

Leadership Development for Architecture, Engineer and Construction Firms



Presented by

LEADERSHIP ResourcesSM

For information about this
presentation please call:
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Who is LEADERSHIP ResourcesSM?

- Founded in 1999
- Franchise office of Leadership Management, Inc. (LMI)
- LMI is in 60 Countries and has 200 US Affiliates
- 16 years experience



Leadership is the capacity and will
to rally men and women to a common
purpose and the character which
inspires confidence.

Bernard Montgomery
British Field Marshal



Leadership vs. Management

Art

Vision

Motivation

↪ Effective
Do Right Things

Provides the Challenge
To Be the Best

Science

Direction

Skills

↪ Efficient
Do Things Right

Provides Training & Support
To Become the Best



It is *Best to LEAD people*
and MANAGE Resources



MANAGEMENT provides the ladder to
achieve a goal,

LEADERSHIP ensures the ladder is *leaned*
against the right wall.



“A paralyzed senior management comes from having too many managers and not enough leaders. Management’s mandate is to minimize risk and keep the current system operating. Change, by definition, requires creating a new system, which always demands leadership.”

John P. Kotter
Leading Change



I. Two Major Principles

- People are business and industry's greatest resource/asset
- People only use a small portion of their talents, abilities and overall potential!



“A mere 14 percent of employees around the world are highly engaged in their work. In other words, roughly 85 percent of people at work are giving significantly less of themselves than they could.”

Towers Perrin Survey of
86,000 employees around the world



You, Inc.

- Technical Know- How & Skills
- Time / Productivity
- Physical Energy / Stamina
- Imagination / Problem Solving
- Concentration / Focus
- Communication
- Decision Making



10 to 20 % Use of Overall Potential

- Technical Know- How & Skills _____%
- Time / Productivity _____%
- Physical Energy / Stamina _____%
- Imagination / Problem Solving _____%
- Concentration / Focus _____%
- Communication _____%
- Decision Making _____%



II. Slight Edge Growth Factors

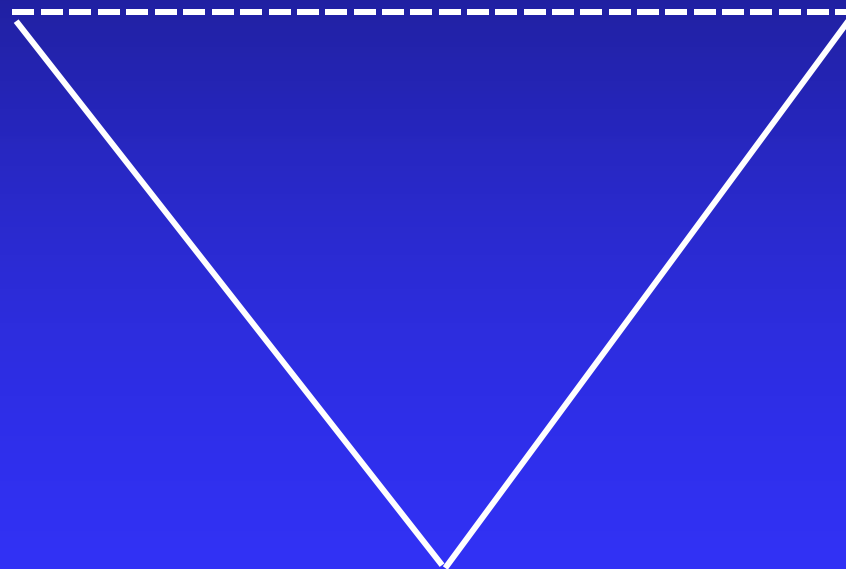
- Every business / organization has opportunities that only require slight changes.
- Tap into unused potential



Identifying gaps....

Current
Reality

Future Desired
Reality



Challenges / Gaps



Current
Reality

(Dreams, Goals, Plans)

Future Desired
Reality

Success Measures -ROI

of Employees

Level of Sales

Profit / Margins

Fear, Doubt,
Worry,
Procrastination,
Indecision

Goals –
What you
want to
accomplish in
the future

Good
Leadership
Overcomes

Challenges / Gaps



What Are Your Slight Edge Growth Factors?

