

ASTD 2013 Dallas

Knowledge harvest 1

Leading in a world wide market

Panel discussion from 4 thought leaders on Leadership

Panel

Ken Blanchard

Edward Reilly

Steven Covey Jnr

Marshall Goldsmith

Marcus Buckingham

The session highlighted a new global leadership survey conducted by American Management Association, ASTD, The Ken Blanchard Companies and FranklinCovey.

Some key notes from this session...

Ed Rielly opened the session by saying that leaders often are trained reactively for a specific position or title. Today the challenge is to develop leaders because of their influence they have on people throughout the business. Leaders now face more diverse and challenging dilemmas than any generation before them.

How would you describe the challenges of a global leader?

Blanchard “Leaders now have less “face time” with those they lead, they manage greater diversity, and therefore greater influence is needed. Jim Collins wrote about Humility, I think future leaders should be able to show that they don’t have all the answers. They need to listen more, and only then can they help others to become better”

Covey “Our research of more than 15 years prove that leaders should be able to build trust. 2 key behaviors

1. “Listen fist to gain understanding and to build influence”
2. “demonstrate respect for what you hear”

Goldsmith “ future leaders from this research require..”

1. Global Thinking
2. Cross cultural appreciation
3. Technological savvy. (Understand how tech is influencing or shaping their business)
4. Building alliances and partnerships
5. Shared leadership with others, Ask, listen and learn.

From the survey what are the most critical drivers that leadership should focus on?

1. Focus on the customer
2. Product and service quality
3. Need for innovation
4. Talent retention
5. Operating efficiency

Leaders need to be more deliberate and consciously competent in the above

Blanchard “profit is the applause you get for taking care of your people and the customer”

Goldsmith “Culture, (the way we do things) is created by operational leadership not strategic

Why is trust such an important issue?

Covey “The value of trust is often miss calculated. There should in every team or business be basic principles and practices around trust.

Trust principles are universal and they are not negotiable. i.e. truthfulness and respect. The practices of trust are contextual and different from one environment, business even country to the next. i.e. straight talking is different in Japan than in the Netherlands. Countries for instance views trust quite different. On the question can you trust others participants from Denmark scored overwhelmingly positive 87% the same question in Chile the respondents scored only 13%. What does our country look like and how will this impact corporate leadership?

Blanchard” shares views on 4 abilities of leaders to be trusted he calls it the ABCD

A= Ability or competence of the leader

B= Believability... act with integrity and is believed to be a truth teller

C= Connectedness, with others at a personal level

D= Dependable, what they say they will do

On which areas are money currently spent on leaders?

Reilly

1. global leadership skills
2. coaching of leaders
3. Emotional intelligence
4. Creativity and innovation
5. On-boarding of future leaders as failure at senior levels are extremely costing

Goldsmith “A growing trend that leaders are not only hired for competence but also for character...think about it leaders are fired because of character, they should therefor show that they can work with and in teams, collaborate at senior levels and partner to create success”

Goldsmith then had something to say about woman in leadership roles. “results show that you are just as good but in some cases better than your male counterparts. Be more happy let go of guilt, and don't be so hard on yourself”

Blanchard wrapping up and final thoughts

“We are operating in a world that is over managed and under lead”. My message to leaders is simple “Connect with the business”, create a common language that get everyone on board. And understand that your own development is a process not an event... a good process may have several events”

Goldsmith “Leaders will have to exhibit ”it's not about me, It's about them”. This will mean that leaders make time for and create opportunities to interact and show what Ken calls servant leadership”

This Knowledge Harvest was prepared by Niel Steinmann for PDD