



ON-THE-JOB LEADERSHIP DEVELOPMENT – BUILDING ORGANIZATIONS ONE PERSON AT A TIME

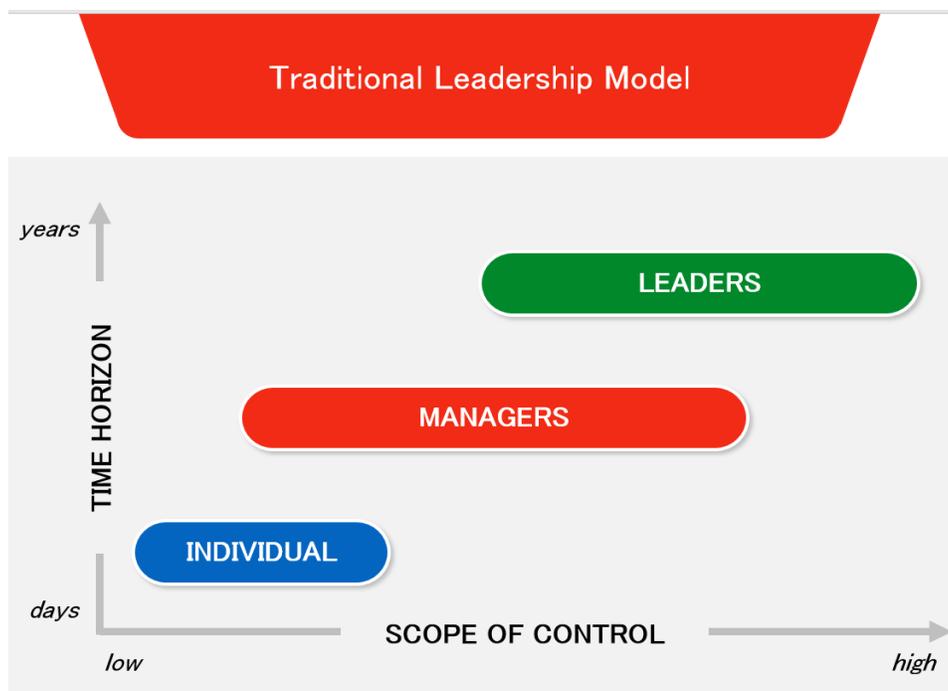


Myth 1 – Leadership Is More Important Than Management

The late, great management consultant and business visionary Peter Drucker once defined the difference between management and leadership as follows:

“Management is doing things right, leadership is doing the right things.”

It is a misconception that organizations need leadership more than they need management. Effective organizations have sufficient quantities of each. They are skilled at (1) knowing what to do (leadership) and (2) doing it (management). A recent study published by the *Harvard Business Review*, however, found that only 8% of organizational leaders are good at both knowing what to do and doing it.¹ What organizations really need is the development of both leadership and management skills.



¹ Paul Leinwand, Cesare Mainardi, and Art Kleiner, "Only 8% of Leaders Are Good at Both Strategy and Execution," [Harvard Business Review](#) December 30, 2015.

