

Entrepreneurial Leadership

Alliance of CEOs, August 19, 2011

John Hamm – www.unusuallyexcellent.com

Tackle Three Topics



- Leadership Framework
- Talent
- Trust

Context



- Leadership always matters

Context



□ Leadership always matters:

□ **Entrepreneurial leadership matters even more.**

■ **Why?**

Context



- Leadership always matters:
 - ▣ Entrepreneurial leadership matters even more. Why?
 - ▣ Entrepreneurs **CREATE**.
 - Something from nothing
 - More with Less
 - They change the engines in the air

Context



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- Problems get solved, and opportunities get addressed when leaders see, and act.

Context



- Problems get solved, and opportunities get addressed when leaders see, and act.
- Leadership is a set of conversations.
- You must learn them

The Board Meeting for some CEOs



"We're sorry, Henderson – but you never evolved into the leader the board had hoped for."

Leaders



Regularly OVER-estimate:

- The perception of trust of themselves and, the influence they have on the minds and hearts of others
- The real alignment of energy, commitment, and incentives towards a shared vision
- The value of communication they are delivering to those listening; they fall in love with their own message

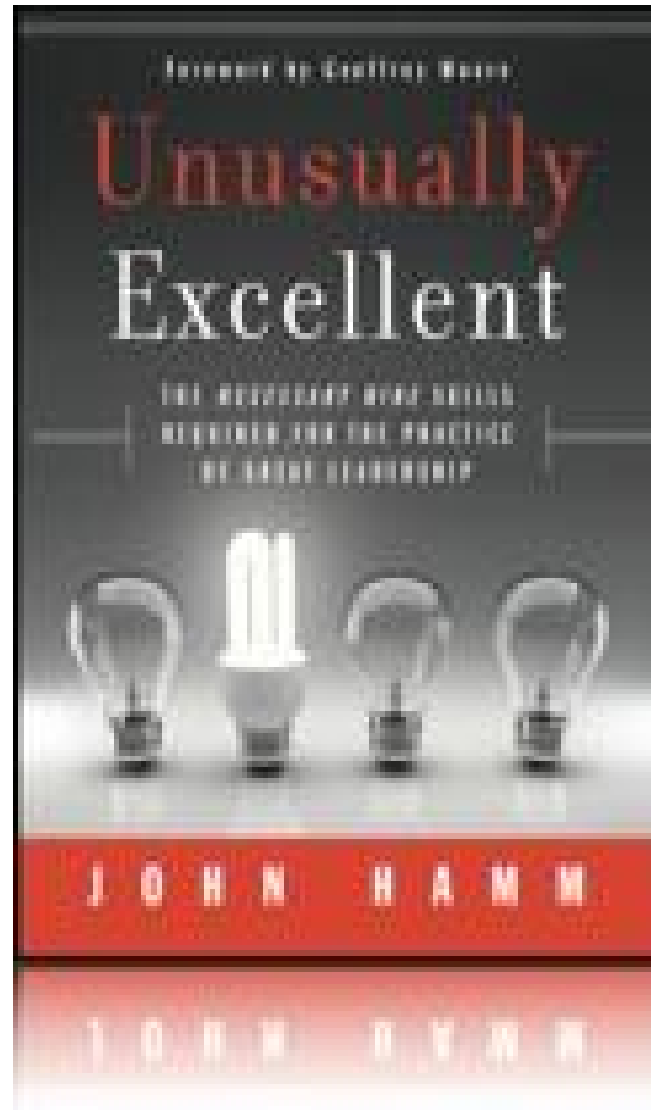
Leaders



Regularly UNDER-estimate

- The basic needs of followers: relate, trust, follow
- The need to be in touch with a broader group
- The power of questions that define the dialogue
- The importance of a culture with integrity to its values

