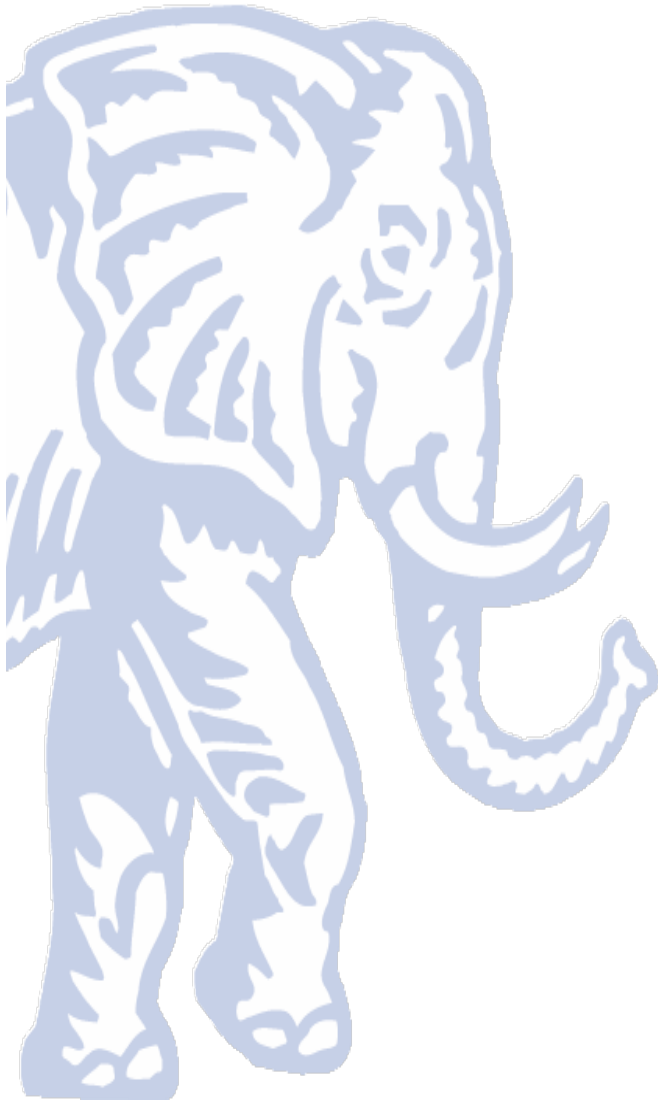


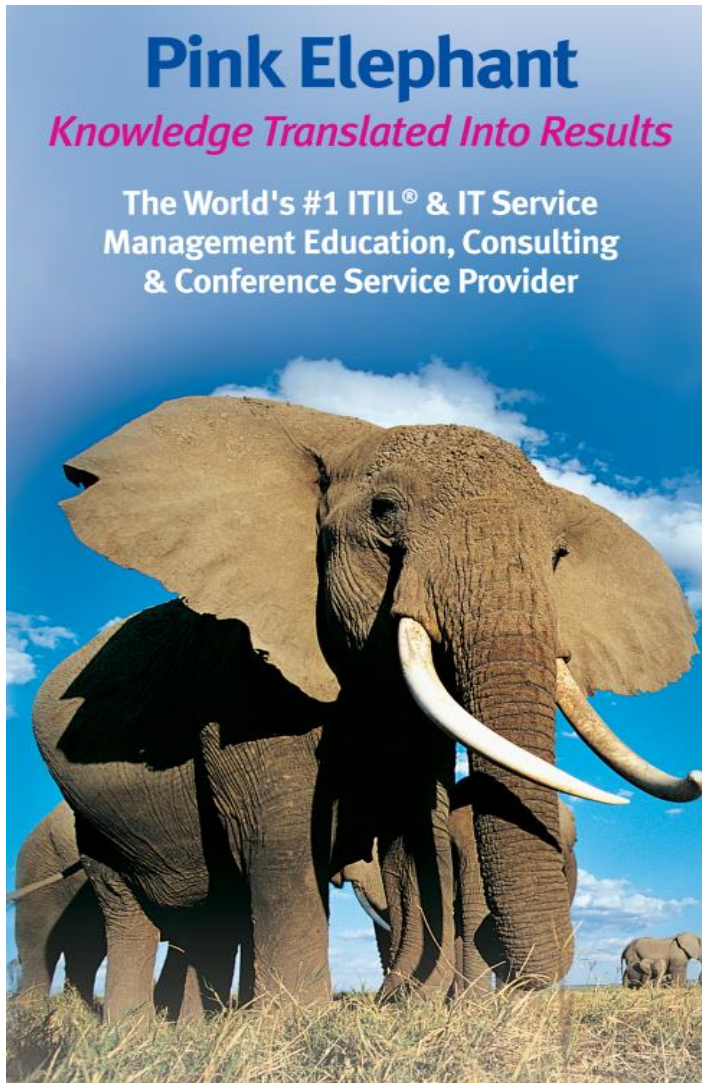


# The Most Valuable Personal Characteristics For Leading Change

David Ratcliffe  
*President*  
*Pink Elephant*



# Agenda



1. Thinking of Leadership
2. Leadership v Management
3. Leadership Capabilities
4. The Most Valuable Leadership Characteristics
5. Self-Assessment
6. Your Next Steps

# Do Not Confuse



## Management

Pre-Occupied With The Present

Plans

Thinks Process

Considers Activities

Concerned With Measurements

Works On Administration

Establishes Systems & Structure

Controls

Narrow Focus

Asks How & When?

**IS ESSENTIAL!**

## Leadership

Pre-Occupied With The Future

Visions

Thinks Beliefs & Values

Considers Attitudes

Concerned With Behaviours

Works With People

Establishes Trust

Innovates

Wide Focus

Asks What & Why?

**IS ESSENTIAL!**

Reference: <http://guides.wsj.com/management/developing-a-leadership-style/what-is-the-difference-between-management-and-leadership/>



# The Leadership Capability Cloud

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Leadership is about **THE FUTURE**

*"I have a dream ..."*



Leadership is about **SEEING A VISION**

*"If you can dream it, you can do it."*



# Leadership is about **HONESTY**



*“Deep down  
if we really accepted  
that Africans were  
equal to us,  
we would all do more”*