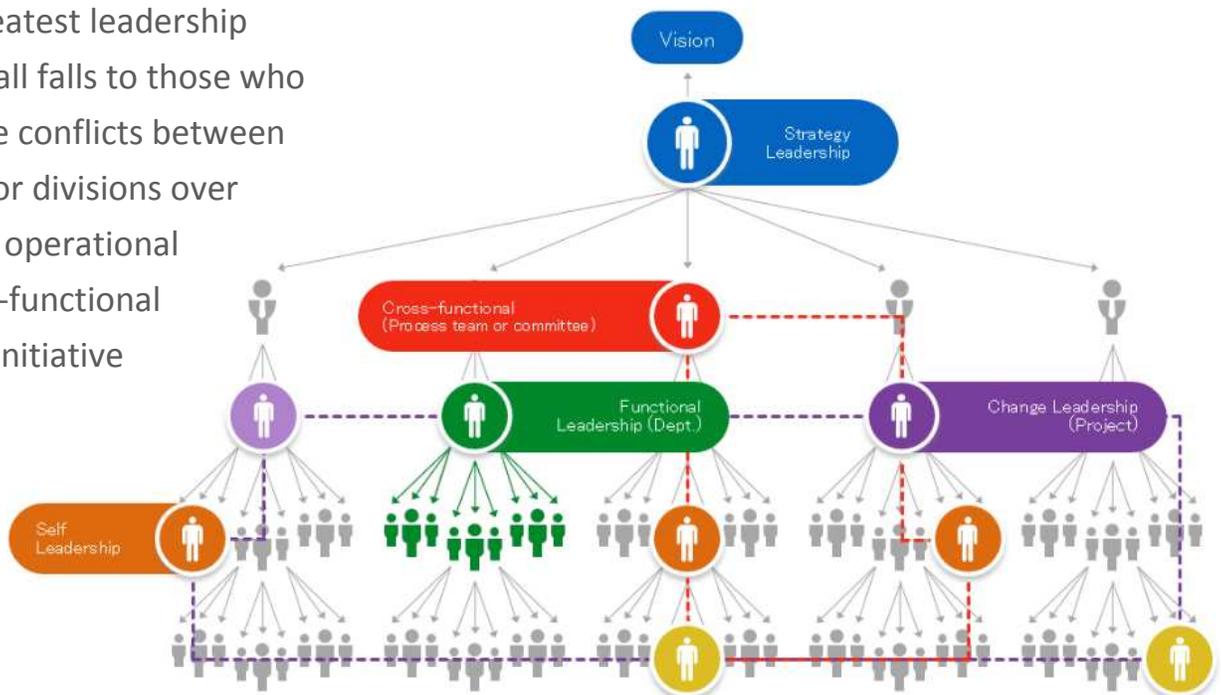
Myth 2 – Leadership Occurs at the Top; Management Occurs in the Middle

The long-held notion that leadership occurs at the top, management in the middle, and work at the bottom of an organization is a misconception that has always been wrong. Every person at all levels of an organization needs to exercise the dimensions of leadership (knowing what to do) and management (how to do it). The only difference is the time horizons are longer and the number of people impacted is greater at the top of an organization, as opposed to the bottom. Optimal organizational performance requires that all team members be capable of leading and managing projects, processes, committees, and functional teams in addition to leading and managing themselves.

Conflict Resolution – “Changing” the Organization While “Running” It

One of the greatest leadership challenges of all falls to those who must reconcile conflicts between departments or divisions over such issues as operational mission, cross-functional projects, and initiative committees.

Six Disciplines assists you by providing in-



depth training in the five key organizational leadership roles – and then supporting you with the processes and software needed to overcome the leadership challenge.

Leadership Development On-the-Job, Every Day



Leadership is not magnetic personality, that can just as well be a glib tongue. It is not “making friends and influencing people”, that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations

