

22 mai
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Conferința HART HR Strategic - Ediția a 6-a

CEOs

**and organizational culture:
what makes it or breaks it?**



Leadership Skills – Can We Accelerate Success and Performance?

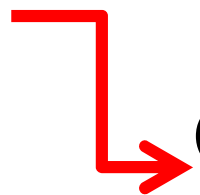
Ken Harmon

Kennesaw State University
Atlanta, Georgia USA

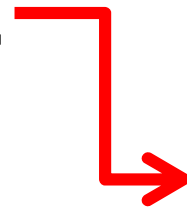
22 mai 2013

CEOs and organizational culture: what makes it or breaks it?

**GREAT
LEADERS**



**GREAT
CULTURE**



**GREAT
RESULTS**

What is a GREAT LEADER???

Great Leaders

Charismatic

Tough

Commander

Self confidence

Visionary

Public Profile

Authoritative

Collins' Levels of Leadership

- **5 Levels of Leadership**
- **Good-to-Great**
- **Out of 1,435 Companies, only 11**

Darwin E. Smith



Darwin E. Smith

- Largely unknown
- Shy and reserved
- Shunned the spotlight
- “I never stopped trying to become qualified for the job”
- Wall Street derided him
- Business media called him “stupid”
- Kimberly-Clark #1
- One of the top CEO’s in the 20th century

Great Leaders

~~Charismatic~~

~~Tough~~

~~Commander~~

~~Self confidence~~

~~Visionary~~

~~Public Profile~~

~~Authoritative~~

Humble

Low Ego

Big Perspective

Driven

Focus on Others

Professional Will

Connected

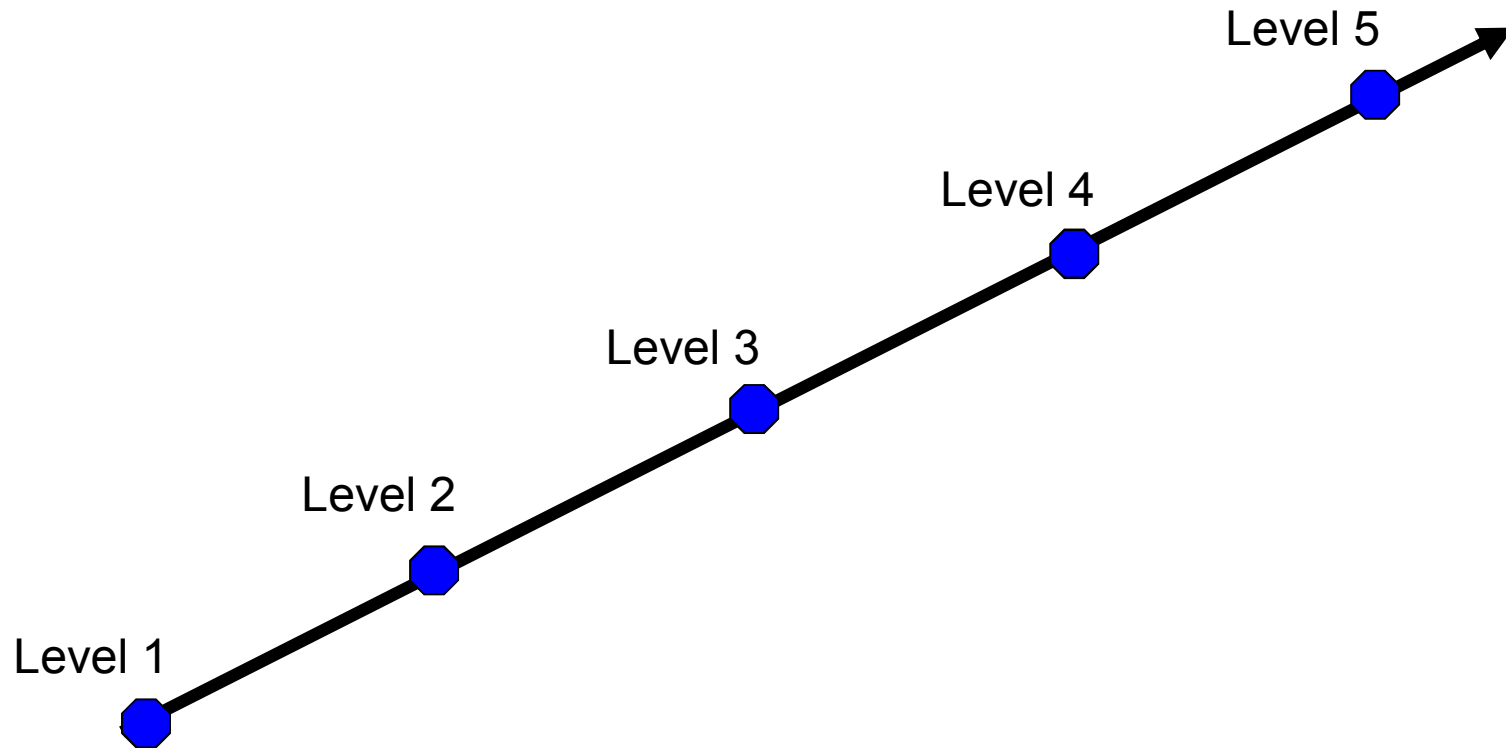
Can GREAT LEADERS be developed?

YES!!

