Leadership & Influence

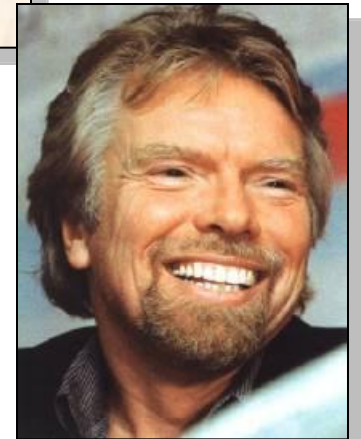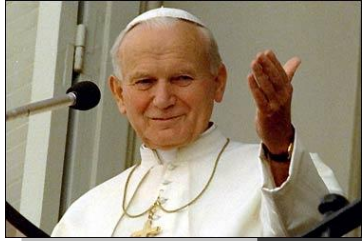## Institute of Internal Auditors Fiji
2013 Annual Conference
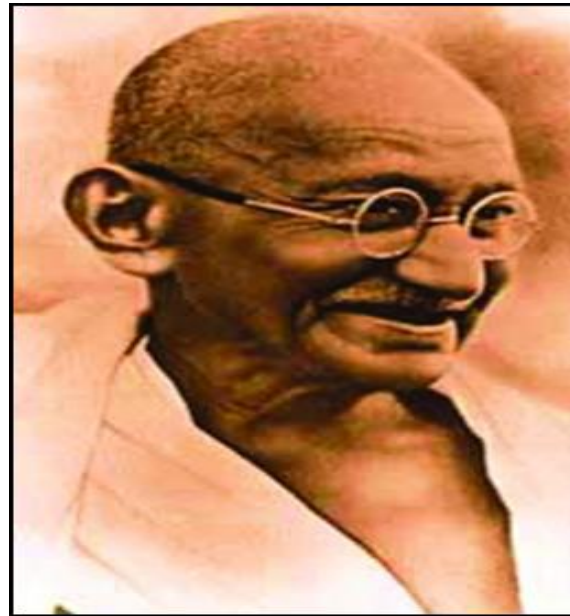
Presenter: Jonetani Tonawai

A Journey of leadership

"Who are you Influencing"

INFLUENCE THROUGH BEHAVIOUR

- **ABILITY TO ENCOURAGE RIGHT BEHAVIOURS**

- **ABILITY ENCOURAGE EACH PERSON ON THE JOURNEY**

- **BEHAVIOURS**
  - **INDEPENDENT**
  - **ETHICAL**
  - **PROFESSIONAL**
  - **BEHAVIOURS – OTHERS EMULATE**

Changing the World

…............Start by Changing Myself

"Key: Not about Managing Others – But Managing Myself"

"Working Together to Save Lives"

Vision Cascading

VISION

Via

Customer Service
that is responsive, convenient, and reliable

Through

Engaged people
who are empowered, motivated and skilled to deliver

Supported by

Simple processes
fast, accurate, and efficient

Our Strategic Intent

Independent + Ethical + Professional

People Principles

•Clear and decisive

•Empowered and accountable

•Learn and grow

•Trust and team spirit

•Discipline and excellence
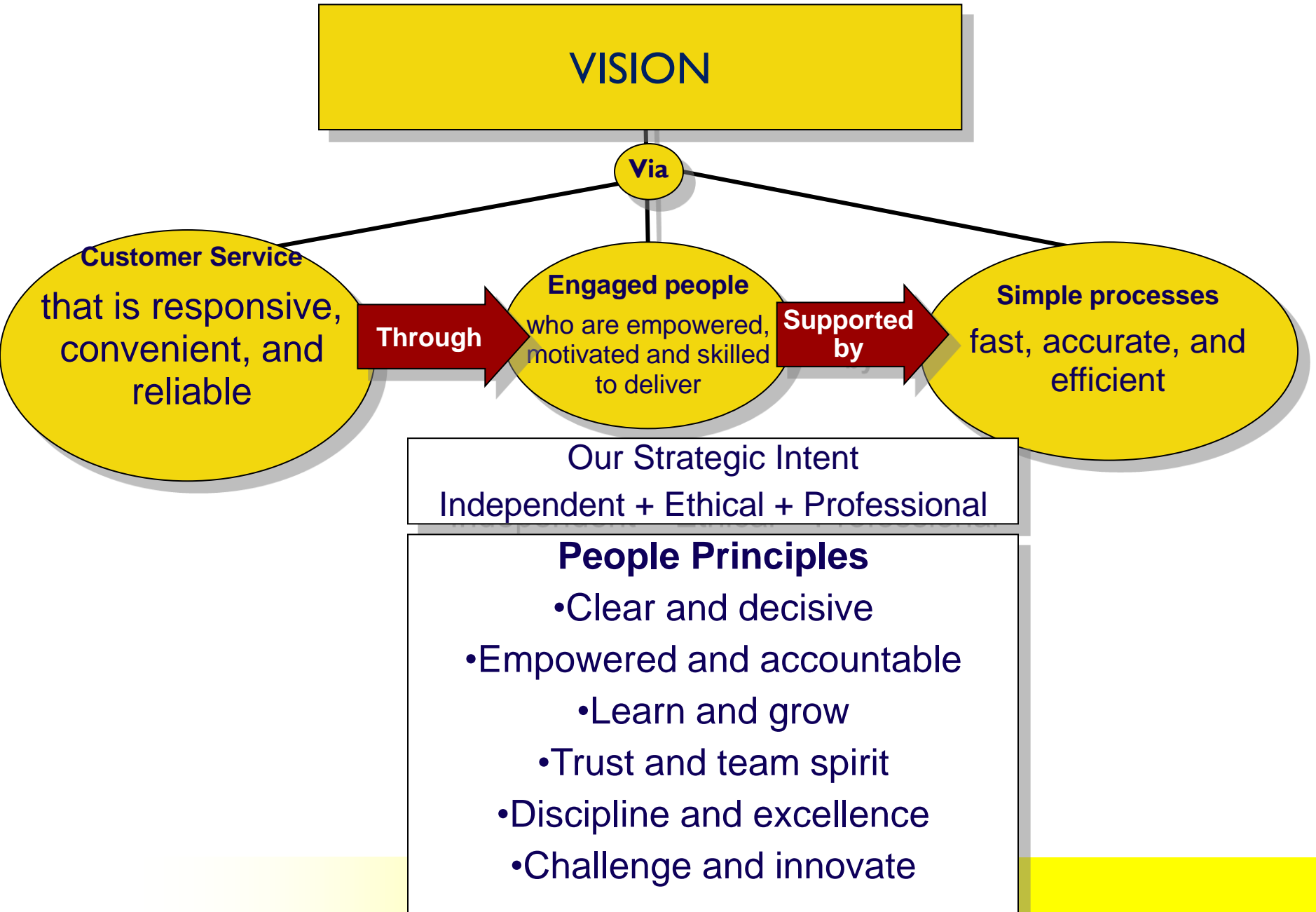
•Challenge and innovate

"We must produce not learned but learning people….

in times of change, learners inherit; while the learned find themselves beautifully equipped for a world that no longer exists"

Independent, Ethical & Professional

Eric Hoffer

How are we going to do this?
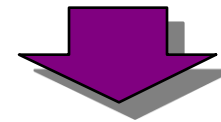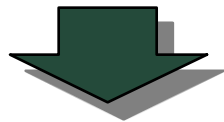
LEADERSHIP INTELLIGENCE™

Doing

Skills & Knowledge
to perform
leadership functions

+

Being

Behaviour & Attitude
to display appropriate
leadership style

Training

Development

"We tend to meet any new situation

by reorganising;

and a wonderful method this can be

for creating the illusion of progress

while producing

confusion, inefficiency and demoralisation"

(Gaius Petronius AD66)

The Conditions for Success

CLARITY
Aim & Purpose
Method &
Measures
Roles

CULTURE
Environment
Structure
Resources
Systems
Example

C^3

CAPABILITY
Skill & Knowledge
Behaviour &
Attitude
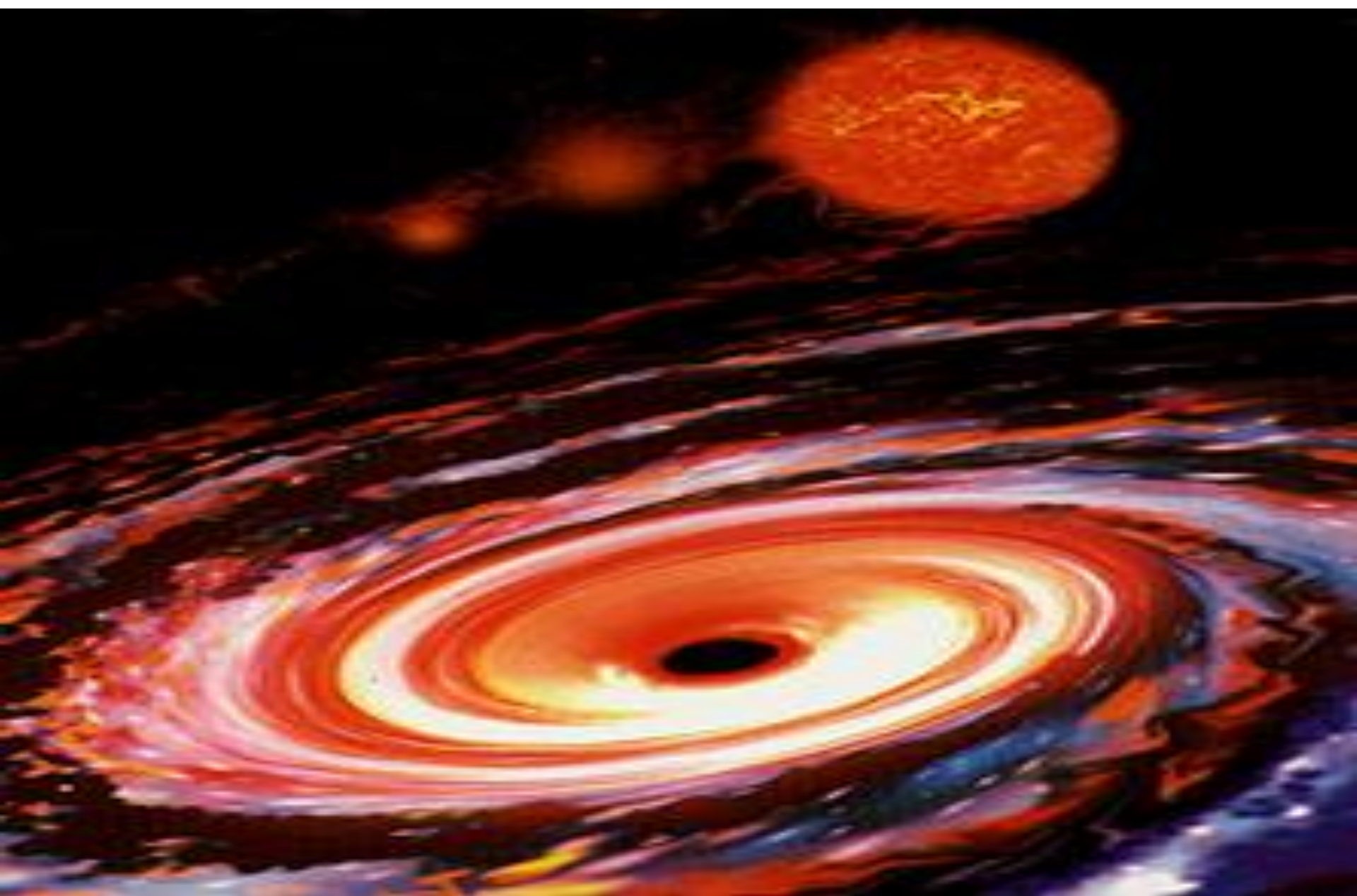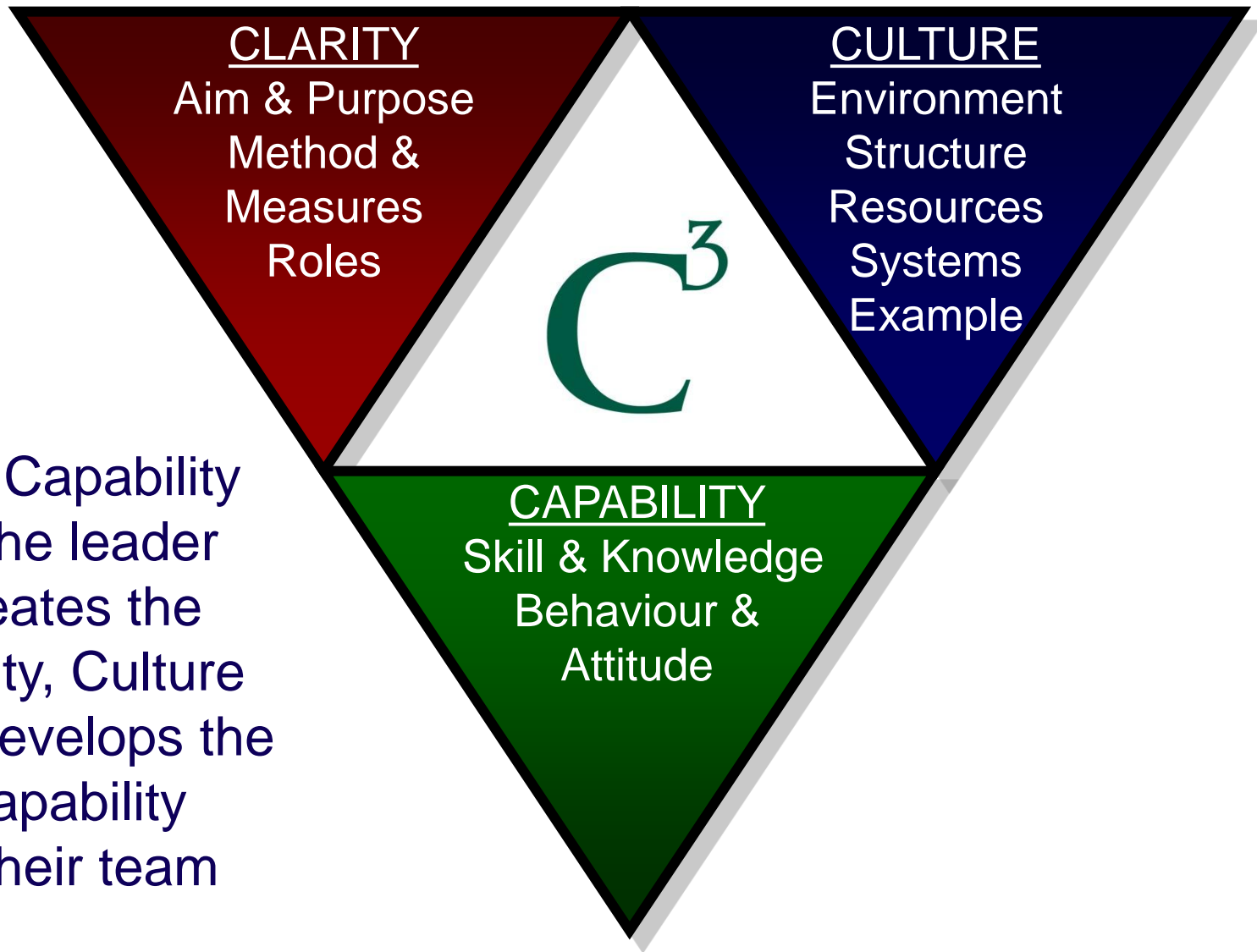
The Capability
of the leader
creates the
Clarity, Culture
and develops the
Capability
of their team

"*Leadership* not *Leaders* is the key ..it is the actions leadership takes as a group to build the leadership within the organisation, not the personalities of the individual leaders that are critical"

(Mt Eliza, 2002, Australia's top 199 organisations)

Leadership Effect - Global

Q12 Index of employees' Most critical needs for engagement and performance

1. I know what is expected of me at work
2. I have the necessary resources for me to do to the job
3. I have daily opportunity to do what I do best every day
4. I had any praise or recognition in the last 7 days
5. My leader seems to care about me
6. Someone encourages my development
7. My opinions count
8. My company's purpose makes me feel my work is important
9. I have had a progress review in the last 6 months
10. In the last year, I have had the opportunity to learn and grow

(Analysis of 1.7 Million Employees by CIPD/Gallup 2003)

What are the components of leadership?

