

Leadership Through Effective Communication

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The Harris Consulting Corporation

Session Objectives

The purpose of this session is to gain an appreciation of
the dynamics of human interactions and communications
to improve leadership effectiveness

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About Harris Consulting

- Founded 1981 in Winnipeg, Manitoba
- Professional management consulting practice focused on providing strategic leadership solutions
- Solid reputation for quality and integrity
- Offer national/international reach through our network of affiliates

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Our Services: Strategic Leadership Solutions

ORGANIZATION:

Governance

Organizational
Alignment

Organizational
Transformation

PLANNING:

Strategic
Planning

Balanced
Scorecard

Succession
Planning

IMPLEMENTATION:

Executive
Search & Interim
Executives

Leadership
Coaching &
Development

Strategic HR
Solutions

Career
Management

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AGENDA

- Communicating is all about relating!
- Learning, culture and perceptions
- Leadership as a collaborative concept
- Establishing effective relationships through the development of communities
- Options for partnering, collaborating and building communities

Communications is Critical

- Communication is fundamental to human growth and interaction, including:
 - Mental and emotional development – personal growth
 - Relating to others – social growth
 - Sharing knowledge – cooperative action

Communication is a Process

- Dynamic – it deals with change
- Systemic – interrelated parts working together to make meaning (source, receiver, message, channel)
- Adaptive (to the people involved, the topic, the surroundings, situation, motives, needs, etc.)
- Transactional (sharing of information, ideas, emotions, realities)

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Communication is Psychological

- Our perception, experience and emotional state permit us to understand our environment and create/define our own reality
- We do this by filtering information and completing our “picture of the world”

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Perception vs Intention

We judge our own behavior by our *intentions*, but we judge others' behaviors by our *perceptions*.

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Conversations

- **7%** of the meaning is conveyed in your words
- **23%** is conveyed in your tone of voice
- **35%** is conveyed in your facial expression
- **35%** is conveyed in your body language

Learning Styles

- **Visual (spatial)** You prefer using pictures, images, and spatial understanding.
- **Aural (auditory – musical)** You prefer using sound and music.
- **Verbal (linguistic)** You prefer using words, both in speech and writing.
- **Physical (kinesthetic)** You prefer using your body, hands and sense of touch.
- **Logical (mathematical)** You prefer using logic, reasoning and systems.
- **Social (interpersonal)** You prefer to learn in groups or with other people.
- **Solitary (intrapersonal)** You prefer to work alone and use self-study.

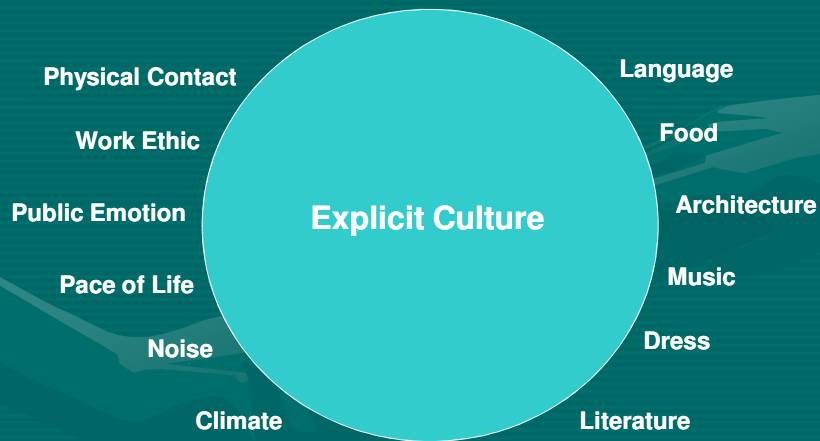
Culture*

Is a dynamic process of solving human problems/
dilemmas in the areas of:

- **Human Relationships**
- **Time**
- **Nature**

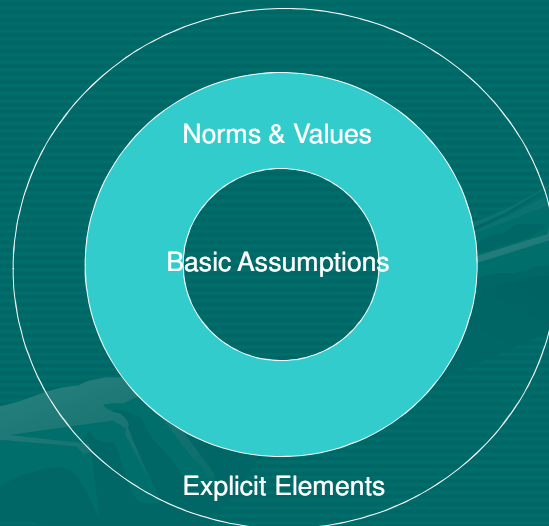
* Fons Trompenaars, “Riding the Waves of Culture”