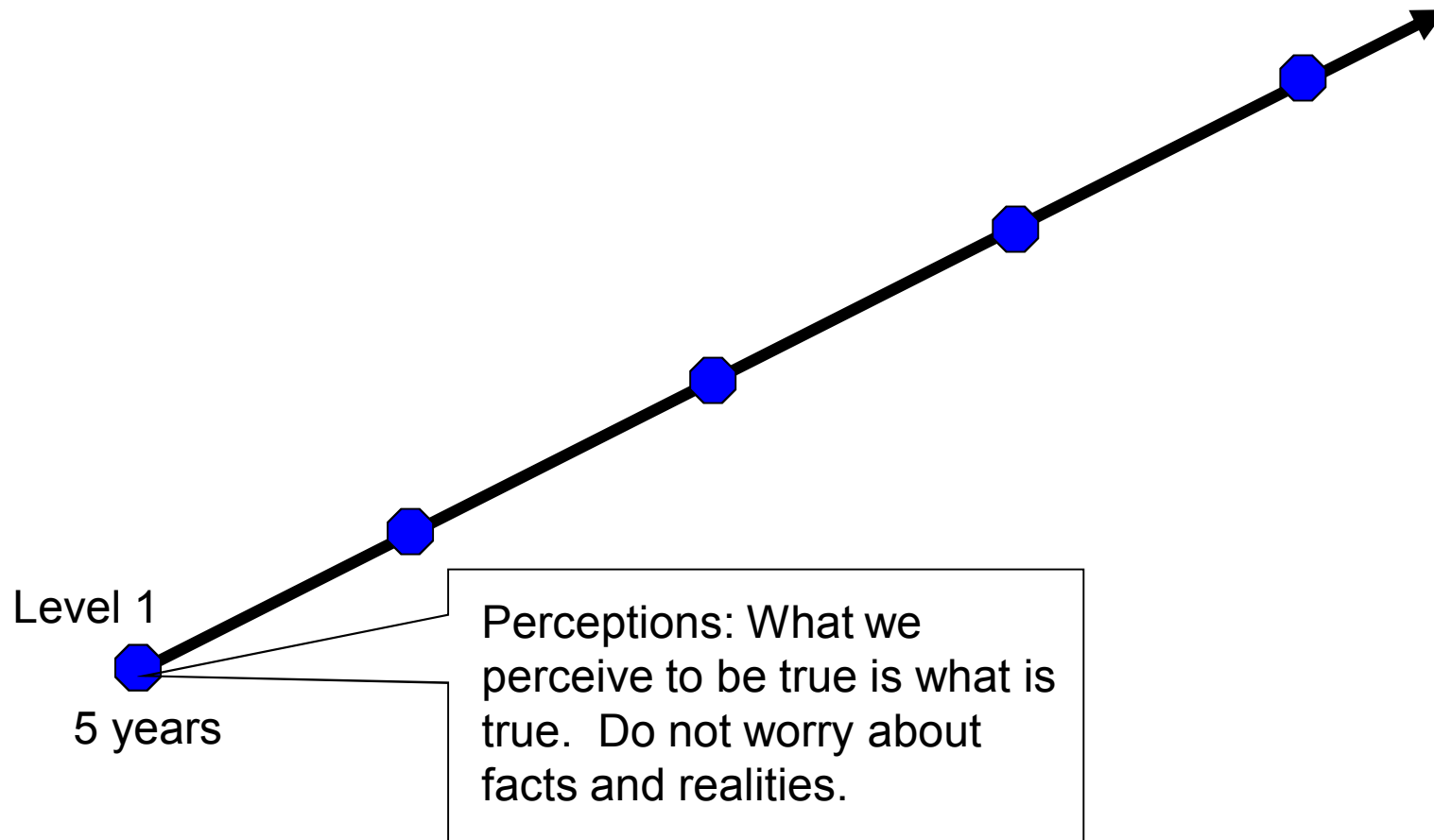
- **GREAT LEADERSHIP** is not about what you do
- It **IS** about **WHO YOU ARE!**
- Not Training → **DEVELOPMENT**
- We must first understand the **PSYCHOLOGY**

- **Leadership and Leadership Developmental Level**
(Kuhnert, Eigel, Strange)
- **Intraperson → Interperson → Cognitive**