What are the effects of leadership?

4 Components of Leadership

Clarity

Culture

Capab.
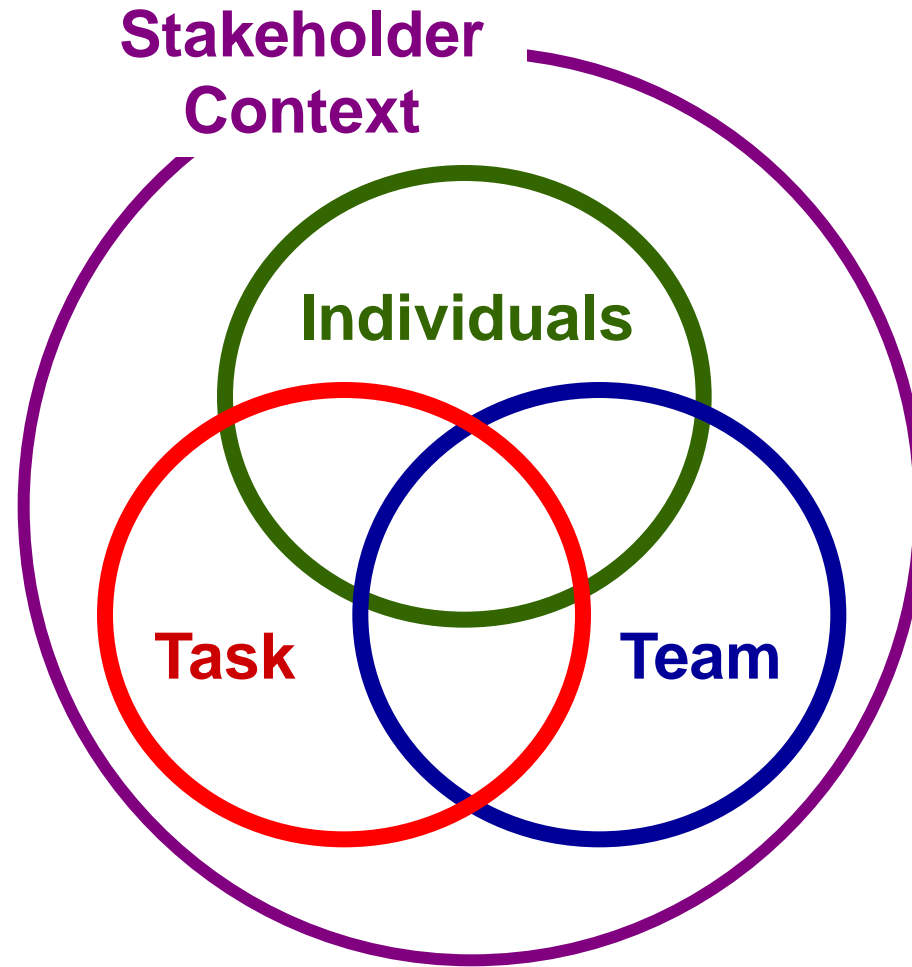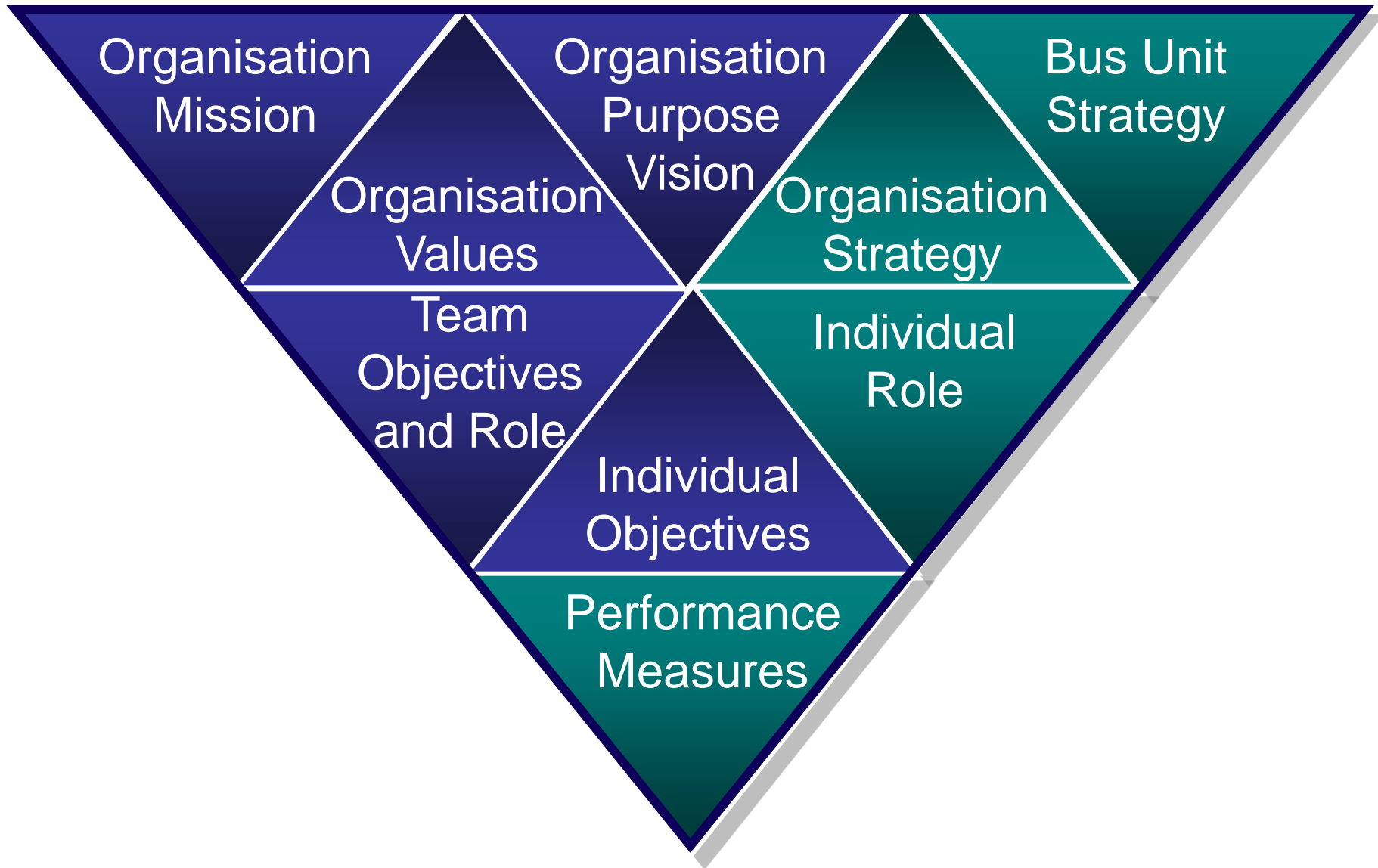
Clarity

The Impact of Clarity

Nissan's Clarity Strategy

- Transformed a $5.5 Billion loss in 2000 to a $2.7 Billion profit in 2001.

- Record 10.8% operating margin in 2002

- Boosted the stock price by 30%

- Completed the revival plan in 1.5 years rather than predicted three

The Impact of Clarity

"We built the plan together – it had to be the work of the company not the senior management team.

We suffered from no shared vision.

We asked the company "Tell me what Nissan should do" at every level. We moved from a culture of finding fault and taking no responsibility for performance"

Culture

Organisation Structure

Processes and Systems

Policies Syst & Process

Stakeholders

Leader's Example

Integrated L'ship and Communications

Resources

Team Environment

Services

INFRASTRUCTURE

GROUP BEHAVIOUR

DOING

BEING
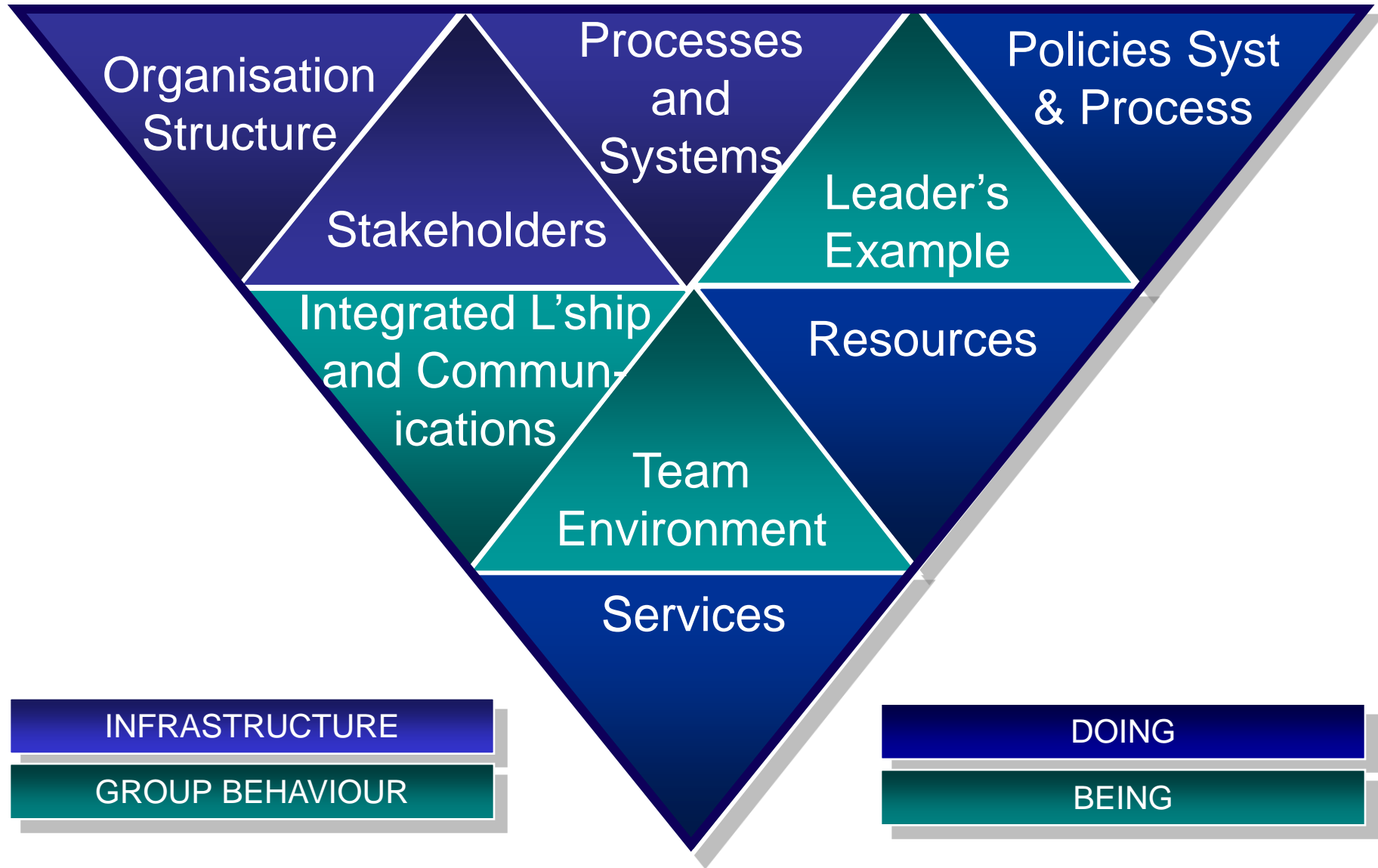
Performance Through Culture

The profound impact on performance when diversely skilled individuals are aligned in their unique roles to a common goal:

Capability

My Leader's K&S
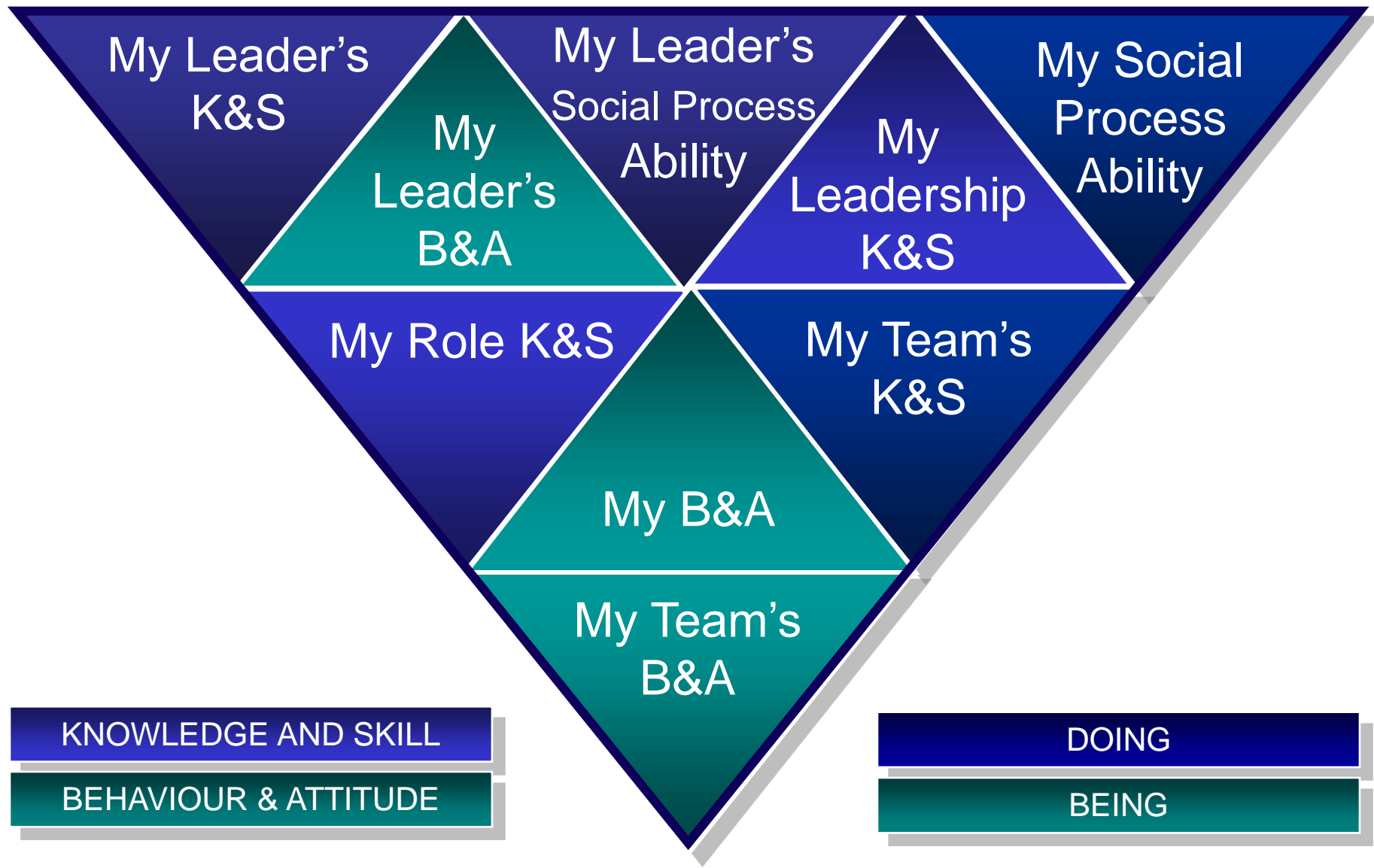
My Leader's Social Process Ability

