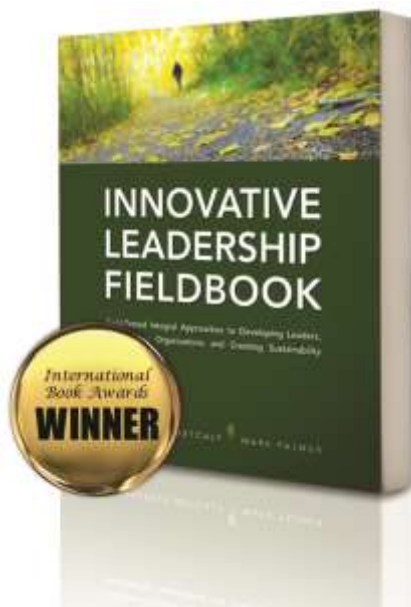


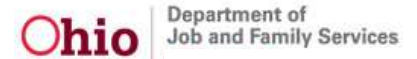
Innovative Leadership Practices



Presented by:

Maureen Metcalf, MBA
John Newsome, PE, MBA

Maureen Metcalf



We're scholars and practitioners of what we teach



John Newsome

- OWEA Member
- City of Columbus – Department of Public Utilities
- Environmental Science and Civil Engineer Major
 - Graduate of Capital University MBA Leadership Program
 - Exposure to “Soft Skills of Management”

Outcomes from Session

- Understand the innovative leadership framework
- Review a case study
- Identify 1-2 personal learning goals



By Choconancy1

Agenda

- Introduction to Innovative Leadership
- 5 Elements of Innovative Leadership – Case Study & Discussion
- Individual Development Planning
- What Next?

What Challenges Are You Facing?

- Faster pace
- Unparalleled complexity
- Global relationships
- Many functions now outsourced
- Exponentially accelerated innovation has shortened the product lifecycle



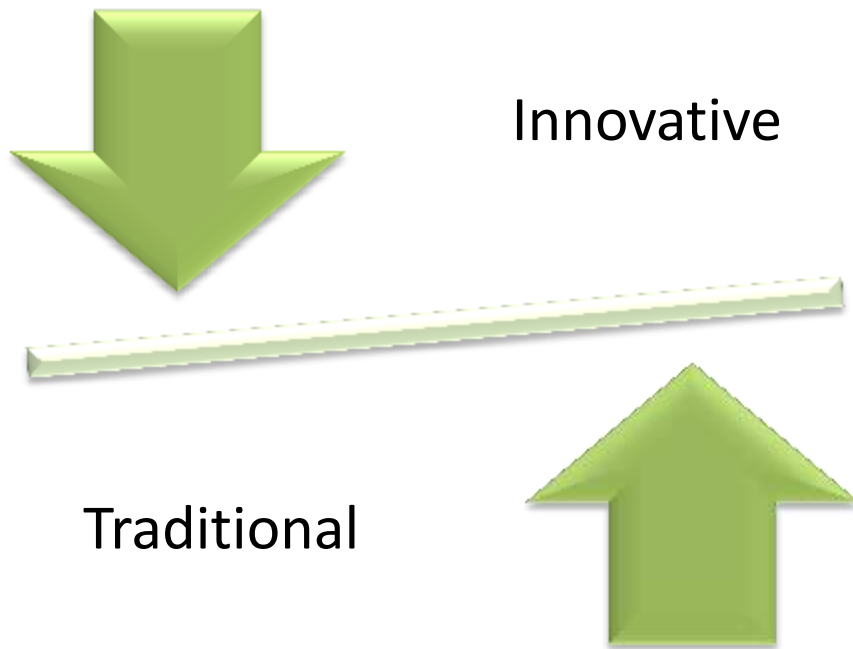
Global interconnection and technology have changed the drivers of business leadership and success

Leadership Still Matters



Photo credit: www.flickr.com donkeyhotey

Innovate Your Leadership to Meet Complex Challenges



Innovative leadership means leaders influence by *equally*:

- engaging their personal intention and action
- with the organization's culture and systems

Five Elements of Innovative Leadership

For leaders to consistently deliver results there are five key domains that must all function cohesively at a high level of competency.



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Type Helps You...



- Understand **why** you feel, think, and act certain ways.
- Manage your own emotional reactions and thoughts.
- Develop the ability to understand other people and to put yourself their shoes.
- Become more proficient in managing relationships and building teams.
- More effectively manage change.



