



# THE LEADERSHIP CHALLENGE:

## Increasing Your Capabilities

BY DONALD F. HADLEY, CHFC, CPC, CBC, MSM  
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Leaders in business are accountable to effectively and efficiently deal with the external world, attract and retain top talent, and deliver bottom line results to all stakeholders.

### CHALLENGE

In this modern, fast changing world, there is no other occupation that requires such a high level of performance in so many areas as being a leader. It is a leader that brings everything together through a team of people to get into the head and heart of individuals, where everyone desires to work together for better results and a better life. While the outer behavior is important, this must be combined with internal understanding and introspection.

The ultimate test in leadership is, “Do you have passionate, excited followers that will follow you into an uncertain future?”

### SITUATION

Our client is majority owner of a construction company, and he had a minority partner that worked in the business but was more a manager than a leader. This partner was looked to by other employees as knowledgeable, experienced and valuable. The two owners found it difficult to make changes in the business. Lots of ideas were generated; yet, nothing would stick. Follow through did not occur and even with the best ideas; the individuals, team and company would return to doing it the “old” way. The company was doing adequately; perhaps it had just hit a temporary plateau. The owners wanted to ensure that nothing major was wrong...”Was there any danger lurking nearby?”

### VISION

Understanding what the audience (the organization’s employees) really thought allowed the majority owner to increase the clarity of their common vision and use this need to achieve the vision to help drive, motivate and excite the troops. The need to achieve brings The Leadership Team together and allows a smooth shift from a “managing diplomat” to being a “leader” causing important changes. In the same way, the minority partner needs to know that the audience values his knowledge, but the timing of his interaction is as critical as the actual interaction itself. While he desires to continue in his “management role”, he has become much more effective as a “supporting leader” and is able to encourage and assist the others in the details where his partner has less capability.

### RESOLUTION

In this case, several tools were used to fully investigate the situation prior to making recommendations. The first was a Team Assessment, which uncovered some leadership issues – in particular, the leaders were not inspiring others to achieve nor were they predicting performance accurately or staying in alignment with each other. After a self-assessment by the owner and minority partner, feedback was also solicited from outside the organization about what characteristics were most appealing about each owner. A 720 degree leadership assessment produced different results for both parties.



Three important steps were taken to address all of the uncovered issues:

- 1) Monthly, each of the partners met with the 6-8 people most impacted by their leadership behavior to solicit feedback and assess improvement. This follow-up process continued for 12 months with additional coaching from us along the way.
- 2) Over two days, we built a long term vision including SMAART Goals, Strategies, and Action Plans along with a Communication and Monitoring Structure.
- 3) Weekly, the Leadership Team met to discuss goals and actions for each individual to take towards the long term vision that would also help the organization in the shorter term, and also the goals and actions they would commit to take as a team towards the long term vision and bring results now.

### APPLYING IT TO YOU

Your organization can directly benefit from the lessons learned in this case study. To do so, set up a clear, simple structure that fosters communication, learning, accountability, and interaction. It is like building a puzzle together where everyone needs to be able to see all the pieces to truly be a useful team member. This works both in organizations and in families. People desire stability, a place where their role has meaning, and where they feel like an important part of what's happening.

Some strategies to use in your leadership endeavors:

- Create a future vision that inspires those around you. (Better yet, have them help you craft the vision.)
- Demonstrate confidence to influence individuals, teams and the organization to step into the unknown.
- Develop an environment of learning and gaining wisdom from both failures and successes that is taught to others less experienced.
- Know what your audience really thinks and feels to know what to do next.
- Persist to cause change, especially when it is resisted, with a focus on vision and values.

### SPECIAL OFFER: THE LEADERSHIP CHALLENGE EXPLORATION SESSION

If you are interested in learning more about how to develop your leadership impact and how it can help you avoid or escape a declining business and life, contact us to schedule your complimentary Leadership Challenge Exploration Session with one of our Expert Guides.

You may also wish to learn more about our unique process for Organizational Leaders called The Comprehensive Independence Builder™, in which we address all of the obstacles you face and then help you use innovative strategies to protect and enhance your organization, improve your quality of life and better achieve your goals.

Contact our Expert Guides at Applied Vision Works, Inc., to schedule your Leadership Challenge Exploration Session or for more information on our services and processes. We may be reached by calling 800-786-4332 or by emailing us at [JSabatini@AppliedVisionWorks.com](mailto:JSabatini@AppliedVisionWorks.com).