A Model of Culture



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A Model of Culture



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Stereotyping

AMERICAN CULTURE

How see Americans see the French:

- Arrogant
- Flamboyant
- Hierarchical
- Emotional

How the French see Americans:

- Naïve
- Aggressive
- Unprincipled
- Workaholic

FRENCH CULTURE

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The Car & the Pedestrian

You are a passenger in your friend's car. It is slippery and he's exceeding the speed limit when a man steps out in front of him. He can't stop in time and runs into the pedestrian breaking one of his legs.

You are asked by the police officer at the scene to make a statement. What right does your friend have for you to testify that he was not speeding?

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The Car & the Pedestrian

What right has your friend?

- a) My friend has a **definite** right as a friend to expect me to testify to the lower figure
- b) He has **some** right as a friend to expect me to testify to the lower figure
- c) He has **no** right as a friend to expect me to testify to the lower figure

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Responses

Friend has no right/would not help:

Canada: 96%

UK: 91%

Germany: 87%

Spain: 75%

Japan: 68%

China: 48%

Korea: 25%

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Neutral v. Affective

In my society, it is considered unprofessional to express emotions overtly.

Please select your position on the statement above:

- a) Strongly agree
- b) Agree
- c) Undecided
- d) Disagree
- e) Strongly disagree

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Responses

Would not show emotions overtly:

Canada: ?

UK: 31%

Germany: 18%

Spain: 9%

Japan: 42%

China: 43%

Korea: 85%

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Organizational Environment

Cultural Implications:

1. Societal:

- Elements of societal culture will have an effect on individual and group behaviour that will transcend organizational norms and influence

2. Corporate:

- Depending on the norms, processes and leadership of the organization, elements of corporate culture will influence employees in a particular manner, regardless of national background

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Leadership Defined

“ ... the art of mobilizing others to want to struggle for shared aspirations.”

Kouzes & Posner

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Credibility

“Leadership is in the eyes of other people; it is they who proclaim you as a leader.”

Carrie Gilstrap, Hewlett-Packard

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Managing vs. Leading

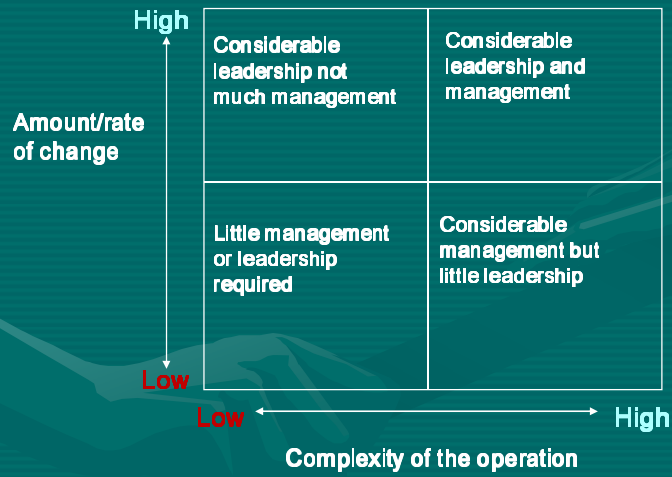
MANAGERS

- ❑ are responsible for getting the day-to-day work done through the efforts of others
- ❑ plan, organize, direct and control the work of others

LEADERS

- ❖ can exist at all levels of an organization
- ❖ cause people to want to follow them (inspire & influence others)
- ❖ are often “idea people” with a vision

Change & Complexity



Servant Leadership

"Good leaders must first become good servants."

Robert K. Greenleaf

Leadership Extremists

Servant-First

- Natural feeling
- Others' priorities 1st
- Enduring growth of those served
- Benefits accrue to least privileged
- Actively involved

Leader-First

- Driven by power &/or material possessions
- Post-achievement commitment
- Passive or delegated involvement

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Desperation versus Aspiration

- Why do we change, because we want to, or because of crisis or fear?
- What if we had invested in tsunami protection in Indonesia when scientists recommended it, rather than after the wave hit?

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Aspiration versus Compliance

- Meaningful goals are those we sense, feel, hear...
- Are we *“doing what we’re here (aspire) to do versus doing what someone said we ought to do?”*
- Deep learning and change are remote possibilities without aspiration

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Servant Leadership and Change

“We must be the change we seek”

Mahatma Gandhi

- Are we living/modeling change or trying to change others?
- Are we seeking “buy in” to change or demonstrating our commitment to it?

