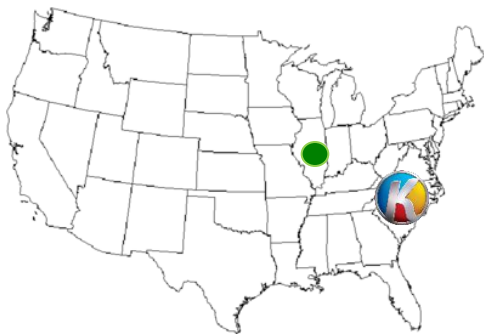




Robert (Rob) Kaiser, M.S.



Center for
Creative Leadership

1990s

KAPLAN DeVRIES INC.
CONSULTANTS TO TOP MANAGEMENT SINCE 1992

1997 – 2012

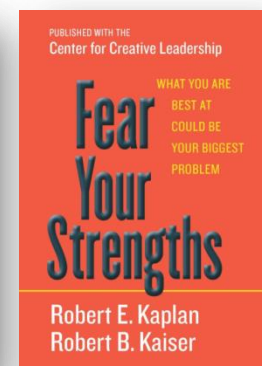
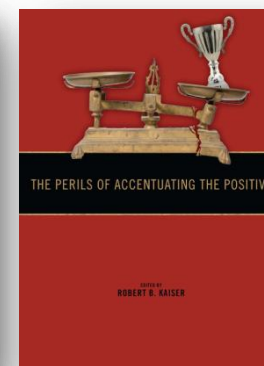
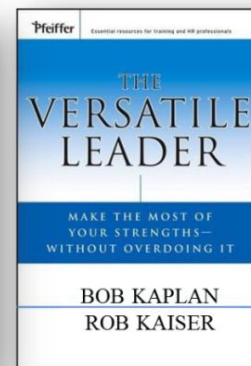


2013...

Advisor *coaching + HighPo development, managing leadership talent, building a leadership culture*

Entrepreneur *end-to-end suite of modern tools for helping managers become more versatile leaders*

Author *books, business articles, research*



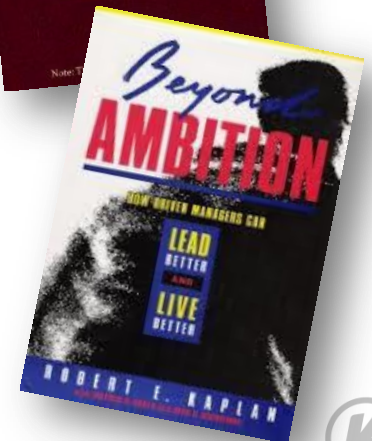
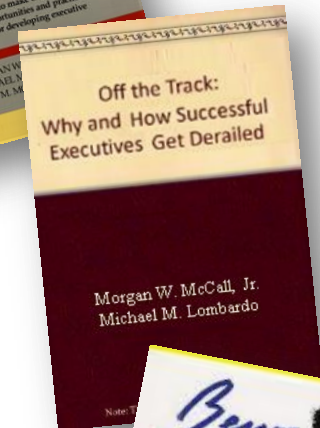
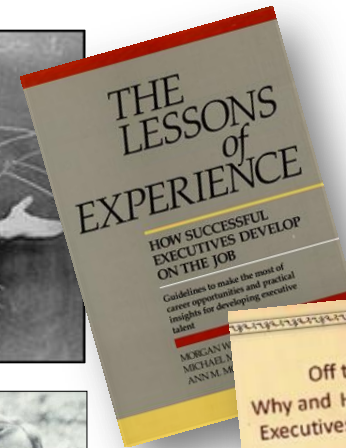
Mastering the Opposing Forces of Leadership

a practical guide to versatility



KAISER
LEADERSHIP SOLUTIONS

History



Applications



KAPLAN DEVRIES INC.
CONSULTANTS TO TOP MANAGEMENT SINCE 1992

FORTUNE 500



Agenda

2 hours

- **Two open secrets**
We all know, but don't really know
- **Insight for development**
For you & your people
- **Interactive**
Large & small groups, private reflection



What is leadership?



**What one thing,
more than anything else,
do great leaders do?**



Open Secret #1

Strengths Overused



Derailment research

Strengths

can become

weaknesses

McCall & Lombardo (1983) *Off the Track: How and Why Successful Executives Get Derailed*. CCL.
McCall (1998) *High Flyers*.



His greatest strengths – the uncompromising determination, sharp-tongued irreverence, and unblushing idealism – **turned out to be critical flaws.**

[His] high-minded resolve began to look to others like **simple-minded obstinacy...**



Unshakeable. Self-reliant.
 Comfortable in the spotlight.
Fond of the dramatic gesture.
 Passionate about the big picture.
Impervious to criticism. The kind
 of person who bounds from
 project to project, **embracing**
change as a way of life.

Those traits helped Carly Fiorina
 win the top job at Hewlett
 Packard... Now, with her sudden
 ouster from H-P, they are **sure to**
be seen as flaws as well.

REET JOURNAL.

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♦ ♦ ♦ ♦

WSJ.com

Fallen Star

H-P's Board Ousts Fiorina as CEO

Amid Languishing Stock,
 Computer Chief Resists
 Pressure to Delegate

A Big Merger's Missed Goals

By PUI-WING TAM

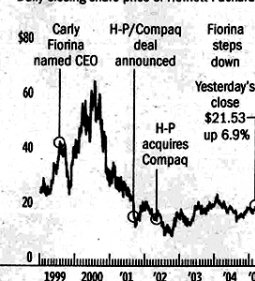
Hewlett-Packard Co.'s board, amid mounting displeasure with the Silicon Valley computer giant's performance, ousted Chief Executive Carly Fiorina after she resisted the directors' plan for her to cede some day-to-day authority to the heads of H-P's key business units.

The move culminated weeks of escalating pressure from the board on Ms. Fiorina, one of the most powerful women in business. She bet her career that a bitterly contested \$19 billion merger with Compaq Computer Corp. would give H-P enough scale to thrive in the brutally competitive market for computer hardware.

But with H-P's stock down more than 50% since the start of Ms. Fiorina's tenure as CEO, H-P's board decided on the management-reorganization plan at a mid-January meeting. The decision came after three directors presented a four-page analysis laying out the board's concerns about the company's performance after 5½

Stormy Tenure

Daily closing share price of Hewlett-Packard



Sources: Thomson Datastream; WSJ research

years with Ms. Fiorina as CEO.

People familiar with the matter said directors felt too much of the company's vast operations had been centralized in Ms. Fiorina's office, creating decision-making bottlenecks. Meanwhile, H-P had failed to meet key performance targets Ms. Fiorina had set for the company during the Compaq takeover fight.

Board members stressed yesterday that the ouster didn't imply that the company would change its strategy. But the dramatic move has renewed speculation that the company might revisit the question of spinning off its highly profitable printing and imaging business. The unit supplies roughly 75% of the company's profits, largely from the mundane business of selling ink cartridges.

As recently as two weeks ago, Ms. Fiorina was still resisting the board's blueprint for management changes, ac-

How Traits That Helped
 Executive Climb Ladder
 Came to Be Fatal Flaws

'You Learn to Be Self-Reliant'

By GEORGE ANDERS

PALO ALTO, Calif. —Unshakable. Self-reliant. Comfortable in the spotlight. Fond of the dramatic gesture. Impervious to criticism. Passionate about the big picture. The kind of person who bounds from project to project, embracing change as a way of life.

Those traits helped Carly Fiorina win the top job at Hewlett-Packard Co. in 1999, an unexpected outsider brought in to run one of Silicon Valley's oldest and most traditional companies. Now, with her sudden ouster from H-P, they are sure to be seen as flaws as well.

Plenty of business issues shaped Ms. Fiorina's rise and fall. After the tech boom ended, shareholders

blamed her for the sagging stock price. Longtime employees faulted her for upending the company's paternalistic culture, known as "The H-P Way." Industry analysts chided her for failing to mend H-P's sluggish computer businesses, even after she pushed through a \$19 billion merger with onetime archrival Compaq Computer Corp.

Yet she became front-page news—and a frequent cover story for business magazines—not so much because people cared about server-industry market shares, but because she epitomized an alluring, controversial new breed of chief executive officers who combine grand visions with charismatic but self-centered and demanding styles. Psychologist Michael Maccoby called some of them "productive narcissists" in a recent book, arguing that in the right settings, they can accomplish great things. In the wrong environments, he wrote,