Orders of Consciousness

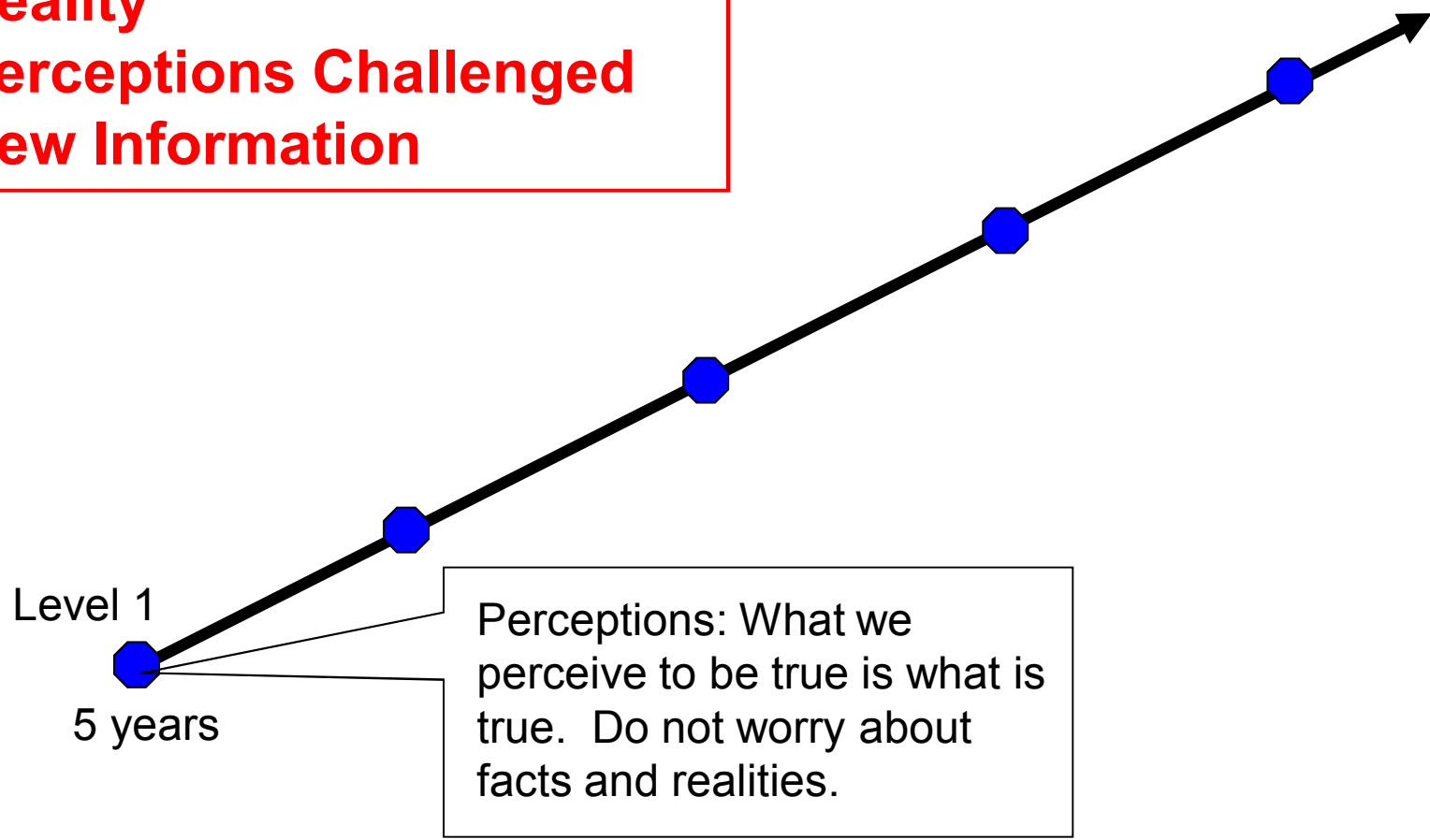


Orders of Consciousness

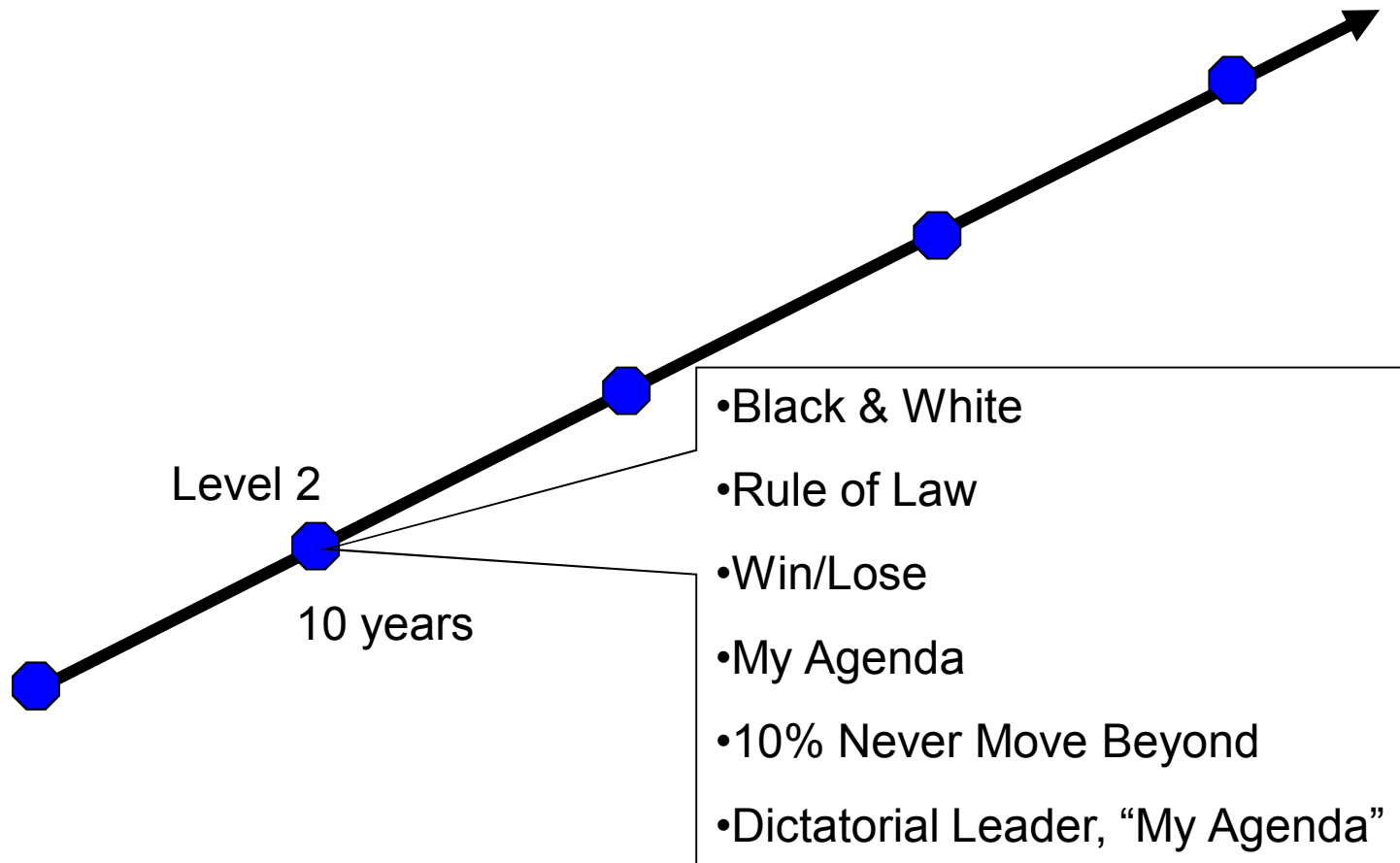


