

ABUNDANT LEADERSHIP

DOUGLAS A. SMITH

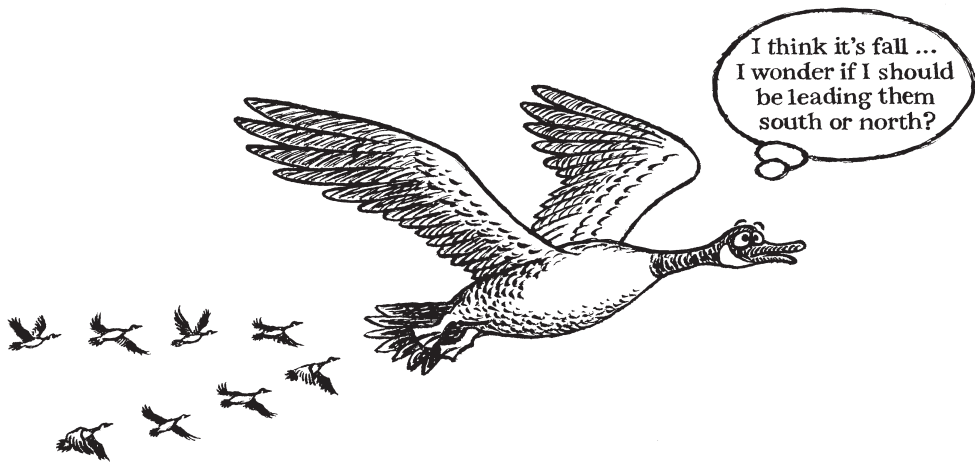


White Pine Mountain

living & leading abundantly

ABUNDANT LEADERSHIP

Ever feel like this? (I know I have!)



ABUNDANT LEADERSHIP

Abundant Leadership

The following presentation is designed to outline what it means to lead abundantly in today's world.

*It presents a basic model of leadership including a definition of abundant leadership, the basic steps of leadership, the implications of this model to the leader and to the organization and a set of questions by which one can judge if they are leading abundantly.**

*All so you don't feel like the Canada Goose in the cartoon.

ABUNDANT LEADERSHIP

Defining Abundant Leadership

Humans have an innate capacity to dream, think, learn and, most importantly, ACT in a collective, cohesive, integrated manner to achieve almost anything they can conceive. Leadership is the act of enabling this capacity.

Abundant leadership is doing so such that employees, owners, customers, suppliers, communities within which one operates and the earth ALL benefit.

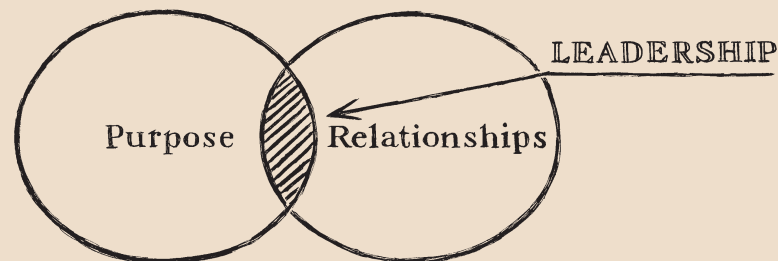
-Douglas A. Smith

ABUNDANT LEADERSHIP

Leadership = Purpose & Relationships

Organizations consist of just two things: purpose and relationships. An organization comes together to achieve some purpose or set of purposes and in turn creates a complex web of relationships that enables (or doesn't enable) the achievement of that purpose.

Therefore, leadership consists of only two fundamental tasks: clarifying purpose and enhancing relationships. It is that simple... and that complex!



