

# Annual Business Symposium

## Leadership Development A Process NOT an Event!!

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# AGENDA

- Why Leadership Development
- Defining Attributes of a Excellent Leader
  - Family Considerations
- A Process Or An Event?
  - Identification
  - Education/Training/Mentoring
  - Developmental Goals
  - Stretch Work Assignments
  - Responsibilities of Potential Leader
  - Communication
- Wrap Up – Q&A

# What is Leadership?

“Management is doing things right.  
Leadership is doing the right things.”

Peter Drucker

# What is Leadership?

“Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.”

Kevin Kruse

*Fortune*

# Why Leadership Development

- Strategic planning generally focus on
  - Culture
  - Growth
  - Operations
  - Customer satisfaction
  - Human resources
- Leadership Development – HR or a strategic driver of its own?
- Value of leadership is too high to leave finding leaders to chance...

# A View Point



# What Makes a GREAT Leader

Exercise:

Come up with adjectives that define a GREAT leader

# What Makes a GREAT Leader

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams



# What Makes a GREAT Leader

- Humble
- Grows
- Courage
- Communicates
- Trust
- Winner

Emotional Intelligence

# What Makes a GREAT Leader

## The Five Components of Emotional Intelligence at Work

|                 | Definition  | Hallmarks  |
|-----------------|---|--|
| Self-Awareness  | the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others                       | self-confidence<br>realistic self-assessment<br>self-deprecating sense of humor                              |
| Self-Regulation | the ability to control or redirect disruptive impulses and moods<br>the propensity to suspend judgment – to think before acting   | trustworthiness and integrity<br>comfort with ambiguity<br>openness to change                                |
| Motivation      | a passion to work for reasons that go beyond money or status<br>a propensity to pursue goals with energy and persistence          | strong drive to achieve<br>optimism, even in the face of failure<br>organizational commitment                |
| Empathy         | the ability to understand the emotional makeup of other people<br>skill in treating people according to their emotional reactions | expertise in building and retaining talent<br>cross-cultural sensitivity<br>service to clients and customers |
| Social Skill    | proficiency in managing relationships and building networks<br>an ability to find common ground and build rapport                 | effectiveness in leading change<br>persuasiveness<br>expertise in building and leading teams                 |

# What Makes a GREAT Leader

“A good leader inspires people to have confidence in their leader.

A GREAT leader inspires people to have confidence in themselves.”

Lao Tzu

# Family Considerations

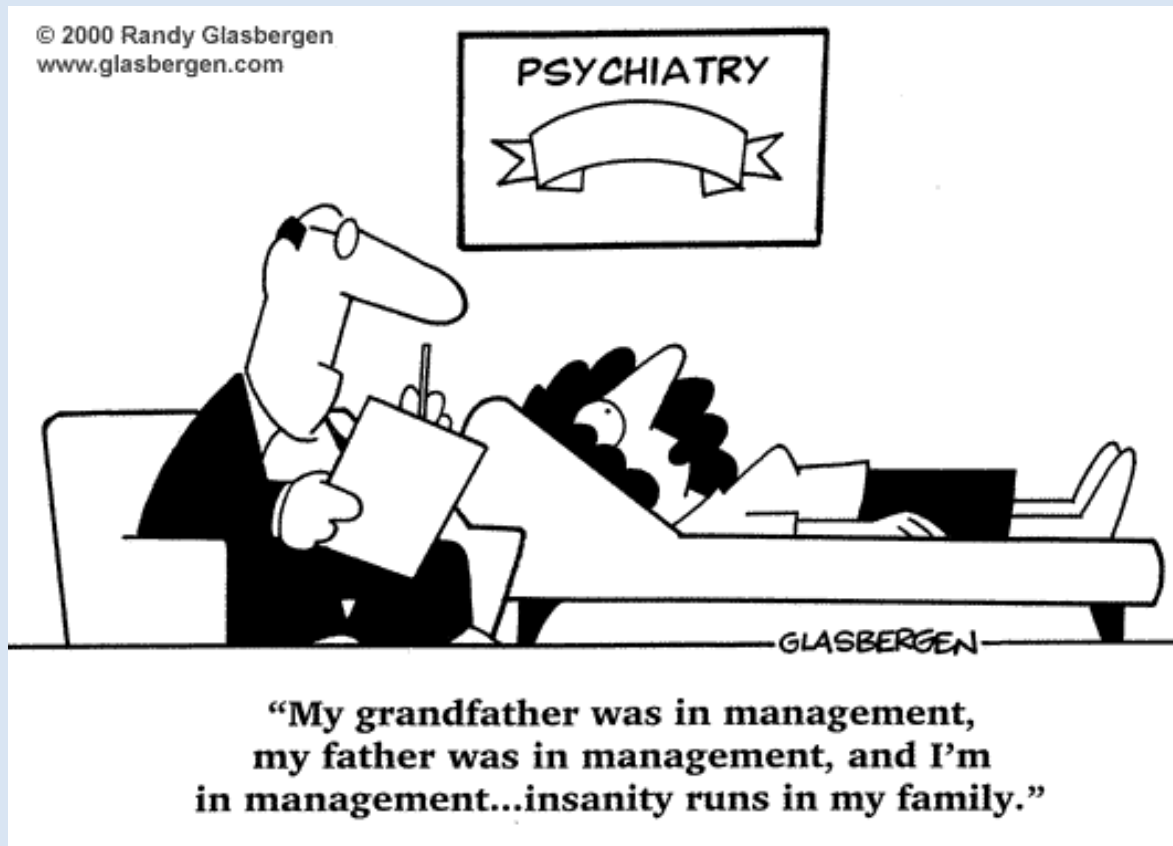


*“One of the joys of a family-owned business is that we can enjoy our Sunday dinner while having a Board Meeting at the same time.”*