Leadership is about **INTEGRITY**

*“You cannot escape  
the responsibility  
of tomorrow  
by evading it today.”*

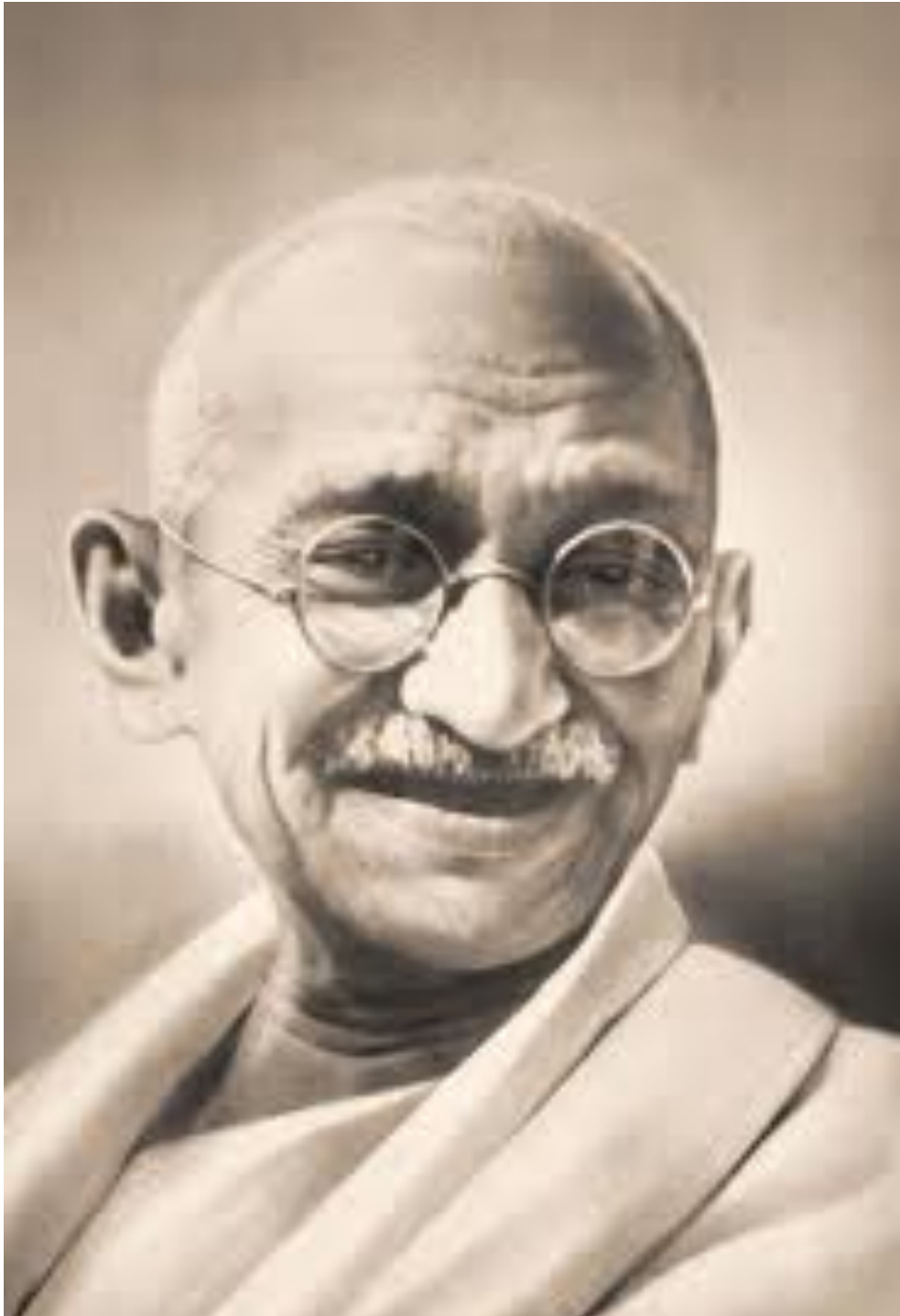






Leadership is  
about  
**COURAGE**

*“Courage is  
being scared  
to death  
and saddling up  
anyway.”*



Leadership is about

**DOING  
WHAT'S  
RIGHT**

*“Even if you are a  
minority of one,  
the truth is the truth.”*

Leadership is about  
**STAYING WITH YOUR VALUES**

*“Here are the values I  
stand for:  
honesty, equality,  
kindness, compassion,  
treating people the way  
you want to be treated  
and helping those in  
need.”*



# Leadership is about **RESPECT**

*“In my country  
we go to prison first,  
and then become President.”*



# Organizational Change

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Q1: What does “GOOD” leadership look like?

Q2: What does “POOR” leadership look like?

Q3: What are the most valuable leadership characteristics?

1. Aligning the change with business goals
2. The communications strategy
3. Planning & ongoing project management
4. Empowering the change agents
5. Sustaining the change over time

# Organizational Change

---



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Leadership is about **RELEVANCE**

*“However beautiful the strategy,  
you should occasionally look at the results.”*



# Aligning The Change With Business Goals

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*“Managing by objectives is possible. Unfortunately, 90% of the time we don’t know our objectives”*

– Peter Drucker

- Understand your business – the true vision, goals and strategy of your organization.
- Where can you find this information? It should be easy!