My Social Process Ability

My Leader's B&A

My Leadership K&S

My Role K&S

My Team's K&S

My B&A

My Team's B&A

KNOWLEDGE AND SKILL

BEHAVIOUR & ATTITUDE

DOING

BEING

Continental Airlines 1994 Situation:

- 17 yrs of loss
- Share price $4.58
- Worst customer/quality performance
- Worst airline employer of choice

Continental Airlines 1998 Situation:

- Profits of US$770 million
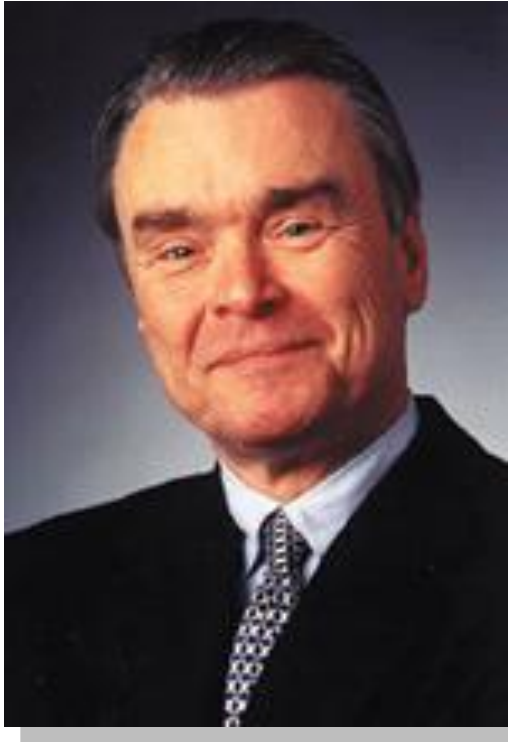- Share price $48.00
- Leading customer/quality performance
- 'Fortune 100' employer of choice
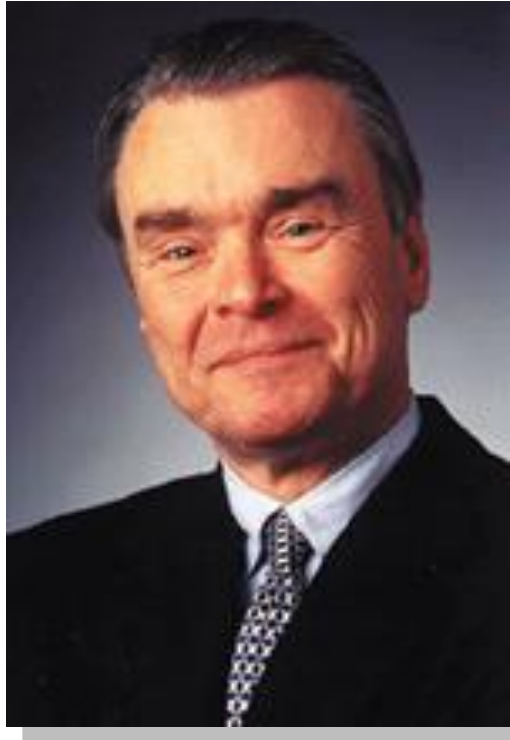
Self-Leadership as Strategy :

" We just created at every level, leaders who were involved with and understood the strategy who supported and enthused employees."

Leadership and management competence as strategy :

" There are no long term successful companies that don't have people who like working there."

Capability at Continental

- "You have to trust people to do the jobs they are given. That's the strongest leadership there is." (Clarity)
- "When your job is broken down into a series of steps, it becomes easier to do that job." (Competence)
- "Once you stop micromanaging from the top and start managing for results rather than compliance, people get much more interested in doing their jobs." (Climate)
- "Managers and executives trying to solve problems miss the forest for the trees by forgetting to look at their people." (Clarity Climate Competence)

(Gordon Bethune, CEO)

The Intervention

- Agreed Vision Purpose, Strategy and Roles
- Open dissemination of 'difficult' information
- Employee participation and input at all levels
- Empowerment of leadership at all levels
- Training – leadership, service
- Managing talent to culture and need

C^3

Capability – Above all else??

C³

Capability
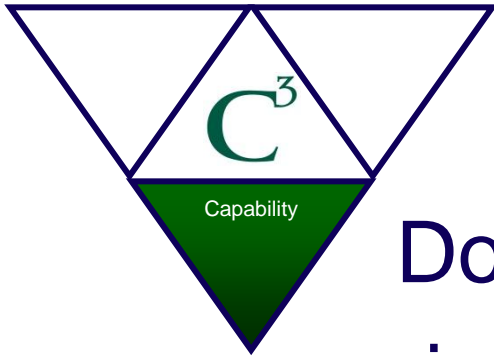
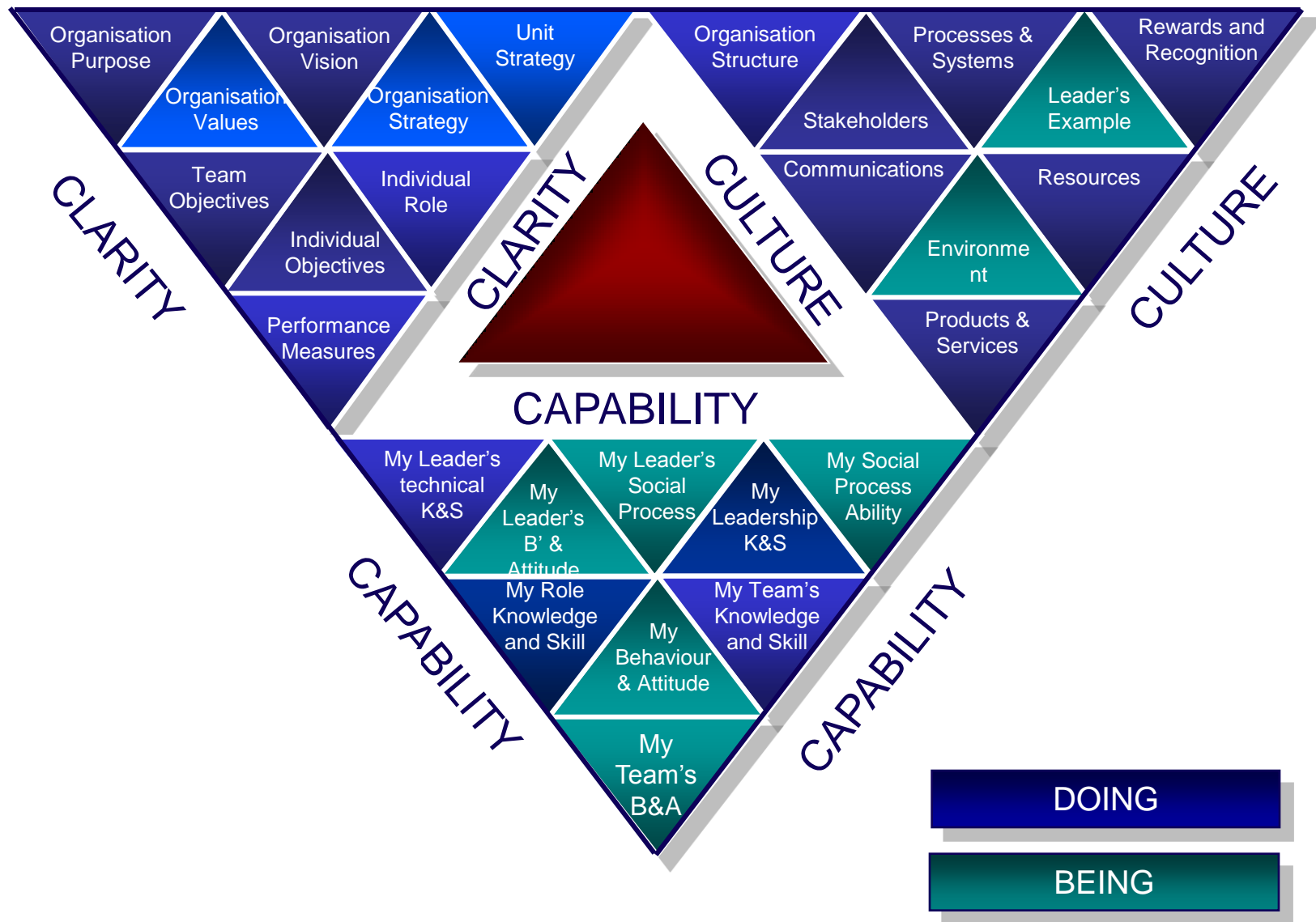Do I and my team demonstrate the right behaviours and attitudes to succeed?

Do I and my team have the right knowledge and skills to succeed?

Are we actively retaining and developing these?

A Leader is…

…an individual responsible for achieving objectives through the work of others by creating the conditions for success and for building and maintaining the team.

The Conditions for Success

CLARITY

- Organisation Purpose
- Organisation Vision
- Unit Strategy
- Organisation Values
- Organisation Strategy
- Team Objectives
- Individual Role
- Individual Objectives
- Performance Measures

CLARITY

CULTURE

- Organisation Structure
- Processes & Systems
- Rewards and Recognition
- Stakeholders
- Leader's Example
- Communications
- Resources
- Environment
- Products & Services

CULTURE

CAPABILITY

- My Leader's technical K&S
- My Leader's Social Process
- My Social Process Ability
- My Leader's B' & Attitude
- My Leadership K&S
- My Role Knowledge and Skill
- My Team's Knowledge and Skill
- My Behaviour & Attitude
- My Team's B&A

CAPABILITY

CAPABILITY

DOING

BEING

What Does Professionalism look like

CLARITY
Aim & Purpose
Method &
Measures Roles

Does your team understand:
- ❑ What they are trying to achieve?
- ❑ Why they are trying to achieve it?
- ❑ How they will achieve it, their plan/strategy?
- ❑ What their individual role is?

CULTURE
Resources
Systems Example
Environment

Do you and your team have:
- ❑ The structure and processes?
- ❑ The right resources?
- ❑ The culture to support them?
- ❑ The right example of leadership to follow?

CAPABILITY
Skill & Knowledge
Behaviour & Attitude

Do you and your team have:
- ❑ The skills and technical knowledge to be successful?
- ❑ The right behaviour and attitude to be successful
- ❑ The opportunity to learn and develop
- ❑ Succession planning of your and members roles?

The Impact of Neglect of the 3Cs

Suboptimised **Clarity**	Suboptimised **Culture**	Suboptimised **Capability**
• Understanding	• Participation	• Development
• Purpose	• Input	• Performance
• Implementation	• Buy-in	• Corporate knowledge
• Relevance	• Faith & Confidence	• Corporate learning
• Myopia	• Trust	• Drive & Enthusiasm
• Prioritisation	• Support	• Experience
= Conflict	• Resourcing	• Initiative
	= Conflict	= Conflict

Throughout the Team

How is leadership articulated at IIA and why?

Independent + Ethical + Professional

"Planning is an unnatural process; it is more fun to do something."

"The nicest thing about not planning is that failure comes as a complete surprise rather than being proceeded by a period of worry and depression."

What is our natural style when approaching these problems, tasks or opportunities?
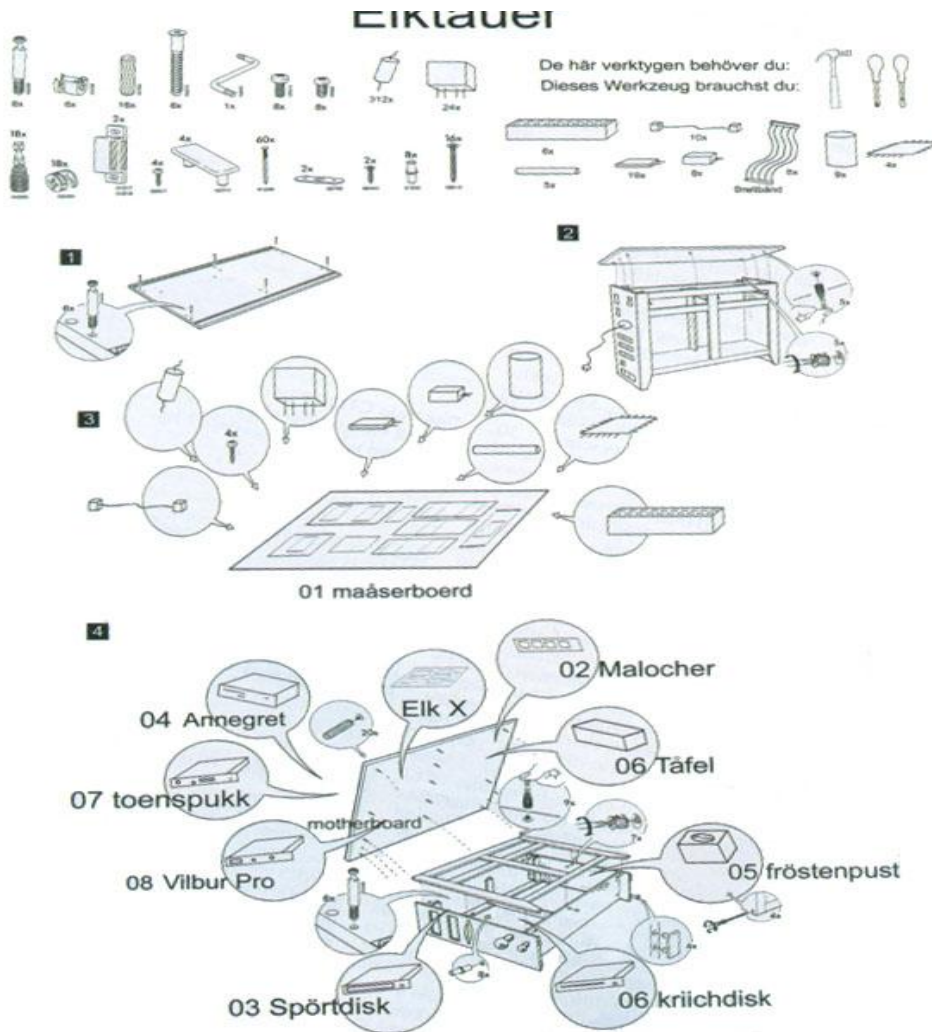
ANALYTICAL SKILL
(the ability to use logic to examine and measure a problem)