Photo credit: Koppeldaney

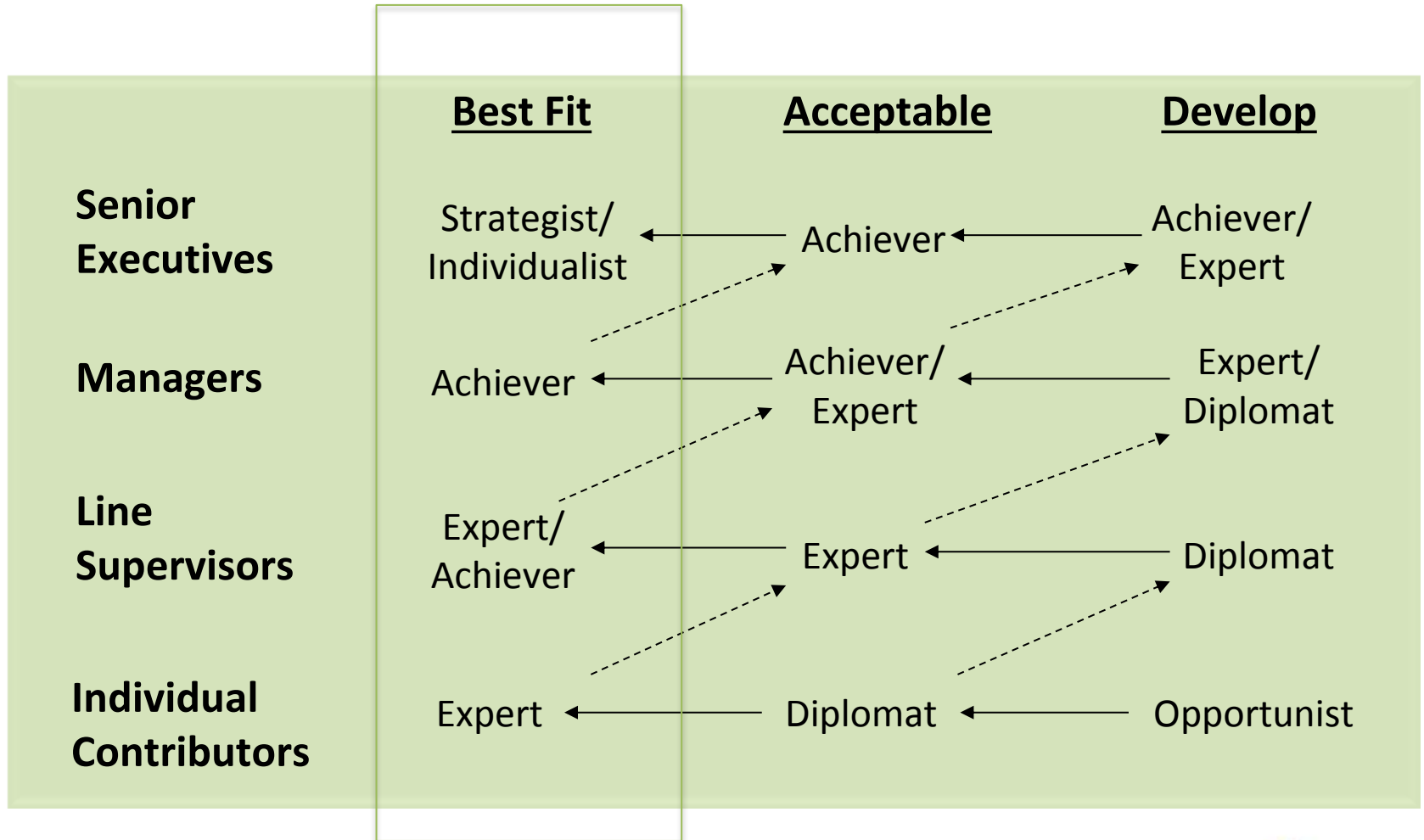


What is Developmental Perspective?



Stage	Your %	USA Managers	USA Mixed Adults
Diplomat		8%	11%
Expert		48%	37%
Achiever		35%	30%
Individualist		5%	11%
Strategist (Level 5)		1%	5%
Magician		<1%	2%
Ironist		<1%	<1%

All Levels are Necessary







What is Resilience?

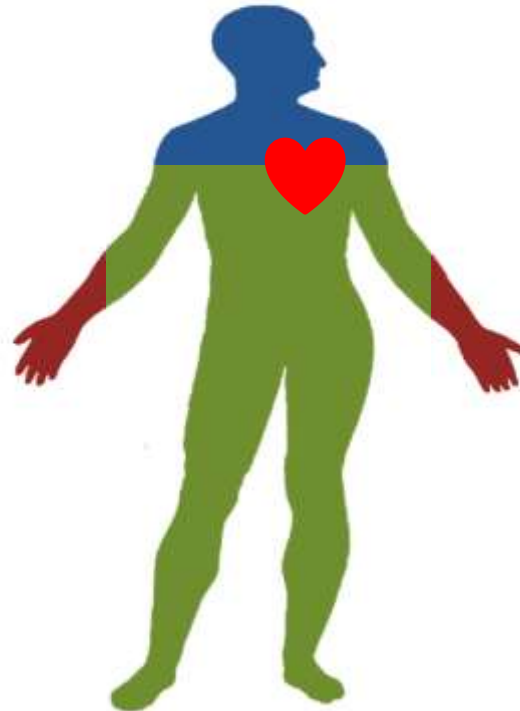
- Remaining flexible in the face of change and the unknown
- while maintaining focus on vision and long term goals
- we change based on the changing environment