Carly Fiorina

*Navy Seabee Finds
 Care Packages Aren't
 Easy to Get to Iraq*

Mr. Labrada Uses Own Money
 After Hitting Roadblocks;
 Changes on Home Front

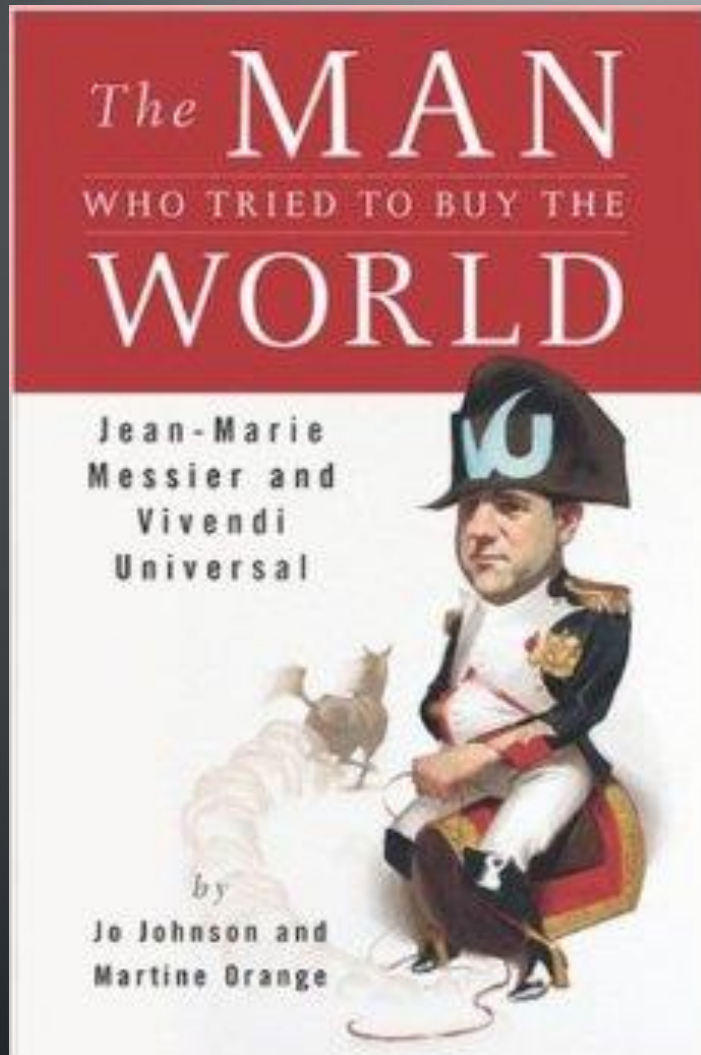
By DOUGLAS A. BLACKMON
 And EVAN PEREZ

MIAMI—Desperate to pitch in after the Sept. 11 attacks, Fernando Labrada quickly joined a reserve unit of the Seabees—a branch of the Navy that specializes in construction and engineering. But

Computing the Fallout

- The ouster is the latest blow to the strategy of one-stop shopping for technology's titans.....A8
- H-P's next leader will have to be someone with a world-class résumé who can handle a very tall order.....B1
- The failings of the \$19 billion Compaq link-up highlight the risk of megadeals.....C1

According to one person familiar with the discussions. If Ms. Fiorina continued to



Without his vision and personality – **confidence**, **showmanship**, and **charm** – Vivendi would never have come into existence.

Without his weaknesses – **delusions of grandeur**, **megalomania**, and **breathhtaking financial recklessness** – the dream of a French champion might have survived.



Jean-Marie Messier,
Moi-Même, Maître du Monde
(Me, myself, master of the world)



Strengths Overused

Determination

Self-reliant

Confidence



Stubbornness

Uncooperative

Arrogance



Identify someone on your staff who overplays a strength

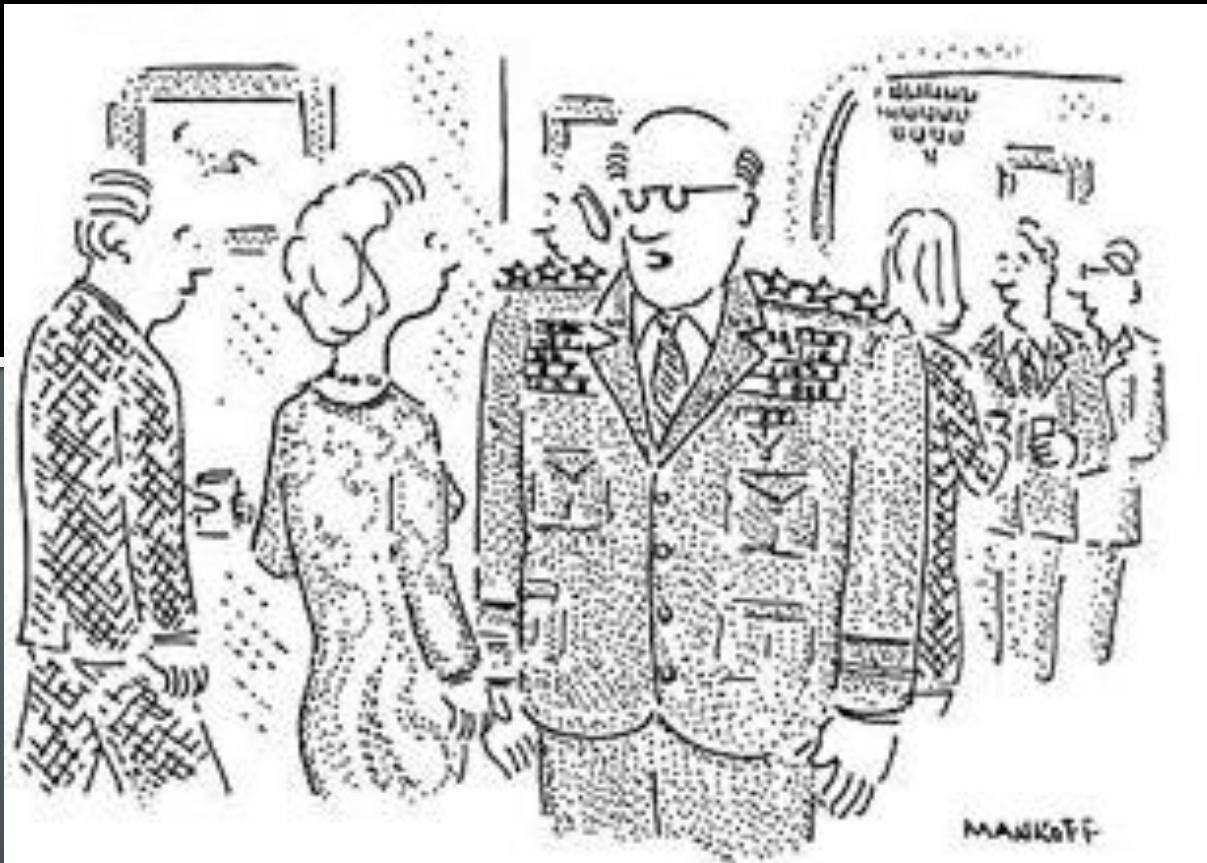
- Describe the strength (in terms of behavior)
- How does the person “overdo it”?
- What impact does it have on others, the organization?
- When is the strength useful?
- When is it counterproductive?



Why do managers overplay their strengths?

- Natural to rely on what comes easy
- Reinforced by prior success
- Don't know how much is “enough”
- Worried they aren't strong enough





***"Look, I'd like to avoid overkill,
but not at the risk of underkill."***

Why do managers go too far with their strengths?

- Natural to rely on what comes easy
- Reinforced by prior success
- Don't know how much is “enough”
- Worried they aren't strong enough
- Don't know their own strength



Underdo

Avoid failing,
looking foolish

Overdo

Go all out to
prove yourself

Underestimate



Feedback and coaching on strengths overused

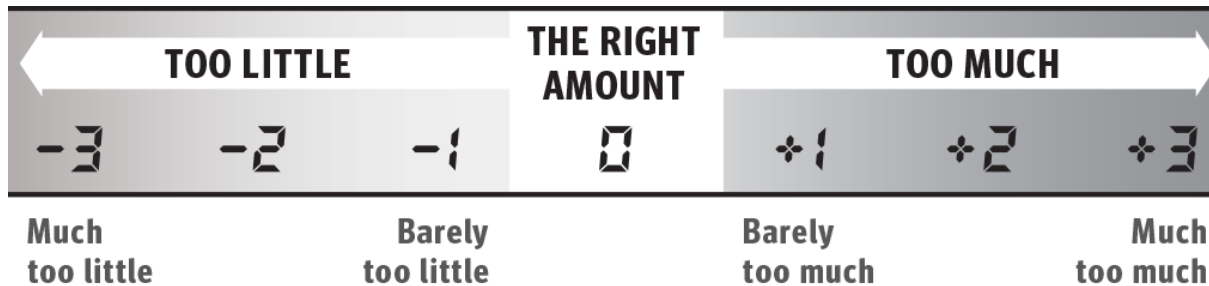
- **Start with positives**
- **Note that it can be taken too far**
 - Describe in specific, behavioral terms
 - Maintain objectivity
 - S-B-I (situation, behavior, impact)
- **Guide person to self-awareness**
 - What drives you to go too far?
 - What might happen if you eased up?
 - What situations trigger the behavior?



