



► Is your company's future secure? We can help you confidently answer "YES!"



► We guarantee our work – do your other advisors offer such peace of mind?



► We specialize in helping senior teams learn to recognize and achieve synergy.



○ FOCUS | ○ ALIGNMENT | ○ EXECUTION

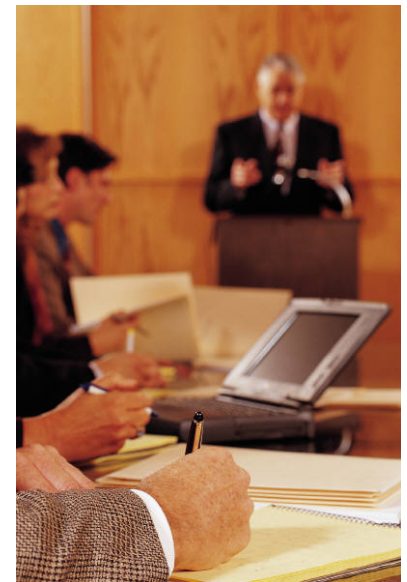
## Are You a Leader, or Simply a Manager with Authority?

*"Of all the things I've done, the most vital is coordinating the talents of those who work for us and pointing them to a certain goal." – Walt Disney*

Everyone agrees that leadership is essential to organizational success. No other element of an organization's culture has more immediate or regular impact on employee behavior and performance than good leadership. Yet amid this agreement regarding the importance of leadership, no one seems to agree on the definition of leadership. Most, however, would agree that leadership involves influencing others (i.e., followers).

Although seemingly obvious, unless a leader has followers, defined as those who are influenced into carrying out activities to further the intent of the organization, then the leader is not truly a leader but may be described as one in authority or a manager.

At Catalyst Consulting Partners LLC, it is our experience that leaders are not born, they are made. So we are pleased to offer this Executive Guide to Leadership as a tool for you to better understand the art and science of executive leadership. Your entire organization will benefit as you improve your management, team development and leadership skills.



**In this Executive Guide you will learn:**

- How to effectively lead teams, including your senior team
- The defining traits of leaders
- The basics of Situational Leadership®
- S P E E D – The 5 core leadership disciplines



### End Boardroom Discord

An Executive's Guide to Conflict Resolution

### Learn to Lead the Pack

Strategies for Leading the Leaders

### Change is a Good Thing

Five Steps to Coping with Major Change

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# MANAGEMENT VERSUS LEADERSHIP

The following table illustrates some of the differences between management and leadership:

## MANAGEMENT

**Planning and Budgeting:** Establishing detailed steps and timetables for achieving needed results, then allocating the resources necessary to make it happen.

**Organizing and Staffing:** Establishing some structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibility and authority for carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation.

**Controlling and Problem Solving:** Monitoring results, identifying deviations from plan, then planning and organizing to solve those problems.

Produces a degree of predictability and order, and has the potential to consistently produce short-term results expected by various stakeholders (e.g., for customers, always being on time; for shareholders, being on budget).

## LEADERSHIP

**Establishing Direction:** Developing a vision of the future – often the distant future – and strategies for producing the changes needed to achieve that vision.

**Aligning People:** Communicating direction in words and deeds to all those whose cooperation may be needed so as to influence the creation of teams and coalitions that understand the vision and strategies and that accept their validity.

**Motivating and Inspiring:** Energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled, human needs.

Produces change, often to a dramatic degree, and has the potential to produce extremely useful change (e.g., new products that customers want, new approaches to labor relations that help make the firm more competitive).

## Leading Teams to Synergy



Some teams are nothing more than a collection of individuals engaging in what child psychologists call "parallel play." These teams generate results that are no better than the best team members could have achieved on their own. What's worse, some teams are so ineffective (due to poor communication, unclear objectives, lack of collaboration skills, political infighting, etc.) that they produce results that are significantly less desirable than what some of the team members could have created on their own. How many times have you been part of a team and come away thinking that you could have done better by yourself?

**Synergy Defined:** A team reaches synergy when the outcomes of the group's efforts (e.g., their decisions or recommendations) are superior to those that could have been achieved by *any single member of the team working alone*. Note that synergy is not achieved when the team's outcomes are superior to the averages of the outcomes from all of the team members. This would mean that one or more of the individual team members could have done better by themselves. A team reaches synergy only when its results are better than any one member could produce on his or her own.

### EIGHT CHARACTERISTICS OF EFFECTIVE TEAMS

1. **A Clear, Elevating Goal.** High performance teams have both a clear understanding of the goal to be achieved and a belief that the goal embodies a worthwhile or important result. Teams without explicitly understood goals are doomed to failure.
2. **A Results-Driven Structure.** Team structure should first be framed in terms of its broadest objective — problem-solving, creativity, or tactical execution.
3. **Competent Members.** Selecting the "right" people is highly correlated with team success.
4. **Unified Commitment.** An important, but often elusive, factor in the success of teams is the degree to which team members are united in their commitments to the team's goals.
5. **A Collaborative Climate.** The essence of teams is teamwork. "Working well together" is a necessary ingredient in team success, as is an atmosphere of trust.
6. **Standards of Excellence.** The extent to which standards are de-intellectualized and made concrete and behavioral will usually determine the extent to which the standard can be performed.
7. **External Support and Recognition.** The team must be given the resources it needs to get the job done, and be recognized for its achievements.
8. **Principled Leadership.** Research strongly indicates that the right person in a leadership role can add tremendous value to the collective effort, even to the point of sparking the outcome with an intangible kind of "magic."

