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HARRISON

# Thinking & Acting Strategically

2012 NHRMA Conference

Presented by: Natalie Miller, SPHR



# Overview

- **Introductions**
- **The case for leadership development**
- **Identify top leadership behaviors important to organizations here today**
- **Address top leadership behaviors needed now**
- **Create action plan for applying these behaviors to your organization**

# LHH: Leading Talent Development

Lee Hecht Harrison is the global talent development leader in connecting people to jobs and helping individuals improve performance.

LHH assists organizations in:

- Supporting restructuring efforts
- Developing leaders at all levels
- Engaging and retaining critical talent
- Maintaining productivity through changes



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# Leadership Development: Critical to Business Success

*“People-focused organizations have generated nearly 60 percent improved business growth, reported a 66 percent improvement in bench strength, and showed a 62 percent improvement in employee retention,” said Josh Bersin, President/CEO, Bersin & Associates.*

*“And our research shows that it is not enough to just spend money on leadership training, but rather to follow specific practices that drive accelerated business results.”*

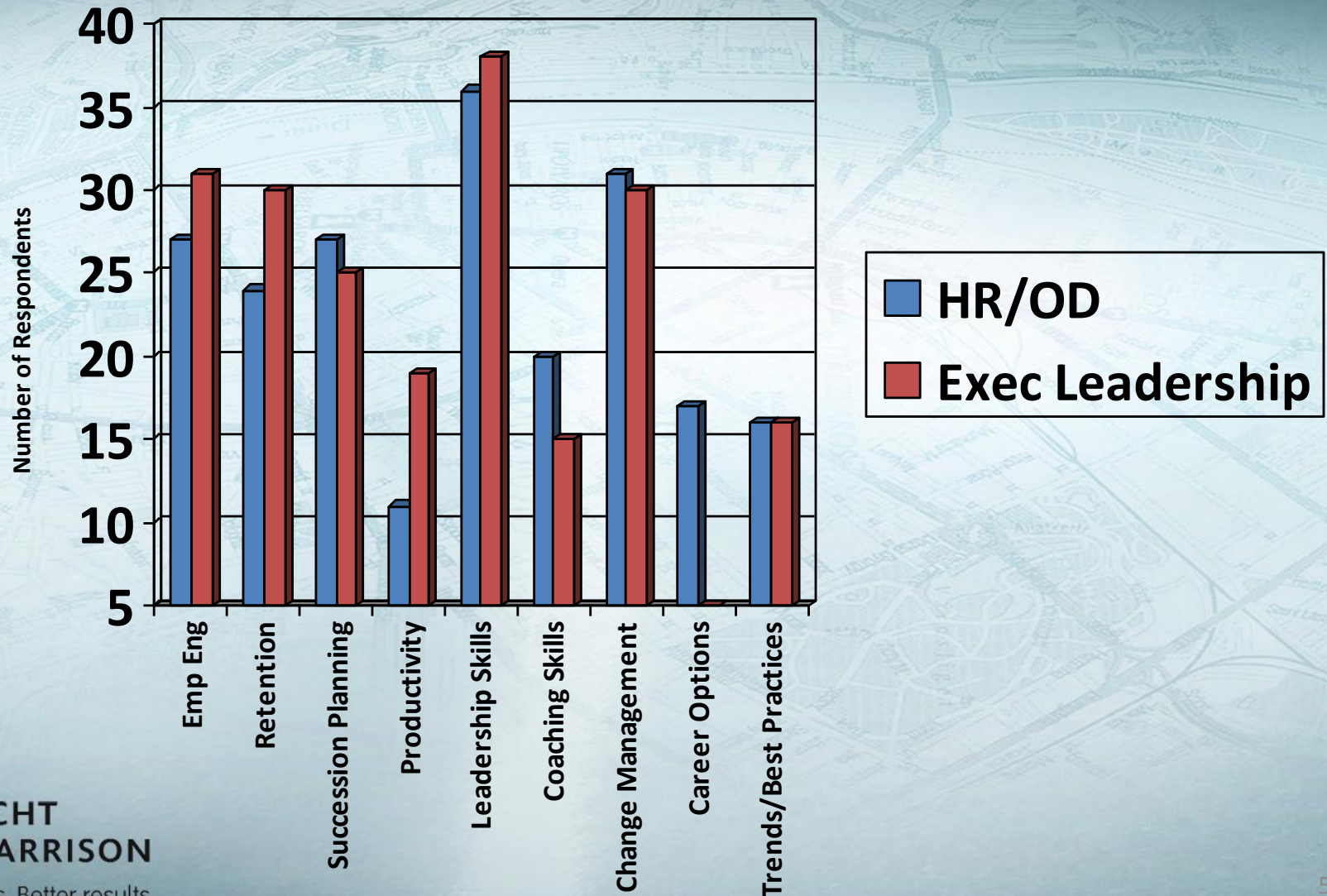
**“Leadership Development: 7 Key Trends for the 21st Century”**

**by John Hollon, July 2011, [www.tlnt.com](http://www.tlnt.com)**

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# Leadership Development: Top of Mind to HR, OD, and Executive Leadership



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# Which Practices are the Most Important for your Organization to be Successful a year from now?