INTUITION
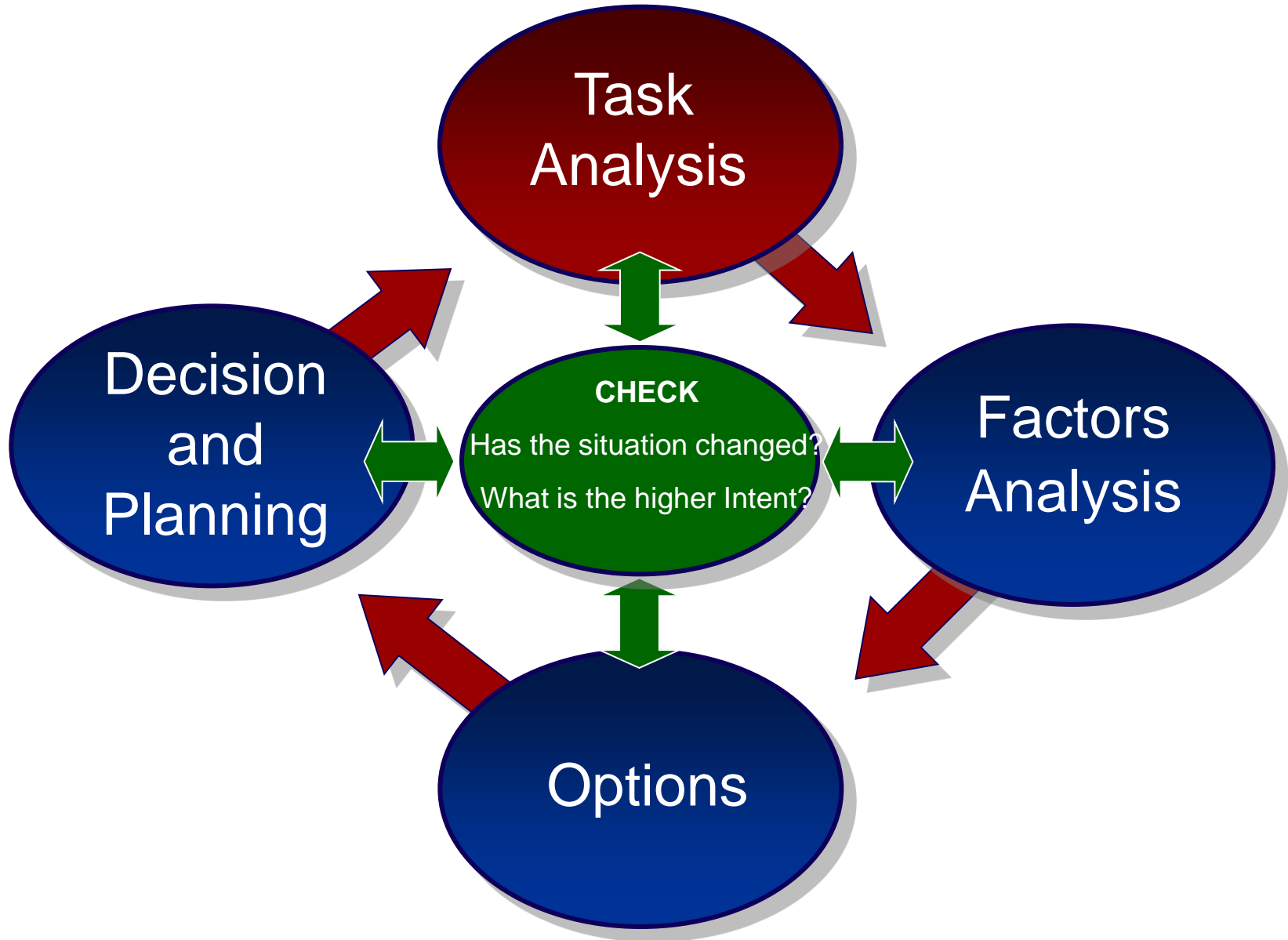(the ability to know or feel something without using logic or reason.
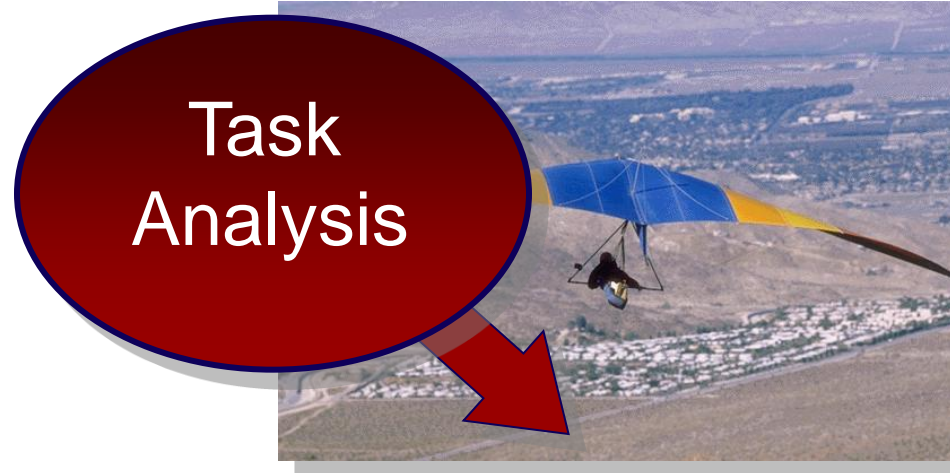
Q. How can we achieve this?

Back To Basic Human Software

Aligned Decision Making Process

Task Analysis

- Why are we being asked to do this?
- What is my leader's intent?
- What is my MOR's intent?
- What are my 'implied tasks' and thus my team members tasks?
- What is my team's "In Order That…"?

Clarity: The Higher Intent

"Working Together to Save Lives"

- What are all of the possible influences and components of this decision, situation or problem?
- Are these irrelevant, prompting options or defining tasks?

Factors Analysis

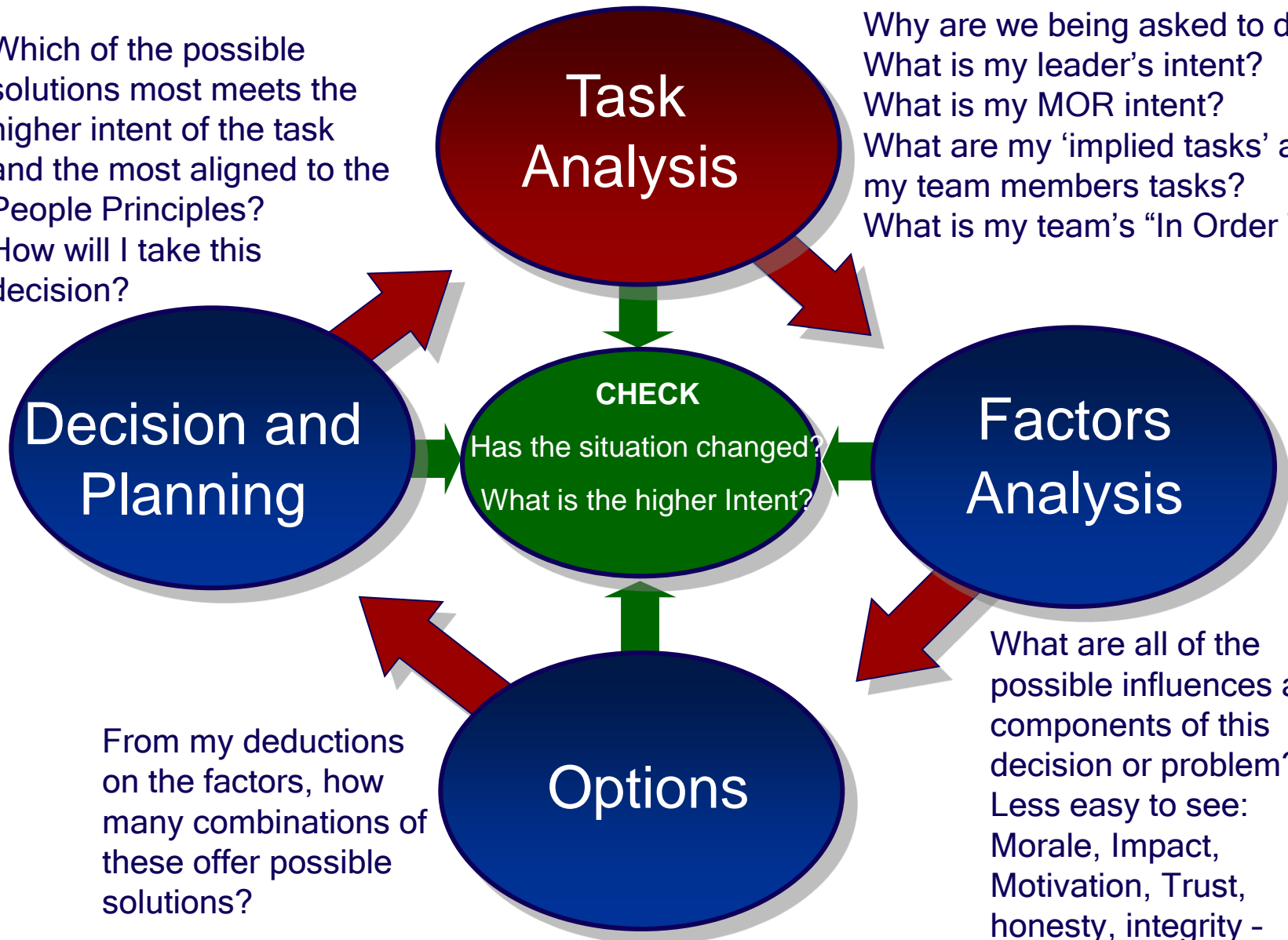Jim Lavrakas / Anchorage Daily News

What are factors that are less easy to see?
- Time
- Morale
- Impact
- Motivation
- Culture
- Trust, honesty & integrity

Leading through decision making

Task Analysis

Factors Analysis

Options

Decision and Planning

CHECK
Has the situation changed?
What is the higher Intent?

Which of the possible solutions most meets the higher intent of the task and the most aligned to the People Principles? How will I take this decision?

Why are we being asked to do this? What is my leader's intent? What is my MOR intent? What are my 'implied tasks' and thus my team members tasks? What is my team's "In Order That…"?

What are all of the possible influences and components of this decision or problem? Less easy to see: Morale, Impact, Motivation, Trust, honesty, integrity – Relevant?

From my deductions on the factors, how many combinations of these offer possible solutions?
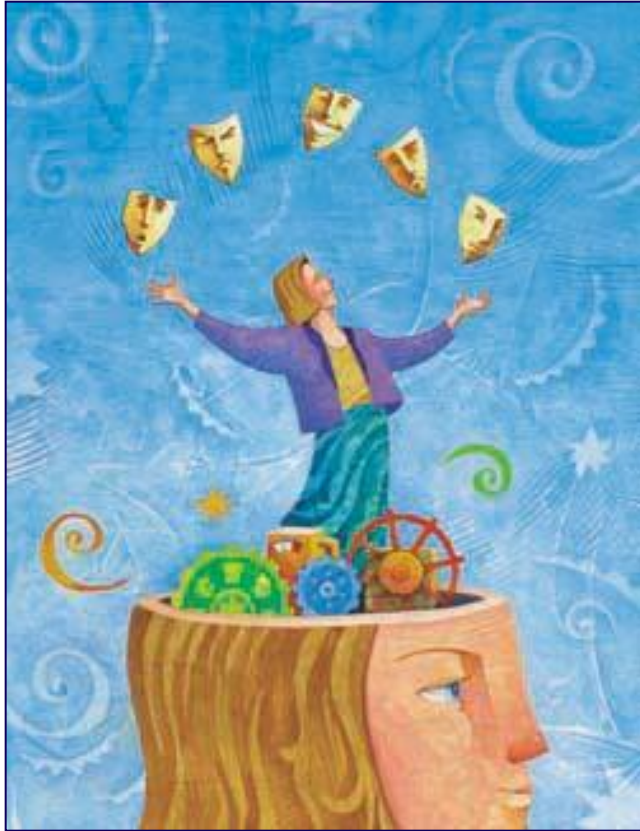
The single highest variable of organisational performance is the behaviour of organisational leaders

So why is this so hard to manage?

Differences in People

Differences in Humans

Within a race of people, people differ more than they do between races

"Race is the least significant distinction among different people"
(Dr Martin Luther King)

What is Behaviour?

Behaviour is the way in which we choose to *conduct* ourselves;

What are some of the different ways we demonstrate Behavior?

– Facial Expression

– Body language

– Tone of voice

– Volume and speed of voice

– Change

– Gestures

– Actions

Independent, Ethical, Professional
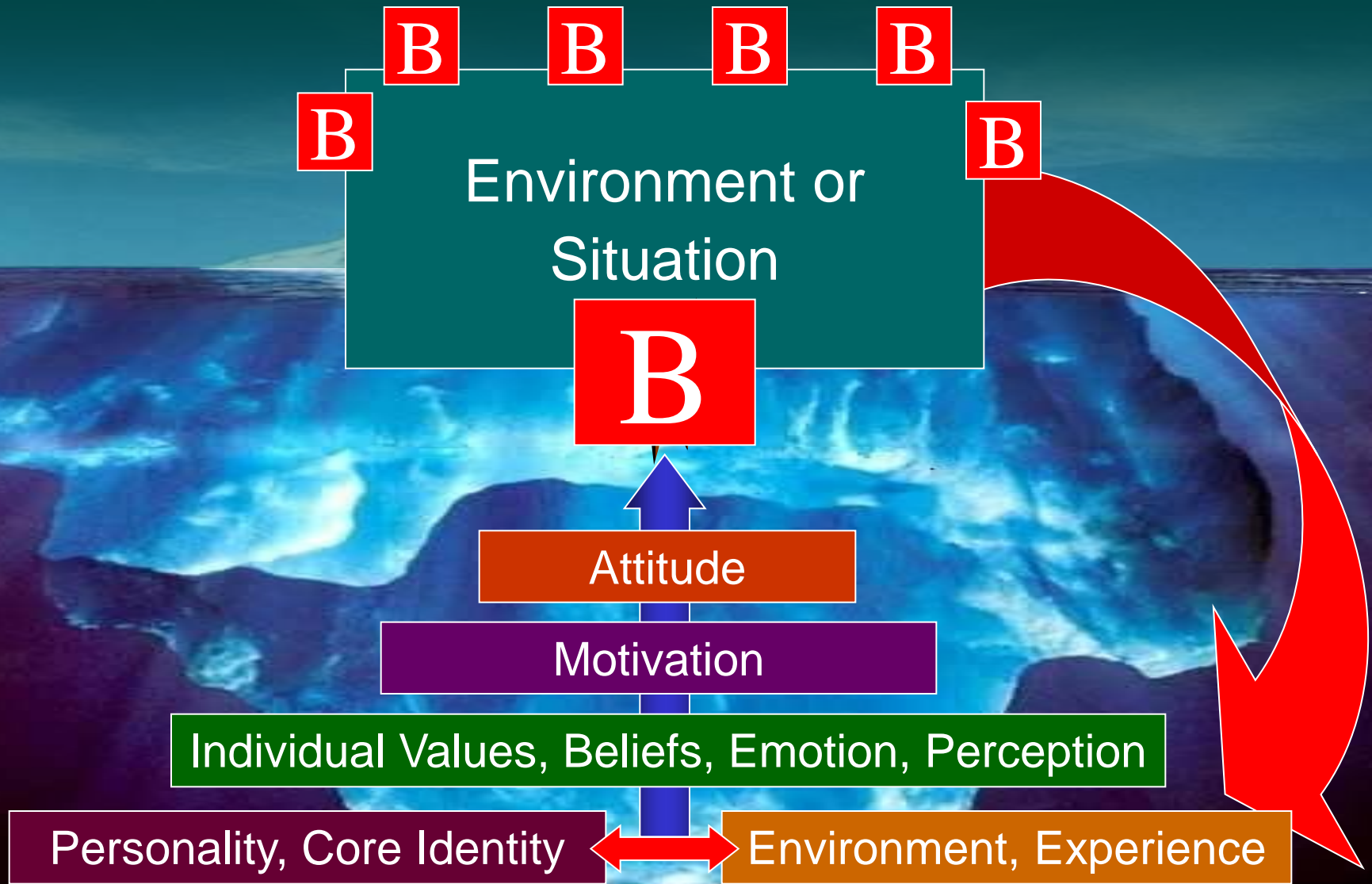
The Behavioural Influence Model