## 4 STAGES OF TEAM DEVELOPMENT

All teams are groups, but not all groups can be classified as teams. The key to differentiating a team from a group is the unit's performance. Group performance can be defined simply as the sum of individual efforts within the group. A team's performance, however, is related to the synergistic efforts of all the individuals combined in pursuit of a common objective.

Groups don't become teams easily, quickly or automatically. They must be led through the following four recognized stages.

### Forming

During the forming stage, groups attempt to define their tasks and decide how to accomplish them. They also sort out how the various group members will relate to each other.

### Storming

During the storming stage, members begin to sense what it will take to work together as a team. Posturing and "choosing sides" occurs, eventually establishing a "pecking order" within the group.

### Norming

In norming, members accept that they must work together as a team, reconcile competing loyalties, and establish ground rules or norms by which team members will cooperate.

### Performing

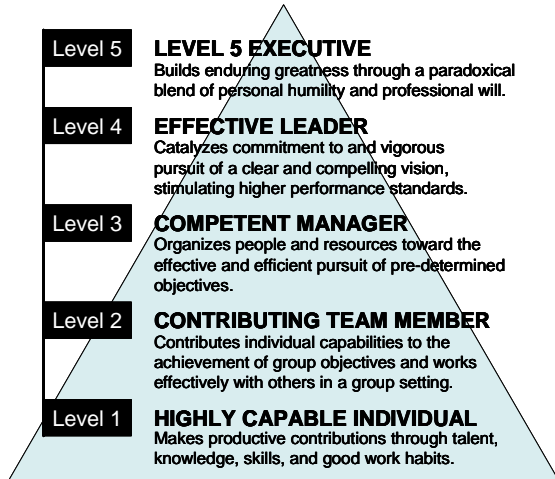
In the performing stage, the group has settled relationships and validated expectations. It now focuses on the work for which the team as a whole is responsible.

# Level 5 Leadership

In his ground-breaking 2001 best seller *Good to Great*, Jim Collins identified the key traits of the leaders of the highest performing businesses in a number of industries. To highlight how the behaviors of these highly-successful executives differed from their peers, he developed the following “Level 5 Leadership” model:

## The Two Sides of Level 5 Leadership

### LEVEL 5 HIERARCHY



#### Professional Will

Creates superb results, a clear catalyst in the transition from good to great.

Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.

Sets the standard of building an enduring great company; will settle for nothing less.

Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.

#### Personal Humility

Demonstrates a compelling modesty, shunning public adulation; never boastful.

Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.

Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.

Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck

### RECOMMENDED READING

Byham, William C., Smith, Audrey B., & Paese, Matthew J. (2002). *Grow Your Own Leaders*. Upper Saddle River, NJ: Prentice Hall.

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## SITUATIONAL LEADERSHIP® II

*There is no best leadership style!*

Situational Leadership® II (SLII®) is the most comprehensive, up-to-date, and practical method of effectively managing and developing people, time, and resources in the world. Developed by Ken Blanchard and taught by Catalyst Consulting Partners to its executive clients for more than 15 years, SLII® provides leaders with a model and the tools for creating open communication and developing self-reliance in those they manage.

In *SLII*® there is no best leadership style. The “best” leadership style to use depends on the situation. In certain situations, it is appropriate to **coach**. In other situations, after setting a clear goal, the leader can **delegate**. Sometimes just **support** is needed. In other cases, to develop an individual’s skills or to address urgent challenges, **direction** is required.

The appropriate leadership style (i.e., Directing, Coaching, Supporting, or Delegating) to use with an individual employee in a particular situation is a function of that employee’s **Competence** (i.e., an individual’s demonstrated task-specific knowledge and skills and transferable knowledge and skills on the given task or goal) and his or her **Commitment** (i.e., an individual’s motivation and confidence in relation to a specific goal or task). For example, if an employee has a high degree of Competence regarding a specific task coupled with a high degree of Commitment to accomplishing that task, he or she should be Delegated the task at hand. It will be accomplished. On the other hand, if this employee does not yet have the skills or knowledge required to accomplish the task he or she will require a great deal of direction from you to successfully complete the assigned task. Absent your direct involvement, the employee will fail to accomplish the assigned task.