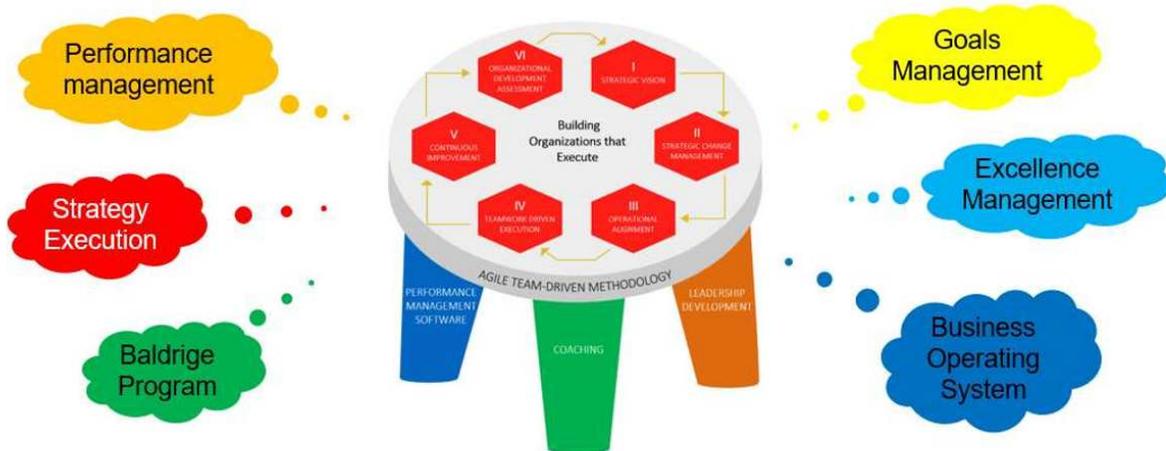
– Peter F. Drucker –

In Peter Drucker’s view, organizational leadership is all about helping those around you unlock their potential so they can better serve the mission of the organization. This type of leadership is best learned on the job and integrated into the fabric of an excellent organization. But what makes an organization “excellent”?

To answer this question, consider why many organizations initially express interest in the Six Disciplines program. Some say they want performance management; others say they desire goals management; still others say they are aiming for better execution. Most organizations, however, have a few common objectives. They want to achieve better performance while also being a great place to work. They want to grow profitability, and they want to have great relationships with customers, team members, and all other stakeholders. They want an organization that works well and is something they can be proud of.

In short, they want *excellence*, the fundamental attribute of every successful organization.

Organizational excellence is why we developed the Six Disciplines methodology and why we think of it as an “excellence program.” The sole purpose of our program is to help build strong, agile organizations that know how to identify what is important (strategy) – and get it done (execution).



An excellence program that builds agile organizations that get what's important done

We see leadership development as an ongoing and integral part of an organizational excellence program. Without growth in leadership, an organization eventually outgrows its ability to execute. As a result, it becomes bureaucratic and ineffective.

Applied Learning Instead of Teaching

We've all attended exciting, inspirational seminars or workshops and returned to work highly motivated – only to slip back into old attitudes and habits because we found that nothing much had changed. The Six Disciplines program combats this tendency with an ongoing system of applied learning built on the following resources:

- A one-day, coach-led workshop that engages small groups in exercises based on sound organizational excellence principles
- A library of coaching videos by Gary Harpst, founder of Six Disciplines and author of *Six Disciplines for Excellence* and *Execution Revolution*
- A workbook of practical hints, tips, and exercises that promote achieving – and sustaining – organizational excellence
- Self-defined improvement goals that focus on changing habits in one or two key areas
- Quarterly goal check-ins to reinforce developmental improvements
- Annual multi-rater leadership competency feedback to benchmark overall progress