Research on Strengths Overused



New rating scale



Kaiser & Kaplan (2005) Overlooking overkill. *Human Resources Planning*

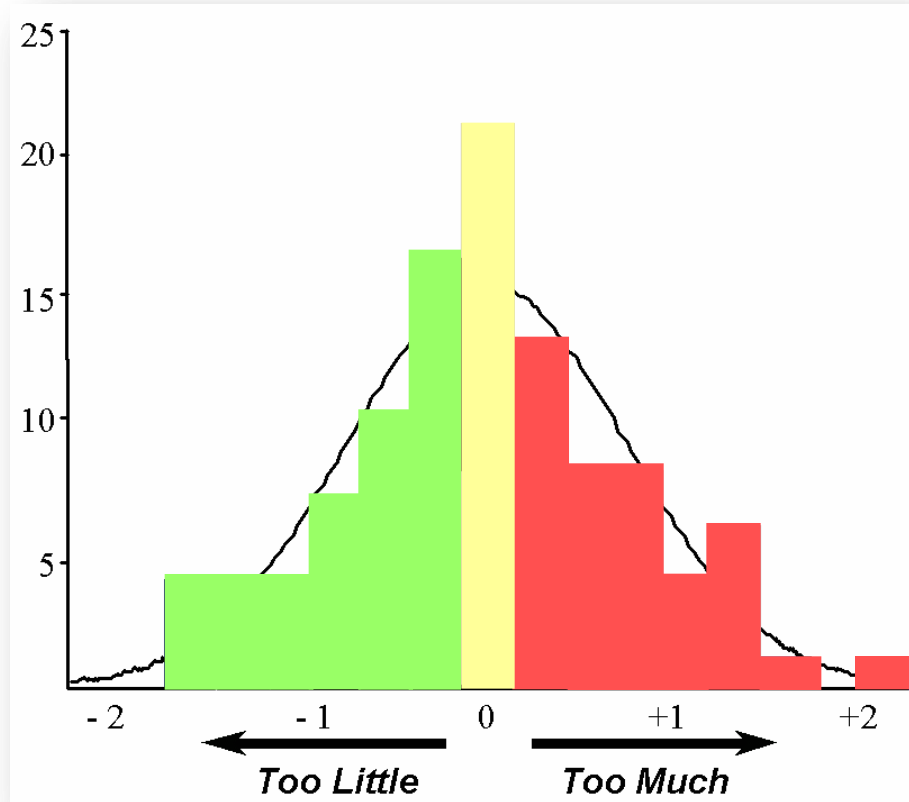
Kaiser & Kaplan (2005) On the folly of linear scales. *Performance appraisal: A critical view*



Detecting “too much of a good thing”

Item text

**“Pays attention to detail—
has a finger on the pulse
of day-to-day activities.”**



Average subordinate ratings for 107 executives

Overkill is Everywhere

6

median number of
behaviors (out of 48)
rated as “too much”

N = 421 senior managers

Kaiser & Kaplan (2009) When strengths run amok. *Perils of Accentuating the Positive*



Top 10 Overdone Behaviors

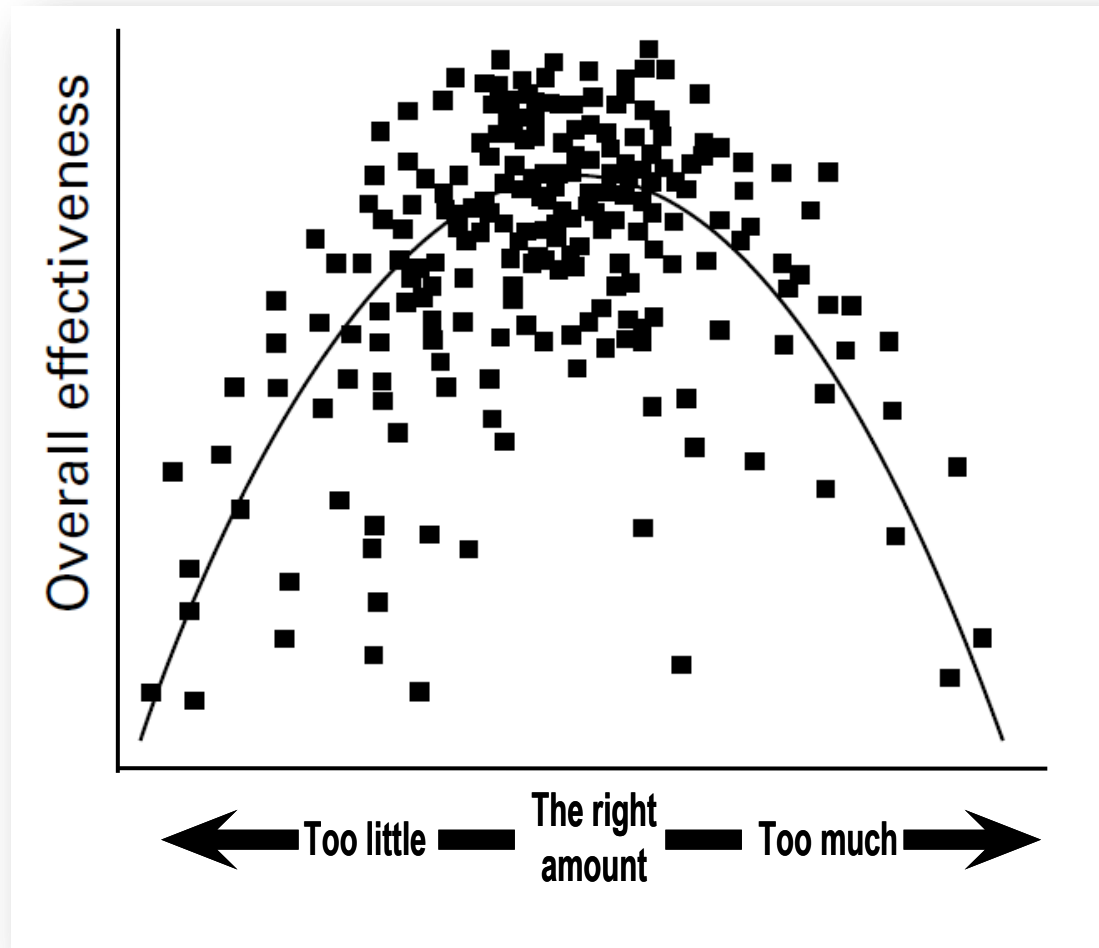
	% rated “too much” by coworkers
Doesn't back down	64%
Short-term focus	50%
Stays with the tried and true	49%
Goes by the book	47%
Assumes authority	46%
Steps in when trouble arises	45%
Decisive	44%
In control	43%
Pays attention to detail	40%

N = 421 senior managers

Kaiser & Kaplan (2009) When strengths run amok. *Perils of Accentuating the Positive*



The Cost of Overkill



Blindspots

58%

Proportion of
behaviors rated
“too much” by
coworkers **but**
not by managers
themselves

N = 421 senior managers

Kaiser & Kaplan (2009) When strengths run amok. *Perils of Accentuating the Positive*



What do you overdo?

- Things that come naturally
- Things that brought you success in past
- Things you trust to produce outcomes
- Things you admire, highly value
- Things you worry about not being good enough at

What one thing,
more than anything else,
do great leaders do?



<p>Shortcoming used too little, a “weakness”</p>	<p>STRENGTH what you do really well</p>	<p>STRENGTH OVERUSED taken to the extreme, counterproductive</p>
---	--	---



--	--	--



Shortcoming

STRENGTH

STRENGTH OVERUSED

Too mild and soft-spoken; lacks conviction and confidence

Assertive in making a point--speaks up and is heard

Talks too aggressively; intimidating; talks over people and interrupts



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Why do you overdo it?

- **Part of your personality**
- **Associated with past success**
- **Stress leads us to fall back on what we know**
- **What about mindset and motivation?**
 - Is it hard to imagine “too much of a good thing?”
 - Do you know your own strength?
 - Imagine not doing the behavior:
what do you worry might happen?



**What one thing,
more than anything else,
do great leaders do?**



**What is the
opposite of that thing?**



What one thing,
more than anything else,
do great leaders do?

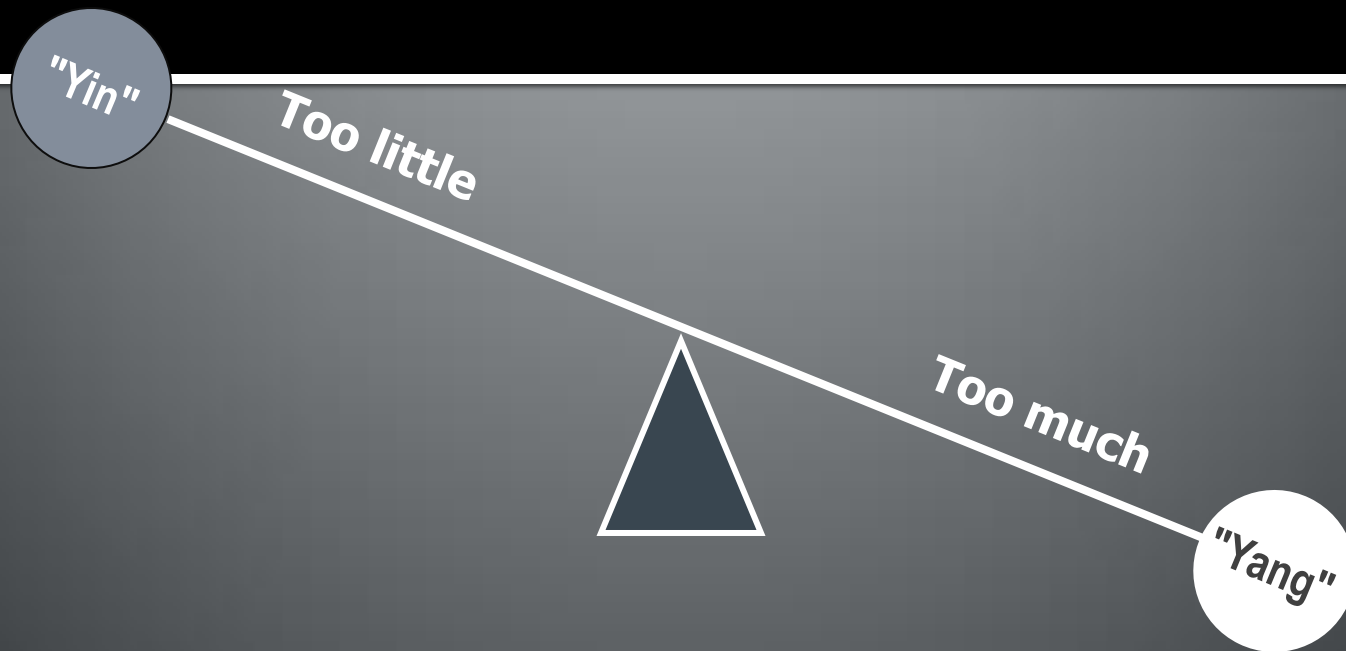


What is the *complementary*
opposite of that thing?