# Organizational Change

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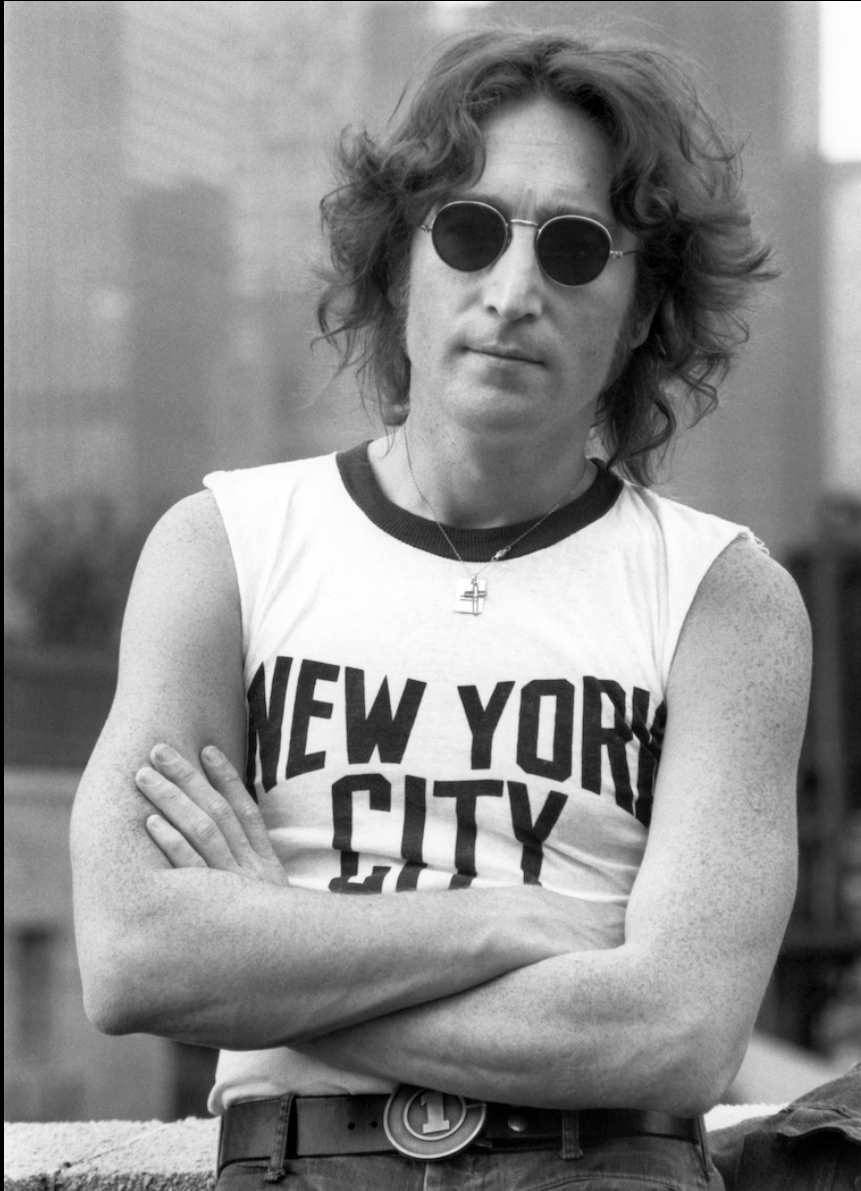
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Leadership is about **COMMUNICATING**



*“You may say  
I’m a dreamer,  
but I’m not  
the only one.*

*I hope some day  
you’ll join us,  
and the world  
will be as one.”*



*“The biggest mistake leaders make is to under-communicate by a factor of 100.”*

– John P. Kotter

- When explaining the vision/objectives to your team, err on the side of over-communication!

# Organizational Change

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Leadership is about **SETTING GOALS**

*“We chose to go to the moon ... not because it is easy,  
but because it is hard.”*