The goal of Situational Leadership® II is to match your leadership style to the individual’s development level on a specific goal or task – to avoid both Oversupervision (i.e., giving an individual more direction than he or she needs) and Undersupervision (i.e., using a Supporting or Delegating style when the individual really needs direction and close supervision to build skills). To be an effective leader vis-à-vis the SLII® model, you need to:

- Diagnose the situation in terms of employee competence and commitment
- Discuss the individual’s needs
- Coach in a way that is customized to that particular person, goal, time and place

# IS YOUR SENIOR TEAM DYSFUNCTIONAL?

Genuine teamwork at the executive level is, unfortunately, rare for a number of reasons including:

- **Absence of Trust** among team members, which stems from their unwillingness to be open and unguarded about their mistakes, weaknesses and concerns.
- **Fear of Conflict** is the direct result of the team's failure to build trust. Instead of engaging in passionate debate of ideas, members resort to veiled discussions and guarded comments.
- **Lack of Commitment** follows, since team members have not aired their true opinions regarding planned actions or decisions. Beware of feigned agreements that don't last.
- **Avoidance of Accountability** is the natural result of the team's lack of real commitment and buy-in. Members hesitate to call their peers on counterproductive actions and behaviors.
- **Inattention to Results** is the final dysfunction which frequently manifests itself as failure to achieve the collective goals of the senior team, which, of course, means the business also fails.

## Characteristics of a Functional Senior Team

1. **Members trust one another**
2. **They engage in unfiltered conflict around ideas**
3. **They commit to decisions and plans of action**
4. **They hold one another accountable for delivering against those plans**
5. **They focus on the achievement of collective results**



## Case Study



**“A business short on capital can borrow money, and one with a poor location can move. But a business short on leadership has little chance of survival.”**

– Warren Bennis & Burt Nanus

**PROBLEM:** After experiencing industry-leading growth in their household product niche, this mid-cap manufacturing client was suddenly faced with new technologies, new competitors and new demands from key retailers that threatened to derail their continued growth. To complicate matters, this company's leadership team was newly assembled and inexperienced at working with each other.

**SOLUTION:** Catalyst designed and facilitated a 2-day offsite management retreat that focused on three of the five core leadership disciplines summarized in the righthand column. We explored the types of changes being experienced by the Company and identified proven strategies for managing change across the business (i.e., Embracing Change). We then facilitated a complete revamping of the Company's go-to-market strategy (i.e., Shaping Strategy), brainstormed alternative courses of action, identified resource constraints and requirements, and developed a consensus list of prioritized action plans to be accomplished by the leadership team according to an agreed upon time table (i.e., Prioritizing Actions).

**RESULT:** After the retreat, the executive *group* became a much more effective and vital leadership *team*. They began implementing their agreed upon action plan (i.e., Driving Execution) by energizing the entire organization (i.e., Empowering Others) to regain its former dominant position in the marketplace.

## CORE DISCIPLINES OF EXECUTIVE LEADERSHIP

Known by the acronym **SPEED**, Catalyst has identified five key executive responsibilities that form the core of the leadership challenge.

### S | SHAPING STRATEGY

*Providing direction, focusing efforts and ensuring consistency across your organization*

### P | PRIORITIZING ACTIONS

*Aligning activities that are both necessary and sufficient to accomplish your organization's strategic objectives*

### E | EMPOWERING OTHERS

*Instilling in others the belief that they can make a difference within your organization – and celebrating their successes*

### E | EMBRACING CHANGE

*Understanding which of the seven “triggers” of change are most important to your organization's success*

### D | DRIVING EXECUTION

*Avoiding the trap that snares 70% of all companies – failing to implement strategies and action plans*

○ ANALYZING | ○ FACILITATING | ○ COACHING

**Leaders aren't Born – They are Made: Contact us today to begin your transformation!**

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Leaders aren't Born... **They are made.**

FACILITATING

**solutions**

● FOCUS | ● ALIGNMENT | ● EXECUTION

## Facilitating Solutions to Business Problems is our Passion

A problem with many consulting firms is that they frequently disregard Dr. Maslow's warning. If they happen to specialize in strategy development, for example, then they consistently see their clients' problems as strategy related — even if the real issue has little to do with strategy. Similarly, if they focus on traditional organization development interventions, such as team development and meeting facilitation, they've never met a client problem that can't be solved with a series of team meetings.

Catalyst approaches business challenges with our client's desired results in mind — not from the perspective of our particular set of tools. Metaphorically speaking, if your problem requires a hammer, we'll use a hammer. But if it requires a shovel, we won't try and convince you that a hammer will work just as well. In fact, if we feel that we do not have access to the "right tools" for your specific problem, we'll say so... and try to direct you to a more appropriate professional service provider. Helping you resolve your problem is our mission and our service commitment to you.

**Contact us today to explore how we can help you and your organization reach its potential. You'll be glad you did!**

[info@consulting-that-works.com](mailto:info@consulting-that-works.com)



**"If the only tool you have is a hammer, you will see every problem as a nail."**

— Abraham Maslow

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**We know that finding professional advisors that you can trust to help you achieve real results is difficult.**

**At Catalyst, we always guarantee our work.**

● ANALYZING | ● FACILITATING | ● COACHING

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