

# Developing A Leadership System

A Workshop

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# Agenda



- Define A Leadership System
- Understand Why A Leadership System Is Important
- Review Examples Of Leadership Systems
- Each Table Develops A Leadership System
- Review The Results
- How To Develop A Leadership System In Your Organization

# Define A Leadership System



# Define A Leadership System



- **The term “leadership system” refers to how leadership is exercised, formally and informally, throughout the organization—the basis for and the way key decisions are made, communicated, and carried out.**
  - **It includes structures and mechanisms for decision making; selection and development of leaders and managers; and reinforcement of values, directions, and performance expectations.**
- **An effective leadership system respects the capabilities and requirements of employees and other stakeholders, and it sets high expectations for performance and performance improvement.**
  - **It builds loyalties and teamwork based on the organization’s values and the pursuit of shared goals.**
  - **It encourages and supports initiative and appropriate risk taking, subordinates organization to purpose and function, and avoids chains of command that require long decision paths.**
- **An effective leadership system includes mechanisms for the leaders to conduct self-examination, receive feedback, and improve.**

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# Define A Leadership System



- It is **NOT**:
  - An organization chart
  - A set of review committees
  - Something which should be used only (or primarily) by the top leaders
- It is **NOT** conditional or optional
- It is **NOT** the same as anybody else's leadership system
  - *You need to develop your own organization's Leadership System*

# Define A Leadership System



- **It is a consistent approach to leadership in your organization**
  - **All leaders**
  - **All locations**
  - **All levels**
  - **All the time**

# Why Is A Leadership System Important?



# Why Is It Important?



- **Clearly sets expectations for the roles and responsibilities of leaders as they lead**
- **Helps the organization:**
  - **Screen/interview/hire potential leaders**
  - **Evaluate current leaders**
  - **Promote current leaders**
  - **Develop current and future leaders**

# Why Is It Important?

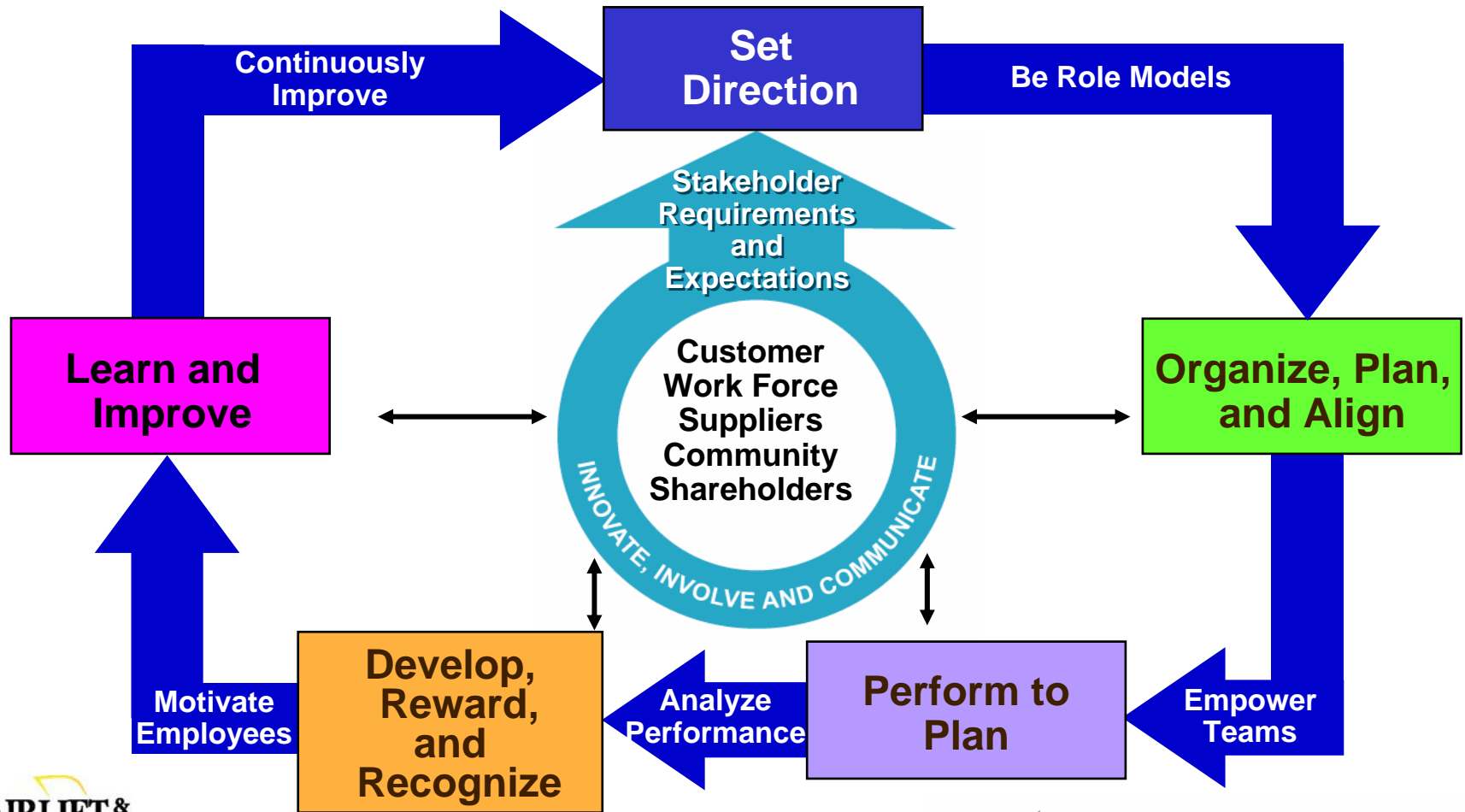


- **Establishes a proven and continuously evolving approach to leadership**
- **Helps an organization to deploy the wisdom and the approach of the current and past leaders**
- **Provides a role model for other process development activities in the organization**