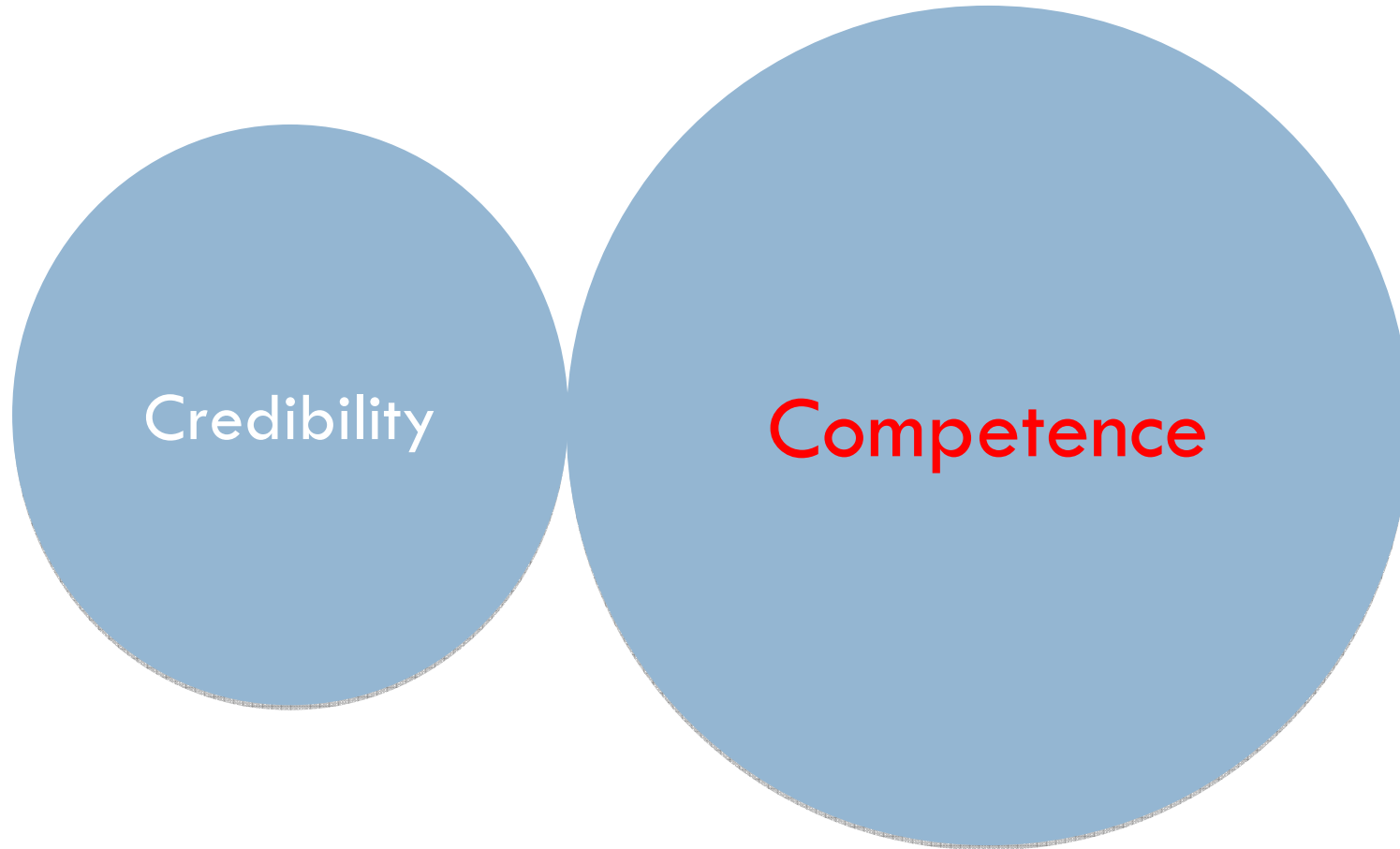
Patterns that revealed a framework



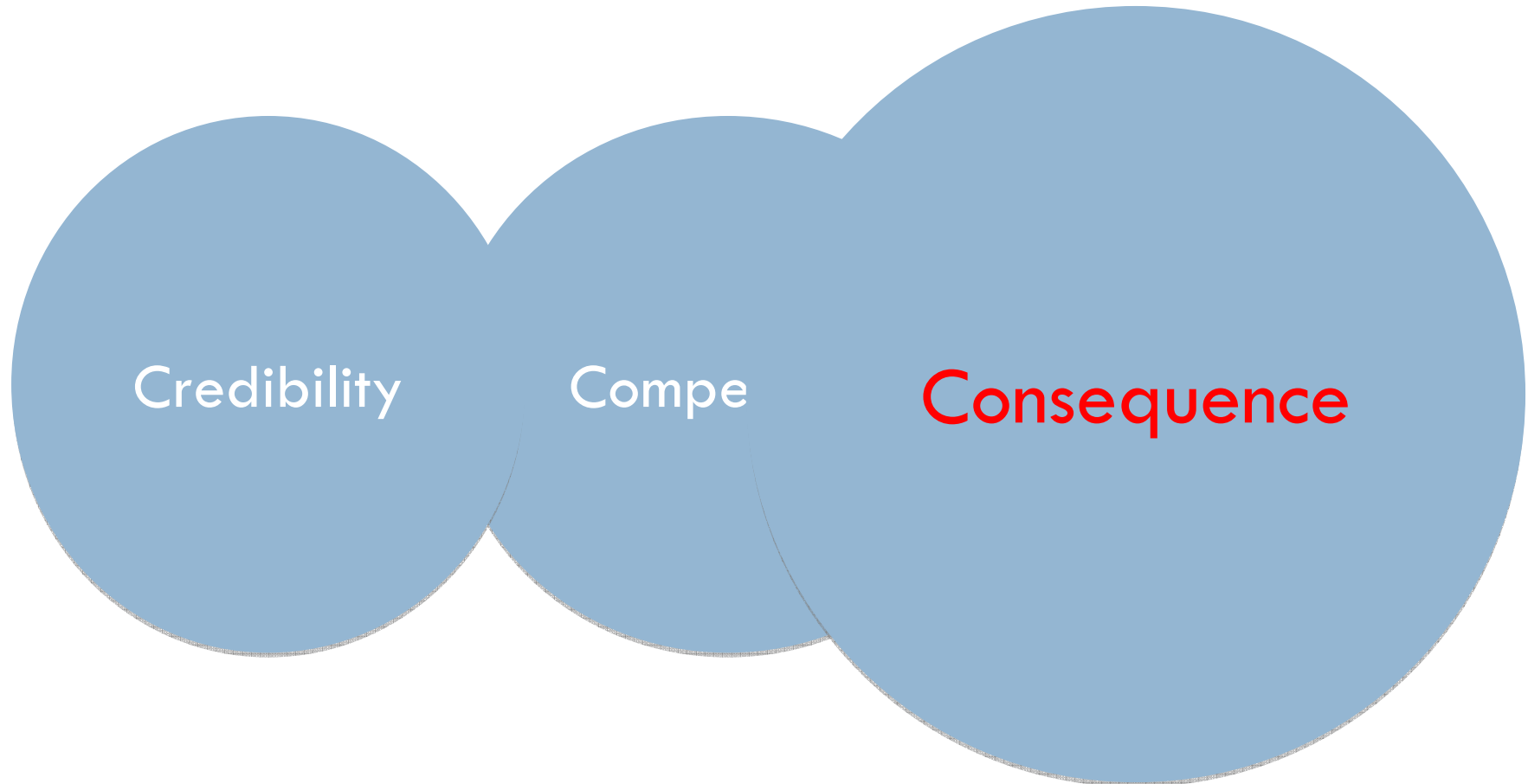
Leadership - *Fields of Play*



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Leadership - *Fields of Play*