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# Which Practices are the Most Important for your Organization to be Successful a year from now?

- 1) Expresses thoughts clearly and inquires about others' points of view
  - 2) Seeks shared understanding and encourages dialogue to develop relationship and build trust
  - 3) Frames intentional messages in ways that are convincing and build commitment
  - 4) Values relevant input from internal and external sources to broaden the strategic view
  - 5) Generates new opportunities and ways of doing things that takes risks and encourages different approaches
  - 6) Holds high expectations; pushes oneself and others to achieve optimal performance
  - 7) Understands the long-term impact and implications of plans that are being developed
  - 8) Emphasizes the production of immediate results by focusing on short-range practical actions linked to the strategic objectives
  - 9) Seeks to influence others through leading and directing the efforts that support change
  - 10) Shares observations about behaviors and challenges perceptions to improve performance
- Review the 10 Leadership Practices
  - Identify your top 5 Leadership Practices

# 10 Leadership Practices

- **Communication** – Expresses thoughts clearly and inquires about others' points of view
- **Empathy** – Seeks shared understanding and encourages dialogue to develop relationship and build trust
- **Persuasive** – Frames intentional messages in ways that are convincing and build commitment
- **Consensual** – Values relevant input from internal and external sources to broaden the strategic view
- **Innovative** – Generates new opportunities and ways of doing things that takes risks and encourages different approaches
- **Production** – Holds high expectations; pushes oneself and others to achieve optimal performance
- **Strategic** – Understands the long-term impact and implications of plans that are being developed
- **Tactical** – Emphasizes the production of immediate results by focusing on short-range practical actions linked to the strategic objectives
- **Management Focus** – Seeks to influence others through leading and directing the efforts that support change
- **Feedback** – Shares observations about behaviors and challenges perceptions to improve performance



# Leadership Sets

- **Creating a Vision**
- **Developing Followership**
- **Implementing the Vision**
- **Following Through**
- **Achieving Results**
- **Team Playing**

# Custom- Designing a Leadership Development Program for your Organization

22 Leadership Practices  
*MRG Leadership  
Effectiveness Analysis*

Organization- specific  
Top 3-5 Practices  
i.e. Strategic, Innovative, Tactical, etc.

Organization- specific  
Leadership Competencies

**Instructor-led Sessions**

**LEA 360 Assessments**

**Individual and Group Coaching**

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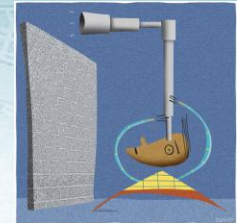
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- The ability to create and apply a long-range view to problem-solving and decision-making through objective analysis, thinking ahead and planning that leads to action

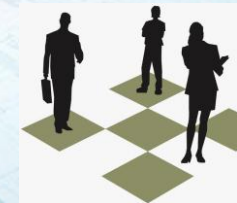
**Consensual**



**Innovative**



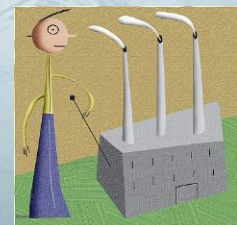
**Strategic**



**Tactical**



**Production**



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## Directions:

1. Build the tallest structure possible using the supplies provided.
2. The structure must be free-standing.
3. Your “action figure” must be able to enter and exit the structure.
4. Teams have 5 minutes to plan.
5. Teams have 4 minutes to build structure.

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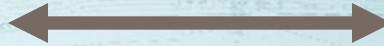
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# The Paradox of Leadership

## Shifting Between Paradoxes

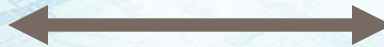
**Be More Hands on  
the Business**



**Less Hands on  
the People**

Leaders need to find new ways to be involved and help others develop. They're more conscious of staying directly involved with the day-to-day business in a way that allows others to also be accountable.

**Seek Diverse  
Points of View**



**Drive Unified Action**

A leader must encourage people to share ideas, while inspiring them to implement the ultimate decision.