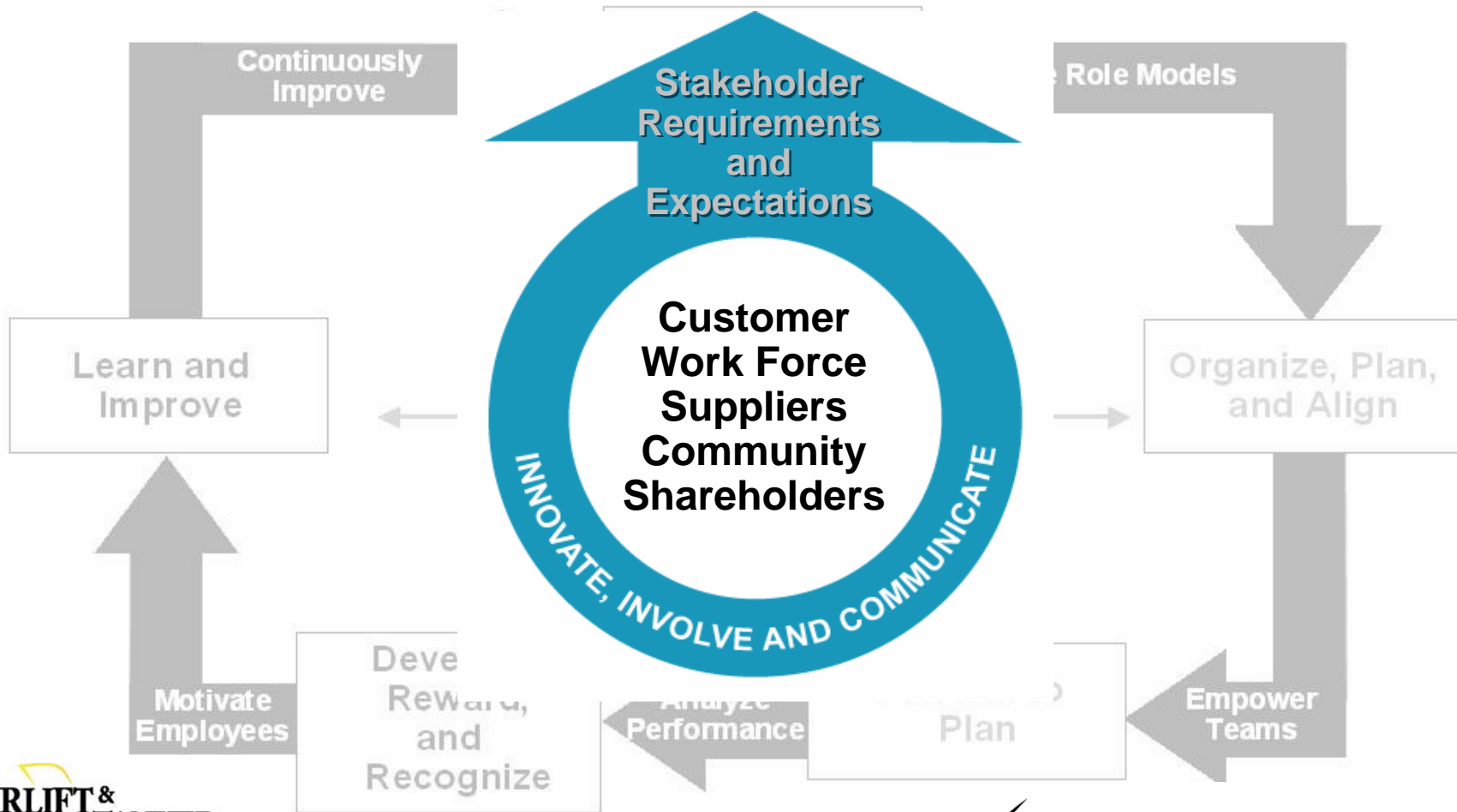
# Examples Of A Leadership System



# A&T's LEADERSHIP SYSTEM



# Understand Stakeholder Expectations



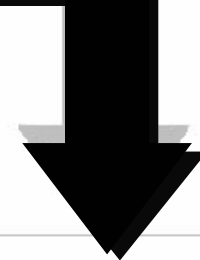