Orders of Consciousness

Reality
Perceptions Challenged
New Information

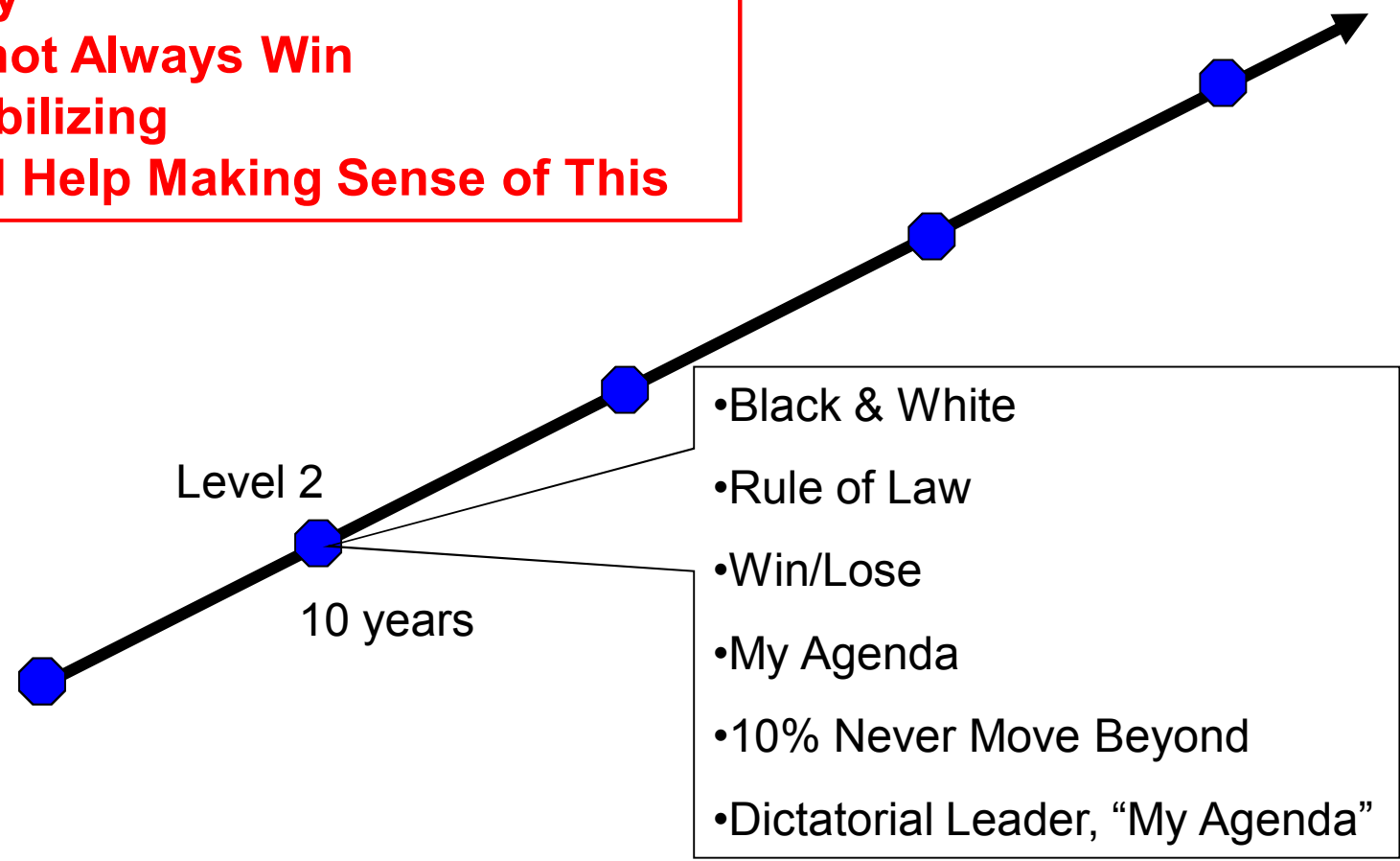