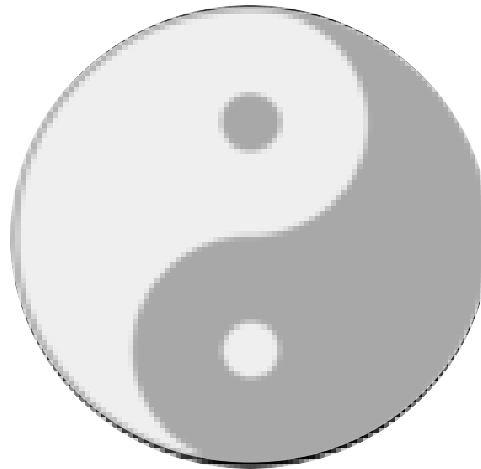


Open Secret #2

Lopsided Leadership



Task-oriented
Autocratic
Initiative
Transactional
Short-term
Stability
Efficiency



People-oriented
Participative
Consideration
Transformational
Long-term
Change
Innovation

HOW YOU LEAD



FORCEFUL

Asserting personal and position power

- Take Charge
- Decisive
- Demanding



ENABLING

Creating conditions for others to contribute

- Empowering
- Participative
- Encouraging

WHAT YOU LEAD



STRATEGIC

Positioning the organization for the future

- Direction
- Expansion
- Innovation



OPERATIONAL

Focusing the organization on short-term results

- Execution
- Efficiency
- Order

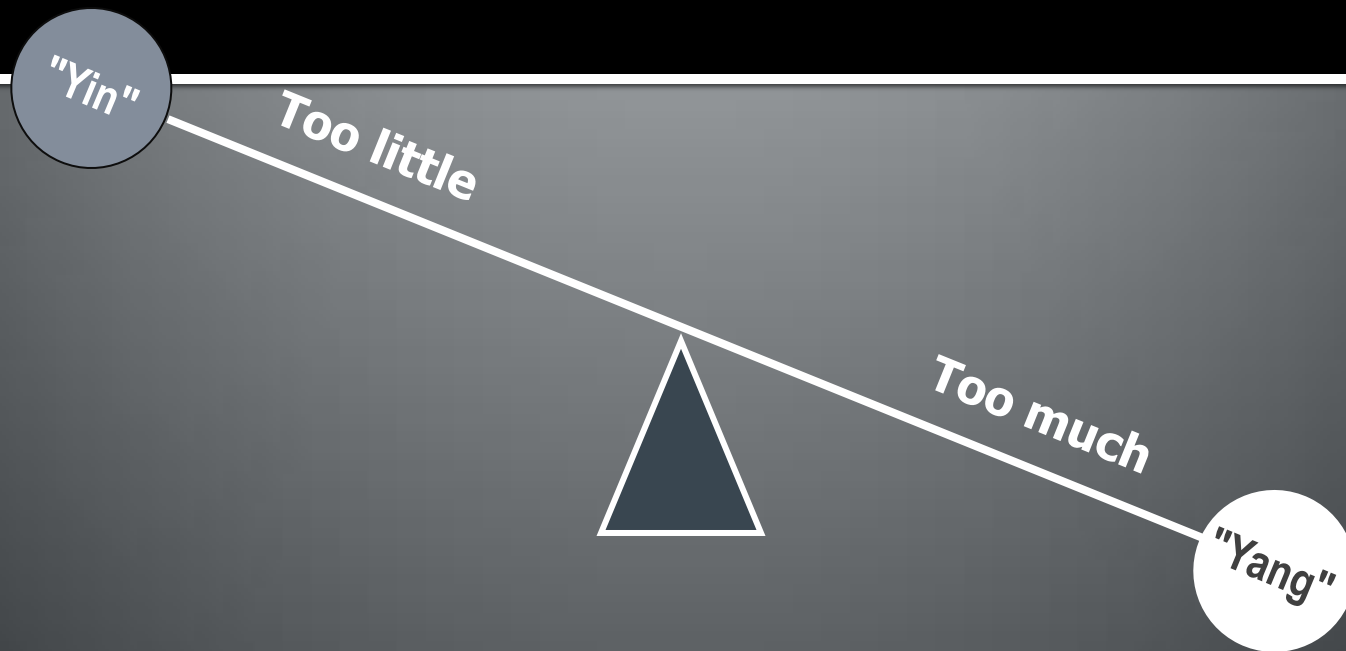
Identify someone on your staff who overplays a strength

- Describe the strength (in terms of behavior)
- How does the person “overdo it”?
- What impact does it have on others, the organization?
- When is the strength useful?
- When is it counterproductive?



What is the *complement* to the “strength overplayed” that the person does “too little”?

Research on Lopsided Leadership



HOW YOU LEAD

 **FORCEFUL**

Asserting personal and position power

- Take Charge
- Decisive
- Demanding

 **ENABLING**

Creating conditions for others to contribute

- Empowering
- Participative
- Encouraging

WHAT YOU LEAD

 **STRATEGIC**

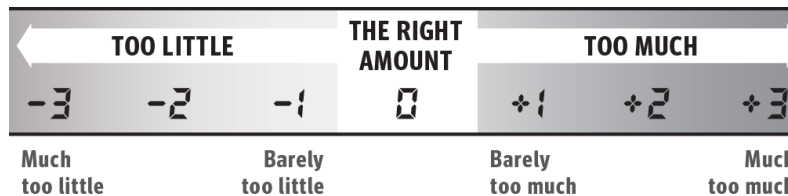
Positioning the organization for the future

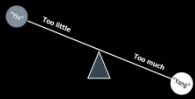
- Direction
- Expansion
- Innovation

 **OPERATIONAL**

Focusing the organization on short-term results

- Execution
- Efficiency
- Order





Lopsided Leadership

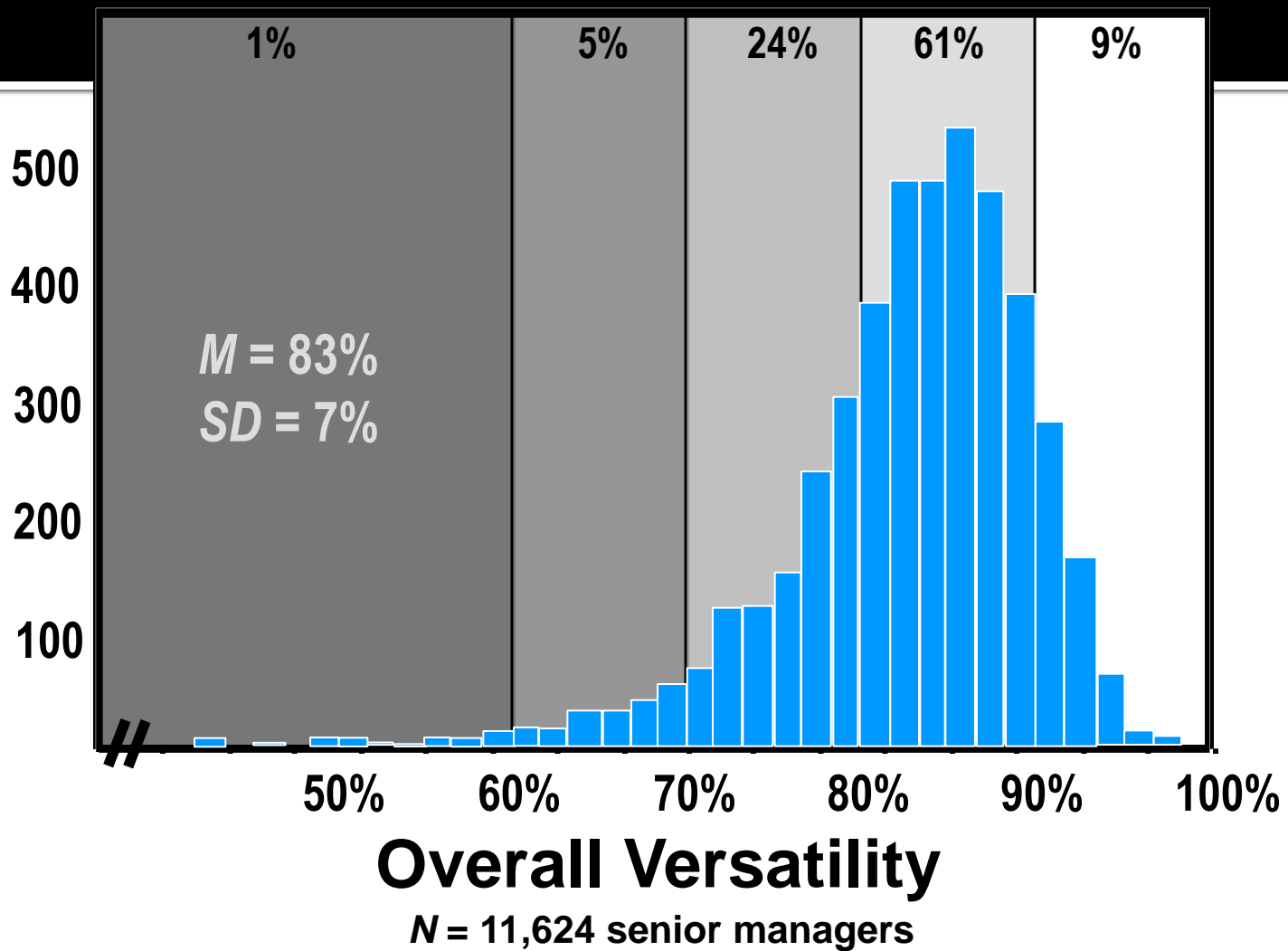
Of those who do “too much”		
FORCEFUL	97% do “too little”	ENABLING
ENABLING	86% do “too little”	FORCEFUL
STRATEGIC	67% do “too little”	OPERATIONAL
OPERATIONAL	94% do “too little”	STRATEGIC

N = 421 senior managers rated on the LVI

Versatility

the ability to read and respond to changing conditions with a full range of motion; able to freely use opposing approaches, unlimited by bias in favor of one and prejudice against the other.