# Set Direction



## Set Direction

- Vision and Values
- Policy
- Priorities - Quality, Schedule, Cost

Be Role Models

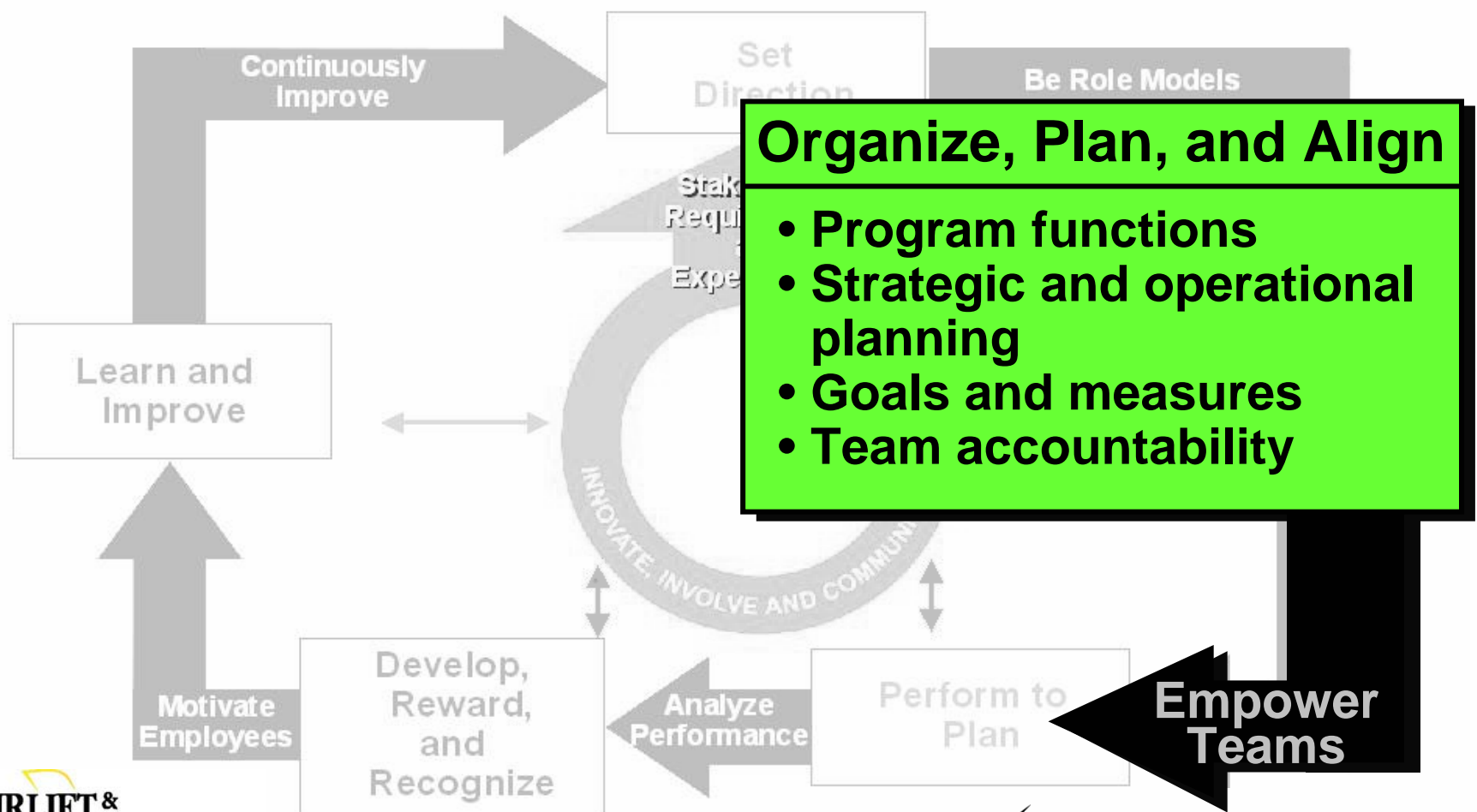


# Organize, Plan & Align

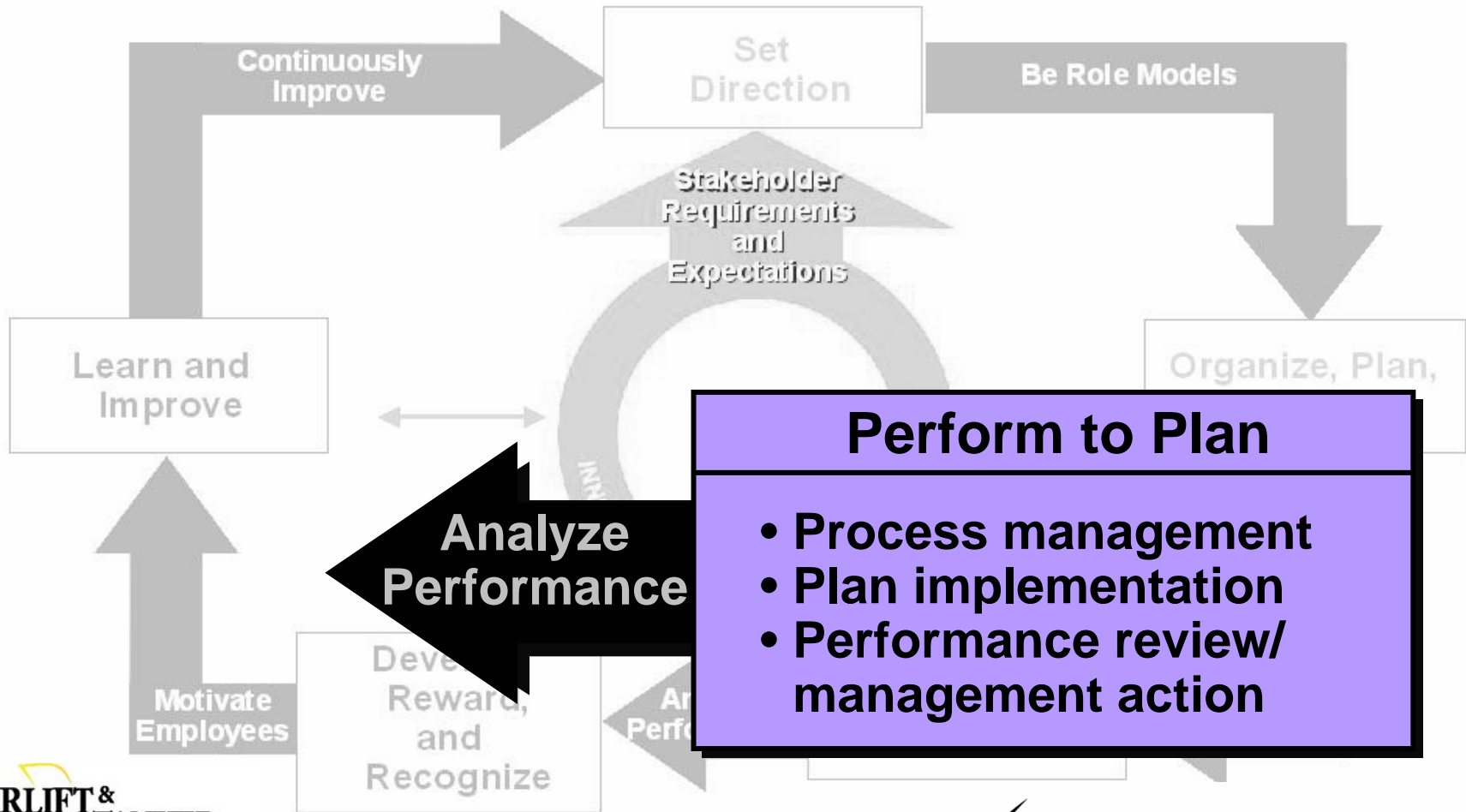


