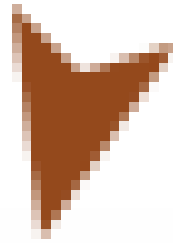




Intentional Leadership Exceptional Results

SHRM May 14, 2013

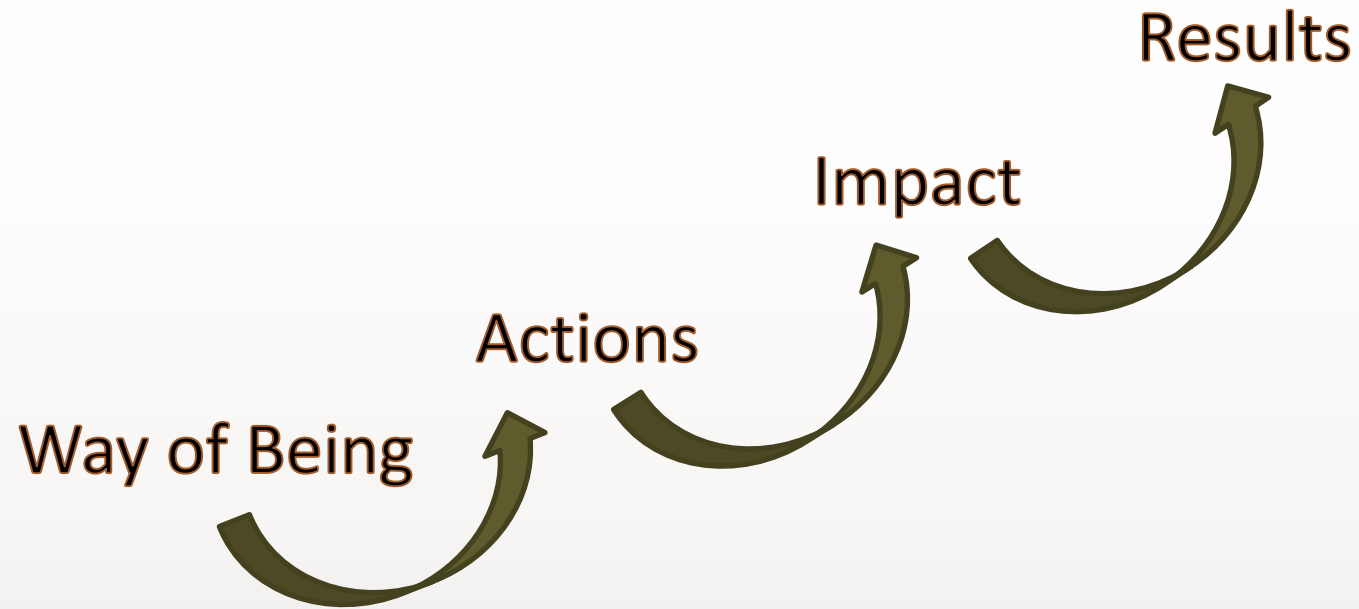
By Lynn Rousseau ©2013



Intentional Leadership is a **Particular Perspective** we hold steady in the process of business management. Placing a **high valuation on the Human Potential**, my own, others, and the collective whole. Viewed through this perspective, Extraordinary Performance comes out of High Performing Organizations, not just high performing individuals.