# Family Considerations

- Poor Expression of Feelings
- Entitlement
- Sibling Rivalry
- Helicopters

# Family Considerations



# Control $\neq$ Leadership



# A Process or an Event?

- Event = too late
- Process = Planning
  - Process reduces risk
  - Process creates definition
  - Process allows better delegation



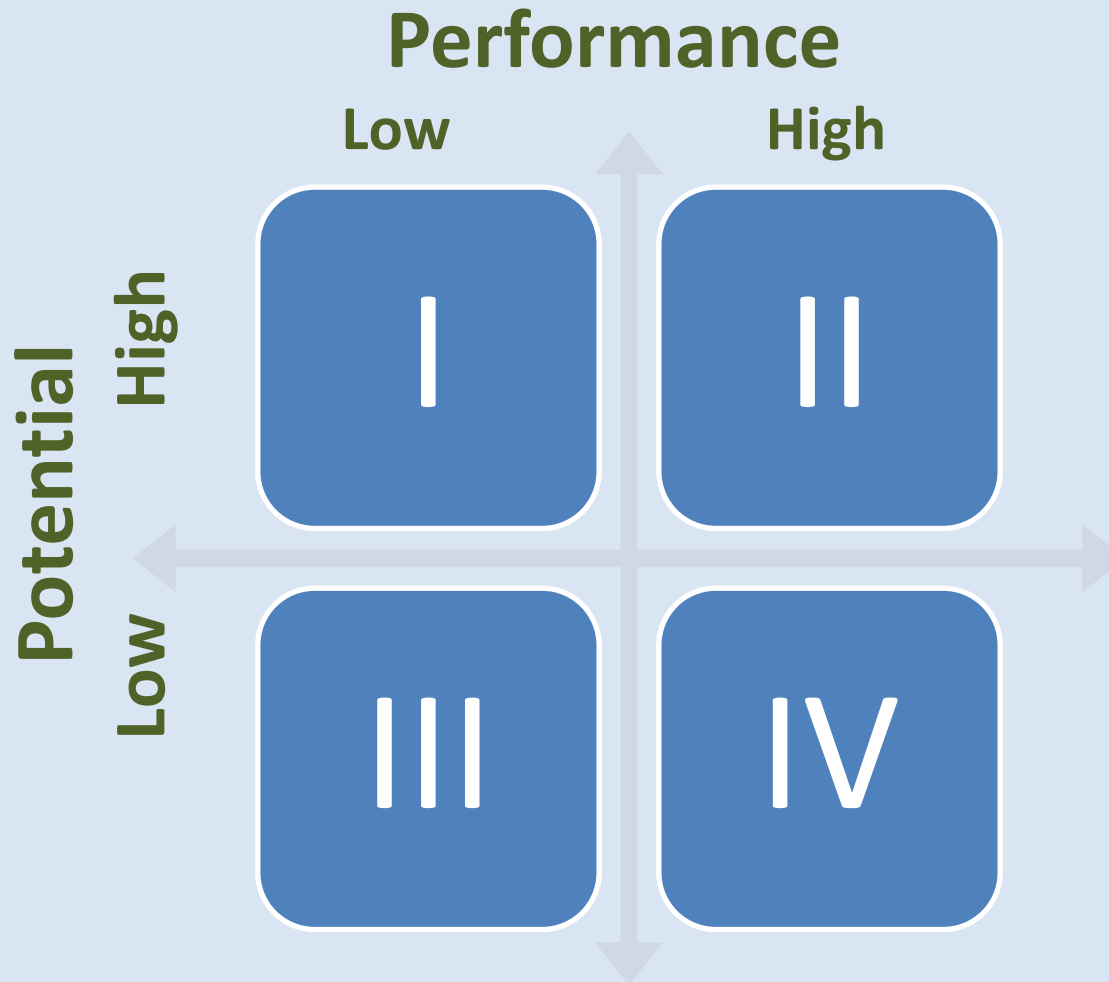
# Identification of Leaders



# Identification of Leaders

- Define the important attributes
- Hire for attitude – train for skill
- Use objective tools
  - Myer Briggs, PDI, DISC, True Colors
  - Free on line
    - [Humanmetrics.com/CGI-win/jtypes2.asp](http://Humanmetrics.com/CGI-win/jtypes2.asp)
    - [Kisa.ca/personality/](http://Kisa.ca/personality/)
    - [Similarminds.com/jung.html](http://Similarminds.com/jung.html)
- Honest assessments

# Identification of Leaders



# Educate – Develop - Mentor



# Educate – Develop - Mentor

- Training vs. Development
- Developmental plan
  - Education – MBA or advanced learning
  - Reading
  - Mentors
  - Stretch Projects and Rotation
  - Written Goals
  - Timing

# Stretch Work

*Savage Chickens*

by Doug Savage



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

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# Future Leaders Responsibilities

- Commit to written plan
  - Take responsibility for goals
  - Communicate honestly & frequently
  - Enthusiasm

# Communication

Adventures in Leadership by Corey Sauer



Gary doesn't know that he's just getting a new desk.

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# Q&A



# Summary

Leadership Development is not initially a question of the successors leadership...

It's initially a question of your own leadership.

## Quote

“Don’t let what you can’t do stop you from doing what you can do.”

John Wooden

## Quote

“You get the best efforts from others not by lighting a fire beneath them but by building a fire within.”

Bob Nelson