**Organize, Plan, and Align**

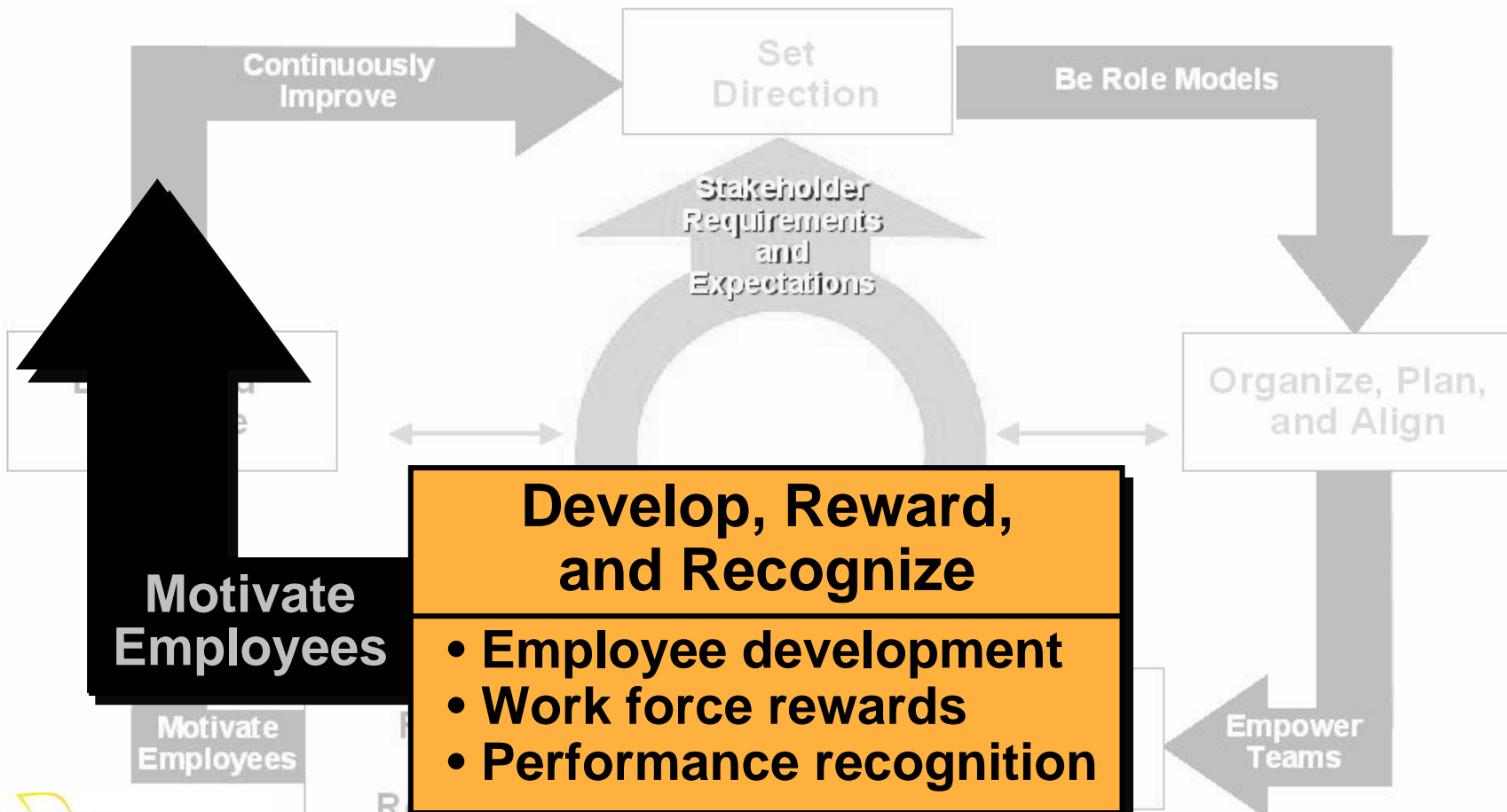
- Program functions
- Strategic and operational planning
- Goals and measures
- Team accountability



