

# From the Front!

## Applied Leadership



Traditional ( Old World) Challenges	New World Challenges
Leadership from the Top (most senior person)	<ul style="list-style-type: none"> <li>• Leading people above you in the hierarchy</li> </ul>
Leading localised/ co-located team	<ul style="list-style-type: none"> <li>• Leading a non co-located team</li> </ul>
Leading through defined/ agreed goals	<ul style="list-style-type: none"> <li>• Leading through uncertainty and certainty</li> </ul>
Leader as the most powerful person	<ul style="list-style-type: none"> <li>• Leading through influence</li> </ul>
Leadership within defined boundaries	<ul style="list-style-type: none"> <li>• Leading for success / creating the environment for the team</li> </ul>
Leading a team with defined roles	<ul style="list-style-type: none"> <li>• Leading by joint accountability with the team</li> </ul>
Leadership as separation of tasks	<ul style="list-style-type: none"> <li>• Leadership through process and</li> </ul>
Leadership through adherence to a process	<ul style="list-style-type: none"> <li>• people engagement</li> </ul>

## Purpose

- The most commonly cited reason given for poor organisational performance is a 'lack of appropriate leadership.' (Pentacle Survey 1999)
- In the New World leaders need to be able to lead the creation of the future as well as the delivery of today as well as enabling a culture and an environment where the followers can thrive together

## Outcomes

- Confidence to lead in all scenarios
- Lasting behaviour change
- A real understanding of how to animate followers
- An ability to balance leading thinking - leading behaviour and leading actions
- An ability to quickly understand and make visible and communicate to the followers' hearts and minds
- Clarity on participants' key strengths and weaknesses in leadership
- An ability to plan the leadership cascade - who needs to be led directly and which followers will follow other followers
- Levels of leadership - situation, leveraged, agreed
- A practical plan of how to turn new leadership behaviours into habits

## Pentacle Frameworks

In the New World successful leaders balance leading thought behaviour and action to ensure integrity of the message amongst followers. Without this balance there is a real risk of mis-leading the organisation  
Leading others:

- To create tomorrow
- To deliver tomorrow
- To deliver today
- To deliver performance
- To thrive through working together in new ways



## Pre-reading

*New Rules for the New World* - Dr. Eddie Obeng

## Session activities

The course uses an interactive dialogue through out the day to maintain participant involvement and interest and ensure the learning is practical and can be applied.

In addition:

- A short video (available on-line for participants to use after the session to spread the messages)
- A virtual Guest Presentation - A previous Pentacle Client will present a real-life case study on leading in challenging and complex situations
- Self hypnosis and affirmations to build confidence to lead
- How to get the message across through story telling
- Here-to-There diagrams - how to visualise complex messages
- The results of the pre course **Pentacle Leadership Approach quiz** are analysed and used by participants to prepare a plan for converting new learning into habits

## Topic

The challenge of leadership

What makes effective leadership

The three elements - Thought

- Ideas which help - Ideas to forget
- Understanding and focusing on the real challenges
- Dealing with risk logically and personally

The three elements - Behaviour

- Communicating your real intentions

The three elements - Actions

- Effective change leadership - giving space for others to deliver
- Building good processes
- Owning projects effectively

Virtual Guest phone in - Personal experiences of leadership

Discussion

Personal audit

Leadership preferences Quiz 2

What do I need to do more effectively

Establishing personal commitment to leadership

Building the leadership habit

## Pre-session Audit

Pentacle Leadership Approach 360 degree quiz

LEAD.DOC

## Post -Application

PROVOKING - INSPIRING - EDUCATING - FACILITATING - ENABLING



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# PENTACLE NEW SOLUTIONS FOR A COMPLEX WORLD

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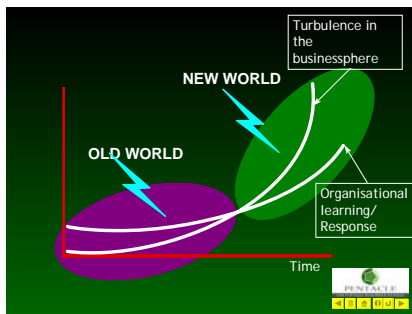
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PROVOKING – INSPIRING – EDUCATING – FACILITATING – ENABLING

# PENTACLE NEW SOLUTIONS FOR A COMPLEX WORLD

## Dr. Eddie Obeng's New World approach to Leadership

Dr. Eddie Obeng has created an approach to leadership designed specifically for the modern, fast, complex world of business we currently experience. He works on the real-world reality that the days of old style leadership based on personal traits, charisma, and organisational position are gone for ever. Instead, because we now operate in a business environment where the complexity and pace of change often outstrip the pace at which the organisation can learn, (New World), leaders need to build on three areas of their personal capability:



In the New World of leadership leaders are often faced with challenges or issues with which they have little or no experience. Furthermore, because most organisations in the New World are complex and diverse most/many of the people being led are unlikely to be within a direct reporting framework. The leader will have to lead people senior to them, outside their function and often outside the organisation (suppliers, industry groups etc.) in order to make the business model work at its best. Finally, because of the constant challenge of a changing world effectiveness in delivery, making things happen, and guiding implementation become critical aspects of success. All this is summarised in the diagram below which highlights three areas of effective competence for the New World Leader.

### Thought leadership

In the New World, because of the shift in the market dynamics and business environment it is possible unknowingly to 'mislead' an organisation. In a fast changing environment strategies which work are significantly different from strategies which used to work in the Old World organisation. For example, in the New World many business strategies need to move from corporate perspective to individual customer perspective. Persistence with old ideas means that the leader simply leads people away from success and reaping benefits, rather than towards it. Eddie has compiled a set of the 12 most common thinking mistakes leaders make. These 12 New Rules for the New World (published in *New Rules For the New World* Wiley Publishing), form a framework for successful thought leadership.

### Behavioural leadership

As the world accelerates the types of change which need to be led increase. The tradition of the leader leading from a position of experience and influence, with followers following because the change was of a type where the leader knew what to do and how it was to be done, are largely gone. To replace this, leaders have to lead in situations where they are unclear themselves (along with everyone else) what to do or how to do it. These 'foggy' situations demand a more involving yet creative style. Leaders must lead in

situations where the goals are clear but not the methods to reach them. This again demands a different style. A New World leader must know how to adapt their style to meet any challenge the organisation presents them with.

Eddie has published a framework for leadership behaviours in *'Putting Strategy to Work'* FT Publishing.

### Action leadership

As a leader in the New World it is critical to both understand how to make change happen yourself and how to create an environment where other people empowered to make change can succeed. Learning how to focus on the few key activities which have the most significant impact is critical. Understanding how to lead and deliver all types of change from the 'Foggy' change described earlier to more traditional 'Painting-by-Numbers' change is a key competence for the leader. Learning how to champion other peoples' ideas as if they were your own multiplies the effectiveness of your leadership. And finally, understanding and applying a clear change process designed for results in the New World (The Red Ant Man Model) ensure that after change has been initiated it is effectively led and carried through to a new way of working which is sustained in the organisation. Eddie has published his framework for leading actions in *All Change!* published by FT publishing.

### Leading Organisations

In the new world the leader also has the challenge to create and modify their organisation to be more flexible and responsive. Eddie Obeng describes the new organisation as an 'OrganoWeb' in *Never Reorganise Again*. Pentacle Works Publishing



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