What versatility predicts

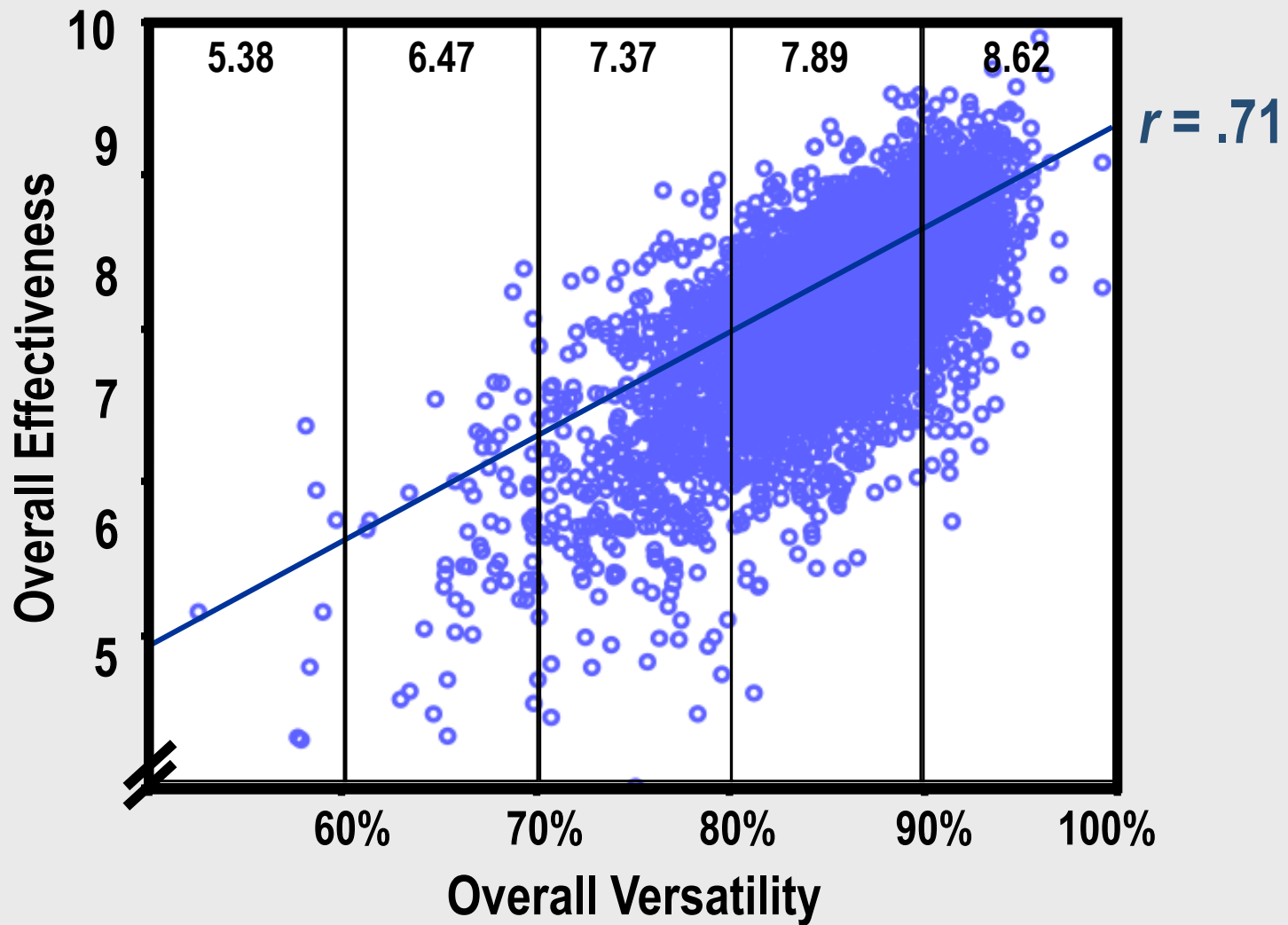
- Employee commitment, job satisfaction, engagement, & turnover
- Team morale, engagement, cohesion, & confidence (in executing strategy)
- Variety of business process methods
- Team and business unit productivity
- Overall leadership effectiveness

see summaries in:

Kaplan & Kaiser (2006) *The Versatile Leader* (Pfeifer/Wiley)

Kaiser & Overfield (2014) *LVI v5.0 Facilitator's Guide*

Versatility and Overall Effectiveness

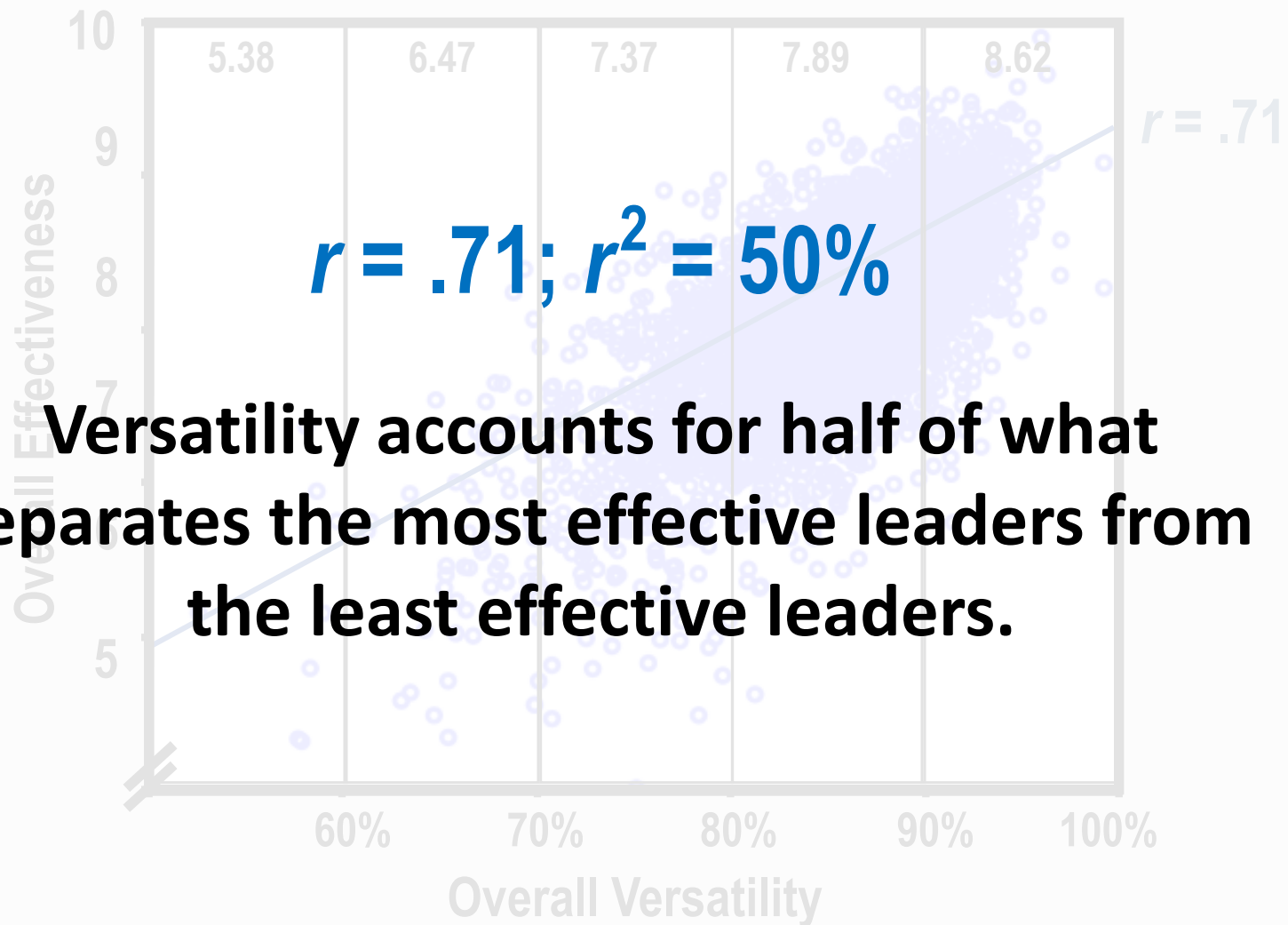


$N = 11,624$ senior managers

LVI global norms (2010-2014)