Orders of Consciousness

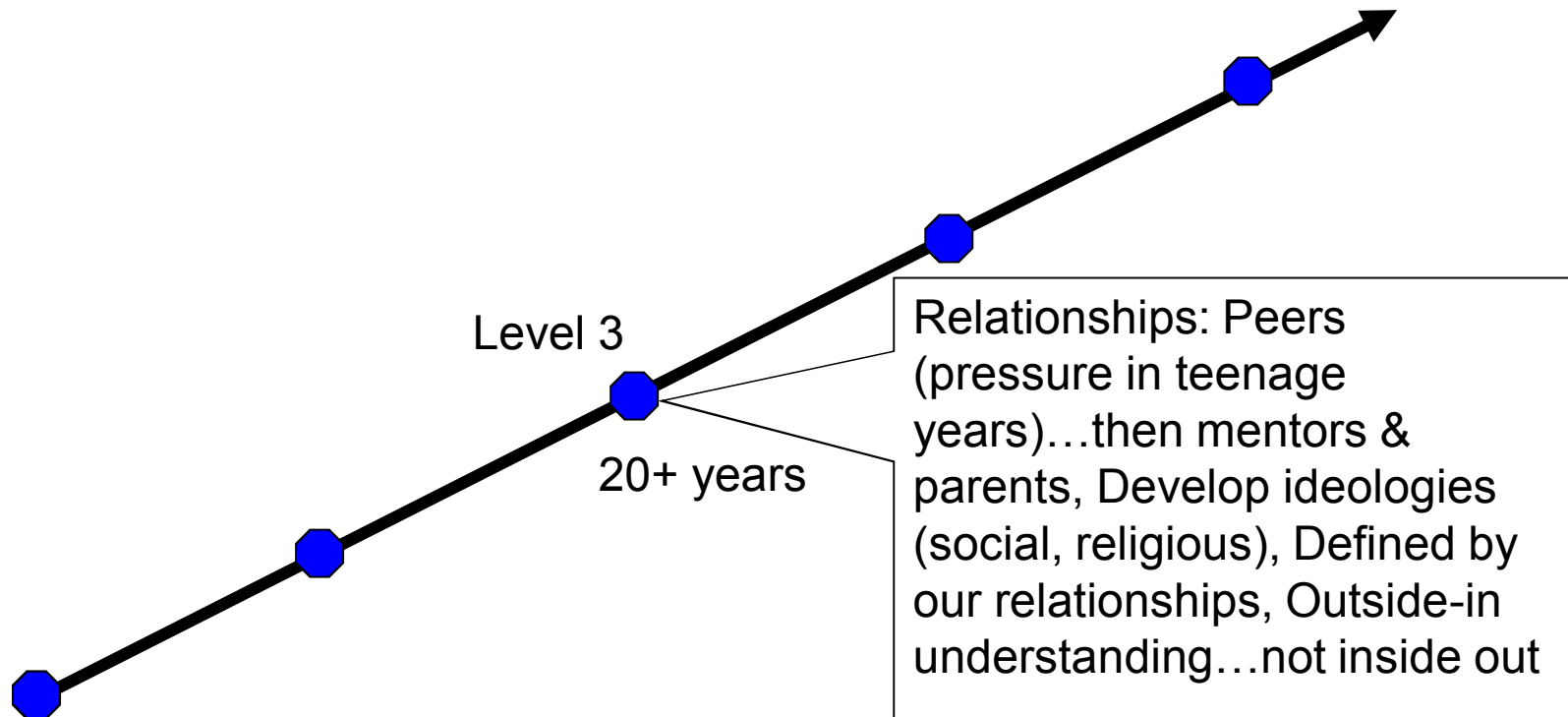


Orders of Consciousness

Reality
I Cannot Always Win
Destabilizing