Credibility



Based on:
Character

Credibility



Character

Creates:
Relationship

Credibility



Character

Relations

Earns:
Right to Lead

Credibility

Who you are

Character

Relations

Earns:

Right to Lead

Pre-Game



- **Credibility; a matter of character**
 - Earning the right to lead; keeping it alive
 - Not about power, authority, or structure
 - About influence, and relationship

Pre-Game



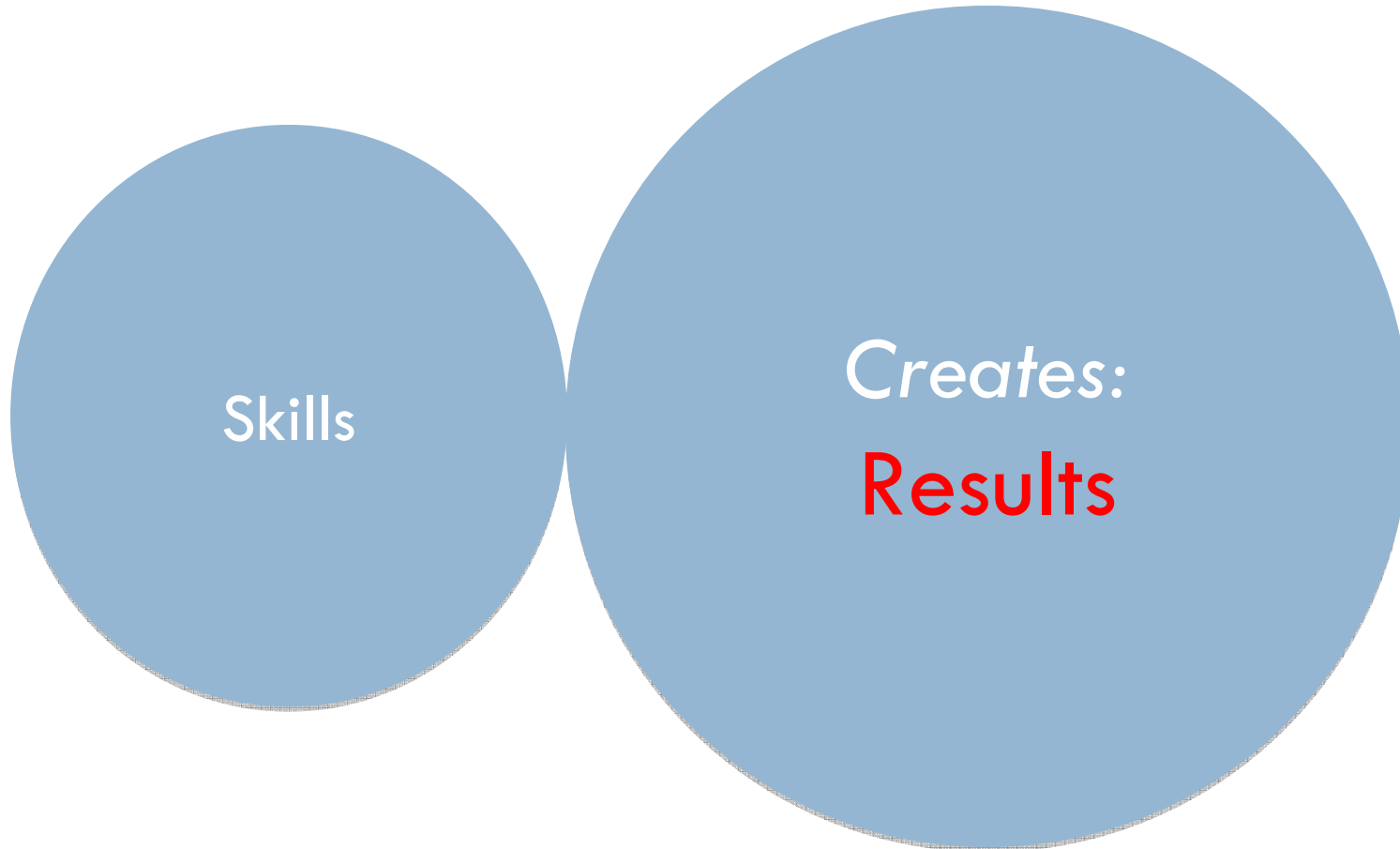
- **Credibility; a matter of character**
 - Earning the right to lead; keeping it alive
 - Not about power, authority, or structure
 - About influence, and relationship
- We experience leaders as credible, or not:
 - *Being **Authentic*** – courage
 - *Being **Trustworthy*** - integrity
 - *Being **Compelling*** - commitment