Versatility and Overall Effectiveness



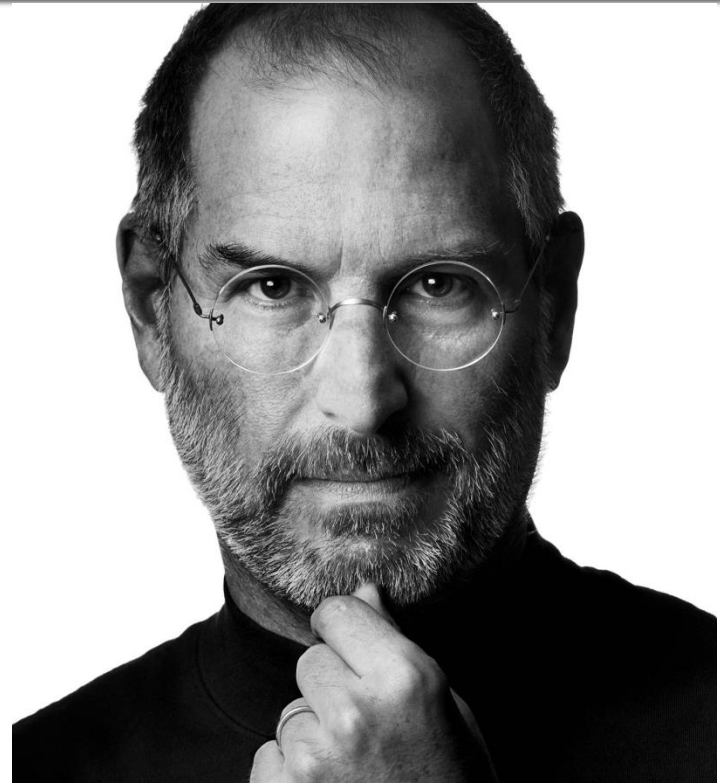
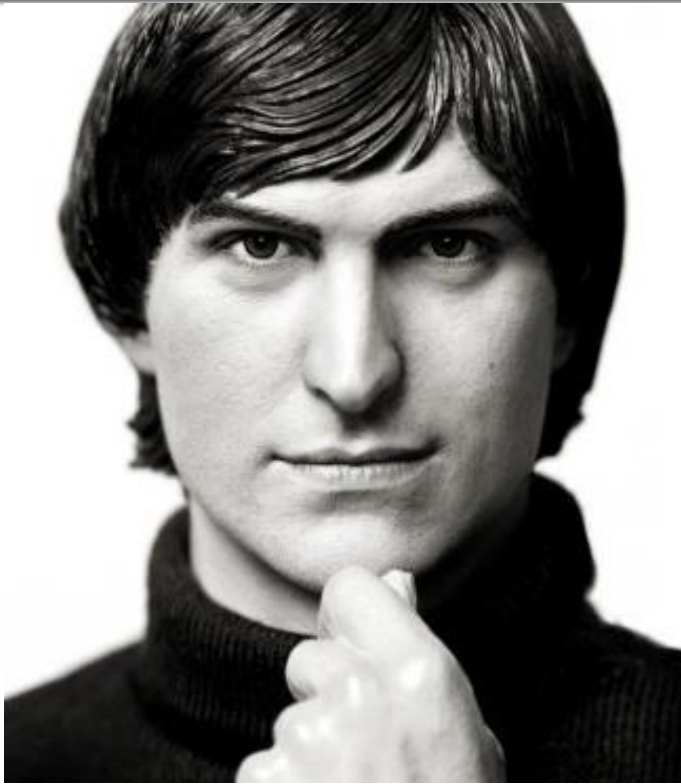
N = 11,624 senior managers

LVI global norms (2010-2014)



“Real artists ship”

the growth of a leader



Self-development part 2

**What is the complement to the
“strength you overdo”?**



Shortcoming

STRENGTH

STRENGTH OVERUSED

Too mild and soft-spoken; lacks conviction and confidence

Assertive in making a point--speaks up and is heard

Talks too aggressively; intimidating; talks over people and interrupts



Closed to other perspectives; doesn't care what other people think

Open to influence; can be persuaded to change my mind

Too impressionable and too easily influenced by the opinion of others



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<p>Shortcoming used too little, a “weakness”</p>	<p>STRENGTH what you do really well</p>	<p>STRENGTH OVERUSED taken to the extreme, counterproductive</p>
---	--	---



<p>Shortcoming used too little, a “weakness”</p>	<p>COMPLEMENT the other good thing</p>	<p>OVERUSED taken to the extreme, counterproductive</p>
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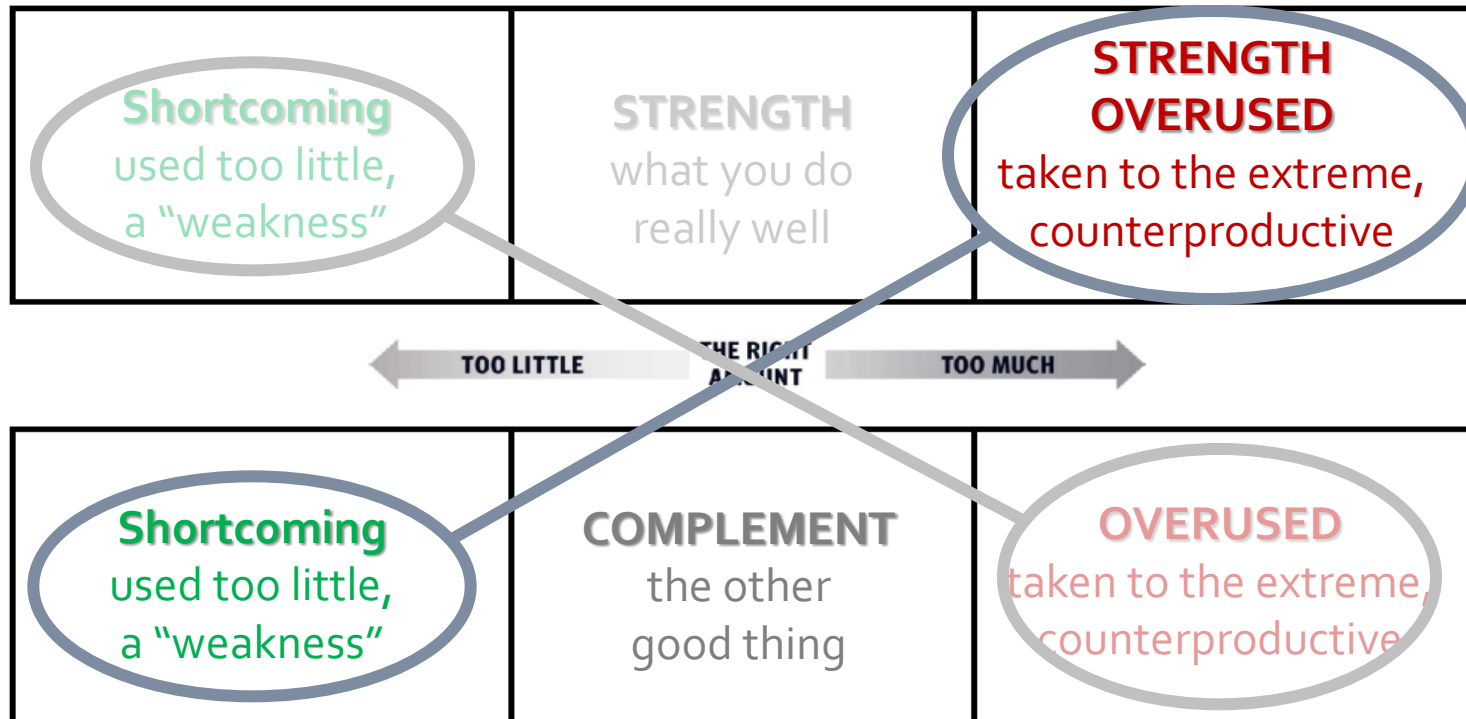


Consider the complement to the “strength you overdo”

- Do you tend to underdo it?
- How might it be useful?
- Identify a recent situation where you could have used this behavior, but did not. How might things have gone differently?
- What is your attitude about this behavior?
- What’s the worst that could happen If your were to do it more?