The Behavioural Influence Model

Environment or Situation

B

Attitude

Motivation

Values, Beliefs, Emotion Perception

Personality, Core Identity ← → Environment, Experience

The Behavioural Influence Model

Environment or Situation

B

Attitude

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Values, Beliefs, Emotion Perception

Personality, Core Identity ←→ Environment, Experience
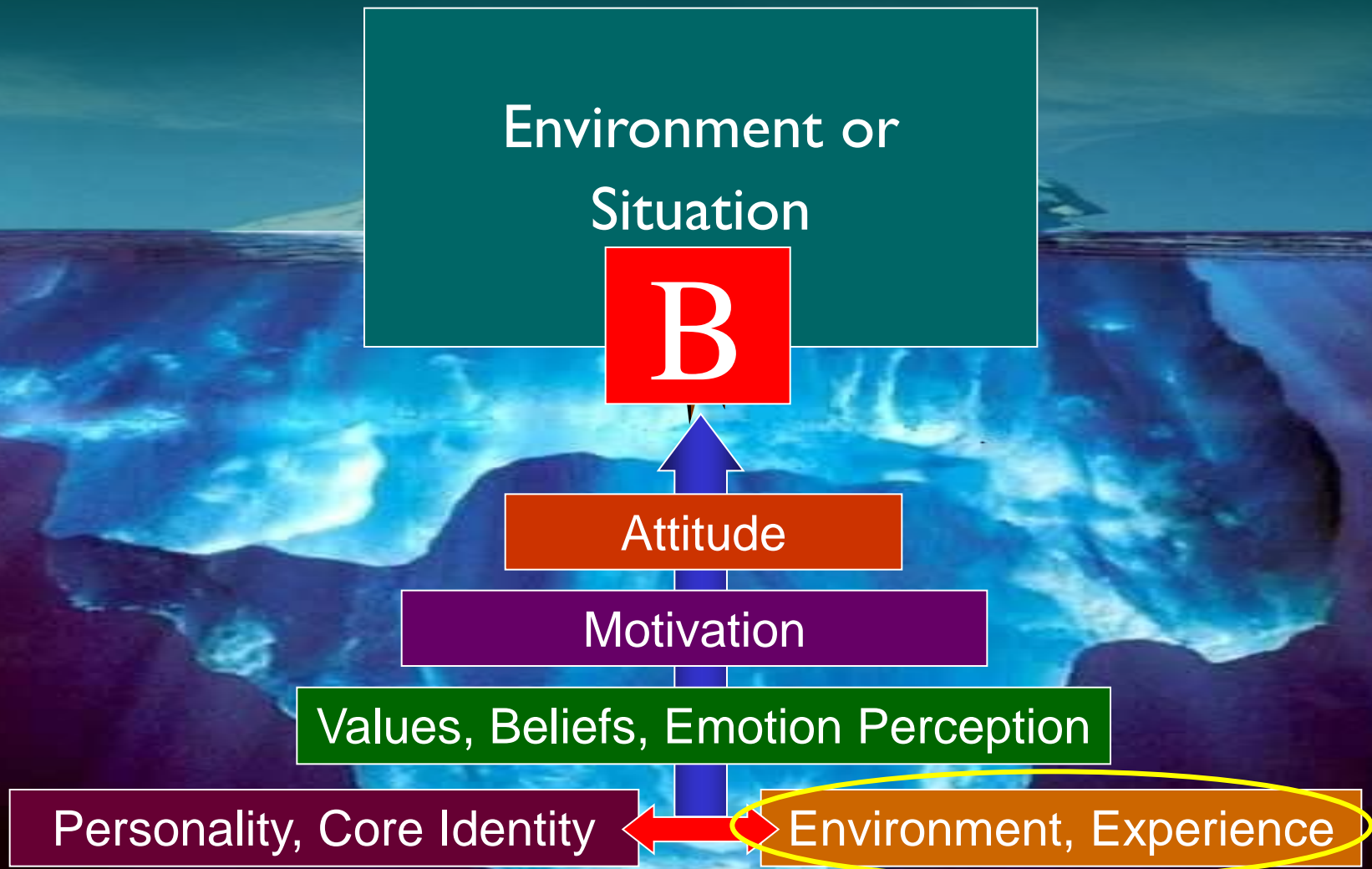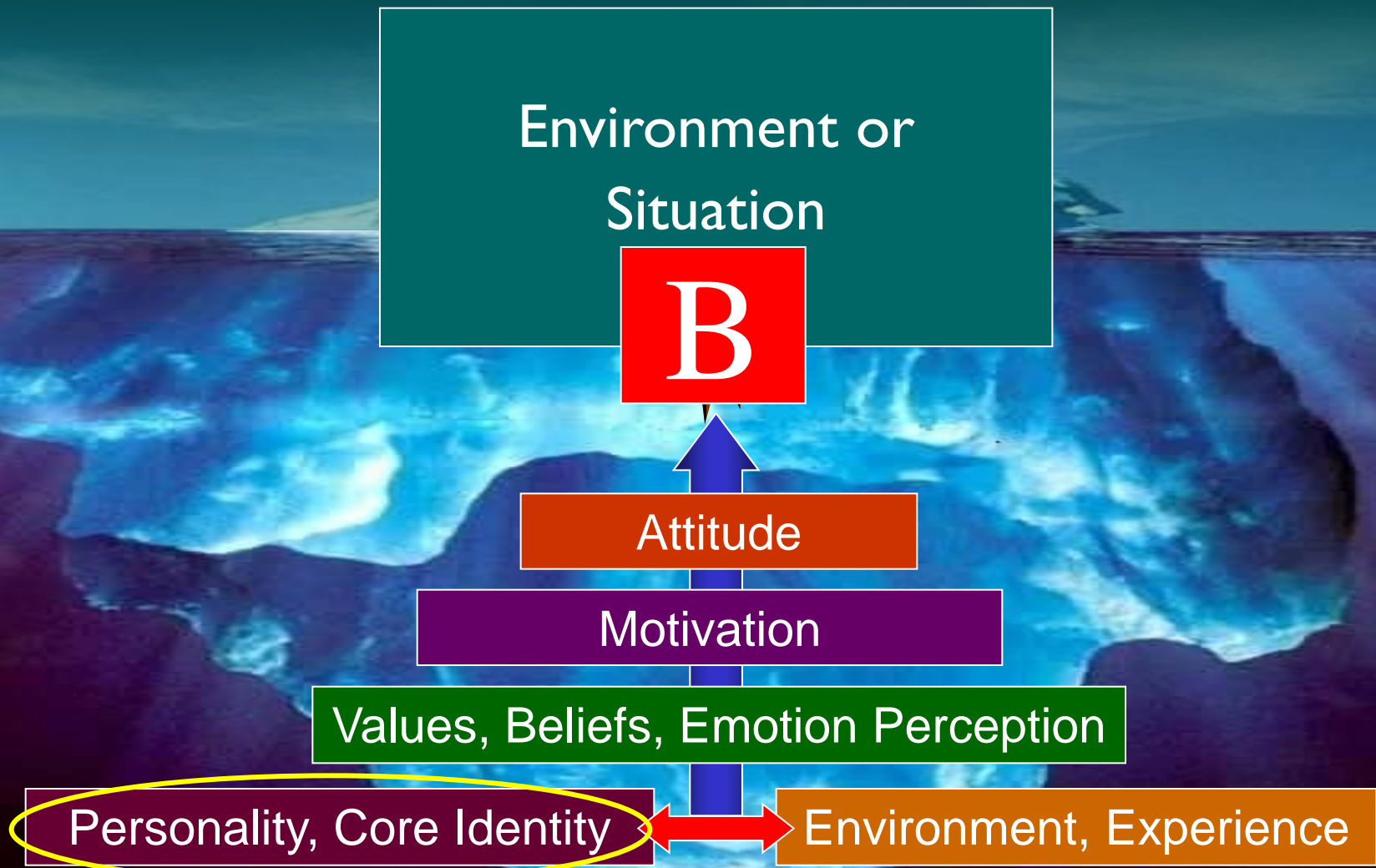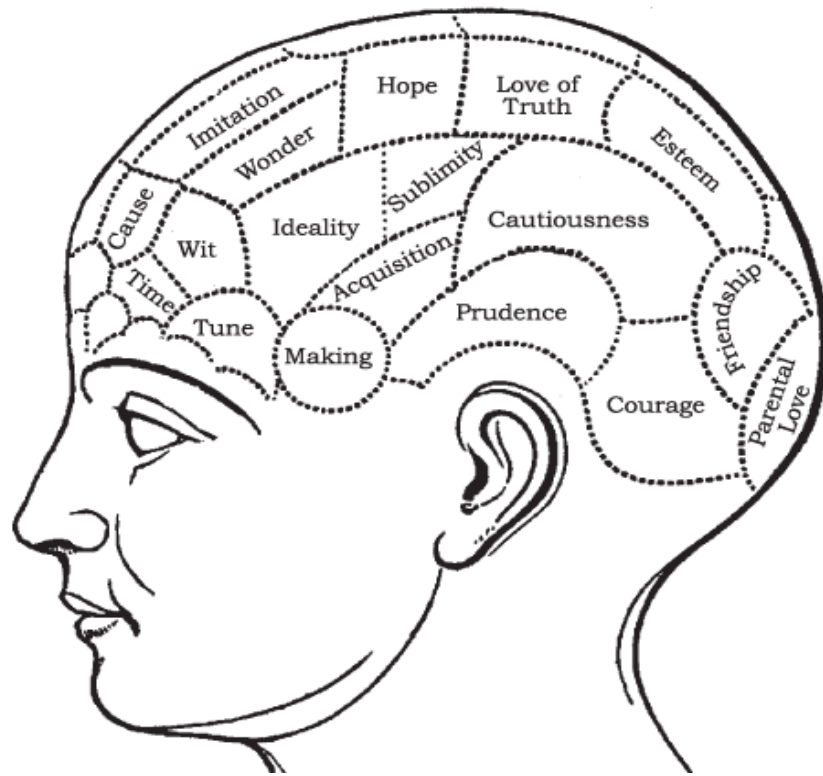
Can you change someone's personality?

Can you change your own?

1. Where is your primary source of energy?

    Extravert or Introvert

2. How do you prefer to gather information?

    Sensing or iNtuitive

3. How do you prefer to make decisions?

    Thinking or Feeling

4. How do you prefer to organise your life?

    Judging or Perceiving

Extraversion		**Introversion**
social		private
expressive	**?**	quiet
many		few
broad		deep
interaction		concentration
outward		inward
action before thought		thought before action

How do you prefer to see information?

<u>Sensing</u>		**<u>iNtuition</u>**
facts		possibilities
details		Big picture
experiencing	**?**	visioning
practicality		innovation
recalling		brainstorming
realism		idealism
using		changing

How do you prefer to see information?

Sensing	**iNtuition**
•Trust what is certain and concrete	•Trust inspiration and inference
•Like new ideas if they have practical application	•Like new ideas and concepts for their own sake
•Value realism and common sense	•Value imagination and innovation
•Like to use and hone established skills	•Like to learn new skills; get bored after mastering skills
•Tend to be specific and literal; use facts and data	•Tend to be general and figurative; use analogies
•Present information in a step-by step manner	•Present information through leaps; roundabout way
•Oriented to the present	•Oriented to the future

How do you prefer to make decisions?

Thinking		**Feeling**
analysing		sympathising
objective	?	subjective
logical		personal
criticism		appreciation
practical consequence		impact on people
decides on principle		decides using values

Thinking

- Apply logic and analysis to problems
- Value logic, justice, fairness; one standard for all
- Naturally see flaws and able to be critical
- May be seen as insensitive and uncaring
- Consider it more important to be truthful than tactful; tell it as it is

Feeling

- Consider the effect of process and outcomes on others
- Value empathy and harmony; see exceptions to rules
- Naturally like to please others; show appreciation
- May be seen as illogical and over sensitive
- Consider it more important to be tactful and considerate and not upset other by just delivering the truth as is

<u>Judgement</u>　　　　　　　**<u>Perception</u>**

close　　　　　　　　open

decide　　　**?**　　　explore

structure　　　　　　meander

organise　　　　　　inquire

firmness　　　　　　flexibility

control　　　　　　spontaneity

Personality – Decision Making

S or N   T or F

Sensing	**iNuition**	**Thinking**	**Feeling**
Facts	Possibilities	Analysing	Sympathy
Details	Big Picture	Objective	Subjective
Experiencing	Visioning	Logical	Personal
Practicality	Innovation	Criticism	Appreciation
Recalling	Brainstorm	Practical	Impact on others
Realism	Idealism	Decide on principles	Decide on values
Using	Changing		

Decision Personality Dashboard

Intuitive and Thinking **NT**	Intuitive and Feeling **NF**
ST Sensing and Thinking	**SF** Sensing and Feeling