1. _____
2. _____
3. _____
4. _____
5. _____



III. TOP 5 Challenges

Why Can't Leaders
Get Effective Results From
Employees?



It is NOT the employees!



1. They don't know what we want!

Effective communication:

- ◆ Clear, Concise Instruction
- ◆ Follow – up
- ◆ Feedback



“The greatest human need is to be understood and appreciated!”

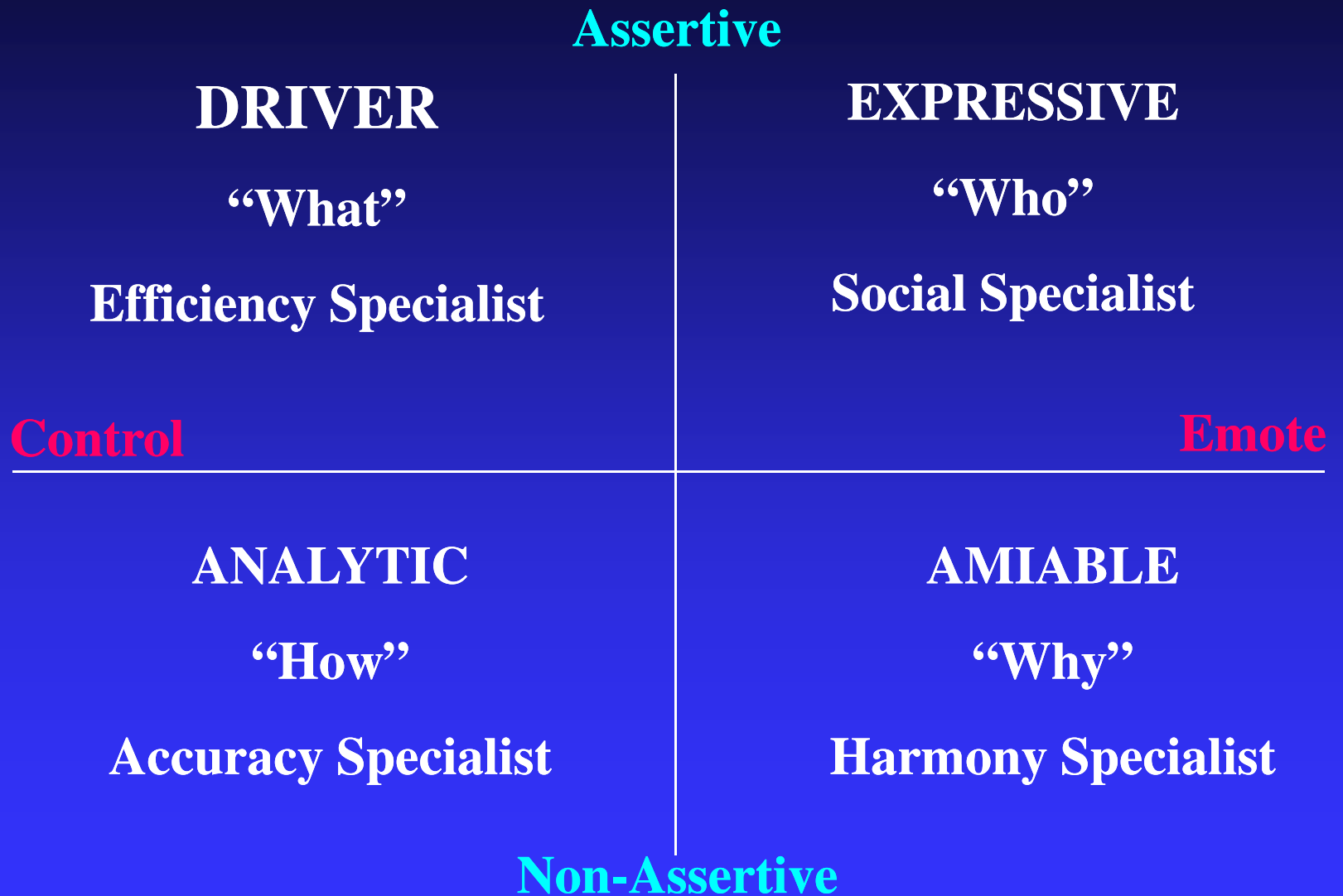
William James
Founder of Modern Psychology



