Play Chess not Checkers

Dan Biles
@danielbiles
Four Principles

1. Bet on Leadership
2. Act as One
3. Win the Heart
4. Excel at Execution

“If you want to build a high performance organization, you've got to play chess, not checkers.”

Mark Millar
Bet on Leadership

- Develop your pieces early for maximum strategic advantage

You manage things, you lead people. We went overboard on management and forgot about leadership.

Grace Hopper

The true measure of leadership is influence - nothing more, nothing less.

— John C. Maxwell —

The Five Levels of Leadership

1. POSITION - The Level of RIGHTS
   People follow because they HAVE TO. You have POSITIONAL Leadership. You are the Boss. They don't have a choice. They HAVE TO follow, whether they want your leadership or not.

2. PERMISSION - The Level of RELATIONSHIPS
   People follow because they WANT to. They BELIEVE in You. They TRUST You. They DON'T have to, but they WANT to Follow You.

3. PRODUCTION - The Level of RESULTS
   People follow because of what you have done for the organization. Accomplishments.

4. PEOPLE DEVELOPMENT - The Level of REPRODUCTION
   People follow because of what you have done for THEM. What's in it for THEM.

5. PERSONHOOD - The Level of RESPECT
   People follow because of who you are and what you represent. Your VALUES.

“Leaders don’t create followers, they create more leaders.”

— Tom Peters

Sources of Insight
Bet on Leadership

One of my worries about the idea of leadership is when it becomes this weighty, abstract concept, something talked about in the tones of Greek and Roman artifacts, something that is out of reach for most, yet permanent once obtained.

This worries me because leadership should be understood as something practiced and refined, often without commission or reward and sometimes done unconsciously. Many people simply go about their lives with purpose, integrity and camaraderie — that can be leadership without the concept ever being uttered...Leading is not separate from living, and that means there is no template or fixed end to the journey.

- James daSilva
Bet on Leadership

LEADING
- Vision & strategy
- Creating value
- Influence & inspiration
- Have followers
- Leading people
- People focused
- Charismatic style
- Risk & change seekers
- Appeal to the heart
- Proactive
- Sets direction
- Raising expectations
- Ask questions

MANAGING
- Policies & procedures
- Counting value
- Power & control
- Have subordinates
- Managing work
- Work focused
- Authoritarian style
- Risk averse & stability
- Appeal to the head
- Reactive
- Plans detail
- Maintain status quo
- Give directions

Steve Keating @LeadToday
Bet on Leadership

The Top 16 Competencies Top Leaders Exemplify Most

<table>
<thead>
<tr>
<th>Competency</th>
<th>Male Mean</th>
<th>Female Mean</th>
<th>T value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takes Initiative</td>
<td>48</td>
<td>56</td>
<td>-11.58</td>
</tr>
<tr>
<td>Practices Self-Development</td>
<td>48</td>
<td>55</td>
<td>-9.45</td>
</tr>
<tr>
<td>Displays High Integrity and Honesty</td>
<td>48</td>
<td>55</td>
<td>-9.28</td>
</tr>
<tr>
<td>Drives for Results</td>
<td>48</td>
<td>54</td>
<td>-8.84</td>
</tr>
<tr>
<td>Develops Others</td>
<td>48</td>
<td>54</td>
<td>-7.94</td>
</tr>
<tr>
<td>Inspires and Motivates Others</td>
<td>49</td>
<td>54</td>
<td>-7.53</td>
</tr>
<tr>
<td>Builds Relationships</td>
<td>49</td>
<td>54</td>
<td>-7.15</td>
</tr>
<tr>
<td>Collaboration and Teamwork</td>
<td>49</td>
<td>53</td>
<td>-6.41</td>
</tr>
<tr>
<td>Establishes Stretch Goals</td>
<td>49</td>
<td>53</td>
<td>-5.41</td>
</tr>
<tr>
<td>Champions Change</td>
<td>49</td>
<td>53</td>
<td>-4.48</td>
</tr>
<tr>
<td>Solves Problems and Analyzes Issues</td>
<td>50</td>
<td>52</td>
<td>-2.53</td>
</tr>
<tr>
<td>Communicates Powerfully and Prolifically</td>
<td>50</td>
<td>52</td>
<td>-2.47</td>
</tr>
<tr>
<td>Connects the Group to the Outside World</td>
<td>50</td>
<td>51</td>
<td>-0.78</td>
</tr>
<tr>
<td>Innovates</td>
<td>50</td>
<td>51</td>
<td>-0.76</td>
</tr>
<tr>
<td>Technical or Professional Expertise</td>
<td>50</td>
<td>51</td>
<td>-0.11</td>
</tr>
<tr>
<td>Develops Strategic Perspective</td>
<td>51</td>
<td>49</td>
<td>2.79</td>
</tr>
</tbody>
</table>

Source: Zenger Folkman Inc., 2011

Overall Leadership Effectiveness by Gender by Position (Percentile Scores)

