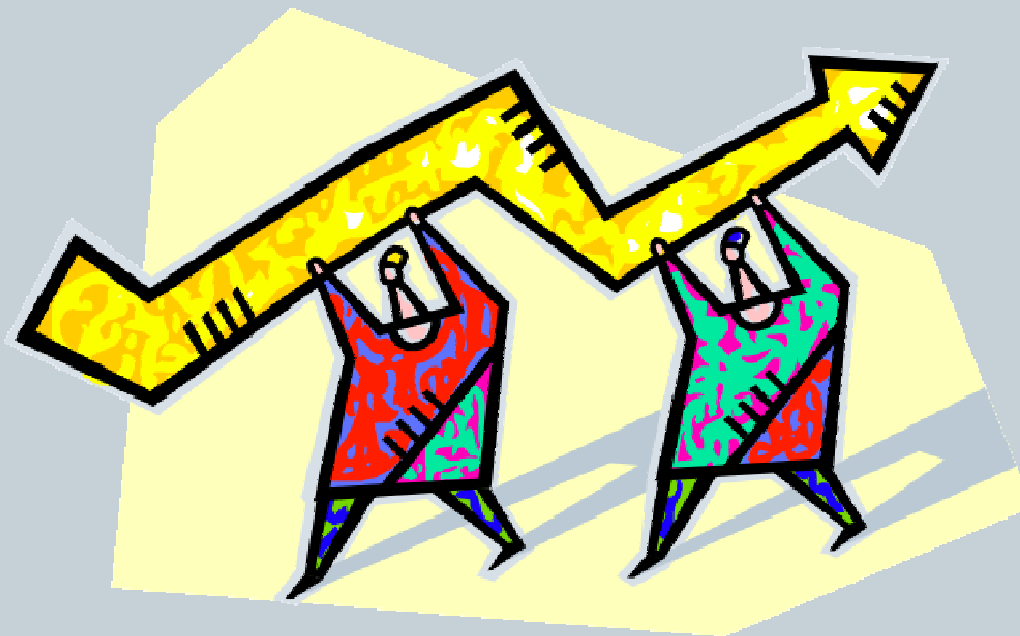


# *The Necessary Nine*



Essential Skills for “*Unusually Excellent*” Leadership

*John Hamm*



# *The Necessary Nine*



- Working on this for 5 years
  - Focused on leadership as a profession
- Observed best practices – saw a model
  - Three Ring Circus – simultaneously, sequentially
    - ✦ Private world of the leader
    - ✦ Public world of leading in action
    - ✦ Building culture and legacy
- Want to contribute something different
  - Sort & Simplify – the wheat from the chaff
  - Clarify & Amplify – the essentials

# *Insights Gained*



- Leadership matters and works on leverage
- Talented people stuck in complex systems
  - Models: observable, contextual, obvious, simple, liberating
- Essential and Unusual
- Nothing new at the BOM; only context changes
- POV shapes the assertion. As it is, as we are.
- Location based choices – “*When in Rome, do as the Romans*”
  - ✦ *You have to know you are in Rome, **and** you have to know what Romans do*
- The Magic Wish of Followers

# *The Three Ring Circus*



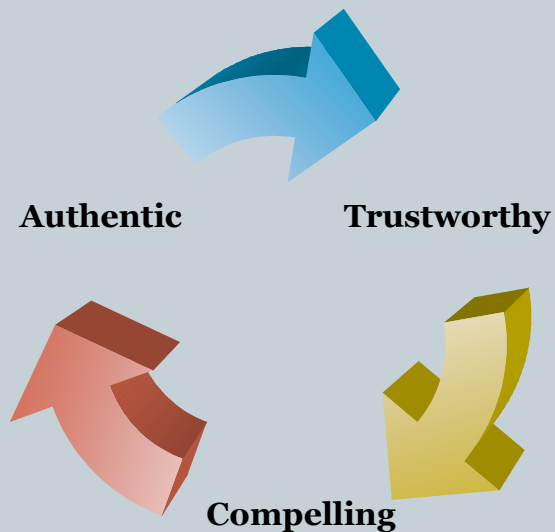
- Part I: The Right to Lead – Credibility
  - A matter of Character
    - ✦ Finding the Leader Within – “The Man in The Mirror”
- Part II: The Imperative to Lead – Accountability
  - A matter of Competence
    - ✦ Horse, Rider, and Trail – How Leaders Create Value
- Part III: The Opportunity to Lead – Reputation
  - A Matter of Consequence
    - ✦ Converting Private Values to Public Culture

# The Necessary Nine

Essential skills for “unusually excellent” leadership

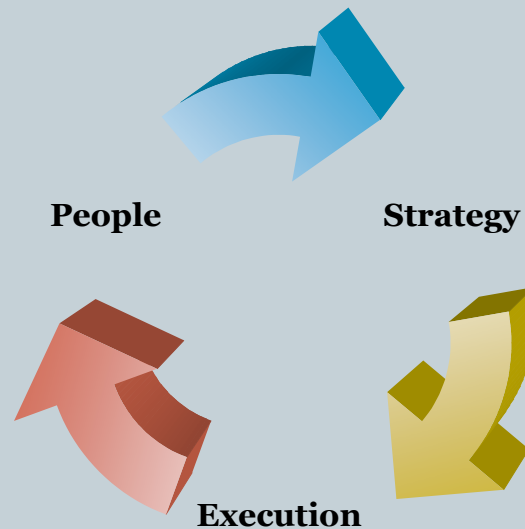
Pre-Game: The Leader Within

A Matter Of Character



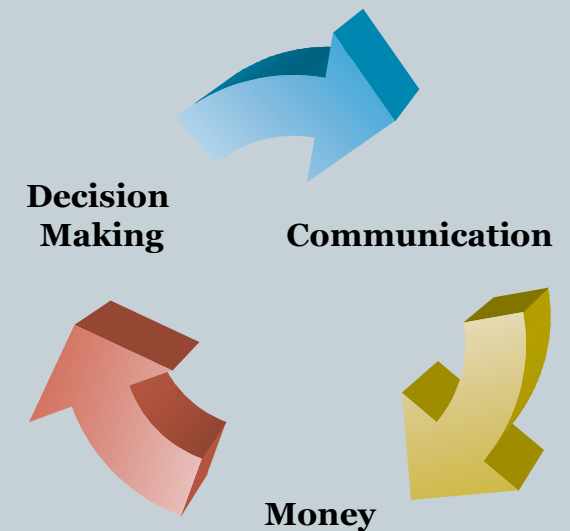
Game Day: “Lead the Core”