Keys to Resilience



Manage Thinking



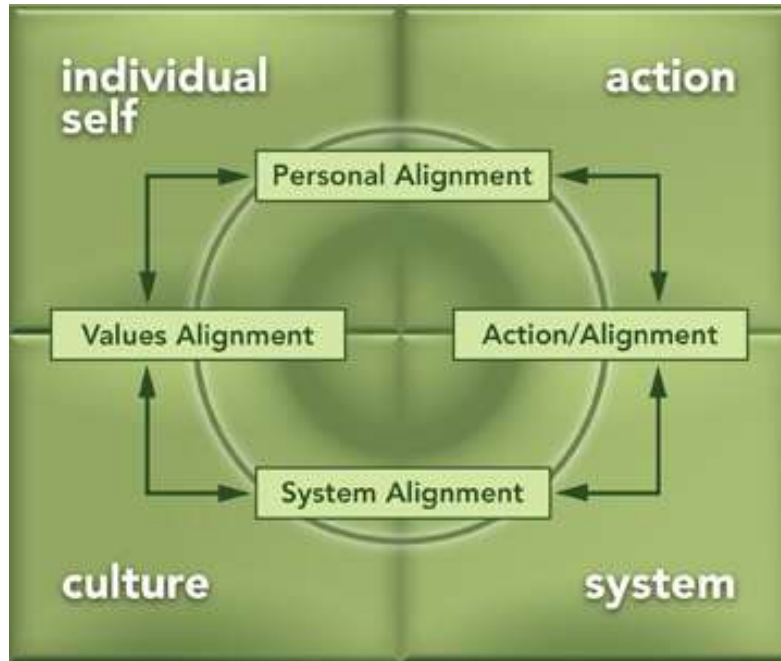
Fulfill Life Purpose Using Emotional Intelligence

Maintain Physical Wellbeing

Harness the Power of Connection



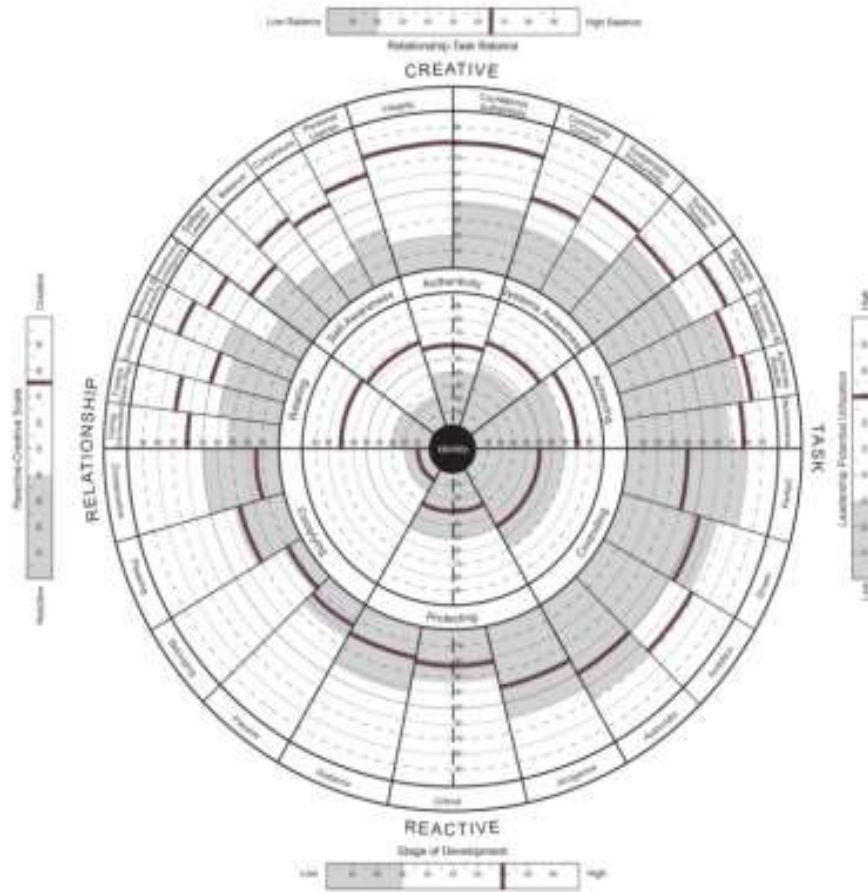
Situational Analysis



- Increase productivity through alignment
- Proactively plan adjustments to all components
- Understand and align your individual values and goals
- Understand how your behavior impacts organizational success



Leadership Behaviors



- Leadership behaviors are the observable actions that impact organizational success
- Creative /Proactive behaviors are most effective
- Reactive behaviors inhibit success during times of change

Image: The Leadership Circle Profile

So how does this relate to the technical world?