**Promote  
Experimentation**



**Contain Risk**

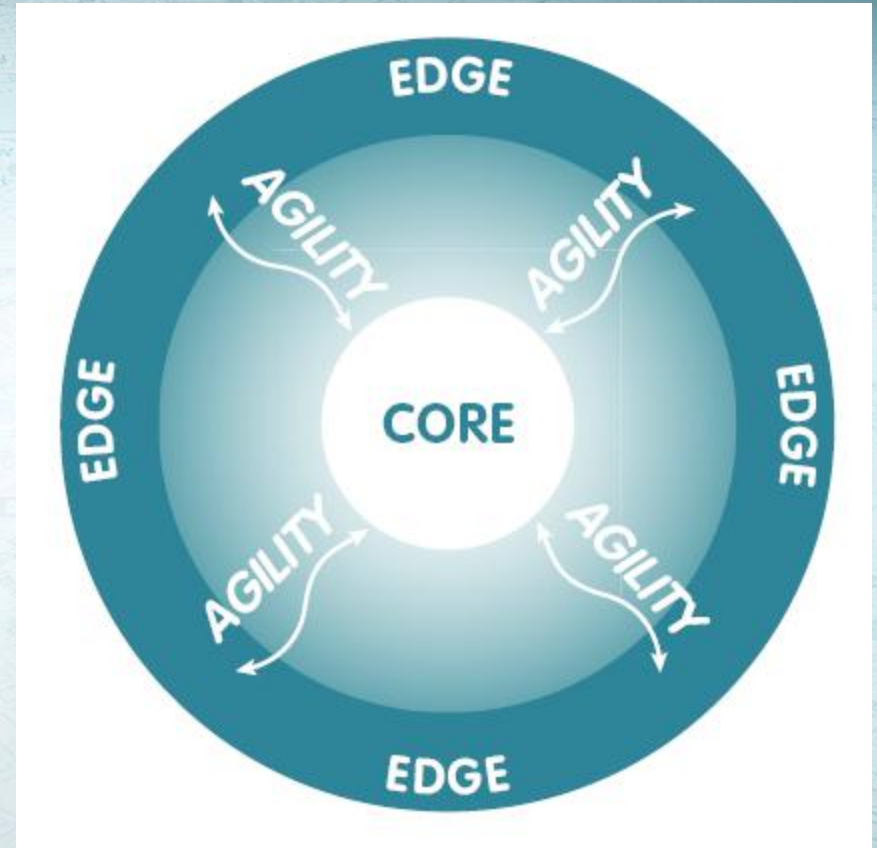
Leaders must take chances while safeguarding the business. In a highly unpredictable market, this uncertainty is more difficult than ever before.

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- **CORE** represents a preference to work in an environment of certainty and consistency.
- **EDGE** represents a preference to work in an environment of uncertainty.
- **AGILITY** is the ability to intentionally assess complex situations, focus on either a Core or Edge application of behaviors and shift approach to maximize individual and organizational effectiveness.



# Thinking & Acting Strategically - Opportunities

Agility is a key aspect of effective strategic leadership. What business results can you and your organization achieve using “agility”?



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# Competencies for Leaders at all Levels™

Theme Definition	Competency	Competency Definition
<b>Collaborate to lead teams</b>	1. Collaborative Leadership	Build consensus through shared decision making while persuading others to assume leadership accountability
	2. Leading Optimal Performing Teams	Inspire confidence and commitment to shared goals through individual and team accountability
<b>Change and innovate to drive business strategy</b>	3. Thinking and Acting Strategically	Apply a long-range view to problem solving and decision making through objective analysis and planning that leads to action
	4. Building the Capability to Lead Change	Initiate, design, and implement change at all levels: organization, team, and individual
	5. Innovating for Business Impact	Create an environment that enables others to generate new approaches to emerging opportunities
<b>Communicate and challenge to create results</b>	6. Communicating Intentionally	Seek ideas from diverse audiences and express ideas through intentional messages that produce desired results.
	7. Leveraging Challenge and Conflict	Create an environment that invites diverse points of view, to challenge the status quo and initiate constructive interaction resulting in supported shared goals.
	8. Learning in Action	Recognize, acknowledge and value learning while taking action to produce results.
<b>Coach and sustain development of self and others</b>	9. Developing Leaders and Sustaining a Talent Mindset	Continually assess and create development plans for yourself and to engage others in ways that will support their learning and growth.
	10. Coaching for Optimal Performance	Help individuals and teams achieve and sustain top performance in ways that are linked to business results

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# Review



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# Continue the Conversation

- Natalie: [Natalie.Miller@LHH.com](mailto:Natalie.Miller@LHH.com)  
(503) 221-3837
- Leave a business card at the door & write on back which documents you wish to receive
  - Core, Edge & Agility Whitepaper
  - HCI Engagement Whitepaper
  - Innovation Whitepaper