# Planning & Ongoing Project Management

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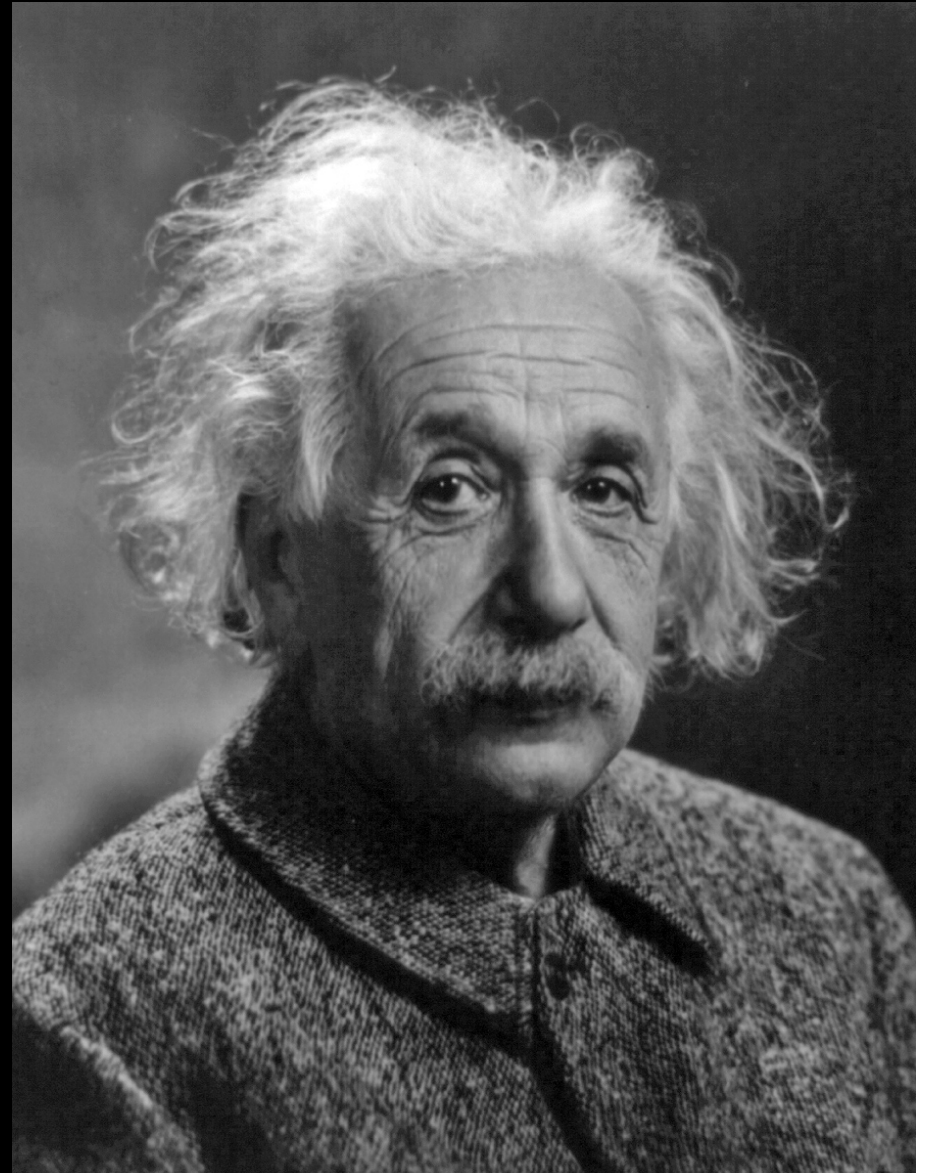
*“Plans are nothing. Planning is everything.”*

- Dwight D. Eisenhower

- Be realistic and honest in your planning.
- Be prepared to re-prioritize.

Leadership is about  
**UNDERSTANDING PRIORITIES**

*“Any man who can drive  
safely while kissing a pretty  
girl  
is simply not giving the kiss  
the attention it deserves.”*



# Organizational Change

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Leadership is about **EMPOWERING**

*“We want to empower our people; we want to strengthen them; we want them to build up their own country ”*



# Empowering The Change Agents

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*“Freedom is not empowerment.”*

- P.J. O'Rourke

- Empowering is NOT just giving permission
- Empowering is about providing approval plus tools, knowledge, budget, people, time and inspiration
- If you're the leader you MUST continue to make yourself available to the team and help remove obstacles.

# Organizational Change

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# Leadership is about **PERSISTENCE**



*“After climbing  
a great hill,  
one only finds  
there are many more  
hills to climb.”*

*“It always seems  
impossible,  
until it’s done.”*

# Sustaining The Change Over Time

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*“This is the way we do things now!  
I can’t believe we used to do it the ‘old’ way.!”*

- Change agent

- Beware of declaring victory too soon.
- Look for signs that the change is sticking
- Re-state objectives and benefits.
- Re-cap the short-term wins

# Self-Assessment



	YOUR RATING	PRIORITY
1. Ethical, Honest & Authentic		
2. Positive, Optimistic & Confident		
3. Business Aware		
4. Communication Skills		
5. Determination & Persistence		

1 = lowest to 5 = highest

# Self-Assessment & Development

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1. Complete the self-assessment.
2. Identify your strengths and look for opportunities to exploit them further.
3. Identify your weak areas and try to avoid tasks which will expose your weaknesses.

# On Your Return To Work

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- Understand your business – the true vision, goals and strategy of your organization.
- Evaluate your own leadership capabilities; identifying opportunities to exploit your strengths and improve on weaknesses
- Encourage your co-workers to do the same
- Socialize your success!



# Questions?

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