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Collaborative Leadership

- Philip Evans and Bob wolf

- Extraordinary group efforts don't have to be miraculous or accidental
- An environment designed to produce cheap, plentiful transactions unleashes collaborations that break through organizational barriers

Building Vibrant Human Networks

- Deploy pervasive collaboration tools – make it easy for people to interact and collaborate
- Keep work visible – let everyone know what you're doing – share!
- Build communities of trust – when people trust each other, they collaborate freely – when people trust organizations, they will give of themselves

Building Vibrant Human Networks

- Think “modularly” – rather than force a linear, conformist system, allow and encourage options driven by small teams and modular units
- Encourage teaming – celebrate sacrifices that teams make for the broader organization – reward group performance

Building Vibrant Human Networks

- To support the above, Leaders must play three critical roles:
 - They instruct community members – by example
 - They articulate clear and simple goals based on the organization’s core purpose and objectives
 - And – *most important* – they connect people by being very well connected themselves – they are constantly communicating and interacting...

Organizations as Communities

- Organizations must remake themselves into places of engagement, where people are committed to one another and their enterprise

– Henry Mintzberg

Why Focus on Community?

- Inherently, people desire a sense of belonging, of being part of something
- We are social animals!
- Unquestionably, we are more powerful when we are collectively mobilized to achieve something
- In business and government, our “permission” of loosely monitored, entitled and powerful leaders has not served us well...

Why Focus on Community?

- When we keep our heads down, mind our own affairs and just look out for oneself, what do we achieve/produce?
- Individualism is a fine idea, but not on its own
- To achieve our potential as humans, we need:
 - “community” – *the social glue that binds us together for the greater good (Mintzberg)*

Leadership as a Community Concept

- Leadership can occur at any level and anywhere
 - hierarchy does not drive leadership
- In many organizations, leadership occurs in many places other than the top...
- It is among the constituents and colleagues where an organization’s sense of “community” is cultivated and preserved...

Community Leaders

- ...see themselves as being in the centre of the organization, rather than the top
- They facilitate change, develop people's capacities and reward collective behaviour

Mintzberg's Community Model

1. Community building may begin with a small group of influencers
2. Sense of community takes root as members share and reflect on experiences
3. Insights generated by these reflections trigger initiatives that grow into strategies
4. The initial teams promote change and become examples for others to spread "communityship"
5. Communityship is established when members reach out in beneficial ways to external communities

Considerations for Collaboration

- Who will benefit from the collaboration or partnership?
- Who are the best sources of ideas, resources and/or expertise? – directly, indirectly
- What options, resources and potential partners/beneficiaries are out there?
- Whom do you know in your network, by reputation who can help or share experiences?

Leadership by Influence

All influential people have power, but not all powerful people have influence. How do you convert power into influence?

Two things apply:

- Willingness to *empower* those on whom you're dependent;
- Ability to cultivate *networks* – mutually beneficial relationships – with those you depend upon.

Influence as Exchange

Networks are mutually beneficial alliances or relationships based on the law of reciprocity: “one good deed deserves another”.

What can you offer (of value) to others in exchange for compliance?

Cultivating Your Network

To achieve your goals and objectives:

- Whose cooperation do you need?
- Whose compliance do you need?
- Whose opposition would prevent you from achieving your goals?

Cultivating Your Network

- Identify all those from whom you require:
 - a) Cooperation;
 - b) Compliance;
 - c) Withholding of opposition...in order to achieve your goals.
- Think of direct and indirect colleagues, bosses, suppliers, etc. on whom you are dependent for your goals.

Can You Step Into Their Shoes?

- What differences exist between yourself and the people you're dependent on?
- What forces created these differences?
- What sources of power do you have relative to them?
- What are your relationships with them like?
- Do you share mutual trust & credibility?

Rules of Thumb

- Build long term relationships – focus on the relationship rather than your immediate influence objective
- Avoid reliance on formal authority – rely on expertise as your source of power
- Use your influence to accomplish ends that aren't entirely self-serving (*invest in others' agendas, too!*)
- Build *partnerships* rather than “doing deals”.

Building Partnerships

- Value the different perspectives & talents partners bring
- Be honest in letting them know how you're both doing – surface problems & jointly problem solve
- Put your community's/organization's goals ahead of your personal agendas...

Wrap-Up

- How do you learn and process information?
- How do you communicate?
- How do you collaborate?
- How do you build relationships?
- How do you lead and influence?
- How do you build community in your city, town or RM?

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Thank You!

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