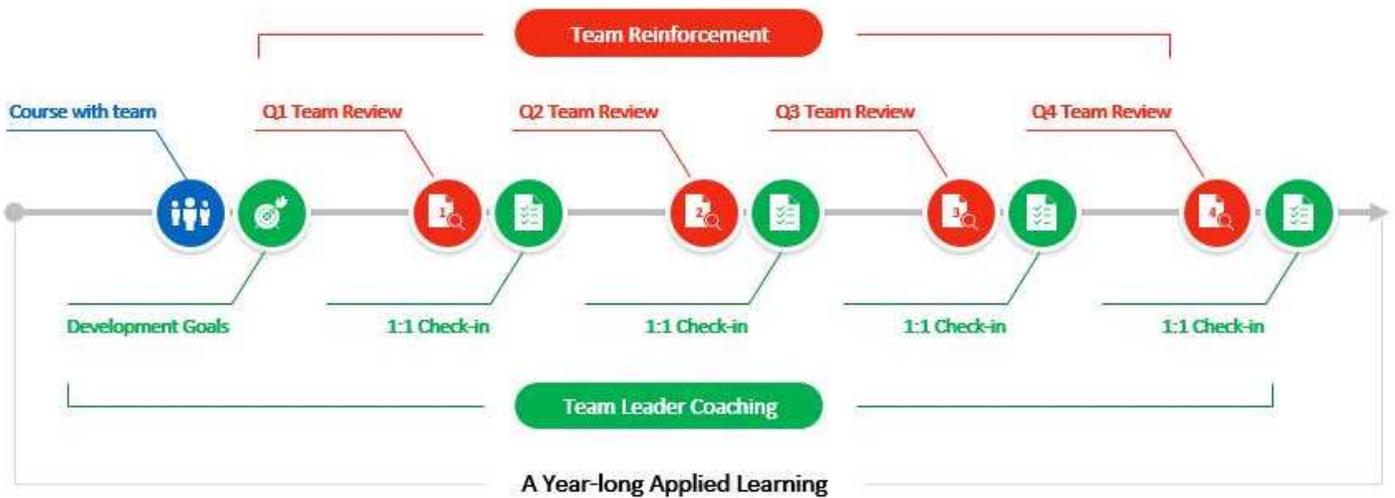


The Six Disciplines workshop format exposes participants to short bursts of principles for a given competency and then guides them through deep-dive exercises as they work in small “table groups.” Most workshop training topics are based on common sense principles – but these principles are not common practice. The workshops are designed to start the process of having leadership development go “from head to heart” and become truly practical.

When you put all these pieces together you have a *comprehensive and systematic approach* to organizational leadership development that reinforces what you learn in the initial Six Disciplines workshop.

In terms of their application, we advocate focusing on one or two competences at a time, until they become habit, before adding another competency. And because these developmental goals are visible to your peers and team leader, we encourage you to apply their associated principles in your everyday work. Similar to a fitness program for our physical bodies, the Six Disciplines program provides a structure of ongoing support for our development as leaders – so we can do what we know we should.

Leadership Development



Leadership Development at All Organizational Levels to Avoid Outgrowing Your Ability to Execute

At some point, all organizations that are growing become leadership-constrained. *Leadership* here does not mean simply those at the “top” of the organization. Instead, it refers to the leadership that is exercised by every individual within the organization. From years of experience across a wide range of industries, we’ve found that the real cost of leadership development is not the expenses related to leadership training. Instead, it’s the failure to engage people in what they’ve already learned – thus failing to turn leadership best-practices into leadership habits.

The Six Disciplines excellence program helps your organization avoid this unnecessary roadblock to growth. Six Disciplines is an integrated year-round process that makes leadership development a priority for all roles within your organization, not just those at the senior level.

LEADERSHIP DEVELOPMENT PROGRAM



Courses for Roles – Not Positions

Every organization needs five types of leadership in order to be effective: (1) Self-Leadership, (2) Functional Leadership, (3) Change Leadership, (4) Cross-Functional Leadership, and (5) Strategic Leadership. Each of these leadership roles requires different skills, and in any organization, most people serve in at least two of these roles. For example, every stakeholder within an organization holds the Self-Leadership role. In addition, many also serve in the Change (project) Leadership role or the Cross-Functional Leadership role.

The Six Disciplines program offers five professional courses that meet the training needs of these leadership roles:

Course 1 – Self-Leadership

This course challenges and assists the individual stakeholder in developing such fundamental leadership skills as openness, integrity, emotional intelligence, customer focus, disciplined thought, and agile action. These leadership skills are the foundation for successful collaboration, cooperation, and teamwork within the organization.



Course 2 – Functional Leadership

This course teaches group leaders of direct reports (departments) how to use the planning process to build better alignment, and how to develop teamwork-driven plans execution. These leaders are encouraged to coach those they lead 1:1 in order to maximize individual potential. They are further challenged to view long-term organizational development as a vital part of their responsibility.

Course 3 – Change Leadership

Every organization has to cope with the challenge of “running the business” while at the same time “changing it” so that the organization is well positioned to meet the future. This course helps participants build the capabilities necessary for managing projects, which are the vehicle for driving organizational change. Basic competencies taught during this course include project setup, risk assessment, project planning, execution management, and change management to facilitate the adoption of organizational changes.

Course 4 – Cross-Functional Leadership

Most client services offered today involve groups of people working together across a series of departments in order to meet client needs. This courses helps participants build competencies for working together successfully in cross-functional groups in order to both adequately plan and efficiently execute organizational initiatives and projects. It also helps functional teams learn how to establish a continuous improvement mindset.

Course 5 – Strategy Leadership

Without strategic clarity, it is impossible to properly align resources in order to produce good results. This course teaches organizational leaders how to build a strategic agenda, how to define mission and values, how to identify the target market, and how to develop a strategic vision. Because strategy has to be designed for execution, this course also teaches the competencies of change strategy deployment and team engagement.