Competence

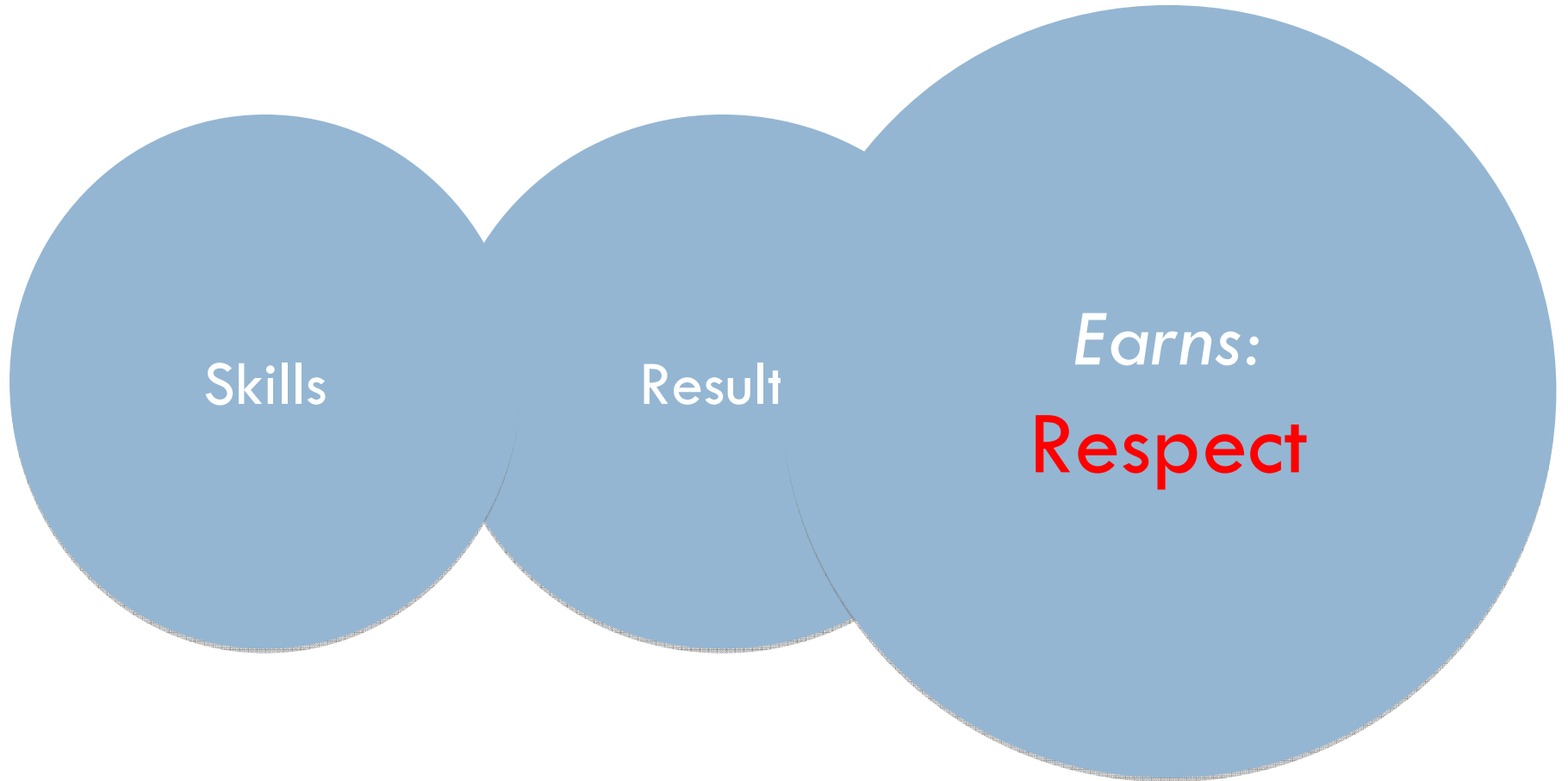


Based on:
Skills

Competence

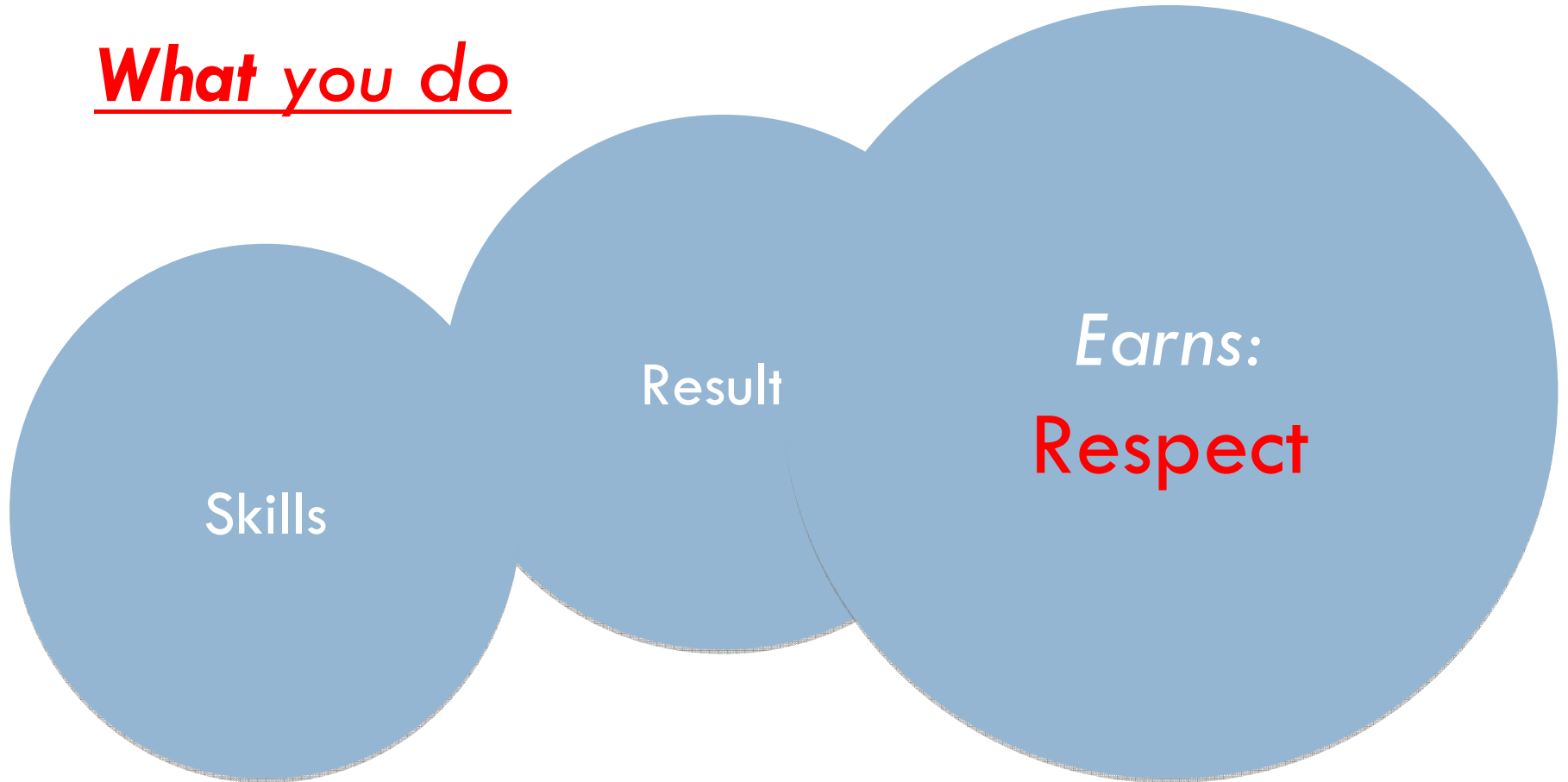


Competence



Competence

What you do



Game-Time

- **Competence; a matter of skill**

- **Leading People**

- Mission: Talent to Team

- Leverage: Choose A players, set expectations

- Bridge: Build shared values, and a shared vision

Game-Time

□ **Competence; a matter of skill**

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□ **Leading Strategy**

■ Mission: Ideas to a Plan

■ Leverage: Choose the questions, set the process

■ Bridge: Build a set of goals that guide resource and action planning

Game-Time

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■ Mission: Ideas to a Plan

■ Leverage: Choose the questions, set the process

■ Bridge: Build a set of goals that guide resource and action planning

□ **Leading Execution**

■ Mission: Action to Results

■ Leverage: Choose the metrics, set the pace

■ Bridge: Build a culture of commitment and accountability

Consequence



Based on:
Values

Consequence

Values

Creates:
Loyalty

Consequence



Values

Loyalt

Earns:

Reputation

Consequence

How you do things

Values

Loyalt

Earns:

Reputation

Post-Game



- ❑ **Consequence; a matter of values**
