

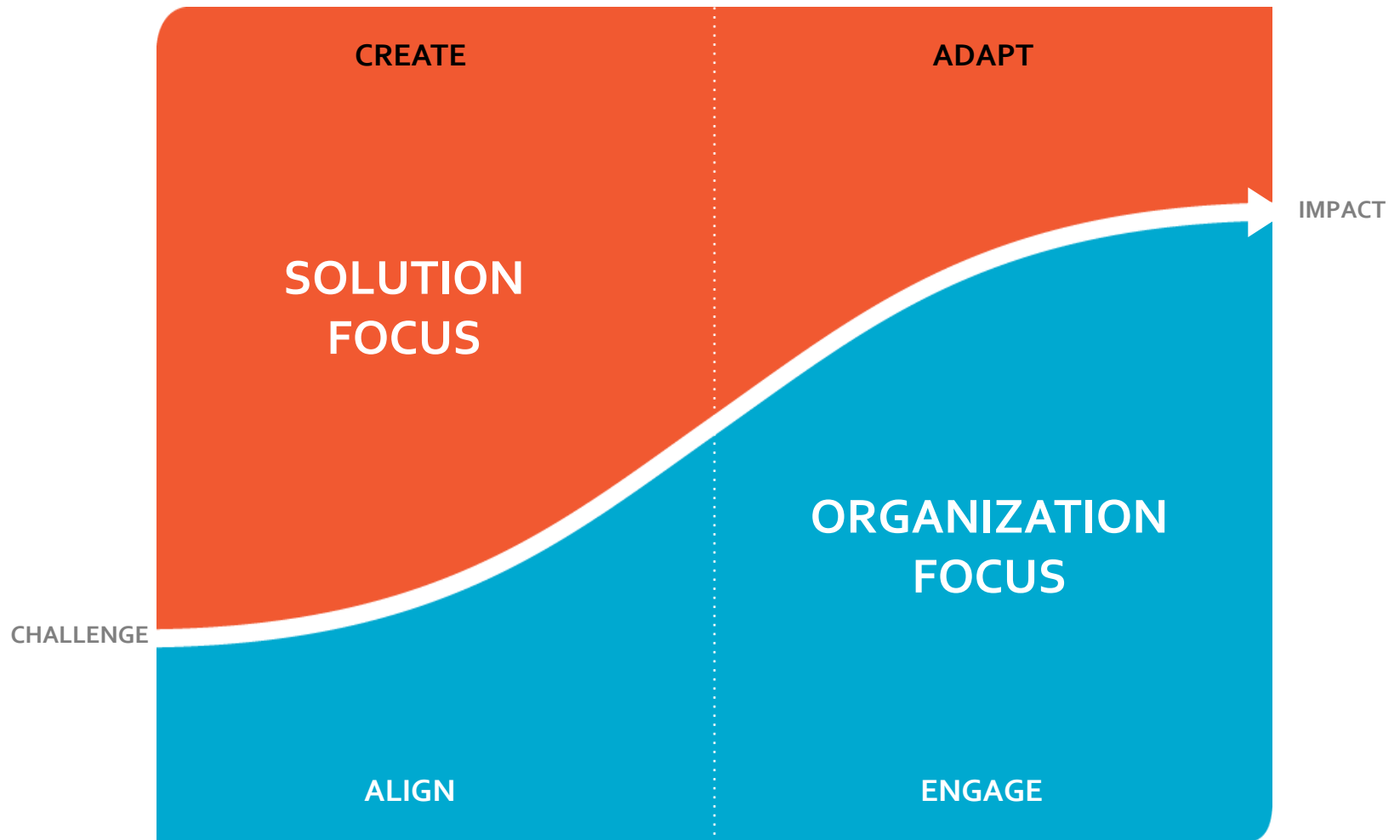
LAICO Summit 2019

LEADERSHIP ROLES AND MINDSETS

**Prof. S. Ramnarayan
Indian School of Business**

THE JOURNEY TO IMPACT

(ExperiencePoint Framework)



SUMMARY: MINDSETS

People-Oriented

- Inclusive and Open
- Positive and Appreciative

Learning Oriented

- Listening and Picking Signals from all around
- Experimenting and Risk-taking

Purpose-Oriented

- Focused on Purpose/ Intention
- Patience with the Journey

SUMMARY: REFLEXES

Ask

- “Why?” and be prepared to answer.
- “Who do we need to involve?”
- “What’s important to you?”
- “Who else needs to know?”
- “What do you think?”