I Need Help Making Sense of This

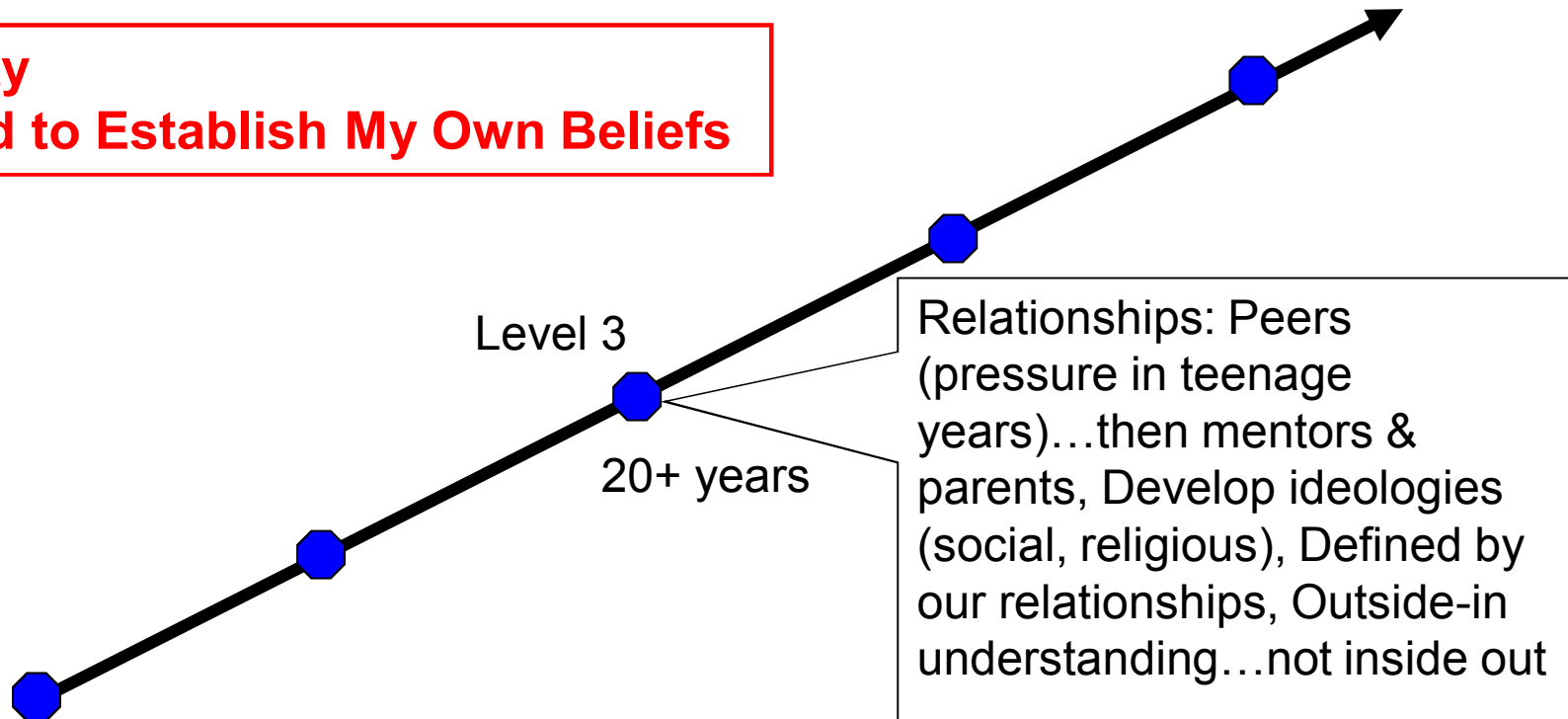


Orders of Consciousness

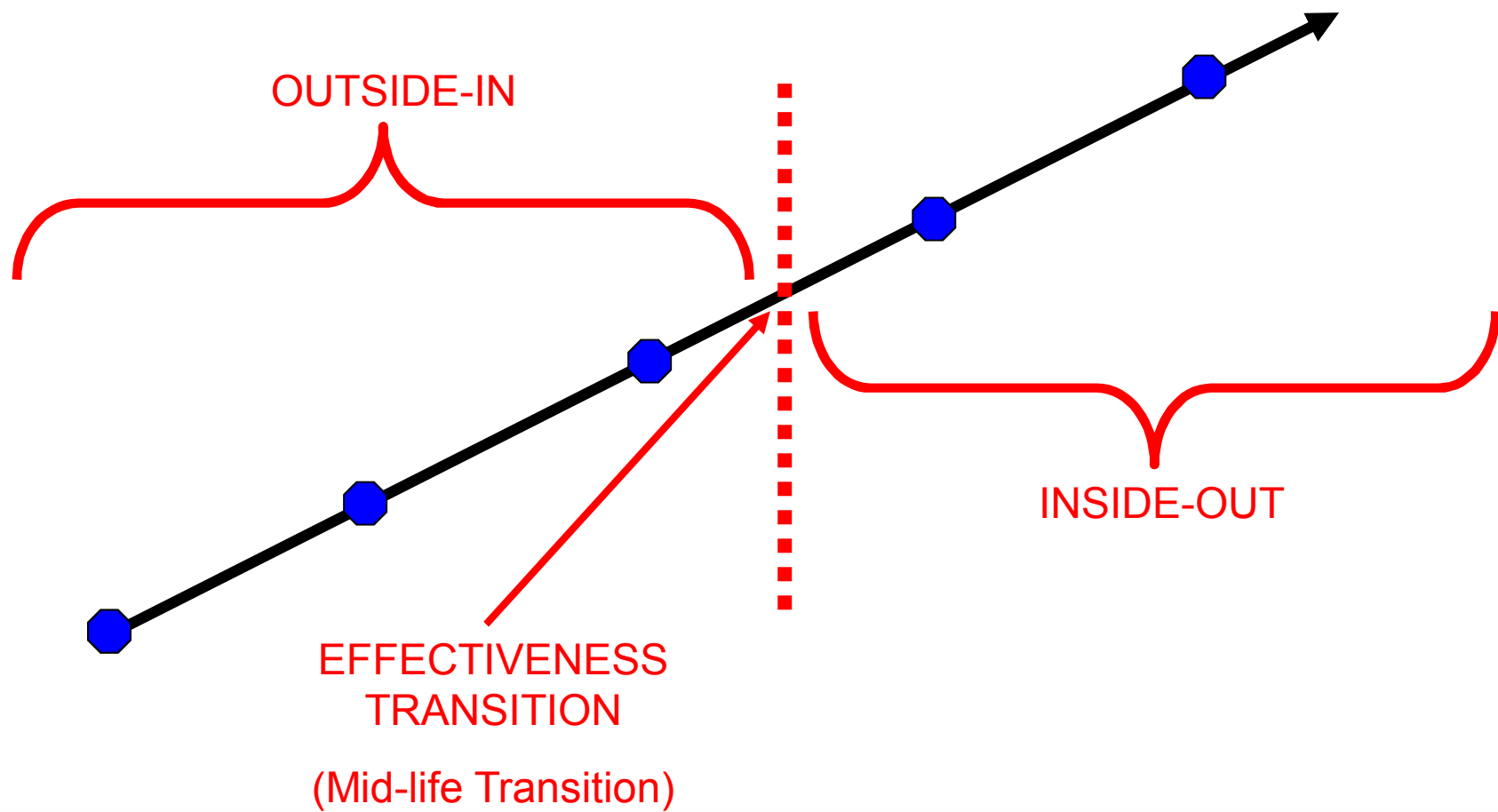


