

“Leadership is not just a state of mind. It's a state of action. *Leadership Briefs* shows you how to be a better leader and a better role model for future leaders.”

—CRAIG LEIPOLD, OWNER, MINNESOTA WILD

LEADERSHIP BRIEFS



SHAPING ORGANIZATIONAL CULTURE TO
STRETCH LEADERSHIP CAPACITY

DICK DANIELS

THE LEADERSHIP DEVELOPMENT GROUP

CONTENTS

PREFACE: *Success and Failure* 14

INTRODUCTION: *The Magic of Leadership* 19

PART ONE: THE ENGAGING WORK OF DEVELOPING LEADERS

CULTURE: *Leadership Friendly Places to Work*

1. Five Questions for Leaders and Followers 29

2. Culture Planning 33

3. Reengineering Organizational Culture 37

FORMATION: *Building Leaders from the Outside-In*

4. Want to Be a Leader? 45

5. What Is Your Leadership Capacity? 49

6. How Do Leaders Develop Greater Capacity? 53

7. Accelerating Leadership Development 57

CHARACTER: *Building Leaders from the Inside-Out*

8. The Leader's Core 63

9. The Trusted Leader 65

10. Emotionally Smart Leaders 69

11. The Social Graces of Memorable Leaders 75

PART TWO: THE RELENTLESS
WORK OF LEADING WELL

STRATEGY: *The Intuition of Leadership Judgment*

- 12. Strategists of Change 83
- 13. Getting From Here to There 89
- 14. When Leaders Look for the Silver Bullet 95

LEADING: *The Daily Agenda*

- 15. Own Your Leadership Identity 103
- 16. Leading in Different Ways for Different Times 107
- 17. Two Sides of Leading 111
- 18. The Point of Creativity in 31 Leadership Polarities 115
- 19. A Leader's Most Valuable Asset 119
- 20. Leadership by the Numbers 123
- 21. Executives Execute 127
- 22. When Do You Stop Leading? 131

TEAMS: *Collaboration and Cross-Functional Alignment*

- 23. The Delicate Dance of Team Chemistry 137
- 24. Dealing With Differentness 141
- 25. Counterintuitive Conflict 147
- 26. Chipping In 153

FOLLOWERS: *Engaged and Growing*

- 27. Leadership Assignments and Followership Assignments 161

28. The Heart of a Leader	165
29. Facilitating Team Process	169
30. Delegating Developmentally	173
31. Holding Team Members Accountable	177
32. The Gotcha Moments	181
33. The Emotional Flow of Employee Disengagement	185
COMMUNICATION: <i>Everyone Knows Almost Everything</i>	
34. Getting the Word Out	193
35. The Power of Thought-Provoking Questions	197
36. Leadership Conversations	201
37. Four Declarations of Every Leader	205
ETCETERA: <i>Behind the Scenes</i>	
38. Formulas for Succession Planning	211
39. Executive Compensation Policies	215
40. Recognition, Reward, and Celebration	219
EPILOGUE: <i>Paying the Personal Price of Leadership</i>	225
LEADERSHIP DEBRIEFS	229
FIVE STRATEGIES TO BUILD YOUR LEADERSHIP CULTURE	237
ABOUT THE AUTHOR	240

PREFACE

SUCCESS & FAILURE

*Don't let failure go to your heart and
don't let success go to your head.*

—WILL SMITH

American Comedic, Dramatic Actor, Producer, and Rapper

Leadership Briefs is for those who are willing to learn from yesterday's success and today's mistakes for tomorrow's best practice. Leadership is a lifelong excursion into organizational waters that generally includes both turbulence and calm. Continual learning is the commitment of sustaining leaders who neither fear turbulence nor become mesmerized by calm. In writing *Leadership Briefs*, I have considered organizational realities with relevant insertions of personal experience in each of the leadership assignments. I began forming my leadership philosophy during my senior year of college, and the entrepreneurial voyage is still underway.

The making of a leader penetrates every part of who we are.

- » THE MIND OF THE LEADER – That ability to approach every person and every situation with maturity, judgment, and strategy.
- » THE HEART OF THE LEADER – An attitude of humility in modeling the values that define the core of an organization in every word and action.
- » THE HANDS OF THE LEADER – A choice to collaborate with others at any level of the organization and align all resources toward shared outcomes.
- » THE FEET OF THE LEADER – The willingness to lead while always walking in the shoes of those who follow.

Reflecting on this holistic model of leadership maturity, I realize that I have learned as much from my mistakes as my successes. In each season, the time for personal reflection has challenged me to:

- » OWN MY MISTAKES – accepting the consequences, making things right, and then choosing to never lead in that way again.
- » SHARE MY SUCCESSES – dispersing the credit, analyzing the process, and then leveraging the insights for future leadership best practice.

I have written about my business experiences and corporate observations in this book so that you may benefit from a shorter learning curve. While I do not claim to have all the answers, my hope is that *Leadership Briefs* will help you shape your organizational culture, stretch your leadership capacity, and accelerate the leadership development of those who follow. Thank you for joining me in this adventure of leadership formation.

Learning and leading with you,

DICK DANIELS, *The Leadership Development Group*