Say

- Inclusive, not exclusive language. “We” instead of “me”.
- Avoid “my idea”.
- Use language that appeals to people’s “feelings”, not just “thoughts”

“WHY” BEFORE “WHAT” AND “HOW”

- People in organizations affected by change process struggle to understand the rationale of engaging in the emotionally charged change efforts (beyond superficial references).
- There is need to clearly communicate what is the connection between change efforts and expected outcomes; why a certain approach is being taken to change; where do we want to go; how do we get there; why is it exciting; etc.

WHERE IS THE TRANSFORMATION AGENDA BEING CHAMPIONED?

- Role of top/ senior leaders; Perceived importance of their personal involvement
- Is the initiative relegated to a specialized function? Then the effort may be perceived separately from the rest of the organization.

WHAT MAY BE UNCLEAR AND ANXIETY-PROVOKING?

- Can we get into the shoes of an average organizational member and look at the proposed change? What would people find unclear, challenging or threatening in the proposed change journey?
- Anxieties and fears can go beyond the boundaries of the organization.

Opinion is really the lowest form of human knowledge. It requires no accountability, no understanding. The highest form of knowledge is Empathy, for it requires us to suspend our egos and live in another's world.

Bill Bullard

THREE LEVELS OF RESISTANCE

1. Based on lack of information (facts, data, the idea)

- Lack of information
- Disagreement with the idea in itself
- The idea or its basis has not been communicated

I don't get it...!

2. Physiological and emotional reaction to the change

- Loss of:
 - Status
 - Certainty
 - Autonomy
 - Relatedness
 - Fairness
- (SCARF framework)

I don't like it!

3. Based on lack of trust in the change leader

- Based on the story of the relationship
- Founded in 'what you represent' (e.g. cultural and power differences)
- Disagreement about values

I don't like/ trust you!

UPSKILLING/ PREPARATION FOR THE CHALLENGE

- Employees and managers often have quite a vague idea of what new skills are needed
- Need thorough assessment of how change is going to help in addressing unmet organizational challenges and what specific technical skills and behavioral changes may be needed.
- If there is new technology, employees would need to be trained. Not only create supply of training, but also demand for it (people may be hesitant to enroll for upskilling).

“CULTURE” FACTOR IN TRANSFORMATION

- There is need for conscious attention to culture-related challenges and resistance. Must address the following questions:
- How is culture developed or changed?
- What are the behaviors that are changing?
- What are the behaviors that need to change?

SOME LEADERSHIP/ PEOPLE PRACTICES

- ◆ Time/ Attention allocated by leaders at different levels during times of change/ growth to:
 - ◆ *Recruiting*: Finding best people
 - ◆ *Developing*: Building trust and Investing for L.T.
 - ◆ *Engaging*: Listening, learning, and improving constantly
 - ◆ *Rewarding*: Treating people fairly with clear and consistent practices

SOME LEADERSHIP/ PEOPLE PRACTICES

- ◆ Ensuring that people in executive roles are INTENTIONAL about both:
 - ◆ *Business Outcomes:* Growth; Patient satisfaction; Revenue growth; Cost efficiency; Market expansions; Innovation
 - ◆ *Leadership Outcomes:* Team growth; Team satisfaction; Culture; Creativity

SOME LEADERSHIP/ PEOPLE PRACTICES

- ◆ Focus leaders at multiple levels place on ***Building Trust*** through specific actions:
 - ◆ *Sharing the 'Big Picture'*: What is our winning aspiration? Purpose? Who we serve? What it means to win?
 - ◆ *Where will we compete*: Focus; Strengths; What we won't do
 - ◆ *How will we win*: Key initiatives; People & capabilities; Values

SOME LEADERSHIP/ PEOPLE PRACTICES

- ◆ Focus leaders at multiple levels place on *Listening, Learning and Improving*:
 - ◆ *Mechanisms for obtaining employee feedback and acting on the feedback*
 - ◆ *Proactive conversations to increase engagement*

SOME LEADERSHIP/ PEOPLE PRACTICES

- ◆ *Leader Assessment* – Where do you spend time?
 - ◆ *Adding*: Promoting the hospital; Dealing with hiring process; Closing candidates; On-boarding
 - ◆ *Scaling*: Coaching your best people; Team strategy; Training & Development
 - ◆ *Fixing*: Dealing with squeaky wheels; Managing poor performers; Handling team drama

The 8 Accelerators