Orders of Consciousness

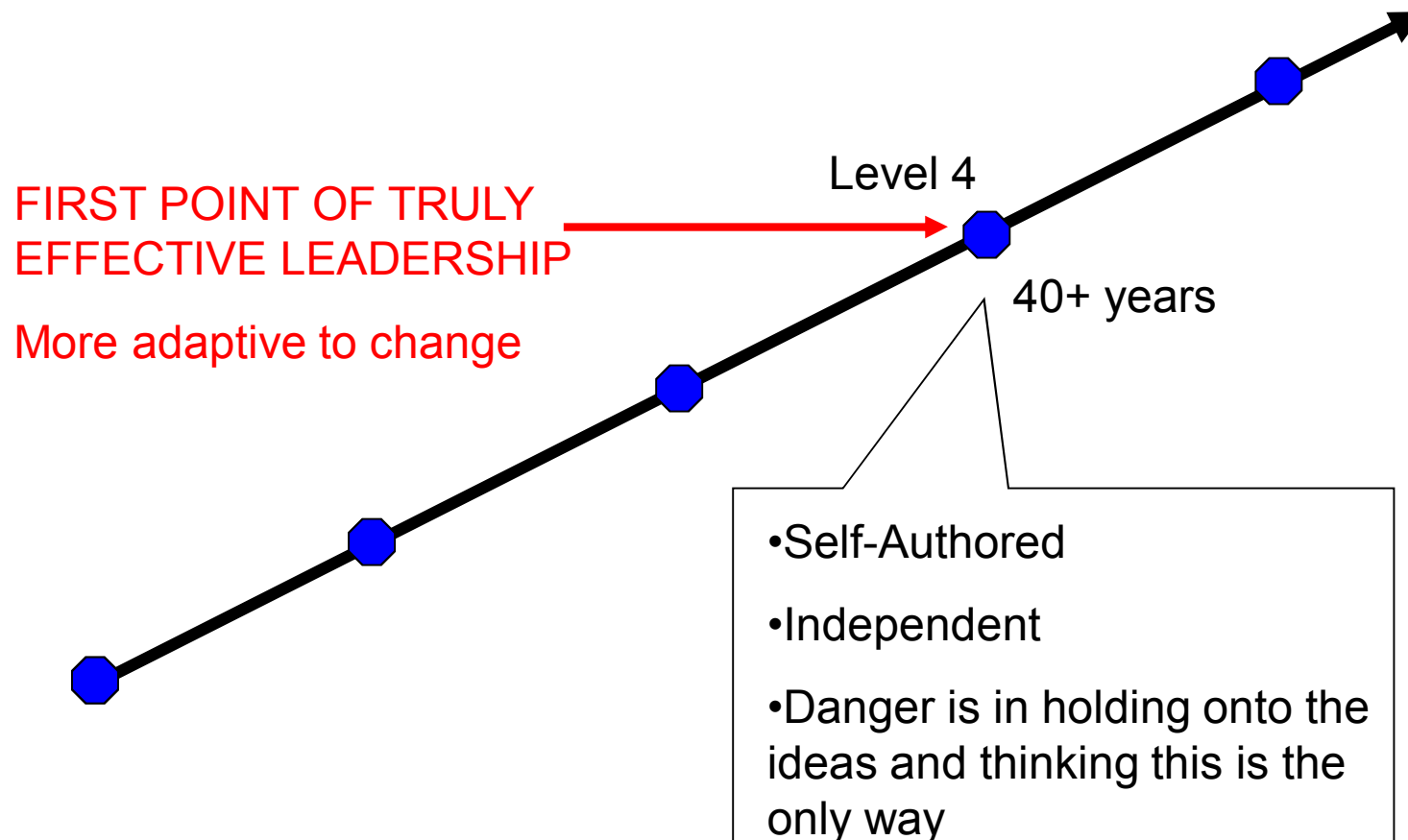
**Reality
I Need to Establish My Own Beliefs**