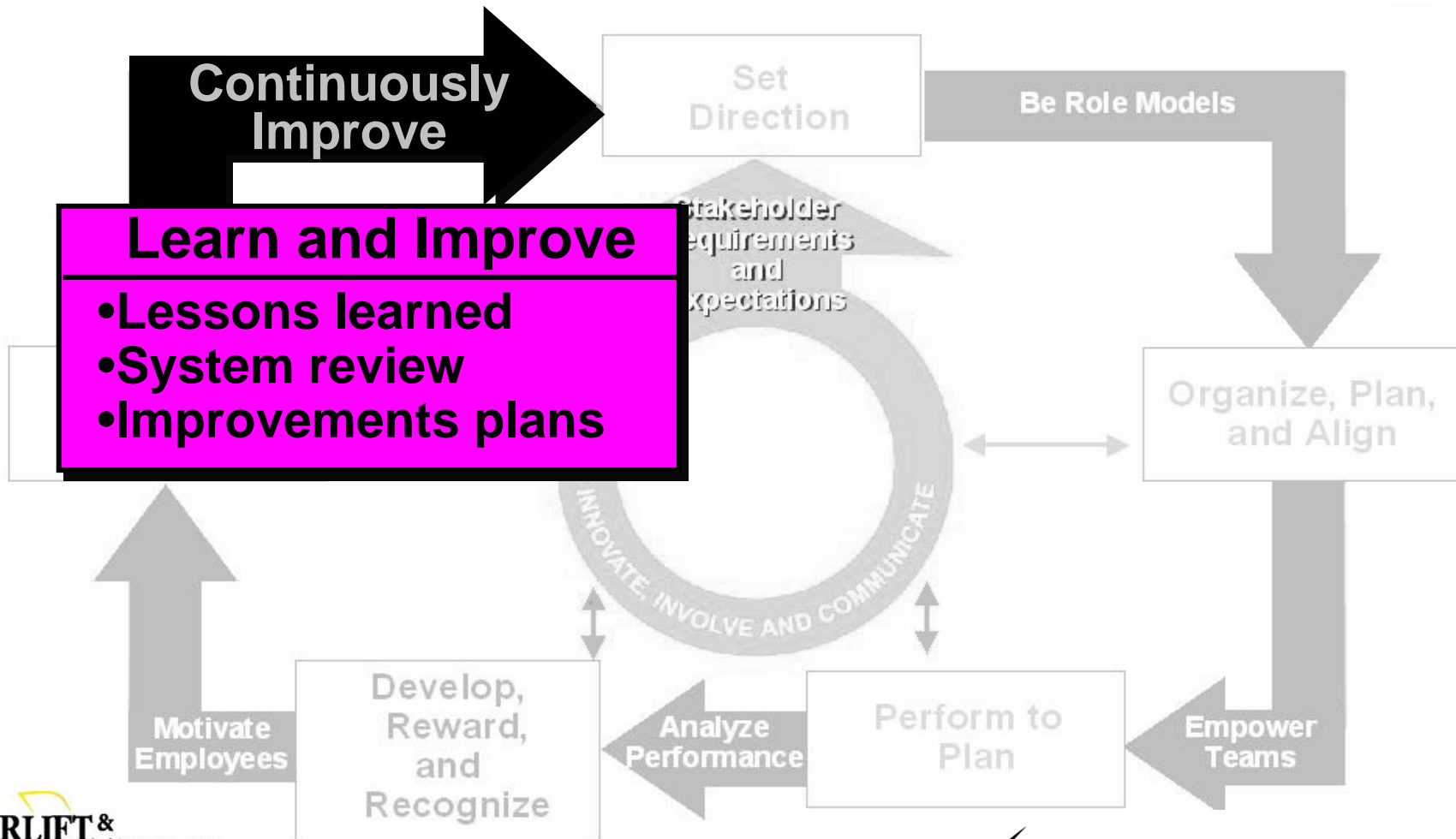
# Perform To Plan



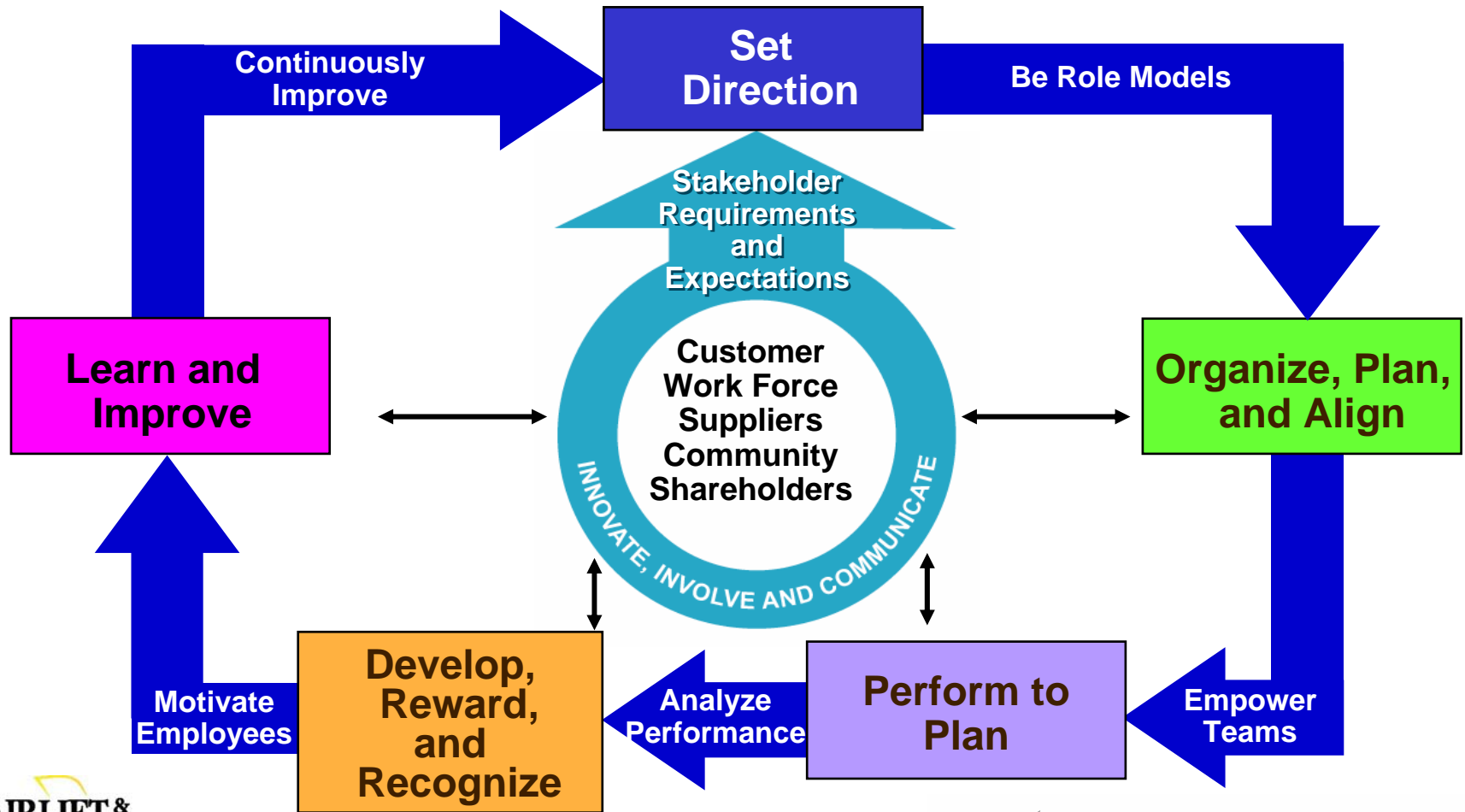
# Develop, Reward & Recognize



# Learn & Improve



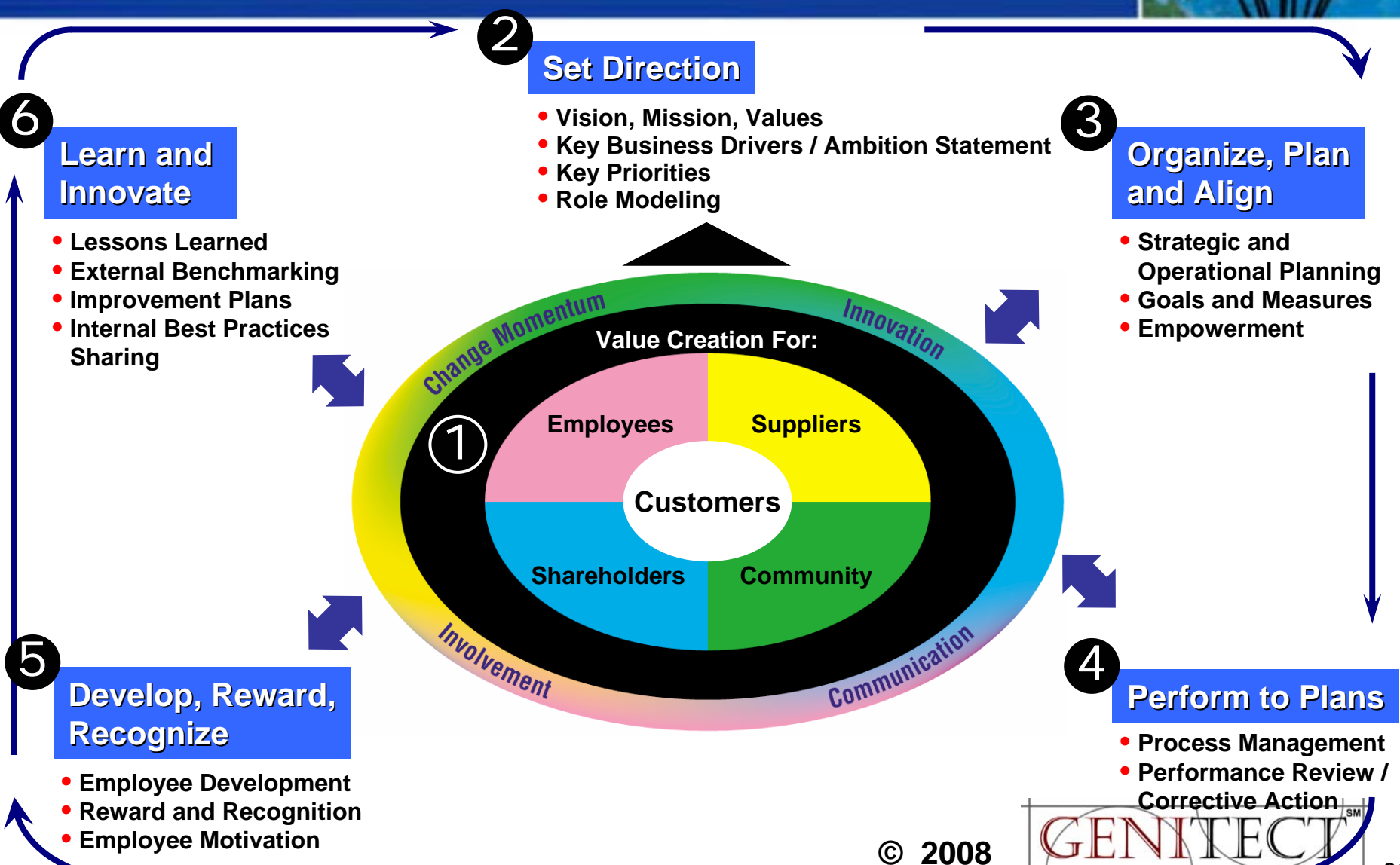
# A&T's LEADERSHIP SYSTEM



# Clarke American



# H&BC Products



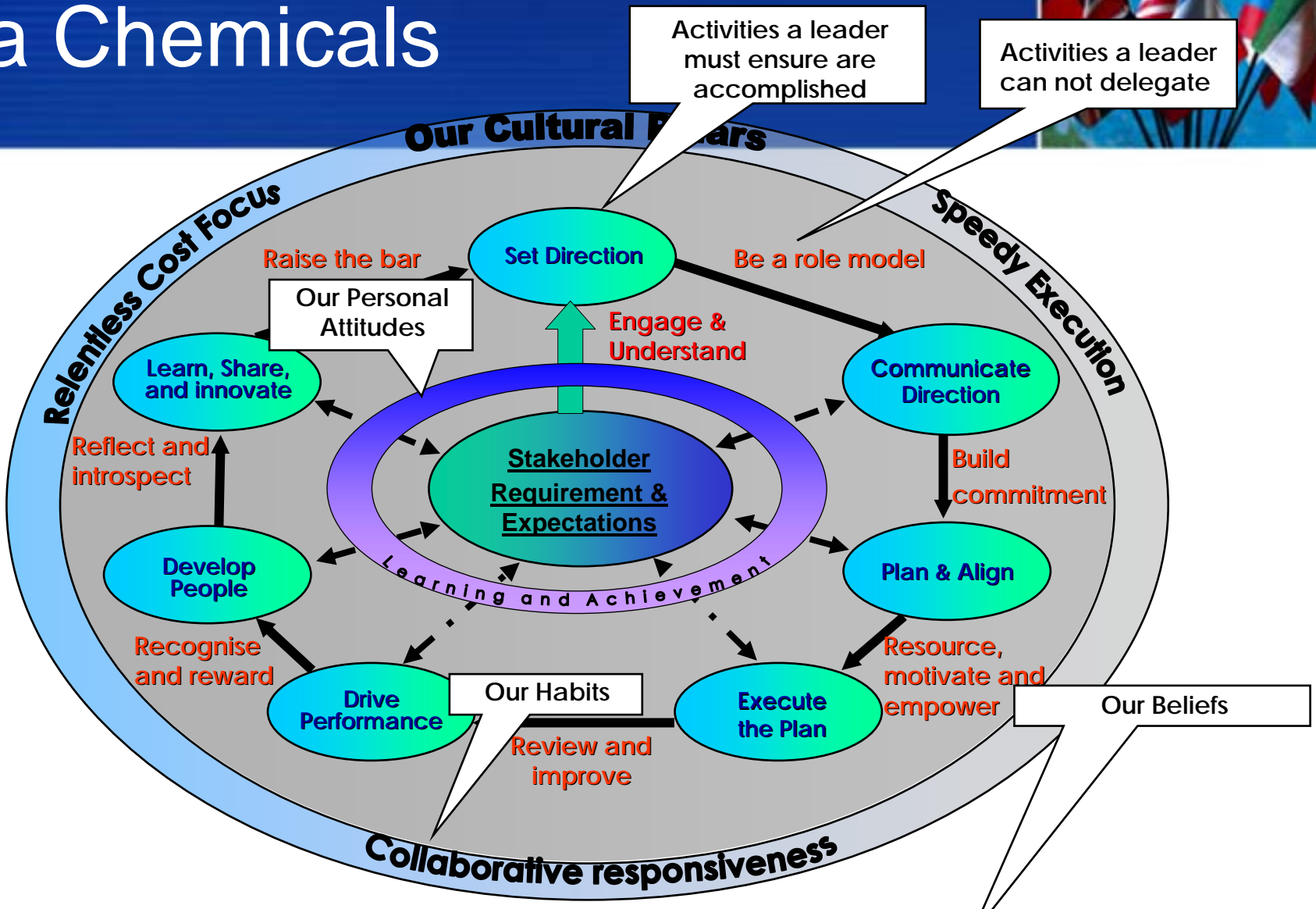