Style Flexing



Style Flexing



Assertive

DRIVER

Rational Independent
Structured Business Like
Non – Emotional Formal
Decision – Maker Cool

EXPRESSIVE

Competitive Decisive
Fast to Act Intuitive
Risk Taker Leader
Take Charge

Control

ANALYTIC

Cooperative
Avoids Risk
Team Oriented
Non – Confrontational

Emote

AMIABLE

Relationship Oriented
Emotional
Open
Informal

Non- Assertive



2. They don't know how!

- ◆ Training and Development is a “Critical Success Factor!”
- ◆ Do they have the skills and education they need to do the job?
- ◆ Is training and development budgeted?



“I’m convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies.”

Lawrence A. Bossidy
Former CEO, Allied Signal



3. They lack the ability

- ◆ Right people in the right roles: Are you attempting to make people fit the roles? (Square pegs in round holes)
- ◆ Is there a hiring and promotion system in place?
- ◆ Has the business outgrown the employee?



“Our turbulence research reinforces the idea that the most important decisions are always *who* decisions. I see nothing to contradict the principle that *who* comes first and *what* comes second, *for* a very simple reason: If you cannot predict *what*, you have to be able to do a good job with the *who*, because the *what* is going to be constantly shifting.”

Jim Collins
Interview in Inc. Magazine



4. There are organizational blocks

- ◆ Right tools to do the job:
- ◆ Communication of the “Big Picture”
- ◆ Lack of, or Outdated equipment is a productivity killer!



“It is precisely during these times of chaos that leaders must possess one property: the ability to develop and share a clearly defined sense of direction – a vision of the desired future.”

Wall, Slocum & Sobol
The Visionary Leader



5. They don't want to do what we want them to do!

Given that everything else is in place and results are still not acceptable –
There is a Motivation problem!