Orders of Consciousness

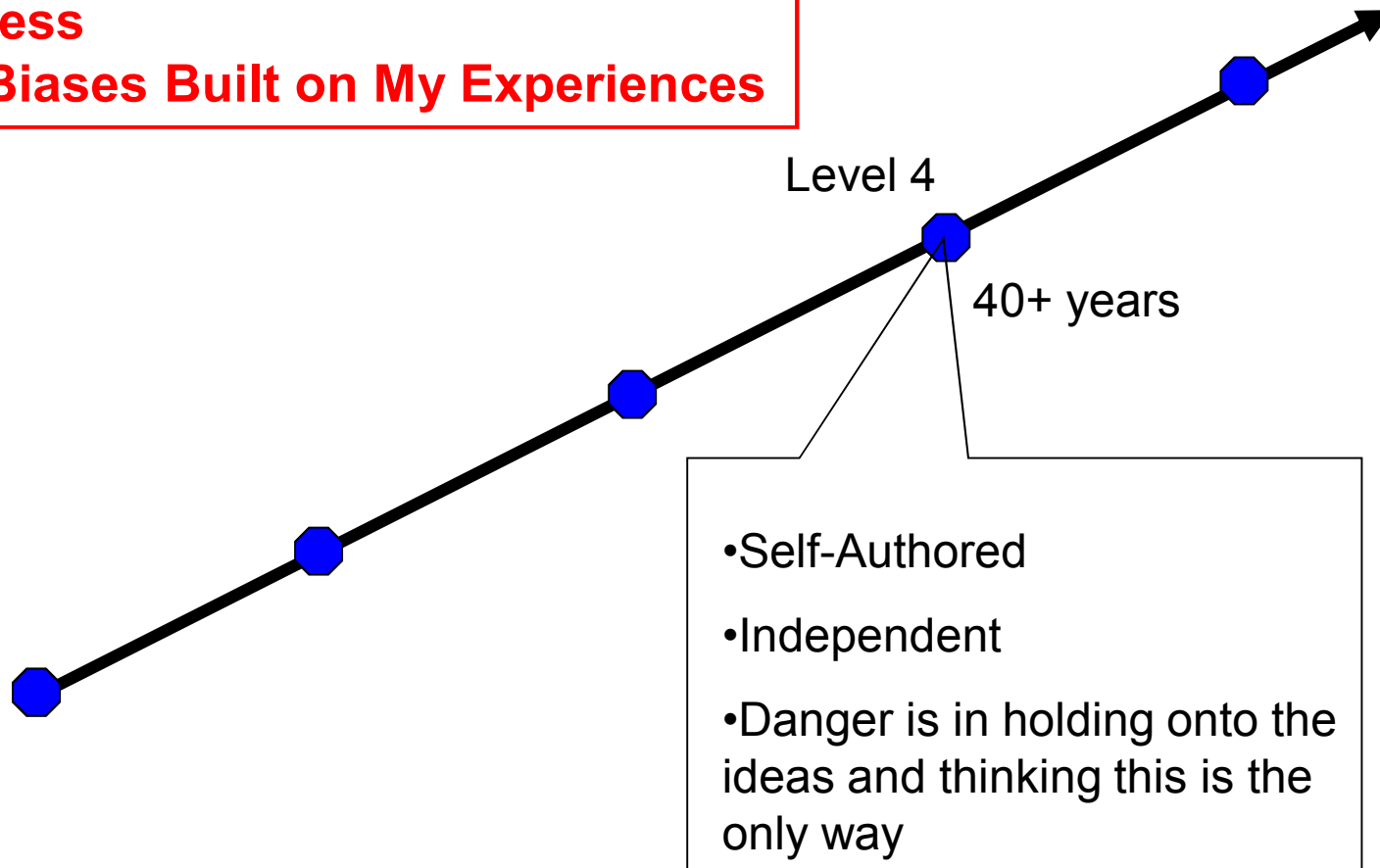


Orders of Consciousness

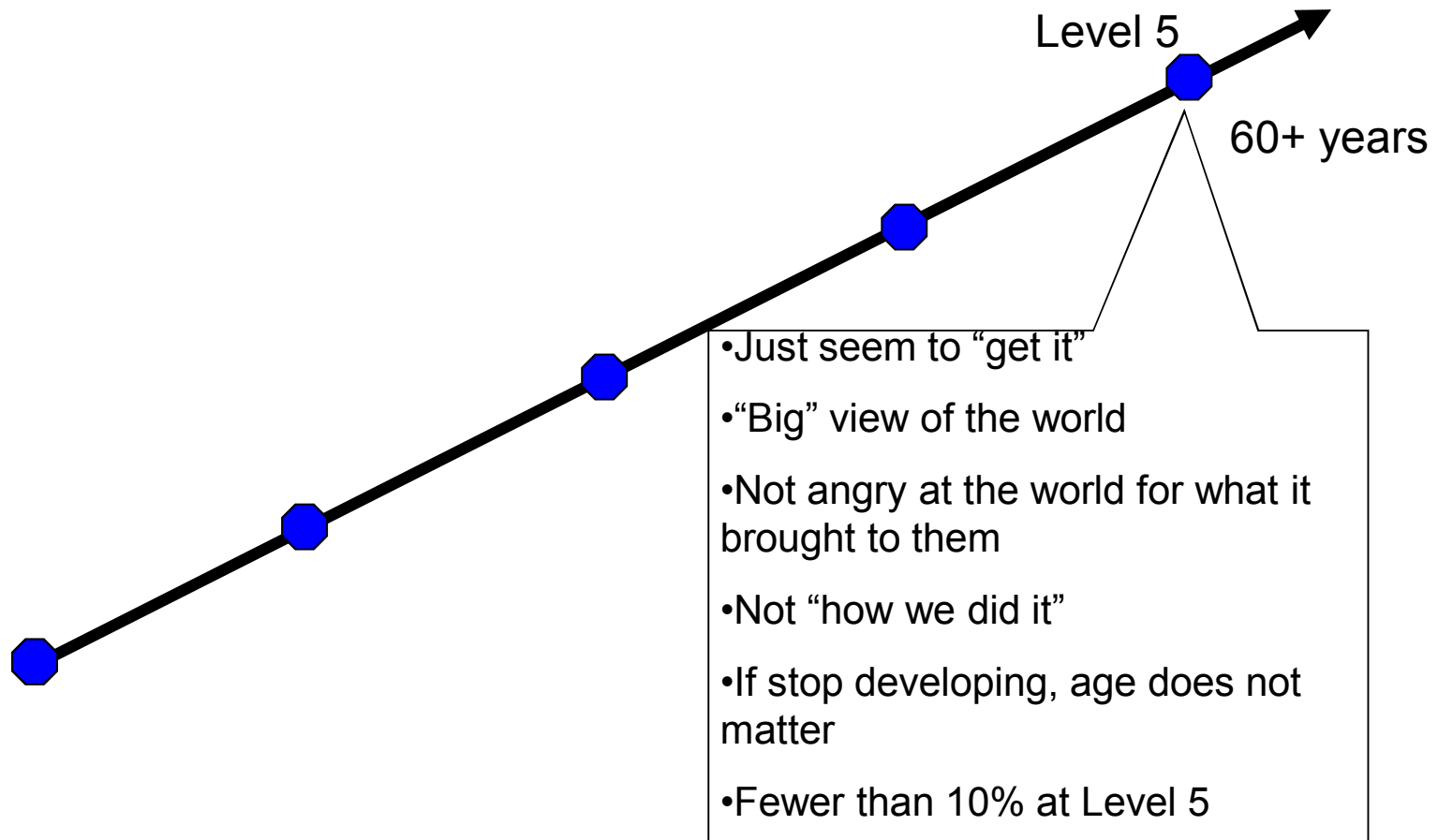


Orders of Consciousness

Awareness
I Have Biases Built on My Experiences



Orders of Consciousness



Moving up

- **New experiences contradict current way of thinking**
- **It takes time; therefore DEVELOPMENT**
- **Select the right people for development**

Selecting Potential Leaders

- **“The key step is to stop looking for outsized personalities and egocentric celebrities, and instead to scrutinize for results. Look inside for some part of the organization where extraordinary results have been produced but where there is no person standing forth to take excessive credit for those results. Look there and you will likely find a Level 5 leader.” -Jim Collins**
- **The Great Companies almost never looked outside**

DEVELOPING Great Leaders

- Critical questioning
- Dialogue in a safe environment
- Challenge to see a different perspective
- Travel
- Encourage writing life history, reflecting
- Collaborative activities, role playing, simulation
- Gratitude

- **GREAT LEADERS** generate great performance
- **GREAT LEADERS** can be developed
- **DEVELOPMENT** requires
 - Transformation of the individual
 - A psychological approach
 - Time

Sponsor



Eveniment susținut de



Parteneri:

