Leadership that Inspires

The Key to Building a High Performance Culture

Wednesday, June 18

Featuring Linda Newborn, former Vice President and Chief Compliance Office at Deere & Company
Leadership that Inspires

Topics we’ll discuss today:

• The Power of Culture
• The Role of Leadership
• Attributes of Leadership
• Attributes of Leadership that Inspires
• Developing and Sustaining Leadership that Inspires
• Summary and Discussion
The Power of Culture

- Culture provides a consistent framework that defines and supports Company values and Leadership expectations
- Exacts employee performance and behavior:
  - Employees are inspired to perform and contribute to the culture
  - Creates a common standard across the business
- Engages all stakeholders of the entity
- Helps ensure the entity’s sustainability
- Culture driven environments - Examples

#SmithExecEd
The Role of Leadership

What is it?

• Ensures business strategy aligns legally and ethically with its Mission and Vision
• Supports and enables the execution of the business strategy through sound systems and processes
• Fosters and reinforces the culture by not just “walking the talk,” but by inspiring employees to value-based performance
Attributes of Leadership

Critical Competencies:

Head (IQ)
• Cognitive/Creative Intelligence
  ▪ Ability to envision and think strategically;
  ▪ Drive for and achieve results

Heart (EQ)
• Emotional /Intuitive Intelligence
  ▪ Integrity, passion and compassion;
  ▪ Inspiring and engaging others’ trust
  ▪ Intuitive/spiritual awareness

Courage
• The ability to act in spite of fear
  ▪ Ability to make the tough decisions
  ▪ Willingness to take the difficult stand

All attributes work together. However, depending upon the business environment, any one may be called to the forefront.

In a team setting, the team will always operate in a manner that provides the balance (of these competencies) necessary to drive for extraordinary results.

#SmithExecEd
Attributes of **Leadership that Inspires**

Leadership that inspires engages all leadership qualities and

- **Understands** the opportunity to lead is a *privilege* not a right
- Sees the role as an *opportunity to serve* rather than be served
- **Engages** both the minds and hearts of employees through personal integrity, trust and commitment
- Holds self and others *accountable*
- **Coaches** and mentors employees
- **Demonstrates** courage by saying/doing the right thing even if standing alone
- **Creates** an environment in which employees don’t want to fail or “disappoint”
- **Embedded** at all levels rather than embodied by one person
- Creates performance that *endures* by fostering an extraordinary culture that produces extraordinary results

#SmithExecEd
Developing and Sustaining Leadership that Inspires

“The quality of leadership in an organization seldom exceeds that of the person at the top.” -The Extraordinary Leader

Cloning leadership is/has been an on-going practice. Knowing the “right” leadership to clone is the challenge
  • Begins with determining the culture desired

A leader who inspires must accept that his/her leadership style is the appropriate benchmark for the organization
  • Promoting one’s leadership style requires more courage for the inspiring leader than the ordinary leader
Developing and Sustaining Leadership that Inspires

Requirements:
• Leader’s personal involvement i.e. coaching, teaching, mentoring, etc.
• The identification and development of the right people (may not be the assumed “heirs apparent”)
• The courage to break from tradition and do the unexpected

Questions for the Leader who Inspires:
• What are the key leadership qualities that contribute to the success of the organization?
• Are these leadership qualities sustainable even in the face of change?
• What is required to take both the leadership and company performance to the next level?
• Who are or who has the potential to be our future extraordinary leaders?
• Who do we want to “entrust” vs leave our leadership roles to?

#SmithExecEd
## In Summary

<table>
<thead>
<tr>
<th>Desired Employee Behavior</th>
<th>Required Leadership Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embrace organizational values</td>
<td>Imbed leaders who inspire at all levels</td>
</tr>
<tr>
<td>Commitment and Engagement</td>
<td>Serve, engage; have their backs</td>
</tr>
<tr>
<td>Confident to perform and take risks</td>
<td>Use failures/shortcomings as teaching tools, not for revenge</td>
</tr>
<tr>
<td>Fearless in speaking up when something is wrong</td>
<td>Demonstrated courage with their peers and superiors</td>
</tr>
<tr>
<td>Trust and respect organization’s justice system/process</td>
<td>Fair and consistent discipline</td>
</tr>
</tbody>
</table>

#SmithExecEd
Questions?