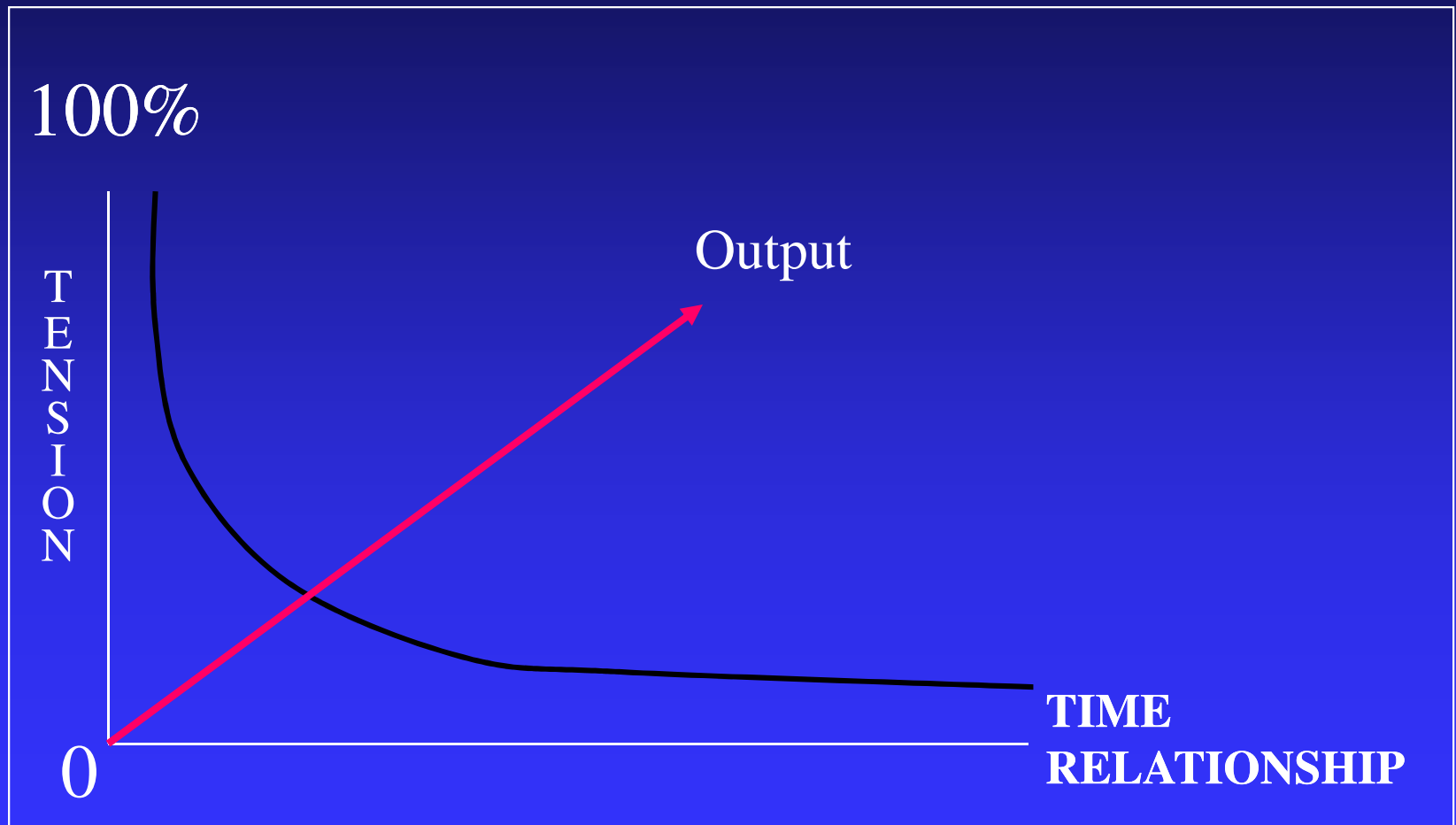


What are the hardest ones to solve?

- They don't know what we want.
- They don't know how.
- They lack ability.
- There are organizational blocks.
- They don't want to.



PRODUCTIVITY



“Now is not the time to halt employee development nor is it the time to postpone or scale back talent management strategies. Managing, developing and motivating talented employees is even more important because it is the one thing that can differentiate organizations and ensure that they not only survive the short-term but thrive in the long term.”



“The prize for closing the strategy-to-performance gap is huge – an increase in performance of anywhere from 60% to 100% for most companies.”

Mankins and Steele

“Turning Great Strategy into Great Performance”



Good to Great by Jim Collins

- Right People on the bus
- Right Seat
- Going in the right direction



IV. Summary

■ Characteristics of Leaders in the 21st Century:

- ◆ Visionary
- ◆ Passionate
- ◆ Organized – Detailed Oriented
- ◆ Thirst for Knowledge – Life Long Learner
- ◆ New Ideas and Fresh Perspectives
- ◆ Coachable
- ◆ Sincere



■ Characteristics continued...

- ◆ Respectful
- ◆ Fair & Respectful of Others
- ◆ Trustworthy
- ◆ Team Spirit
- ◆ Intuitive
- ◆ In Shape – Q 2 Living
- ◆ Great Communicators
- ◆ Speaks from the Heart – Straightforward
- ◆ In Control of Attitudes and Emotions



■ Characteristics continued...

- ◆ Risk Taker
- ◆ Admits Mistakes
- ◆ Confident, Not arrogant
- ◆ Disciplined and Tenacious
- ◆ Sense of Humor
- ◆ Vulnerable
- ◆ Healthy Relationships
- ◆ Charismatic
- ◆ Nice to be Around



“Identifying and grooming leaders
is important in good times.

In times of crisis when the economy is
struggling, it’s imperative.”

Brett Furio
Phillips Electronics



We believe people are your greatest resource. But most people use only a small percentage of their true talents and abilities. Investing in the growth and development of your employees will increase your profitability and give you a greater return on your investment – greater than anything else you can do. Unfortunately, without a proven process, people won't automatically use more of their talents and abilities.



Simply stated – to do something better, you must do something different. People must change their behavior in order to increase their effectiveness and productivity.



We help people set and achieve goals, become self-motivated and develop more productive mental attitudes.

But we don't stop there. Improvement of performance is measured continuously to ensure that your people increase their productivity, achieve measurable results, and positively impact your bottom line.



Q&A

THANK YOU !