As we develop as leaders, not all answers are always black and white (the Engineering idea that any problem can be solved); especially when it comes to others and personal beliefs

Taking into consideration a holistic approach to manage – consider influences (both internal and external) beyond the technical facts alone



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Create Your Journey

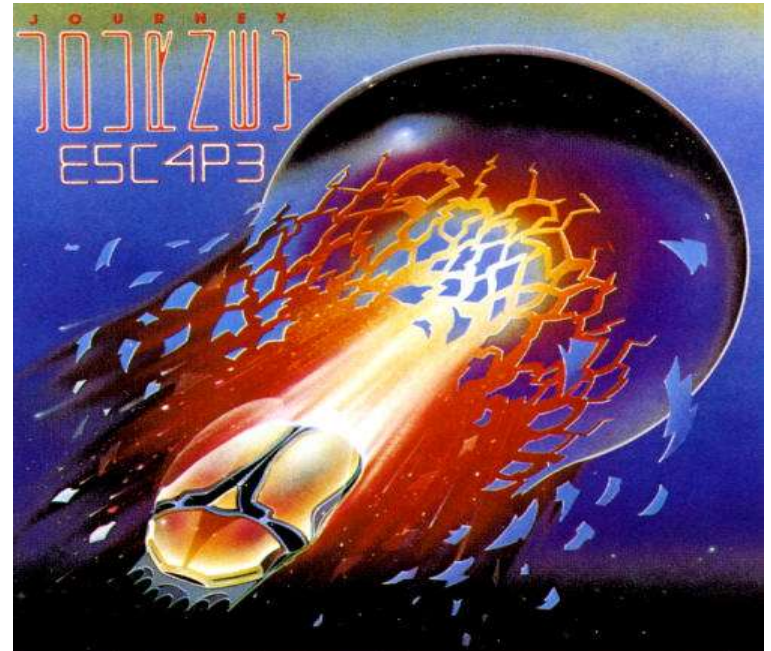
- Now that you have a clearer picture of innovative leadership, look at this staircase. If highly effective leadership is at the top of the stairs, where are you standing today?
- What do you need to do to get to the next step?
- Will you commit to getting to the next step? By when?
- Who do you want to discuss your commitment and progress with?



Photo credit: Tim Green

Create Your Journey Considerations

- Change is hard – remain committed to the process
- Seek a mentor that can help you see your “blind spots”
- Keep a journal
- Make sure the change is holistic...and real



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What Can You Do Next?

- Assess leadership type, developmental perspective, and behavior (360);
- Provide feedback and coaching to promote individual development;
- Update Leadership Development programs to help current and high potential leaders become more aligned with leadership innovation and build on team cohesion;
- Develop interview questions that point to leadership innovation for hiring and promotion;
- Develop teams that demonstrate and support leadership innovation;
- Develop a culture that supports qualities aligned with business success and leadership development;
- Updating performance management system/process to align with leadership development program.

Examples of Initiatives (Personal Perspective)

- Staff Assessment – Have anonymous 360 assessment performed by staff
- Meet with staff on a frequent basis - feedback and coaching to promote individual development – leads to a more production work unit;
- Seek honest and open feedback from Supervisor on Leadership Development;
- Empower team members as they grow and develop – will further enhance the quality of work and continue others in leadership growth and development;
- Get to know your staff/coworkers – will help with ensuring their success and your own
- NOTE: Some of this may be trial and error – despite our best efforts, some individuals will not “buy in” to the program

The Contract: A Word From the Led

And in the end we follow them –
not because we are paid,
not because we might see some advantage,
not because of the things they have accomplished,
not even because of the dreams they dream
but simply because of who they are:
the man, the woman, the leader, the boss
standing up there when the wave hits the rock,
passing out faith and confidence like life jackets,
knowing the currents, holding the doubts,
imagining the delights and terrors of every landfall:
captain, pirate, and parent by turns,
the bearer of our countless hopes and expectations.
We give them our trust. We give them our effort.
What we ask in return is that they stay true.

- William Ayot



By James Jordan

In Closing

Thank you!

Additional assistance and resources are available:

- Leadership Assessments
- Innovative Leadership Workshop Series
- Online Leadership Development Programs
- Coaching
- Books and workbooks (<http://www.innovativeleadershipfieldbook.com>)

Books & Online Programs

Future Workbooks
2013 - 2014

- Global Leader
- Individual Contributor
- Physician Leader