The Behavioural Influence Model

Environment or Situation

B

Attitude

Motivation

Individual Values and Beliefs, Emotion, Perception

Personality, Core Identity

Environment, Experience
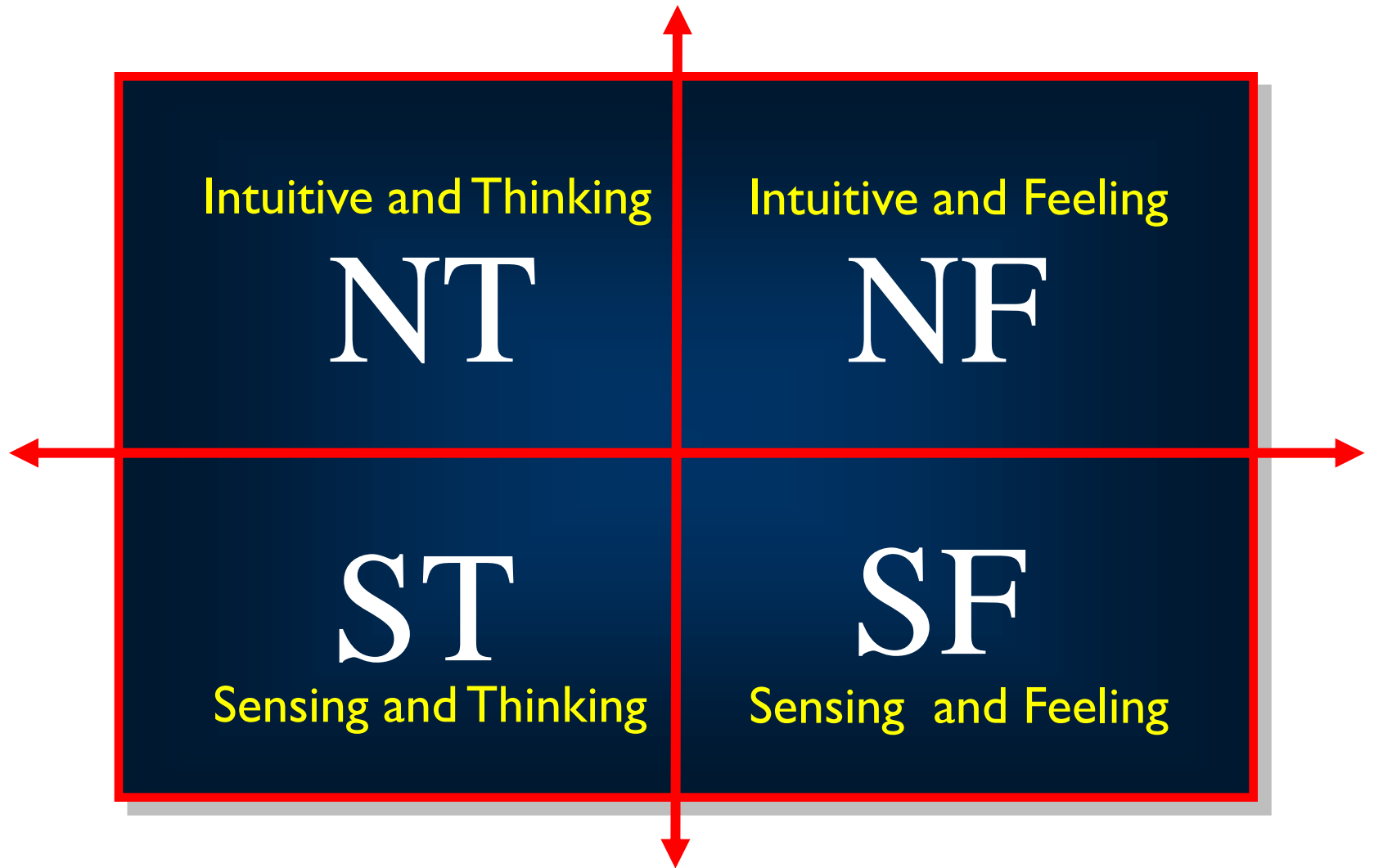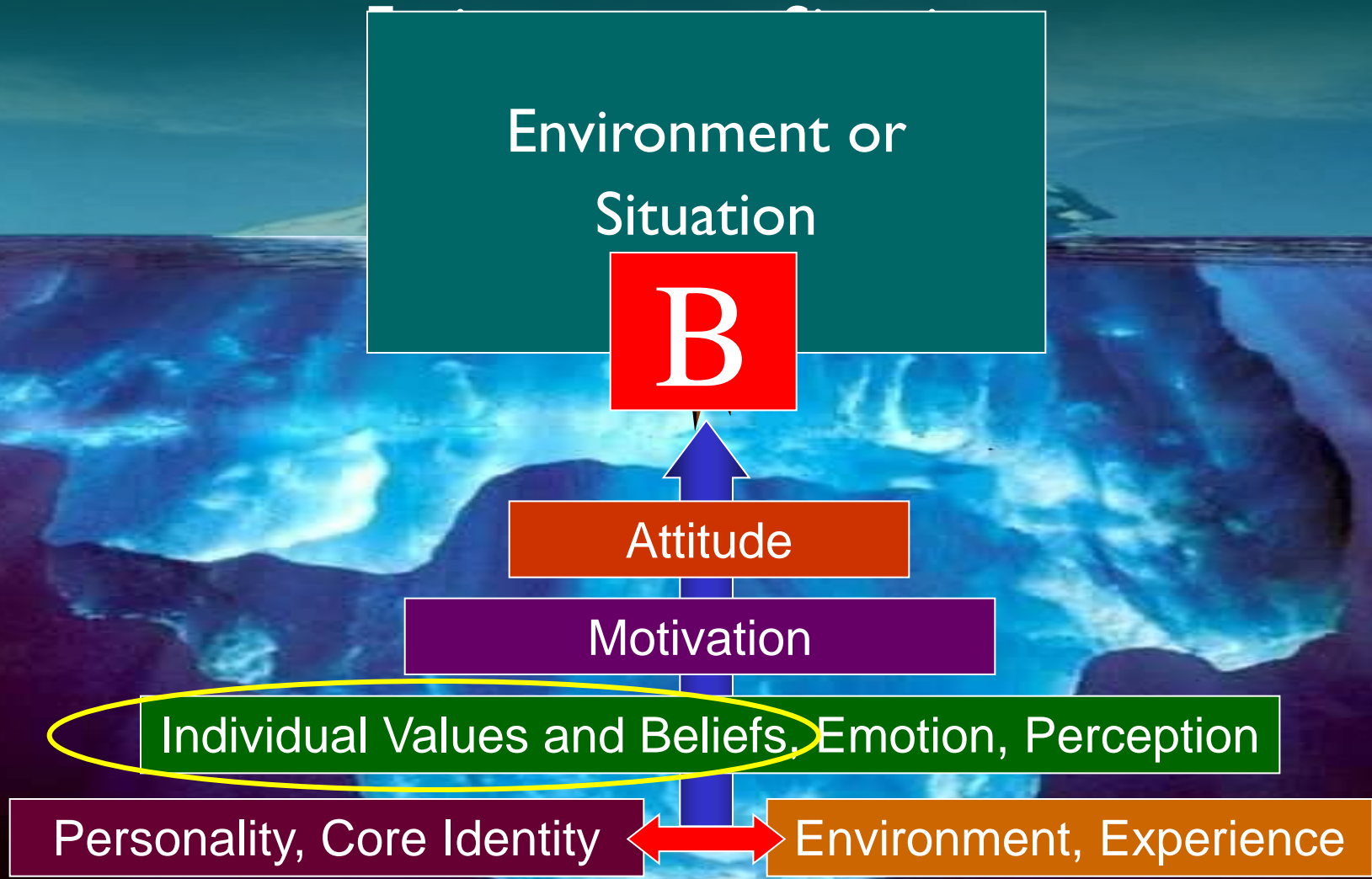
Individual Values & Beliefs

- How we prioritise our decisions and judgments
- How we filter information
- How we live our lives
- How we reward and fulfill ourselves

Workplace Values

Integrity . Achievement . Career . Recognition

Honesty . Variety . Team work . Transparency

Discipline . Hard work . Loyalty . Independence

Solo activity . Creativity . Trust . Status . Fun

Balance . Entrepreneurship . Reward . Pressure
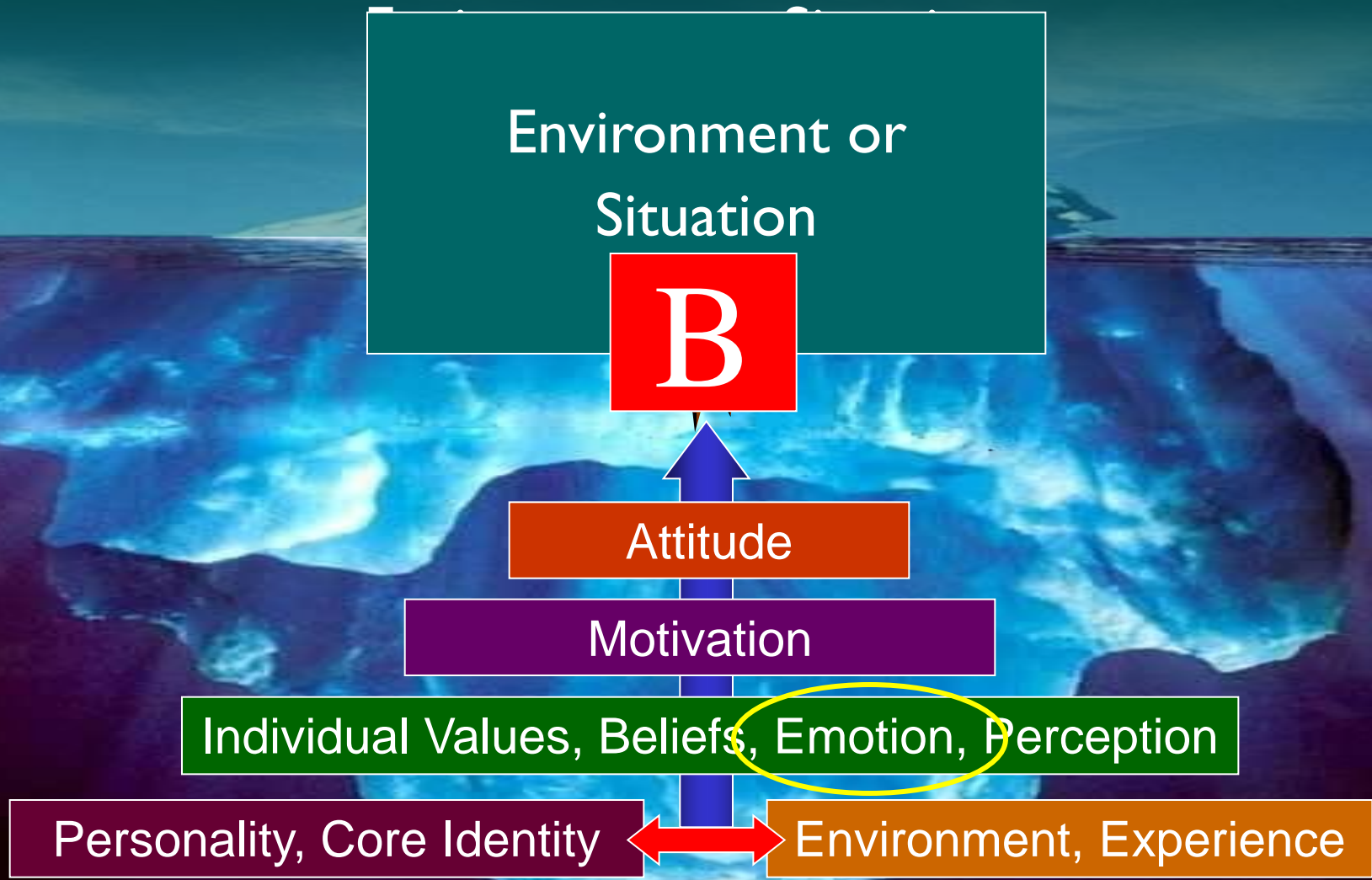
Personal Development . Making decisions . Risk

Power . Security . Certainty . Knowledge . Ethics

Friendship . Interaction . Challenge . Tolerance

Passion . Freedom . Respect . Tradition .

Spiritual fulfillment . Learning . 'Hands-on'

The Behavioural Influence Model

Environment or Situation

B

Attitude

Motivation

Individual Values, Beliefs, Emotion, Perception

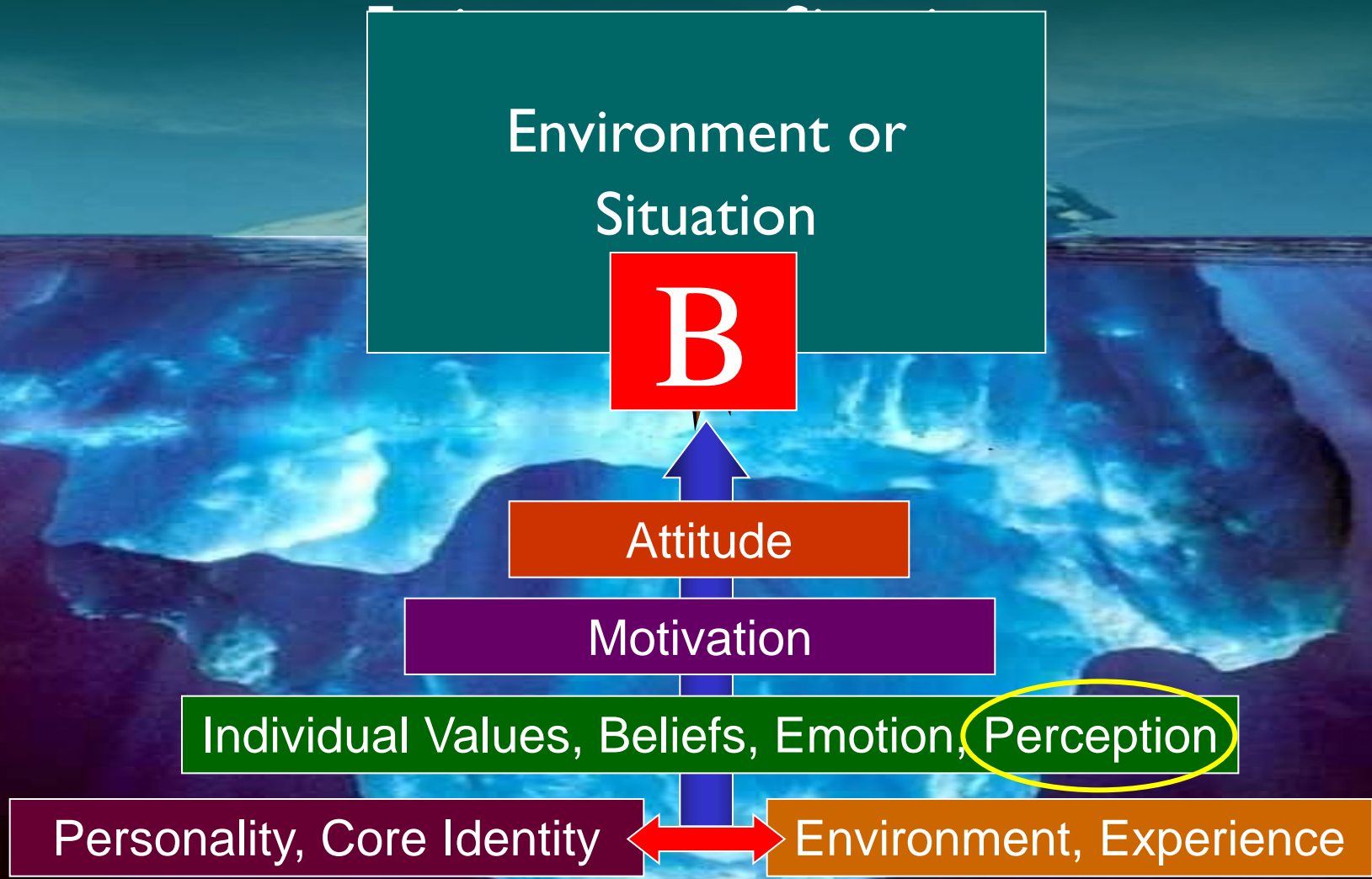Personality, Core Identity ←→ Environment, Experience

Emotions

The instinctive physical response to a Psychological condition

What is the impact of being 'Emotional' in your workplace?