ABUNDANT LEADERSHIP

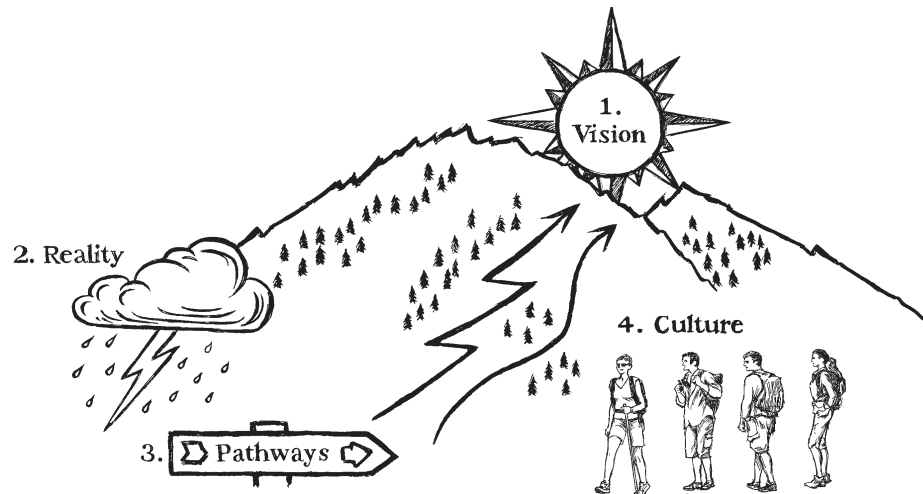
Basic steps of leadership

Within the context of purpose and relationships, there are four fundamental steps of leadership. Steps 1-3 deal with purpose (creating a smart organization) and Step 4 deals with relationships (creating a healthy organization).

1. **Vision:** Creating an inspiring picture of the organization's future.
2. **Reality:** Understanding and facing the reality of what exists today.
3. **Pathways:** Building the pathways; including strategies, objectives, measures and resulting plans that lead from the reality to the vision.
4. **Culture:** Creating the work environment that fosters the involvement and engagement of everyone in the organization and enables trust, effective resolution of differences, commitment to purpose and effective teamwork throughout the organization.

ABUNDANT LEADERSHIP

Basic steps in leading abundantly



ABUNDANT LEADERSHIP

The leader's role

1. Vision

Dream

In 5-10 years, what would you like to say about the enterprise/organization that you lead?

Envision what you think is incredibly difficult, (maybe it even seems impossible), not what is probable. Stretch your thinking and that of those around you. Don't worry about the "how?"

Step back and reflect. Get specific. Think big, think bold. What is it you really wish to create, including the end point, core capabilities and culture (values, beliefs and behaviors)?

Make sure everyone in the organization can see themselves and their role in the vision.

Write it all down as a comprehensive/detailed vision such that it can be shared with all associates.

"Make no small plans for they have no power to stir men's blood." –Daniel Burnham

2. Reality

Discover

Determine what exists; strengths, weaknesses, leverage areas, competitive advantages & disadvantages, opportunities & threats.

Do not sugar-coat what you find. Face the reality that exists, not what you wish to exist.

Visit, LISTEN, speak with EVERYONE! People don't care about what you think, until they know you care about what they think.

Assess, reflect, be fluid, open, receptive, don't lock in too early.

Write it down, capturing thoughts, ideas and what you learn as you go. Make revisions to your vision as appropriate, but don't compromise what you want to achieve.

"Prescription without diagnosis is malpractice." –Anonymous

3. Pathways

Design

Visions are leader initiated, but shared and supported by all. Begin by sharing your vision with your staff.

Take input & make revisions to your vision. Keep a "draft mentality" with the vision.

Have your staff go through a similar discovery/ diagnosis process as you have.

Build together the pathway (strategies, objectives, functional roles and plans) that are consistent with, and lead to the vision.

Involve everyone & integrate everything into the pathway.

Challenge and stretch everything & everyone.

"If you know where you are going, all winds are favorable." –D.A. Smith with apologies to Seneca

4. Culture

Deliver

Ensure everyone in the organization has a chance to "touch" the vision.

Be specific about the culture — what are the organization's beliefs, values and behaviors that are expected of everyone?

Start to build the processes (communication, reward, and recognition, performance management processes, etc.) that will lead to the desired culture.

Hold everyone accountable for both achieving and the "how" of achieving, especially yourself and your staff.

Enable everyone to see their work in context of the vision and to benefit as progress is made.

Constantly measure, refine & course correct.

Begin the process over again.