# Cessna



| Cessna Values |             |             |
|---------------|-------------|-------------|
| Mutual Trust  | Quality     | Value-Added |
| Integrity     | Teamwork    | Safety      |
| Respect       | Sensibility | Community   |



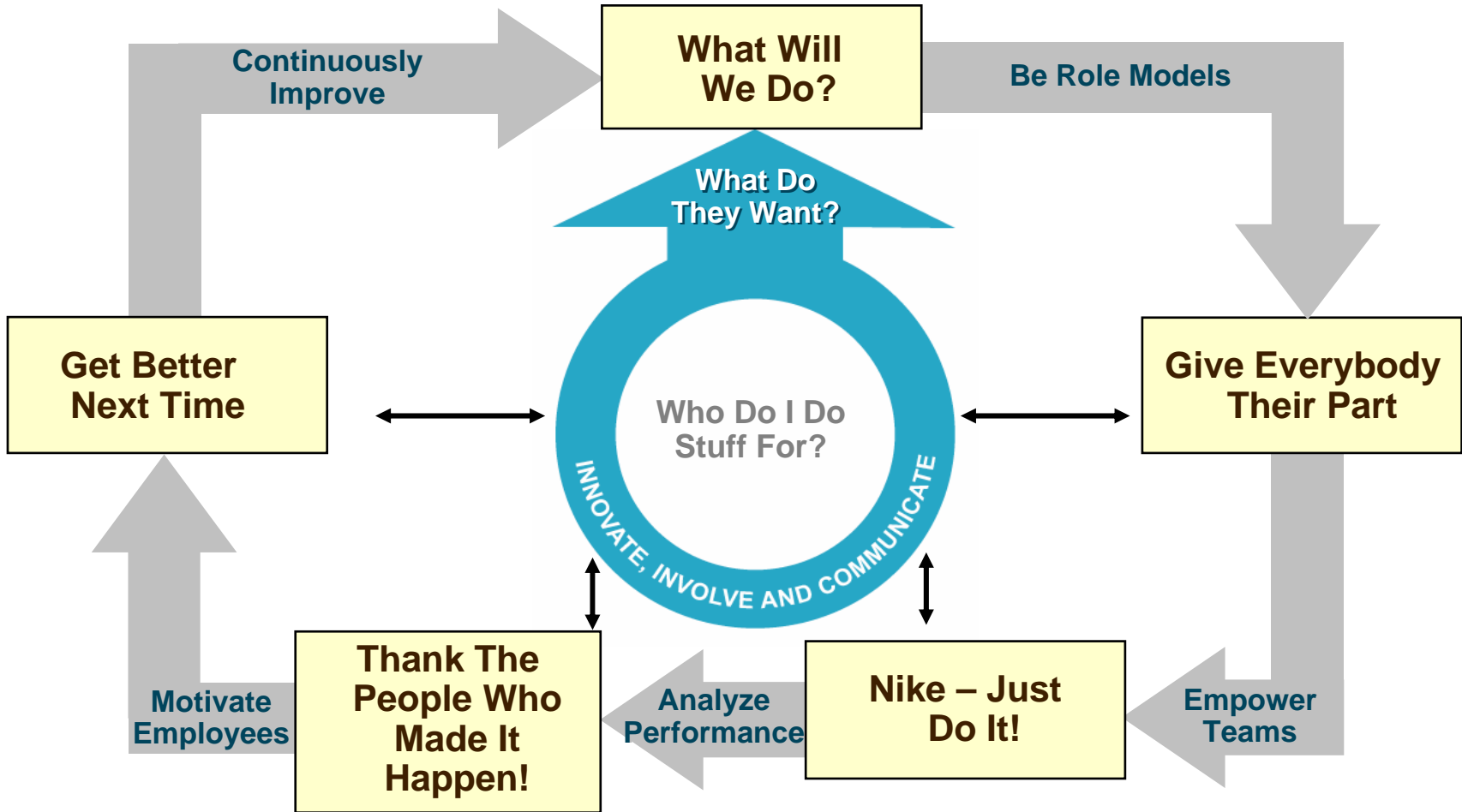
# Tata Chemicals



**Our Values: Integrity Fairness Excellence Innovation Care**



# Simple Leadership System



# Each Table Develops A Leadership System



# Develop A Leadership System



- What are the characteristics of great leaders?
  - What can be taught?
  - What **cannot** be taught?
  - What can be delegated?
  - What **cannot** be delegated?
- What are the beliefs you want all leaders to embrace and support down to all levels in the organization?

# Review The Results



# How To Develop A Leadership System In Your Organization



# Questions?