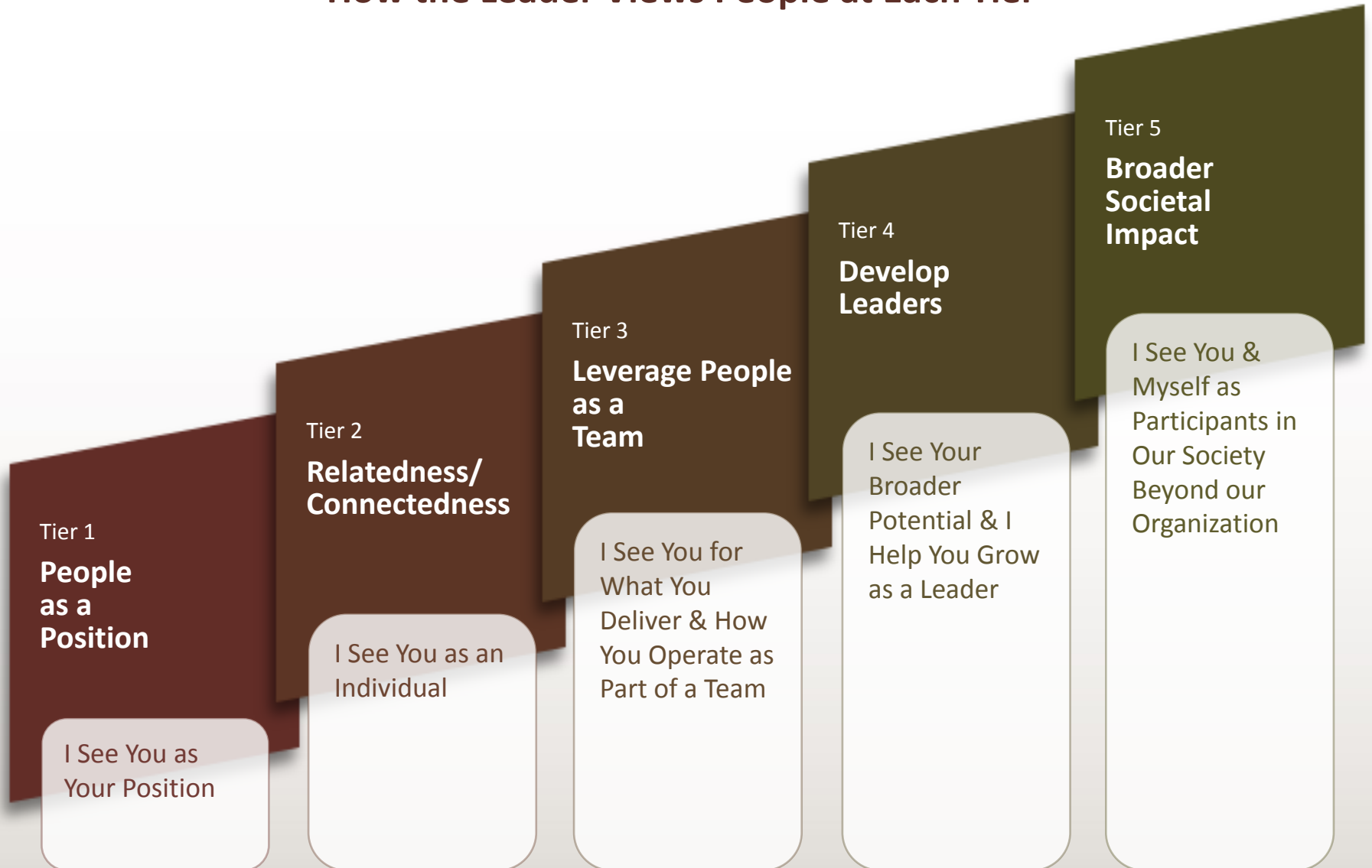
Lynn Rousseau

Intentional Leadership



5 Tiers of Leadership

How the Leader Views People at Each Tier



Tier 1 – People as a Position

The leader leverages authority to provide structure
Outcome: Authority is Recognized

Leader Characteristics

Organization Impacts

Contributions

Healthy Respect for Authority -----> People feel supported to do their job and tasks

Pitfalls

Overly identifies with Position. Tasks are valued at the expense of relationships -----> High Turnover, especially quality people

Tier 2 – Relatedness/Connection

The leader recognizes individuals & builds relationships

Outcome: High Trust, Positive Work Environments

Leader Characteristics

Organization Impacts

Contributions

Spends time with people,
demonstrates care



People feel valued and it
creates a high followership



Pitfalls

Either overly focused on
being liked or neglect of
relationships



People may lose respect for
supervisor and/or feel like
a means to an end

Tier 3 – Leverage People as a Team

The leader builds a team & develops operational excellence

Outcome: High Performing Teams

Leader Characteristics

Organization Impacts

Contributions

Brings together people with diverse skills, creates systems that generate performance



Committed team members, high levels of productivity, positive momentum

Pitfalls

Achieves business results at the expense of people, putting personal ambition above organization's best interests



Burnout, low morale

Tier 4 – Develop Leaders

The leader develops leadership capacity in the organization
Outcome: Transformation of Individuals & Organization

Leader Characteristics

Organization Impacts

Contributions

Spends significant time mentoring and developing potential leaders



A highly developed team, respected in the organization, high level of followership

Pitfalls

Promotes people who are not ready, allows poor performers to stay too long



Loss of respect for leaders, loss of key talent, weak succession plan

Tier 4 Leader - Adam

Presenting Situation:

- Sales VP in a \$2B software company who undervalued leadership development
- Zero sales growth 3 years
- Strengths: Knowledgeable in the industry, sales skills, visionary

Development focus:

Recognized the importance of developing leadership at all levels, addressed gaps in technical & leadership skills

Results:

Increased revenues by \$34M. Developed a leadership style that created strong followership.

Partner Exercise

- Think about a manager or managers in your organization operating below Tier 4
- Turn to the person on your Right

Discuss with your partner

- How is being below Tier 4 hurting the team, holding them back?
- If the manager(s) could operate at Tier 4, what would be possible for our organization?

Tier 5 – Broader Societal Impact

The leader uses influence to positively impact the broader society
Outcome: Sustainable Enterprise, Community impact

Leader Characteristics

Organization Impacts

Contributions

Develops leaders who develop leaders. Positively influences beyond organization.



Extraordinarily high levels of functioning, strong pride in the work

Pitfalls

Becomes distracted by outside opportunities, loses passion for the business, loses his/her edge



Missed growth opportunities, lost productivity

Tier 5 Leader – Tony Hsieh, Zappos



**Delivering happiness
to the world**

- Most evolved type of happiness is about being part of something bigger than yourself.
- Seek to enhance corporate profits and advance the quality of life for people.
- 1999 \$0 Sales
- 2008 \$1B Sales
- 2009 Sold to Amazon for \$1.2B with conditions to leave the value system intact

Tier 5 Leader – Chip Wilson, Lululemon



Lululemon



Train our people so well that they can **positively influence their families, communities** and the people walking into our stores

- Experiment - develop people
- Social Relationships, Employee Satisfaction and Motivation, have an impact on Productivity
- Each employee – 5 year personal plan, ambitious goals, peer reviewed, published on intranet
- Started 1998 in Vancouver
- Today 200 stores N America
- 2011 \$700M Revenues

Closing

Intentional Leadership.
Exceptional Results.