The Behavioural Influence Model

Environment or Situation

B

Attitude

Motivation

Individual Values, Beliefs, Emotion, Perception
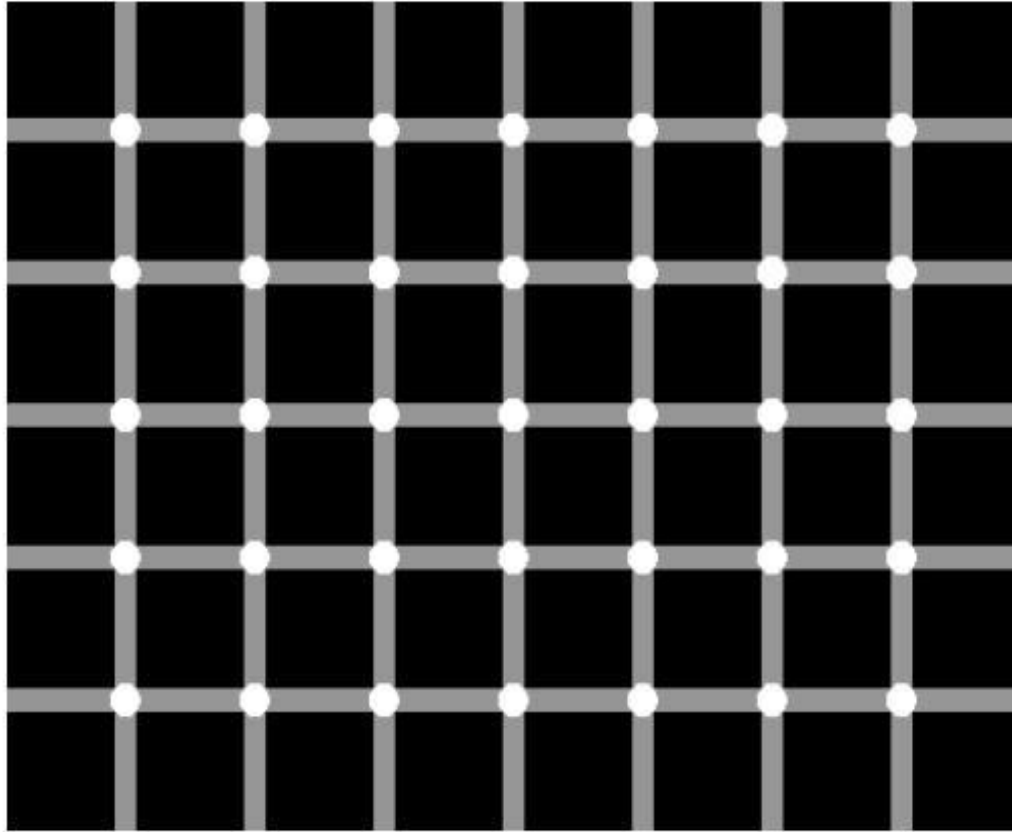
Personality, Core Identity

Environment, Experience

Is the left center circle bigger?
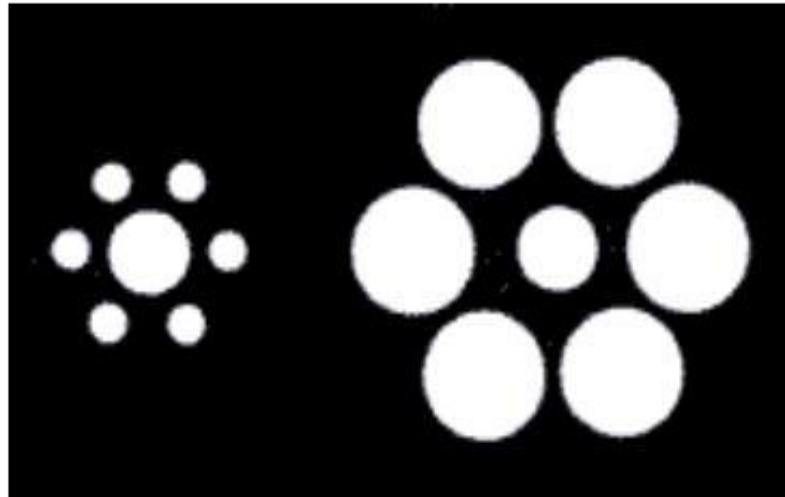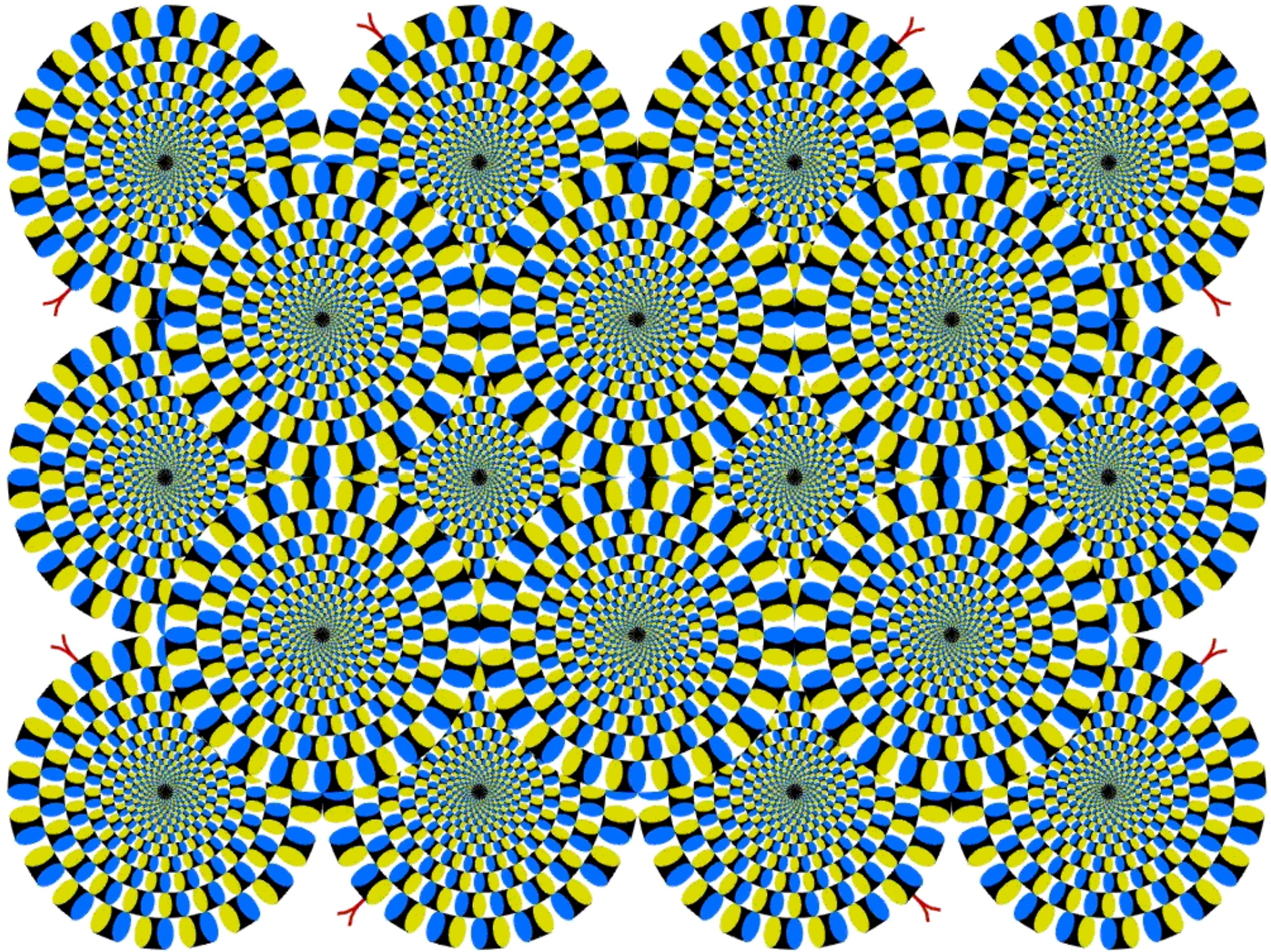
How many letter 'F's are
in the following statement?:

FINISHED FILES ARE THE RE-
SULT OF YEARS OF SCIENTI-
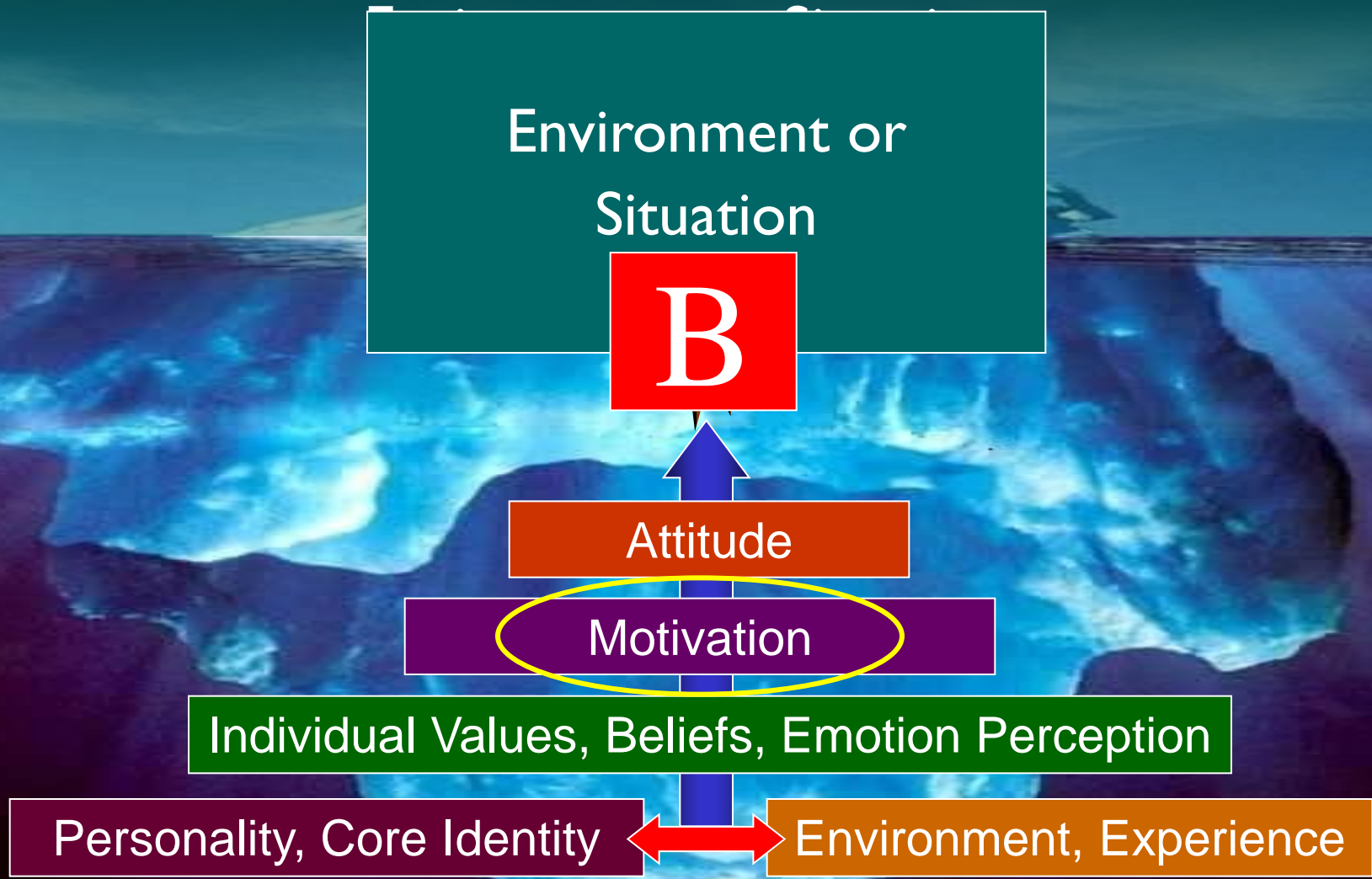FIC STUDY COMBINED WITH
THE EXPERIENCE OF YEARS.

Resraechres at Cmabirgde Uinvrestiy fnuod that the odrer ltteers are wtitren in deson't mttaer as lnog as the frist and lsat ltteers are in the rgiht palce.

COUNT THE BLACK DOTS

The Behavioural Influence Model

Environment or Situation

B

Attitude

Motivation

Individual Values, Beliefs, Emotion Perception

Personality, Core Identity ⟷ Environment, Experience

What are some of the many ways you can motivate your people?

What are the different ways in which you yourself need to be motivated?

'External' force

'Pushing People':

    Pay

    Status

    'Pay offs' and 'bribing' ourselves

    Can make bad work seem more enjoyable

eg. The Loud Kids

'Internal force'

'Pulling People':

   The work itself is the reward

   Feeling and emotion are the reward

   Sense of **purpose** is the reward

   easily polluted with extrinsic rewards

eg. Amateur and Professional Athletes…

eg. Blood Donors..

Motivating Employees

Q12 Index of Employees' Most critical needs of management

1. Do I know what is expected of me at work?

2. Do I have the necessary resources for me to do to the job?

3. Do I have daily opportunity to do what I do best every day?

4. Have I had any praise or recognition in the last 7 days?

5. Does my leader seem to care about me?

6. Does someone encourage my development?

7. Do my opinions count?

8. Does my company's purpose make me feel my work is important?

9. Have I had a progress review in the last 6 months?

10. In the last year, have I had opportunity to learn and grow?

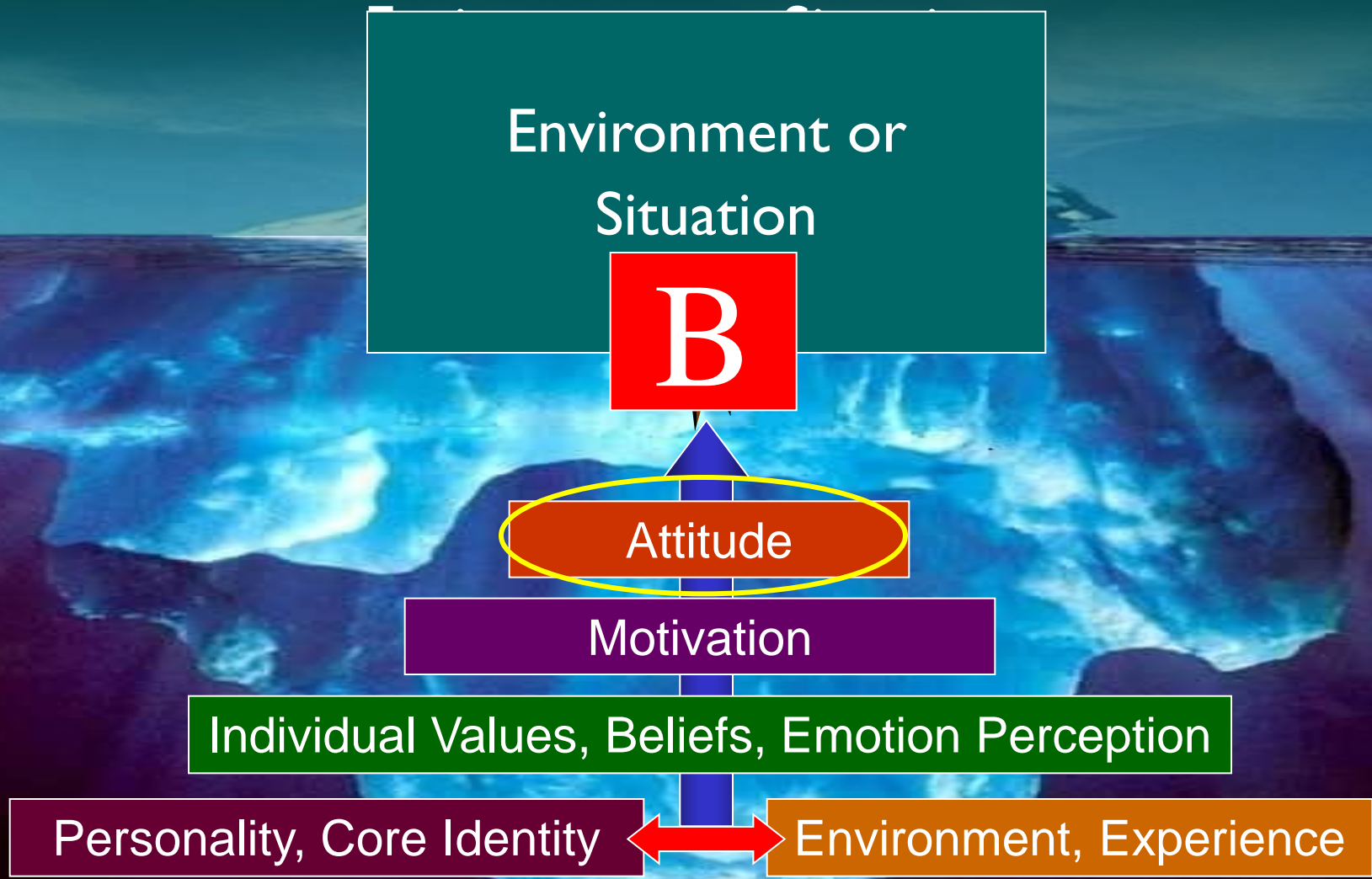(Analysis of 1950 Companies and 1.7 Million Employees by CIPD/Gallup 2002

