Revisioning Leadership and the Organization
It Is About People-driven Performance

PEOPLE MATTER
Transformational
   People
   Purpose
   Participation
   Passion

RESULTS ARE NON-NEGOTIABLE
Transactional
   Performance – Persistence - Pressure – Profits

Naïve Engagement and Directionless Enthusiasm
Sustainable High Performance Leadership Practices & Culture
Roadmap to Bankruptcy
Operational Obsession and Unsustainable Delivery
We need to build organizations that are as human as the people who work in them.

LOVE of all Stakeholders = Sustained Competitiveness

Firms of Endearment: How World-Class Companies Profit from Passion and Purpose
Rajendra S. Sisodia, David B. Wolfe, Jagdish N. Sheth
It is about people-driven performance.

People matter.

Transformational:
- People
- Purpose
- Participation
- Passion

Results are non-negotiable.

Transactional:
- Performance
- Persistence
- Pressure
- Profits
The ONLY way to maintain the traditional hierarchy is through the continuous exertion of adequate coercion and authoritarianism.
The Impact of the Traditional Hierarchy

CEO

Executives

Departments

The rest
The changing requirements for success
Modified: Lombardo & Eichinger

Importance

Leadership & Interpersonal Skills
Managerial Skills
Technical Skills

Operational Administrative Professional Management Executive
1 2 3 4 5

1 2 3 4 5
Bands of Meaningful Work

Importance

Leadership & Interpersonal Skills
Managerial Skills
Technical Skills

Operational Administrative
Professional
Management
Executive

1
2
3
4
5
5+

1
2
3
4
5
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1
2
3
4
5
5+

Bands of Meaningful Work
Reality of Organisational Life: 3-D Living Webs of Leadership
Celebrate the Genius Within

Catch people doing things right
You are now the very best leader you can be for now.

Living this belief creates the energy and courage to meet the ongoing challenge of personal growth.

Your own growth and success will rely largely on your ability to continuously leverage off your strengths and use it as the springboard for your next phase of personal growth.
Invite dissent

Build in diversity
Get the entire system into the room

Build integrated value streams
Build leadership webs rooted in collaboration and influence
Leaders are not born, they are developed

Exercising constructive power and influence with conscious intent.

Having the courage to drive ongoing renewal and innovation

Securing the wellbeing of all stakeholders for generations to come
The Practice of Developing Personal Authentic Leadership

1. Continuously propose better or new ways to do things.
2. Be creative without being asked to do it.
3. Create new ways of adding value to all parts of the entire system.

1. Energise people you interact with.
2. Contribute to enhancing their contributions.
3. Build win-win relationships - especially with those outside your direct areas of control.

1. Exercise your power and influence in a constructive manner.
2. Don’t wait for instructions or present problems - offer solutions and get things done.
3. Work across boundaries to ensure things get done – especially where you have no direct authority.
Christo Nel
c.nel@nyenrode.nl