

# Creating New Paths to Leadership. Optimizing Performance

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# Agenda

- Defining leadership (5-10 min)
  - Motivation & Direction
  - Development
- Developing the self (15 min)
  - Opportunities
  - Threats
- Attendance Check
- Developing others (15 min)
  - Opportunities
  - Threats
- Q&A (5-10 min)

# What is Organizational Leadership?

Organizational leadership is about:

## 1. Motivating followers

- *At its core, leadership involves influencing others to act in light of a vision of how best to achieve a shared mission (Palmer, 2009)*

## 2. Developing oneself and others

# Developing Oneself and Others

- A study of 55 MBA graduates who moved into leadership roles found *“They began to realize that their earlier mind-set about the importance of demonstrating their own capabilities was less useful than a new set of assumptions about the importance of helping others to develop. This new perspective often required more listening and less problem solving.”* (Benjamin & O’Reilly, 2011, p.464)
- <https://www.youtube.com/watch?v=uEQ56SI-6go> Jack Welch – *your job is as a people person, supporting people, not being the smartest person in the room* (5:14-5:50) (from 2006, Sloan/MIT)
- *At its best, leadership is shared among leaders and followers, with everyone fully engaged and accepting higher levels of responsibility* (Daft, p.6)

# 1. Developing your leader effectiveness

- *Leadership is an individual capability. It is about what you do, how you think, and who you are. The acquisition of these skills may be partly dispositional, but much comes through learning and experience (Benjamin & O'Reilly, 2011, p453)*
- What opportunities do we recognize (can we identify) to improve our effectiveness as leaders?
  - Developing others as a path forward
- What threats do we recognize (can we identify) with regard to our continued development as leaders?
  - Under development or utilization of talent

# Attendance Check



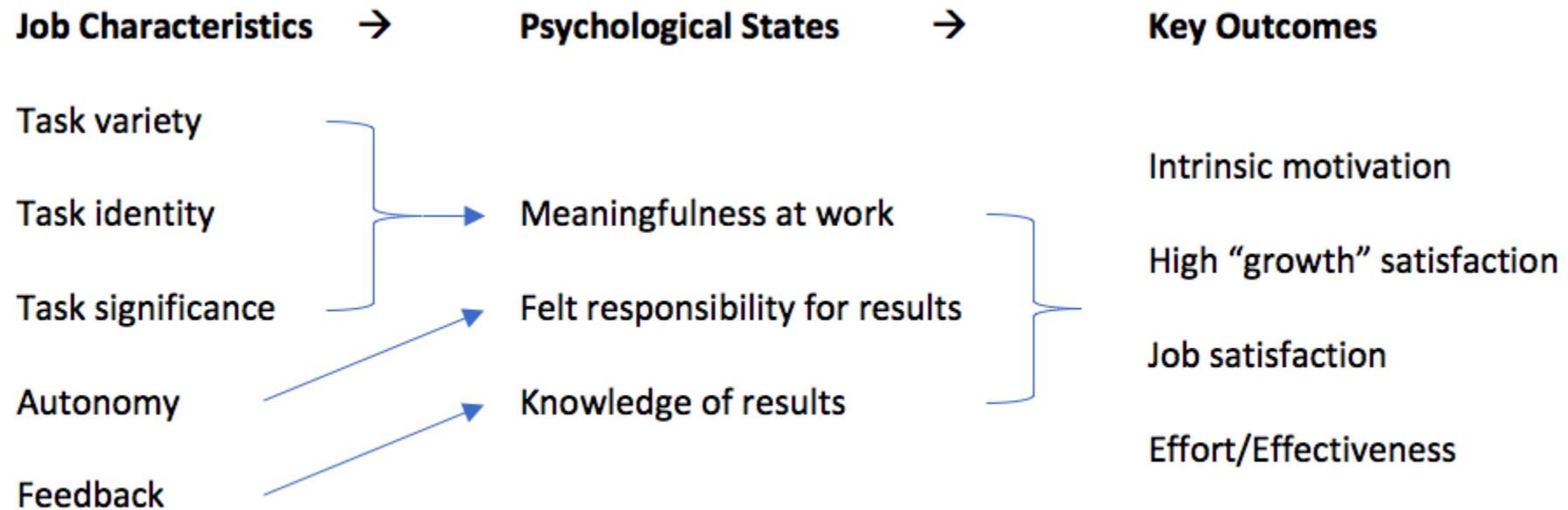
## 2. Developing Others

- *While looking at data my company [Zenger Folkman](#) has collected from more than 400,000 employees, I discovered that individual development opportunities was the third most significant driver of employee engagement. In addition to an individual's pay and benefits, developing new skills is viewed as a very important benefit for most employees.*

Joseph Folkman, Behavioral Statistician, 2016

<https://www.forbes.com/sites/joefolkman/2016/11/10/the-4-vital-keys-to-developing-others/#5219570a5fa3>

# Supporting Follower (Intrinsic) Motivation, Supports Leader Development: The Job Characteristics Model



\*Hackman & Oldham, 1975



# Opportunities and Threats to Maximizing the Talent in Your Organization

- Whom are we getting the most/least from in our team? Why?
- How relevant is the leader development path you experienced?



<https://cmoe.com/blog/leaders-responsible-developing-others/>

# Opportunities and Threats to Maximizing the Talent in Your Organization

## Identifying or recognizing leader talent

- What is the validity of the criteria we consider relevant?
- How predictive are a person's technical qualifications (educational background, years experience, etc.) of their ability to excel in their current or next level job?
  - <http://www.nytimes.com/2007/04/27/world/americas/27iht-mit.1.5468516.html>
  - <https://money.cnn.com/2012/05/13/technology/yahoo-ceo-out/index.htm>
  - <https://www.businessinsider.com/successful-executives-who-have-lied-on-their-resumes-2015-7#jeffrey-papows-former-president-of-ibms-lotus-development-17>
- What do these examples tell us about the validity of our selection criteria and processes?

# Opportunities and Threats to Maximizing the Talent in Your Organization

Accept the responsibility and the challenge of developing your people

- No given leader style or behavior is always appropriate or effective
- Virtually any leader style or behavior can be effective
  
- Support a development process based on the individual

# Q&A

**Thank you!!**

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