard Business Review on Leadership*.

The managers people name with admiration are always the ones who delegate their authority, make subordinates feel powerful and capable, and draw from them so much creativity and such a feeling of responsibility that their behavior changes forever. [p.158]

[G]reat management is a continual exercise in learning, education, and persuasion. Getting people to do what's best – for customers, for the business, even for themselves – is often a struggle because it means getting people to *understand* and *want* to do what's best, and that requires integrity, the willingness to empower others, courage, tenacity, and great teaching skills. [p.161]

- Adrianna Kezar, What Is More Important to Effective Governance: Relationships, Trust, and Leadership, or Structures and Formal Processes?, in William G. Tierney and Vicente M. Lechuga (eds.), *Restructuring Shared Governance in Higher Education*, New Directions for Higher Education, Number 127, Fall 2004, San Francisco: Jossey-Bass, 2004.

The evidence from the case studies I conducted is that leadership, trust, and relationships supersede structures and processes in effective decision making. A governance system can operate with imperfect structures and processes, but if leadership is missing and relationships and trust damaged, the governance system will likely fail for lack of direction, motivation, meaning, integrity, a sense of common purpose, ways to integrate multiple perspectives, open communication, people willing to listen, and legitimacy. [p.44]

- Ruth Wageman, Debra A. Nunes, James A. Burruss and J. Richard Hackman, *Senior Leadership Teams: What it takes to make them great*, Boston: Harvard Business School Press, 2008, xxi+241 pages.

Six conditions for senior leadership team effectiveness:

Essentials

1. Creating a real team
2. Providing the team with a clear and compelling purpose
3. Ensuring that the team members have needed knowledge, skill and experience

Enablers

4. Solid team structure (size, behavioural norms)
5. Supportive organizational context
6. Competent team coaching (leader, peers, external)

- I have defined leadership roles in 5 points:
 - Set the tone, in the past:
 - affirmation through humane and respectful treatment
 - intellectual engagement
 - humour
 - Work with others to set the direction
 - Get good people (“on the bus”, as Jim Collins would say)
 - Get them the resources they need
 - Get yourself and other obstacles out of their way

[3] Leadership Lessons

Personal

1. All true leadership involves constantly replenishing and spending political capital – the power to persuade – and only infrequently playing the trump card of authority.
2. Leaders are not in the first instance individual contributors to the primary missions but are enablers of others.
3. Tell the truth. In particular, differentiate consulting from informing.
4. Say “Thank you” and “I’m sorry” as often as is appropriate.
5. Leadership roles involve contact with interesting people and contexts, but these must be byproducts not ego-satisfying ends in themselves.

5 Temptations of a CEO, by Patrick Lencioni: Choosing

- 1 status over results
- 2 popularity over accountability
- 3 certainty over clarity
- 4 harmony over productive conflict
- 5 invulnerability over trust

Team

6. Share values and trust in a team, or change the players. People leave their leaders not their organizations. They are hired for qualifications, but fired for personality.

Five Dysfunctions of a Team, Patrick Lencioni: 1 Absence of trust, 2 Fear of conflict, 3 Lack of commitment, 4 Avoidance of accountability, 5 Inattention to results

7. Strive for solidarity with no defining and defending of turf within the leadership team. When one speaks let all be bound to the position taken.
8. By the time you identify drag on a team's progress, it is always larger than you know so address it.

Erroll Lewis, Chancellor of the University System of Georgia: People will not respect you if you put bad leaders in front of them.

9. Maintaining a high performance team requires constant vigilance.
10. Recruiting excellent people leverages your work and makes it last. Hire only excellent people.
11. Be explicit with direct reports that you expect a lot, and in return commit to providing what they need to be personally successful, whatever that may be.
12. Progress requires change; change requires decisions. One person can only make a small number of decisions, so delegate and hold decision makers accountable. Delegate rather than routinely approving.
13. Make the best decisions possible with the information and experience you have. Don't focus on past mistakes because this leads to a downward spiral. Focus on future opportunities because this leads to an upward spiral.

Tools

14. Tools allow both amateurs and craftsmen to do better work. So with the tools of management.
15. Organizational structure is a tool. People get things done; structure can get in the way. Structure is necessary but not sufficient.
16. Process is a tool. Formal processes should encapsulate best practice or agreed practice. Results matter. Process is necessary but not sufficient.

17. Craftsmen are not bound by their tools; so good leaders are not bound by process or structure but step aside from it only very selectively.

Partnerships

18. Inter-organizational relationships build on personal relationships of trust. Start at the working level and then leverage up.
19. Partnerships work when partners are committed to each other's success rather than lobbying for their individual interests.

Succession

20. Leadership is in relatively short supply but we can teach and mentor, so have more.

We *must* develop the human capacity of our organizations.
21. Create circumstances in which the one who follows you will have success beyond your own.
22. There's no limit to what can be accomplished if you don't care who gets the credit.

[4] Conclusion

- Chris Lowney, *Heroic Leadership: Best Practices from a 450-Year-Old Company that Changed the World*, Chicago: Loyola Press, 2003, 330 pages.

The paradox is that the energizing power lies precisely in the combination of nonnegotiable core beliefs *and* a willing embrace of change. These would seem to be opposing impulses that could lead only to contradictory, confused behavior. Strong, deeply held values and beliefs might suggest a conservative instinct to shrink from change, while a change-ready attitude might imply a willingness to abandon any belief in the relentless drive to stay ahead of the curve. It would seem that melding the two instincts, whether in an organization or in a person would court disaster. But ... outstanding performance occurs *only* when both traits are merged. [p.248]

- James M Kouzes and Barry Z. Posner, *A Leader's Legacy*, Jossey-Bass, 2006, vi+202 pages.

When we choose to lead every day, we choose aspirations of long-term significance over short-term measures of success. While looking forward may be the quality that differentiates leaders from other credible people, the future does not belong to leaders alone. Leaders are its custodians; their constituents are its occupants. The occupants have a role in shaping where they will live. That means that leaders have to turn their followers into leaders, and leaders also have to be willing to become followers themselves. [p.179]

- Peter F. Drucker, *The Five Most Important Questions You Will Ever Ask About Your Organization*, Jossey-Bass, 2008, xx+119 pages.

True self-assessment is never finished. Leadership requires constant sharpening, refocusing, never really being satisfied. I encourage you especially to keep asking the question, *What do we want to be remembered for?* It is a question that induces you to renew yourself – and the organization – because it pushes you to see what you can become. [p.71]

- T.S. Eliot: Only those who will risk going too far can possibly find out how far one can go.
- from: Leading by Micheal O'Siadhail

Headway of a vessel in rhythm;
Let the sea roar and all that fills it,
 Still to tune and trim

And believe a crew's feedback
 That feeds forward, a kinship of feeling
 When to harden or slack,

Trusting nothing can overwhelm,
 Wonder of moving in phase and yet
 A lone hand at the helm.

- I am constantly learning about leadership
- Usually from others
- Look forward to learning from the Q & A session now