Strength Overplayed



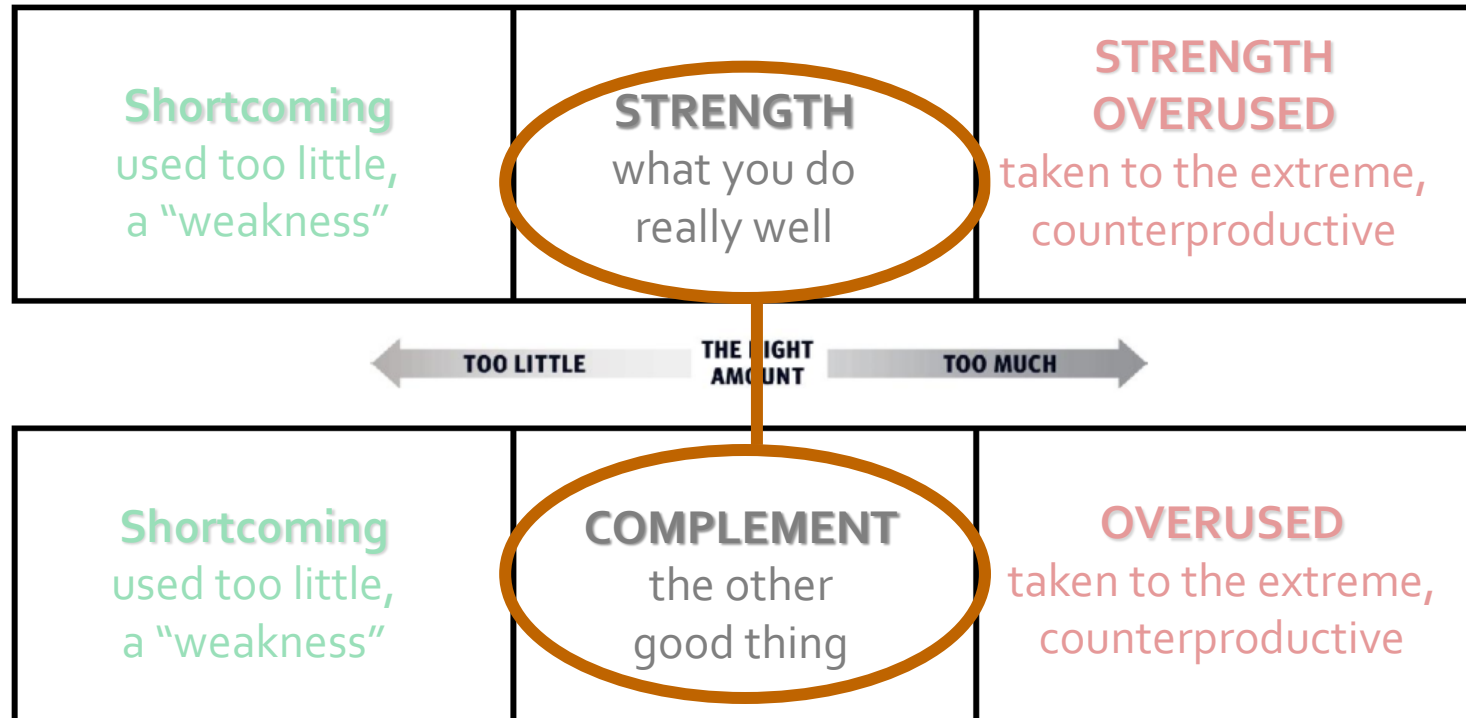
Neglected Complement



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Strength Overplayed



Neglected Complement



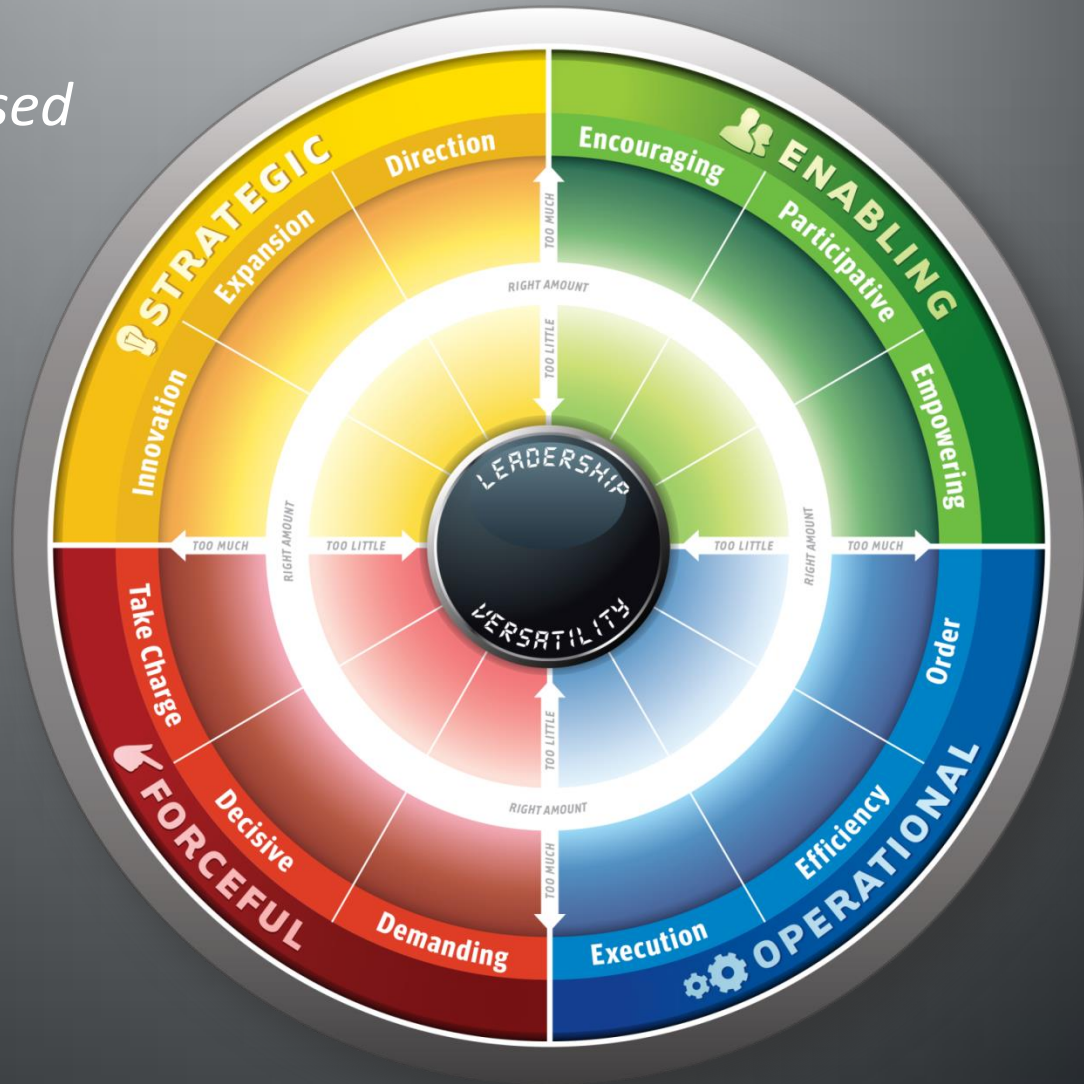
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Development