<table>
<thead>
<tr>
<th>Category</th>
<th>Male Mean</th>
<th>Female Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management, Executive, Senior Team Members</td>
<td>57.7</td>
<td>67.7</td>
</tr>
<tr>
<td>Reports to Top Management, Supervises Middle</td>
<td>48.9</td>
<td>56.2</td>
</tr>
<tr>
<td>Managers</td>
<td>49.9</td>
<td>52.7</td>
</tr>
<tr>
<td>Middle Manager</td>
<td>52.5</td>
<td>52.6</td>
</tr>
<tr>
<td>Supervisor, Front Line Manager, Foreman</td>
<td>52.7</td>
<td>53.9</td>
</tr>
<tr>
<td>Individual Contributor</td>
<td>50.7</td>
<td>52.0</td>
</tr>
<tr>
<td>Other</td>
<td>51.3</td>
<td>55.1</td>
</tr>
</tbody>
</table>

Source: Zenger Folkman Inc., 2011

Jack Zenger and Joseph Folkman

Performance of companies tiered by female management participation

Source: C6S 6000

Figure 17

Act as One

- Decide what’s important
  - Why are we here?
  - Where are we going?
  - What beliefs/values shape how we do our work?
- Get agreement from your leadership team
- Begin orchestrated effort to cascade and reinforce these messages throughout your organization.
  - Link the organization’s why to the individual’s why...
Act as One

▪ Decide what’s important
  ▪ Why are we here?
  ▪ Where are we going?
  ▪ What beliefs/values shape how we do our work?

▪ Get agreement from your leadership team

▪ Begin orchestrated effort to cascade and reinforce these messages throughout your organization.
Win the Heart

- Great organizations are ones that create a place in which people willingly invest themselves fully in the work of the organization.

If the employees come first, then they’re happy. A motivated employee treats the customer well. The customer is happy so they keep coming back, which pleases the shareholders. It’s not one of the enduring green mysteries of all time; it’s just the way it works.

“Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”

Richard Branson
Win the Heart

- “Building employee engagement requires a degree of personal tailoring; leaders must identify what’s important to each individual worker and put to use their unique and often hidden talents. Making time to honor and acknowledge people for their effort and contributions is the final requirement.” - Lead from the Heart by Mark C. Crowley

- “We suspect that the best kept secret of successful leaders is love: Being in love with leading, with the people who do the work, with what the organizations produce and those who honor the organization by using its work. Leadership is an affair of the heart, not the head.” - The Leadership Challenge by James Kouses and Barry Posner.

- Stock returns of the top 100 (best companies to work for) employers annually exceeded peers by a stunning 7-8%.
Win the Heart

- Bob Chapman, CEO of Barry – Wehmiller on why they practice “Truly Human Leadership”

1. Because seven out of eight people believe the company they work for does not care about them.
2. Because everybody should have the opportunity to use their gifts and talents toward a shared vision.
3. Because people should not be merely a means to a company’s financial success.
4. Because people want to be led, not managed.
5. Because everyone deserves the chance to return home from work each day feeling fulfilled by the work that they do.

Here are the B-W 10 Commandments of Truly Human Leadership:

1. Begin every day with a focus on the lives you touch.
2. Know that leadership is the stewardship of the lives entrusted to you.
3. Embrace leadership practices that send people home each day safe, healthy, and fulfilled.
4. Align all actions to an inspirational vision of a better future.
5. Trust is the foundation of all relationships; act accordingly.
6. Look for goodness in people and recognize and celebrate it daily.
7. Ask no more or less of anyone than you would of your own child.
8. Lead with a clear sense of grounded optimism.
9. Recognize and flex to the uniqueness of everyone.
10. Always measure success by the way you touch the lives of people.
Excel at Execution

- Greatness hinges on execution
- Measure what matters most

IN CASE OF DOUBT, ATTACK.
- General George S. Patton
Excel at Execution

- Greatness hinges on execution
- Measure what matters most

Q3. Satisfaction With Items That Influence the Perception Residents Have of the City

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall quality of life in the city</td>
<td>42%</td>
<td>49%</td>
</tr>
<tr>
<td>Overall image of the city</td>
<td>35%</td>
<td>52%</td>
</tr>
<tr>
<td>Overall quality of city services</td>
<td>26%</td>
<td>60%</td>
</tr>
<tr>
<td>Overall appearance of the city</td>
<td>27%</td>
<td>49%</td>
</tr>
<tr>
<td>Overall value received for city tax dollars/fees</td>
<td>22%</td>
<td>54%</td>
</tr>
</tbody>
</table>

Source: R.T. Institute (2016)

Most Residents Feel Good About the Quality of Life in Auburn and the Overall Quality of City Services

PERCENTAGE OF EMPLOYEES ENGAGED IN U.S.

<table>
<thead>
<tr>
<th>Month</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2016 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug - Sep</td>
<td>5.0</td>
<td>9.0</td>
<td>6.2</td>
<td>6.2</td>
<td>6.4</td>
</tr>
<tr>
<td>Oct - Nov</td>
<td>5.0</td>
<td>5.0</td>
<td>4.0</td>
<td>2.7</td>
<td>2.8</td>
</tr>
<tr>
<td>Nov - Dec</td>
<td>6.2</td>
<td>4.5</td>
<td>2.0</td>
<td>3.0</td>
<td>3.5</td>
</tr>
</tbody>
</table>

Celebrate what you want to see more of.

Tom Peters