SHARPENING THE LEADING EDGE

Professor Frank Dick OBE

Probably the only sustainable competitive advantage you have is the ability to learn faster than the opposition.

Arie de Geus

Leadership is not part of why you're here.

It's all of why you're here.

Career Journey 1

1. **The Acceptor or Embryonic Leader**
   Seek role model(s)/mentor(s)

2. **The Explorer or Apprentice Leader**
   Work with battle hardened campaigner

Leader Development Pathway

- Consultant Leader
- Peak Productivity Leader
- Breakthrough Leader
- Emergent Leader
- Apprentice Leader
- Embryonic Leader
- Sage Mentor Leader
Career Journey 2

3. **The Challenger or Emergent Leader**
   - Flying solo
   - Spark gap
   - Mentor(s) / confidant(s)

Career Journey 3

4. **The Winner or Breakthrough Leader**
   - Information network
   - Synthesis machinery
   - Leadership team (challengers)
   - Younger why nots

Career Journey 4

5. **The Champion or Peak Performer**
   - Radar and microscope
   - Alliances and networks of confidants
   - Talk selection; think succession
   - Coaches become coaches

Career Journey 5

6. **Dynasty or Leadership Consultant**
   - Understands and communicates leadership excellence
   - Cross discipline relevance
   - Da Vinci mindset – the science and the art

Career Journey 6

7. **Renaissance or Sage Mentor**
   - Concepts connector
   - Experience reservoir
   - Leadership legacy generator
Leadership is not about creating followership. It is about creating ownership and teamship.

If we are to persistently achieve our goals, Teamwork is not a matter of choice. It is a strategic essential.

- **Own**
  - Take personal ownership of every moment to turn it into opportunity to make a winning difference
- **Decide**
  - Take considered risks in decision making to turn opportunity to advantage to be a winning difference
- **Do**
  - Just do it effectively and excellently every time to go for a win

**MANAGE THE DYNAMIC ESSENTIAL TENSION**

- **Challenge**
- **Support**

- **Celebrate** achievement
- **Support** endeavour and enterprise
- **Challenge** underperformance

Be more like coaches and less like cops.
Grow an environment where the best, brightest and most creative are attracted, recruited, developed, retained and unleashed.

How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving, and tolerant both of the weak and the strong. Because sometimes in life you will have to be all of these.

George Washington Carver

A Talent Action Plan

Spotting

Recruiting

Coaching

Potential trumps track record.

Buy Talent

- Short term efficient/achievement
- Comes at a price
- Key competitive advantage
- Need injections of new (talent) thinking
- Talent is aware it has options
- Talent thrives on challenge
- Disruption to opposition (getting the talent they would like to have)

Grow Talent

- Long/medium term efficient achievement
- Academy/program has a price (and is an investment)
- Place to be, to grow, to become better (attracts potential talent; as university)
- Promote lateral thinking, ideas factory, (prepare to/for change)
- Interdependence and loyalty (a development network)
- Growing talent thrives on challenge, not on being given solutions
There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions and only lukewarm defenders in those who may do well under the new.

Machiavelli

Managing Attitudes & Perceptions

- Intelligence radar
- Coaching culture
- Partners & championships
- Productive stress
- Opinions conduit
- Opposition close
- Stage & balcony

Raise energies to:

- Increase light
- Reduce heat

Create collective solutions

- Roles & responsibilities
- Focus groups
- Timescales & reporting
- Hopes & fears
- People!

Encourage involvement

- Agree values & vision
- ODD
Manage negatives

- Direct attack
- Side tracking
- Seduction
- Important v urgent

Decisions

- In a blink
- Mainstream
- Big stuff

In a blink

- Experience
- Apprenticeship

Why did I do that?

| What, how, when, where, which, who? | Why |

Mainstream

- Climate – right people / how / involve
- Define – nature and issues
- Options – all
- Assess – risk analysis/best
- Decide – focus! And action

If we stopped doing everything for which we do not know the reasons, or for which we cannot provide a justification….. we would probably soon be dead.

Friedrich A. Hayek
Can postpone

- Time away
- Repeat process
- Hybrids?
- For v against
- Focus?

Cannot postpone

- Action is only option!
- Considered risk
- Timescale to revisit

Doing things right

Doing the right thing

<table>
<thead>
<tr>
<th>RULES</th>
<th>What are the rules, regulations, laws the decision must comply with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTEGRITY</td>
<td>How does the decision fit within our framework of core values and principles?</td>
</tr>
<tr>
<td>GOOD</td>
<td>Who will benefit from this decision and how?</td>
</tr>
<tr>
<td>HARM</td>
<td>Who could be damaged, hurt or disadvantaged by the decision and how?</td>
</tr>
<tr>
<td>TRUTH</td>
<td>In this decision, are we being honest and accountable?</td>
</tr>
</tbody>
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Big stuff 1

- Prioritize decisions that build value in the organization
- Buy-in is the result you need
- It's right people who make right decisions
- Clarity is essential in making people accountable

Big stuff 2

- The organisation must support and reinforce these principles
- Grow and regularly use a network of people with different expertise, or who think differently
- Those who will live in it should be involved in building it
- Adapt fast or die
Do you have radar?

Remember the microscope!

What is your spark gap?

Coaching Tips

Your starting XI to go for the win:

1. Be clear and remain persistently focused on your goal(s).
2. Live your values.
3. Plan backwards.
4. Be prepared to learn.

Consistently review and realign with your goal.

Goals by the yard are apt to be hard; goals by the inch are a bit of a cinch.

Make candour count to take people with you.

Mistakes matter (no mistakes - no risks: no risks - no progress)

Choose to become a great leader.

"It is our choices, Harry, that show who we truly are, far more than our abilities."

Professor Dumbledore
Professor Frank Dick OBE

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