Start with accurate assessment

- *Strengths*
- *Strengths overused*
- *Shortcomings*



Development

Start with accurate assessment

- *Strengths*
- *Strengths overused*
- *Shortcomings*

Verify/validate your self

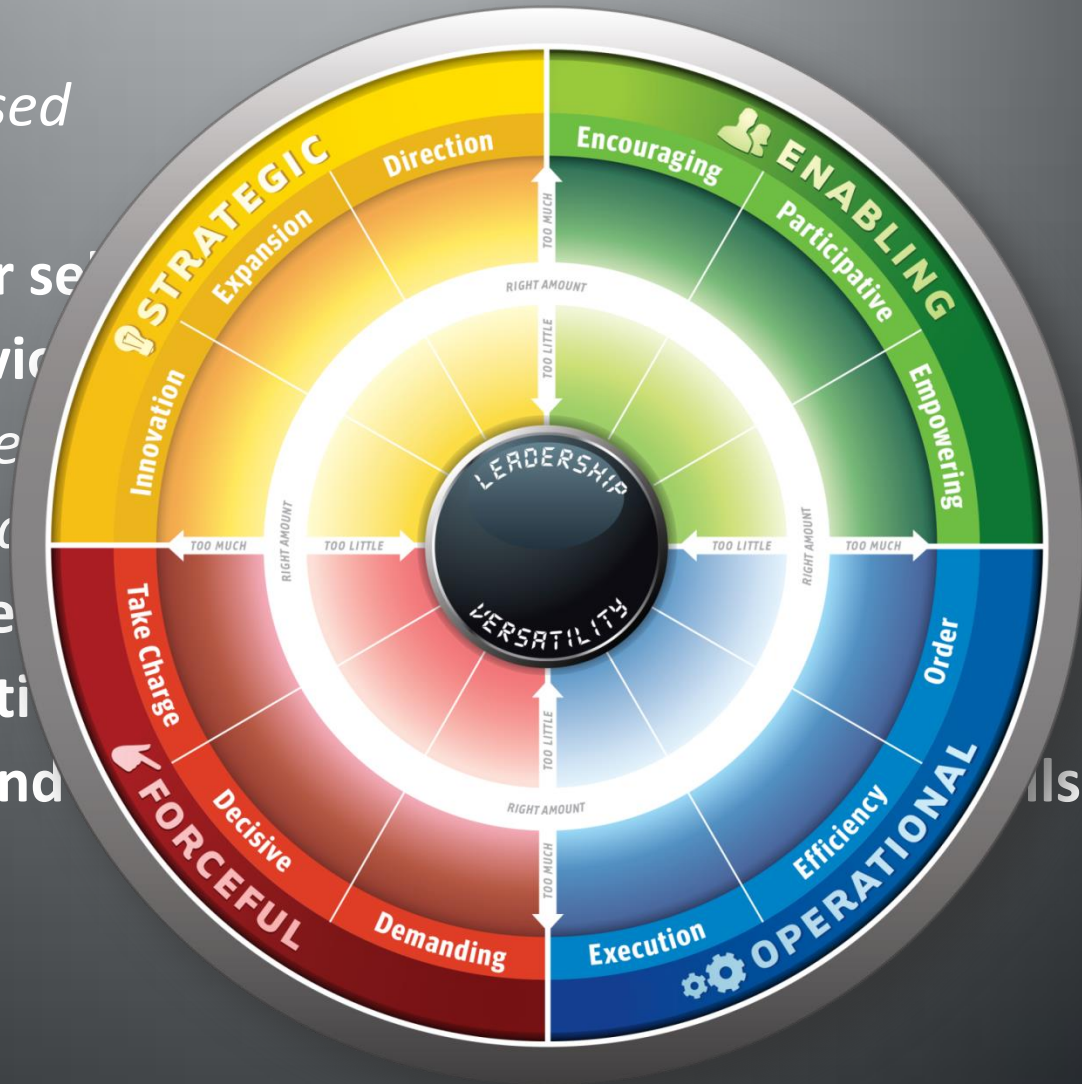
Observe your behavior

- *When do you over*
- *When do you und*

Ask for real time feedback

Become more selective

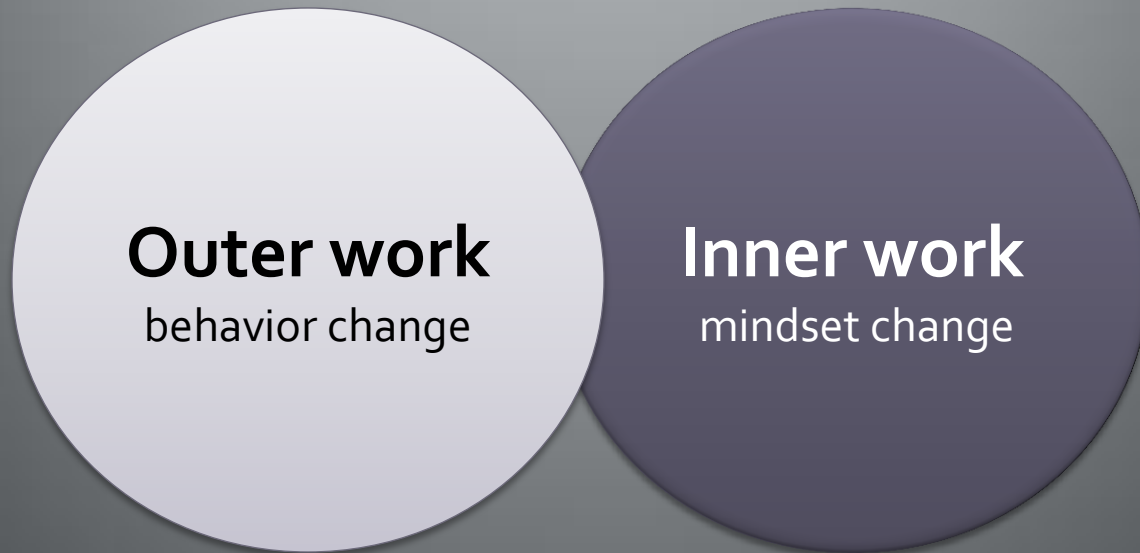
Develop capacity (and



Wisdom of opposites



Growing





Mastering the Opposing Forces of Leadership

a practical guide to versatility

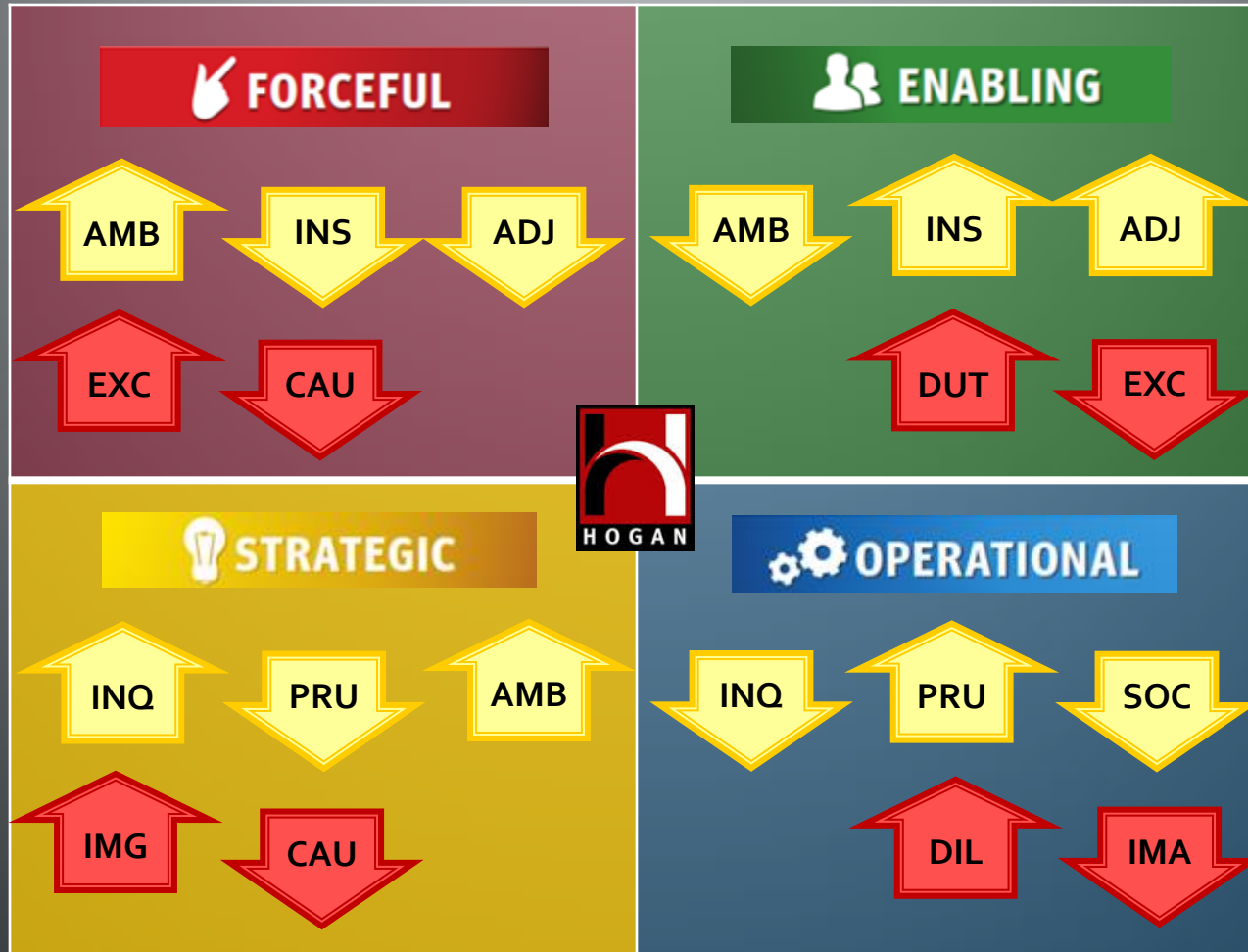


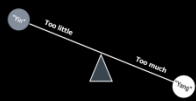
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LEADERSHIP SOLUTIONS

Mindset

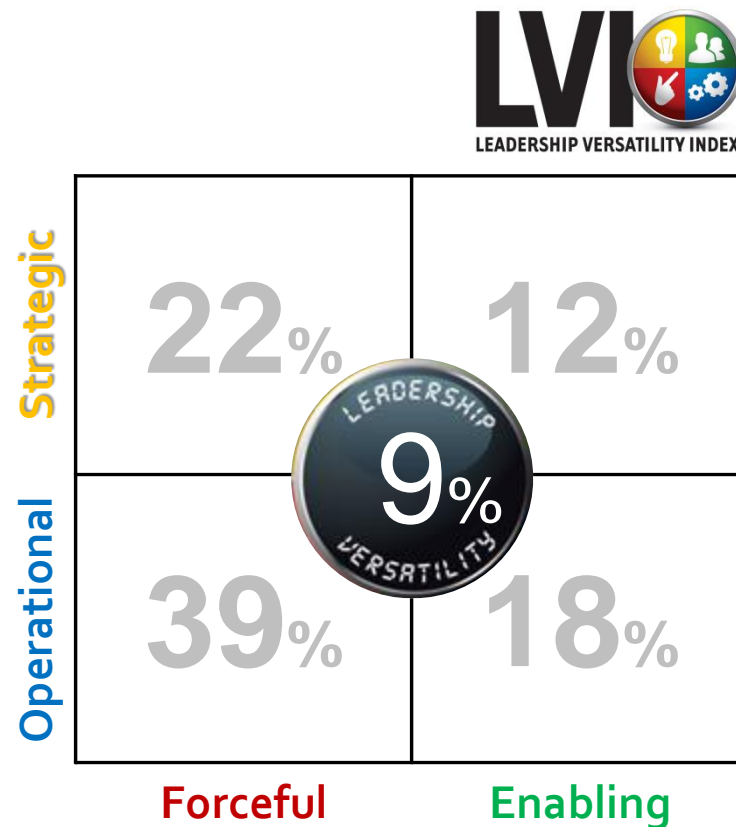


Personality





Types of Leaders



$N = 11,624$ senior managers

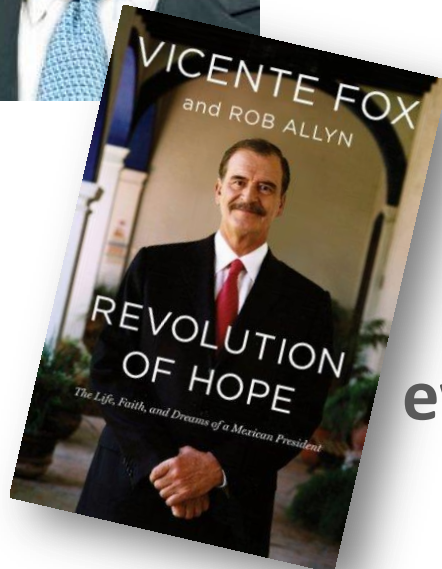
LVI global norms (2010-2014)





STRENGTHSFINDER[®]
THE GALLUP ORGANIZATION

- | **Self-assurance**
- | **Command**
- | **Positivity**
- | **Relator**
- | **Winning others over**



“...the cockiest guy I have ever met in my life.”