- ❑ Lead in real-time, knowing you'll be judged in due time
 - ❑ How do we remember our leaders?
 - **Communication**
 - **Decision Making**
 - **Human Impact**
 - ❑ Culture + Reputation = Legacy

Talent



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 - No substitute for talent; hire to the cause

Talent



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- **The right people figure out the real job**
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- **Demand excellence in every role**
 - ▣ Don't settle, it dilutes the leadership conversation

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- Expectation Setting → Performance Feedback
 - ▣ Learn how to master these two conversations

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- **Teams are different than talent. Fit. Mindset.**

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- Teams are different than talent. Fit. Mindset.
- **Retaining your Best & Brightest is a serious job**

Trust



□ Personal Trust

□ about *Relationship*

- *Low Overhead - no drama, straight talk, no games*
- *High Commitment*
- *Enduring Loyalty*

Trust



- Personal Trust

- ▣ about *Relationship*

- *Low Overhead*

- *High Commitment*

- *Enduring Loyalty*

- **Organizational/Cultural Trust**

- ▣ about **Safety**

- *Innovation – cost of mistakes, or arbitrary consequences*

- *Information – punishing bad news vs. valuing the truth*

- *Performance – distinguishing people from their work product*

A leader's mindset



- **Self aware, not self absorbed;**
 - ▣ **in the system, not above it**

A leader's mindset



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A leader's mindset



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- **Emotionally secure and mature**

A leader's mindset



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- Emotionally secure and mature
- **Choose the right things, do them well, and be disciplined and consistent**

A leader's mindset



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- Choose the right things, do them well, and be disciplined and consistent
- **Embrace people; embrace leadership as a profession**

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- Emotionally secure and mature
- Choose the right things, do them well, and be disciplined and consistent
- Embrace people; embrace leadership as a profession
- There is winning, and failing elegantly

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