



# Your own leadership brand

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[www.oneworldconsulting.com](http://www.oneworldconsulting.com)

# Overview

- Your own leadership brand
- Different management approaches and their influence on leaders
- Kaizen – Continuous Improvement
- Solutions Focus
- Appreciative Inquiry
- Authentic Leadership

Who am I?

# OneWorld Consulting Services

- ❑ **Retained Executive Search**
- ❑ **Leadership & Development**
  - Executive Coaching
  - Mentoring Programs
  - Leadership Team Development & Facilitation
  - Coaching Skills Programmes
- ❑ **Career Transition**
  - Onboarding Coaching
  - Career Coaching
  - Outplacement
- ❑ **People Consulting**
  - Salary Benchmark Surveys, Talent Surveys
  - Management Audits / Assessments
  - Cross-cultural Coaching / Training

# Some of our Clients



SIEMENS



*The Coca-Cola Company*



QUALCOMM®



Google



next



PHILIPS



*Tchibo*

A new experience every week



vodafone



MARKS &  
SPENCER



SA BANCİ HOLDİNG



Garanti



EFES



Allianz



BAYER

# What I won't be discussing

- Brand image
- Networking, PR.
- Social networking, using technology.

# Continuous Improvement Process

- Kaizen (the translation of kai (“change”) zen (“good”) is “improvement”). This method became famous by the book of Masaaki Imai *Kaizen: The Key to Japan's Competitive Success*.
- The core principle of Continuous Improvement Process CIP is the (self) reflection of processes. (Feedback)
- The purpose of CIP is the **identification, reduction, and elimination of suboptimal processes**. (Efficiency)
- The emphasis of CIP is on incremental, continuous steps rather than giant leaps. (Evolution)
- [http://en.wikipedia.org/wiki/Continuous\\_improvement\\_process](http://en.wikipedia.org/wiki/Continuous_improvement_process)



# Classic 'engineering' approach

- Identify what is not working
- What is the least efficient part of the process?
- What's the bottleneck?
- What's the weakest link?
- Remove it, and you will improve performance.
- This works brilliantly – production lines, machinery, etc.
- What about people and organisations?

Instead of focusing on Problems,  
focus on Solutions

The Solutions Focus Approach

# Why Solutions Focus?

- What you focus on is what you get
- People are experts on their life/work
- Future talk is hopeful – detailed future talk is more helpful and useful
- Find out what has worked already – amplify this
- Find out when the problem didn't happen
- Start with a small change

Berg IK & Szabó P 2005 *Brief coaching for lasting solutions*. Norton, New York

# Solutions Focus approach

- Change a negative into a positive possibility
- Clarify what a solution would look like.
- How will you know that... ?
- What's the first small change... ?
- On a scale of 0-10 where are you now?
- What have you done already?
- If you woke and a miracle had happened, how would you know?

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# Appreciative Inquiry

- **DISCOVER:** The identification of organizational processes that work well.
- **DREAM:** The envisioning of processes that would work well in the future.
- **DESIGN:** Planning and prioritizing processes that would work well.
- **DESTINY (or DELIVER):** The implementation (execution) of the proposed design.
- Focus on strengths, raise awareness of them.

David Cooperrider. See the Appreciative Inquiry Commons website.

<http://appreciativeinquiry.case.edu/>

# Authentic Leadership

- “Why should anyone be led by you?”
- Great managers and leaders are authentic.
- **“Be yourself, more with skill”**
- **To be yourself you have to know yourself first.**

Robert Goffee & Gareth Jones

[www.whysouldanyonebeledbyyou.com](http://www.whysouldanyonebeledbyyou.com)

# Authentic Leadership

## Get to know yourself and your origins better by:

- **Exploring your autobiography.** Familiarize yourself with your identity anchors – the people, places, and events that shaped you. Share these discoveries with others who have had similar experiences.
- **Avoiding comfort zones. Step out of your routines,** seek new adventures, and take some risks.
- **Getting honest feedback. Ask for 360-degree feedback** from close colleagues, friends, family, and so on.

(From Goffee & Jones, *Authenticity*, Harvard Business Review, December 2005)

# Authentic Leadership

## Get to know others better by:

- **Building a rich picture of your environment.** Don't view others as one-dimensional; find out about people's backgrounds, biographies, families, and obsessions.
- **Removing barriers between yourself and others.** **Selectively** show a weakness or vulnerability that reveals your approachability to your direct reports, assistants, colleagues and so on.
- **Empathizing passionately with your people.** **Care deeply** about the work your people do.
- **Letting others know what's unique (and authentic) about them.** Give people feedback that acknowledges and validates their origins.



# Authentic Leadership

## Connect to the organizational context better by:

- **Getting the distance right.** Use both your sense of self and your understanding of your origins to actively manage distance with others
- **Sharpening your social antennae. Seek out foreign assignments** and other experiences to help you detect the subtle social clues that may spell the difference between success and failure in attracting followers.
- **Honouring deeply held values and social mores.**
- **Developing your resilience. You will inevitably experience** setbacks when you expose yourself to new contexts and cultures. Prepare yourself by learning about and understanding your own values.

# In summary

- Learn from Kaizen, but for people focus on **solutions** and **strengths**.
- Look for what's working and do more of it
- Look at what you are good at, and do more of it, as well as fixing critical weaknesses. Get tough **feedback** and act on it.
- Raise your **self awareness**, what makes you who you are?
- “People don't buy what you do, they buy why you do it.” – Simon Sinek  
[http://www.ted.com/talks/lang/eng/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action.html](http://www.ted.com/talks/lang/eng/simon_sinek_how_great_leaders_inspire_action.html)
- Or, in a one sentence summary.....

Be yourself, more, with skill.