A Matter of Skills



Post-Game: Culture → Legacy

A Matter of Values



# The Magic Wish of Followers



- *“I want a leader I can relate to, who I can trust and who I want to follow”*

# *The Necessary Nine*



- Part I: The Right to Lead – Credibility
  - A matter of Character
    - ✦ Finding the Leader Within – “The Man in The Mirror”
    - ✦ Authenticity –
      - Stand on Courage to create relationships – you will be rewarded with loyalty
    - ✦ Trustworthiness –
      - Stand on Integrity to create safety – you will be rewarded with risk taking, commitment, and innovation
    - ✦ Passion –
      - Stand on Commitment to create emotion – you will be seen as compelling

# Part I – What do you say?



Of the three personal leadership characteristics discussed here, please rank them in order:

## **Authentic, Trustworthy, Compelling?**

- What comes easiest for you – most difficult?
- What matters to you in someone else, most – least?
- What is the one characteristic not on this list that matters to you relative to leadership credibility?

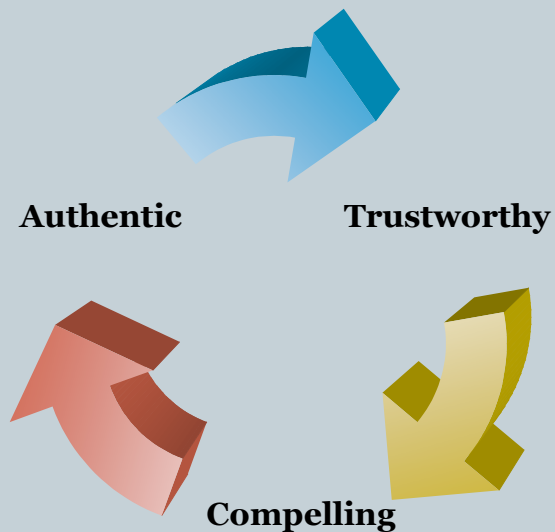
What do you think stops us from being authentic all the time? What do we fear? What do we ultimately value more highly than our authenticity? What are we worried about?

# The Necessary Nine

Essential skills for “unusually excellent” leadership

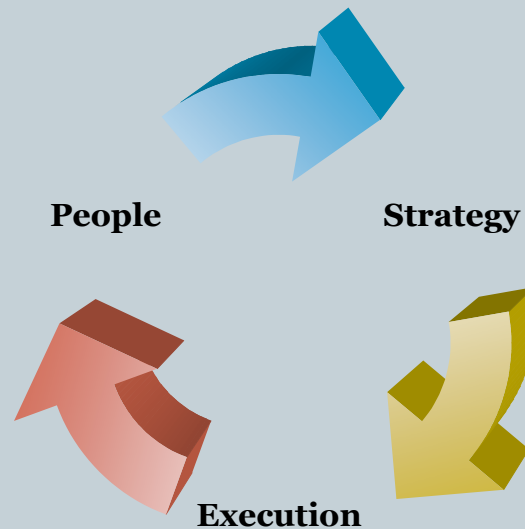
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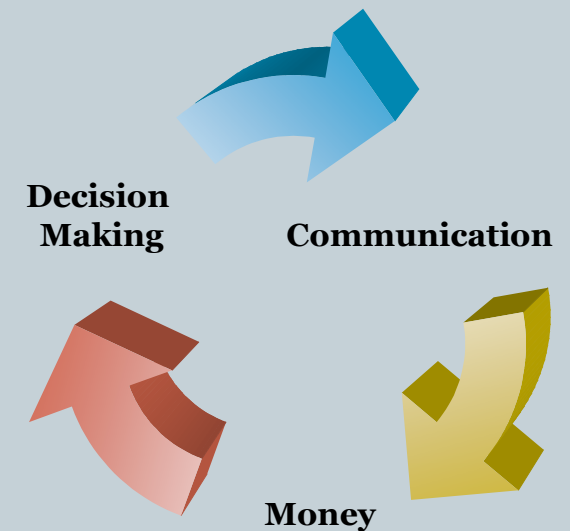
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Post-Game: Culture → Legacy

A Matter of Values



## Part II – On The Field, Game Day

*What are leaders accountable for?*



- **People** – creating teams from talent
  - Uses the base of “compelling” to acquire talent. Talent matters, and so does “team”.
- **Strategy** – creating plans from ideas & data
  - No right way to do the wrong thing. Bad blueprints = bad buildings, even if they are built well.
- **Execution** – creating results from action
  - All the lessons that create and define culture come from playing the game, not planning, practicing, or preparing. We only know our true competency under game conditions – something at stake, results on the line.

# Part III – Culture & Legacy



- Part III: The Opportunity to Lead – Reputation
  - A Matter of Consequence
    - ✦ Converting Private Values to Public Culture
  
    - ✦ Decision Making
    - ✦ Communications
    - ✦ Scoreboard

# *The Necessary Nine*



Thank You

*John Hamm*