Generating Personal Commitment and Drive

Self Actualisation
(Achieving Purpose)

Ego

Social

Security

Physiological
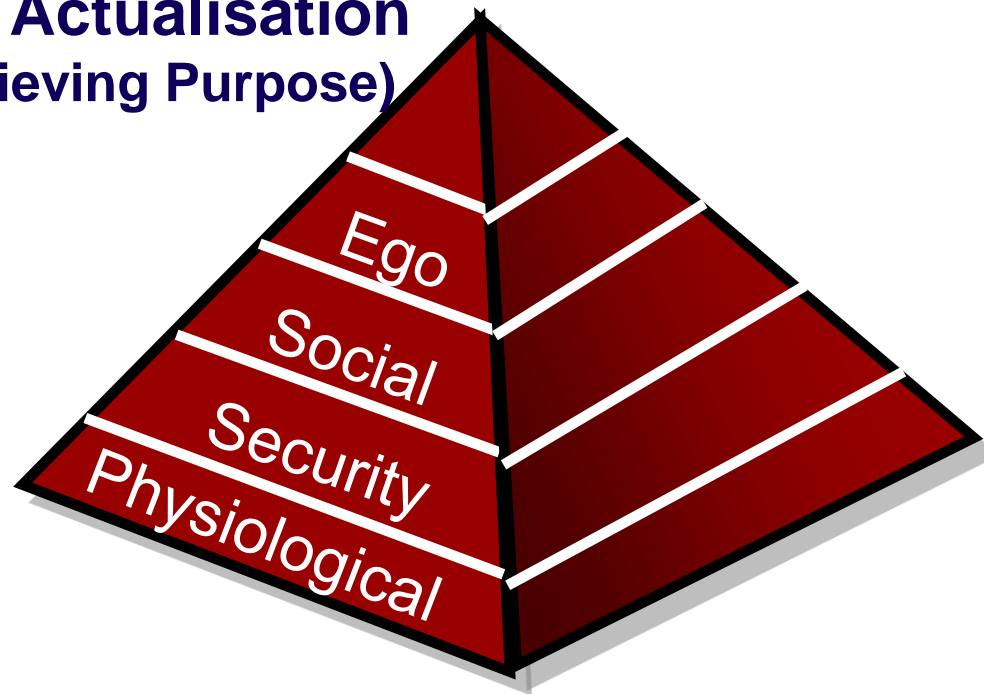
Lower level needs must be satisfied before higher level needs are addressed

The Behavioural Influence Model

Environment or Situation

B

Attitude

Motivation

Individual Values, Beliefs, Emotion Perception

Personality, Core Identity ⟷ Environment, Experience

Attitude

- The 'memory' of emotion
- The 'intent' to behave

The Behavioural Influence Model

Environment or Situation

B

Attitude

Motivation

Individual Values, Beliefs, Emotion Perception

Personality, Core Identity

Environment, Experience
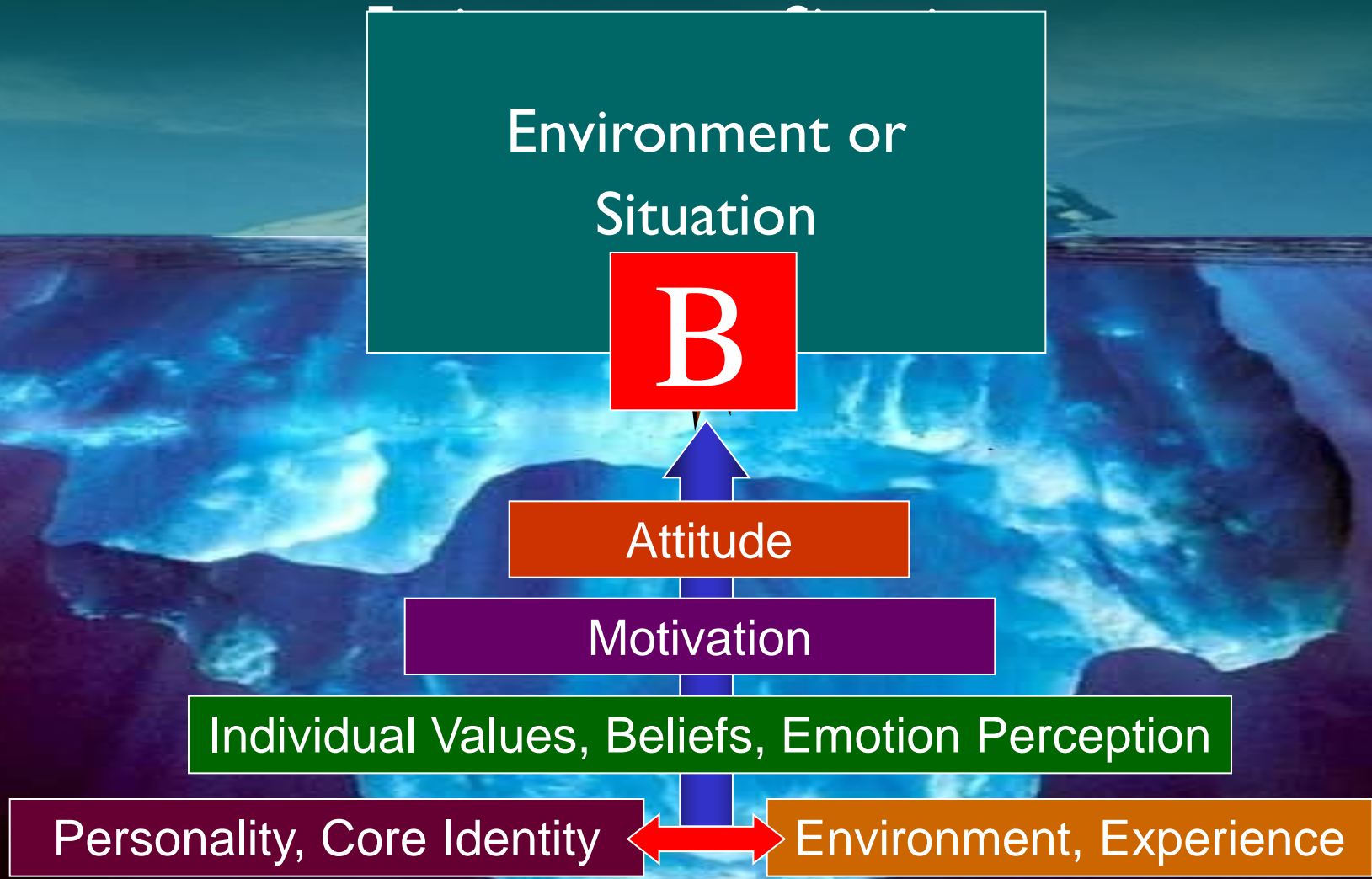
The 'Being' and self-management capabilities for this lie in understanding and demonstrating <u>Social Process Ability</u>

What is Social Process Ability all about?:

Interpersonal skills

People Ability – "Good with people"

Social Intelligence

Intrapersonal skills

Emotional Intelligence

Daniel Goleman's observation:

"…the capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships…"

Is Social Process New?

2000 years ago Plato: "All thinking has emotional base"

1920's Thorndike: 'Social Intelligence'

1983 Gardner: 'Inter and Intra personal intelligence'

1990 Salovey and Mayer "Emotional Intelligence"..

"….. the ability to **perceive** emotions; to **access** and **generate** emotions so as to assist thought; to **understand** emotions and to reflectively regulate emotions so as to promote emotional and intellectual growth"

The old paradigm:
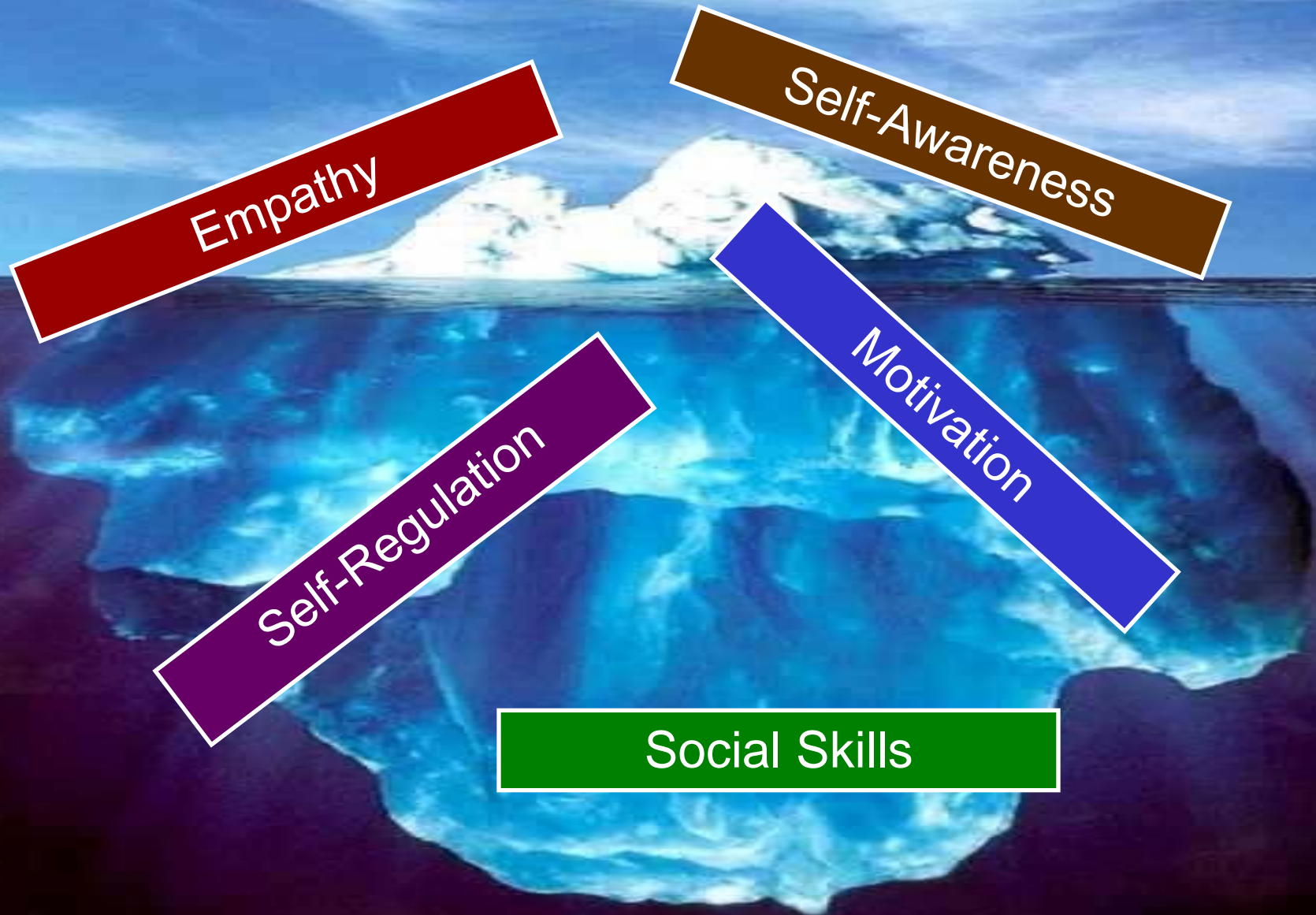I cannot change another person.

The paradox:
When I change myself, the other person changes.

The new paradigm:
"I change myself, I change my world." **M.K. Gandhi**

Social Process Ability Model

Social Process Ability Model

Social Skills
Ability to influence groups by building aspiration, common goals and relationships

Influence:
Using effective tactics for persuasion

Communication:
Listening well and sending clear messages

Conflict Management:
Negotiating and resolving disagreements

Leadership:
Inspiring and guiding individuals & groups

Collaboration & Cooperation:
Working with others towards shared goals

Building bonds:
Nurturing relationships

Change catalyst:
Initiating & managing change

Team capable:
Creating group synergy in pursuing collective goals

Social Process Ability Model

Empathy
Ability to tune into others emotions and needs and to interact with them appropriately

Understanding others:
Sensing others feelings and perspectives and taking interest in them

Developing others:
Sensing others' development needs and bolstering their capabilites

Service orientation:
Anticipating, recognising and meeting customers' needs

Leveraging Diversity:
Cultivating opportunities through different kinds of people

Political awareness:
Reading a group's emotional currents and power relationships

Social Process Ability Model

Motivation
An intrinsic ability to pursue goals with energy and enthusiasm

Achievement Drive:
Striving to improve or meet a standard of excellence

Commitment:
Aligning with the goals of the group or organisation

Initiative:
Readiness to act on opportunities

Optimism:
Persistence in pursuing goals despite obstacles and setbacks

Social Process Ability Model

Self-Regulation
Ability to regulate negative emotions and maintain calm and focused in challenging circumstances

Self-Control:
Keeping disruptive emotions and impulses in check

Trustworthiness:
Maintaining standards of honesty and integrity

Adaptability:
Flexibility in handling change

Innovation:
Being comfortable with novel ideas, approaches and new info

Self-Awareness

Ability to recognise and articulate own emotions and moods and be aware of their effect on others

Emotional awareness:

Recognising one's emotions and their effects

Accurate self-assessment:

Knowing one's strengths and limits; clear vision for self-improvement

Self-confidence:

A strong sense of one's self-worth and capabilities

Social Process Ability Model

Environment

or Situation

Observable Behaviours

Social Skills
Ability to influence groups by building aspiration, common goals and network relationships

Empathy
Ability to tune into others emotions and needs and to interact with them appropriately

Motivation
An intrinsic ability to pursue goals with energy and enthusiasm

Self-Regulation
Ability to regulate negative emotions and maintain calm and focused in challenging circumstances

Beneath the Surface – unobservable behaviours

Self-Awareness
Ability to recognise and articulate own emotions and moods and be aware of their effect on others

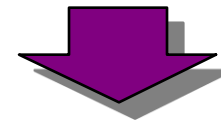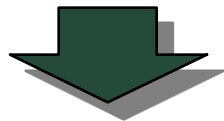# What is Ethical Professionalism

LEADERSHIP INTELLIGENCE™

Doing

Skills & Knowledge
to perform
leadership functions

+

Being

Behaviour & Attitude
to display appropriate
leadership style

Training

Development

Independence + Ethical + Professional

More in the demonstration the components of Social Process Ability

- ➢ Social Skills
- ➢ Empathy
- ➢ Motivation
- ➢ Self-Regulation
- ➢ Self-Awareness

Thank You!