Managing Change – Faster Results by Encouraging Teams to Engage at a Comfortable Pace

Building a culture of excellence requires change – and effecting change is one of the primary roles of the leader-manager. But as we all know, change is never easy. It's no wonder. Research by neuroscientists indicates that our brains attempt to do as much work as possible, using *previously established* patterns and habits, in order to save us time and energy. Introducing *new* patterns and ways of working, then, requires us to expend more energy while slowing us down.

We find ourselves naturally resistant to change, especially if we're busy. To counteract this, the Six Disciplines excellence program uses a team-centric change model called ACTAS (show below) so that change is introduced to your organization gradually – not all at once.



Improving Your Return on Investment

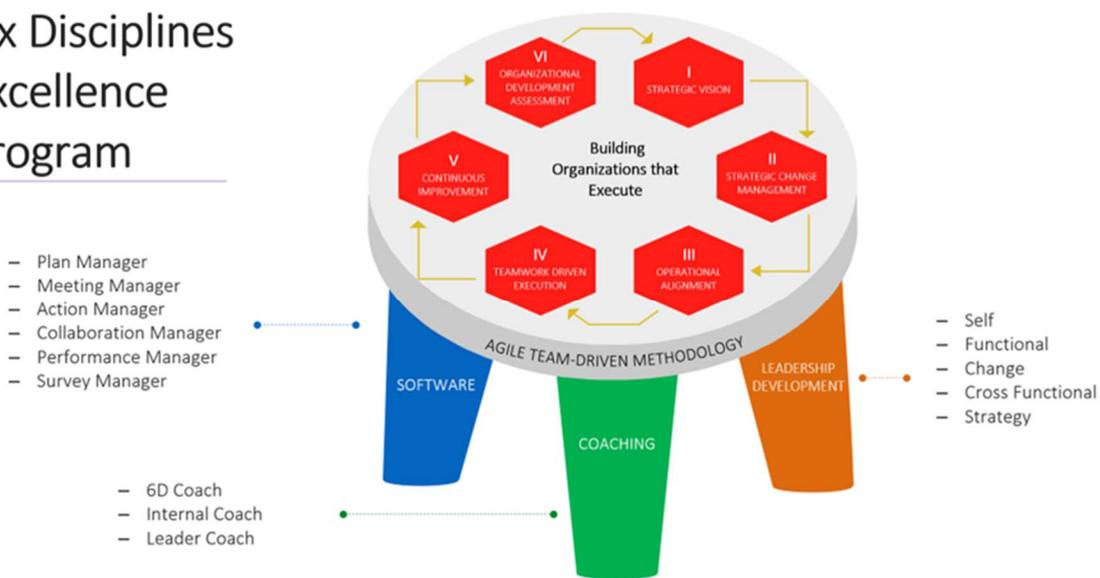
On average, U.S. organizations spend \$800 per person per year on team member training. Naturally, they expect a return on investment for this expenses. But how is training ROI measured? Perhaps the best determinant is how well what has been learned is applied in order to improve organization operations. This is controlled by how thoroughly the training is reinforced so that it “sticks” with the trainees and finds its way into the organization.



US Training Investment per Employee by Organization Size

Six Disciplines improves training ROI by incorporating leadership development into its program and then reinforcing these concepts during all program-related activities throughout the year. The Six Disciplines excellence program is not simply a workshop of seminar. Rather, it is an agile, team-driven methodology that treats strategy, execution, collaboration, and leadership development as an ongoing process, instead of an event.

Six Disciplines Excellence Program



Supported by three key elements – *coaching*, *software*, and *on-the-job leadership development* – much like the way three legs support a stool, Six Disciplines is the foundation of



a robust year-round organizational improvement system that helps your organization achieve and maintain true excellence.

OK, I'm Interested! Now What Do I Do?

To quote the legendary personal productivity author Stephen Covey, the next step is “to seek to understand.” [Let's connect today](#) and schedule an initial discovery conversation with one of our Six Disciplines Certified Coaches. In short order, we can determine whether your organization can benefit from our organizational excellence program and the services we offer.