"Vision with action can change the world." –Joel Barker

ABUNDANT LEADERSHIP

Qualities of abundant leaders

1. They are obsessed and fascinated with creating a better future. They are never satisfied with what exists. (“It’s the future stupid!”) They have a vision of the future and are deeply committed to bringing it to reality.
 2. They see the challenge of leadership as providing the resources needed to engage, involve, educate, inform and integrate, rather than control and manipulate.
 3. They resist being consumed by the day to day challenges facing the organization and focus instead on the patterns and structure that underlay these challenges.
 4. They are able to garner trust from their organization through “authenticity” sourced from competence, character and compassion.
 5. They have the humility to learn from others and the self-confidence to lead. They also have the courage to follow through on their convictions. Without courage, other values are of little consequence.
 6. They invest more time working “on” the organization than “in” the organization. Recognizing that “culture eats strategy for breakfast,” they devote significant time and energy to culture and soft values from which come hard results.
 7. Every action they take, every decision they make and every request that comes before them, they put into the context of the vision. They consistently ask “How will this move us closer to the vision?”
 8. They know that change has no constituency (leading change is not as difficult as they say it is... it’s worse!). They don’t worry about being in the “fan club.”
 9. They see their role as responsible “to” not “for” people in the organization.
 10. They are inspired by cooperation more than competition, by conscience more than ego, by significance even more than success, by love more than fear. Deep down they want, seek and find solutions that lead to all stakeholders benefitting. Their decisions are consistently win/win.
-

Qualities of abundant organizations

1. Members see their work in the context of something larger than themselves. They see themselves as part of an important “story.”
2. Everyone in the organization is valued and appreciated. The culture is “safe.” They raise the organization’s collective IQ by getting the relevant information and perspectives from everyone out into the open. They “dialogue” rather than “discuss.” They spiral up.
3. There is “trust” throughout the organization, meaning that employees know they can share information/perspectives with others and others will not use this to harm them. That trust facilitates genuine conflict and eventual resolution and agreement rather than mere compliance.

4. They establish the culture and the processes to enable everyone to be heard. They operate under the belief that

*“none of us is as smart as all of us”
and “from the smallest of voices
may come the biggest of ideas.”*

5. Information, communication and work flows easily across the organization, not requiring constant up and down confirmation or approval. Members feel “empowered,” meaning they feel competent, authorized and motivated to perform in the best interest of the enterprise.
6. Goals, roles, processes and expectations are clear and owned by all functions and members of the organization. One function is not paid to watch or control another function.
7. The organization’s ability to learn and adapt quickly to changes in the environment is a key competitive advantage.
8. When the organization succeeds, everyone benefits. Performance rewards are not restricted to the top of the organization. Likewise, when the organization falls short, all feel the pain.

Questions to ask yourself

If you answer “yes” to most of these questions you are probably NOT leading in an abundant manner.

1. Your calendar is full with meetings others have set up for you. You seldom have time to step back and think about the long term. (y / n)
2. Information, communication, decisions and work flow up and down the organization more than across the organization. Functions/departments often seem to work at cross purposes to one another. (y / n)
3. Every decision seems unique, requiring its own framework and decision criteria. (y / n)
4. Your organization views meetings as a waste of time. Agreements reached in meetings often fall apart quickly after the meeting. (y / n)
5. Your organization needs you to resolve a seemingly endless flow of decisions or challenges. You feel increasingly critical to the organization’s future (an ego building, but dangerous thought). (y / n)
6. It seems you are always in crisis mode with decisions/actions needed yesterday. There is a lot of action, but not much passion in the organization. Things seem fragmented. (y / n)

If you can answer “yes” to most of these questions you ARE probably leading in an abundant manner.

1. You have created a clear, comprehensive picture of where your organization will be in 5-10 years. (y / n)
2. You are passionate about bringing this picture of the future to fruition such that those around you immediately sense your commitment. (y / n)
3. You have communicated this vision to all of your stakeholders, seeking their input and support. (y / n)
4. You put all of your decisions into the framework of the vision, such that you always ask yourself and others, “How will this decision or action move us toward the achievement of our vision?” (y / n)
5. Your organization is increasingly working independently and interdependently in a cross-functional manner toward realizing the vision. They seem to be increasingly capable of working without you (a scary, but liberating thought). (y / n)
6. People within your organization are increasingly energized and feel they are involved in something meaningful. (y / n)

For more information on this material,
please contact:

DOUGLAS A. SMITH

White Pine Mountain

614 515 5514

dougsmith@whitepinemountain.com

whitepinemountain.com

twitter: @whitepinemtn

445 Hutchinson Ave. Suite 270

Columbus, OH 43235

THANK YOU!

Created by Summerfield Advertising

© Douglas A Smith 2016



White Pine Mountain
living & leading abundantly