LEADERSHIP

- YOU MUST CAPTURE ATTENTION

- YOU MUST MOTIVATE ACTION

- YOU MUST ESTABLISH VALUES, STYLE…A CULTURE
“THE EMERGING CULTURE WILL THEN REFLECT NOT ONLY THE LEADERS ASSUMPTIONS BUT THE COMPLEX INTERNAL ACCOMMODATIONS CREATED BY SUBORDINATES TO RUN THE ORGANIZATION IN SPITE OF OR AROUND THE LEADER.”

SCHEIN

ORGANIZATION, CULTURE, AND LEADERSHIP
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PRIMARY EMBEDDING MECHANISMS

WHAT LEADERS PAY ATTENTION TO, MEASURE, AND CONTROL ON A REGULAR BASIS

HOW LEADERS REACT TO CRITICAL INCIDENTS AND ORGANIZATIONAL CRISIS

OBSERVED CRITERIA BY WHICH LEADERS ALLOCATE SCARCE RESOURCES

DELIBERATE ROLE MODELING, TEACHING, AND COACHING

OBSERVED CRITERIA BY WHICH LEADERS ALLOCATE REWARDS AND STATUS

OBSERVED CRITERIA BY WHICH LEADERS RECRUIT, SELECT, PROMOTE, RETIRE, AND EXCOMMUNICATE ORGANIZATIONAL MEMBERS

SECONDARY ARTICULATION AND REINFORCEMENT MECHANISMS

ORGANIZATION DESIGN AND STRUCTURE

ORGANIZATIONAL SYSTEMS AND PROCEDURES

ORGANIZATIONAL RITES AND RITUALS

DESIGN OF PHYSICAL SPACE, FACADES, AND BUILDINGS

STORIES, LEGENDS, AND MYTHS ABOUT PEOPLE AND EVENTS

FORMAL STATEMENTS OF ORGANIZATIONAL PHILOSOPHY, VALUES AND CREED

SCHEIN

ORGANIZATION, CULTURE, AND LEADERSHIP
LANGUAGE AND ITS PROCESSES

- IN MY EXPERIENCE THE MOST IMPORTANT TOOL; WORTH INVESTING THE TIME

- YOU DEFINE THE CONVERSATION
  - WHAT IS TALKED ABOUT
  - WHEN
  - WITH WHOM
  - IN WHAT FRAMEWORK, WHAT VALUES

CHALLENGE IS TO KEEP IT ALIVE AND CONNECTED (CAN DEADEN, CAN BE OFF TARGET)
THE FALLACY

THE FIRST STEP IS TO MEASURE WHATEVER CAN BE EASILY MEASURED. THIS IS OKAY AS FAR AS IT GOES.

THE SECOND STEP IS TO DISREGARD THAT WHICH CAN'T BE MEASURED OR GIVE IT AN ARBITRARY QUANTITATIVE VALUE. THIS IS ARTIFICIAL AND MISLEADING.

THE THIRD STEP IS TO PRESUME THAT WHAT CAN'T BE MEASURED EASILY REALLY ISN'T VERY IMPORTANT. THIS IS BLINDNESS.

THE FOURTH STEP IS TO SAY THAT WHAT CAN'T BE EASILY MEASURED REALLY DOESN'T EXIST. THIS IS SUICIDE.

HALBERSTAM

THE BEST AND THE BRIGHTEST
BALANCED “SCORE CARD”

- PEOPLE
- FRANCHISE
- RISK
- COST MANAGEMENT
- CONTROL
- FINANCIALS (SIX-QUARTER)

“FRAMEWORK TO EXCITE DISCUSSION”
PEOPLE

EVALUATION

- WHAT WAS DONE (WHAT WAS NOT DONE)?

- OVER WHAT TIME – WHAT WERE THE CIRCUMSTANCES?

- HOW WAS IT DONE?

WHO EVALUATES
(MCKINSEY)
THE CONTRACT

WHAT IS EXPECTED OF ME?

WHAT CAN I EXPECT OF THE ORGANIZATION?
Q&A

Q: WHAT BENEFITS DID YOU GET FROM BEING AT SLOAN?

A: I THINK SLOANED SAVED ME ABOUT 15 YEARS.

THE KEY WAS STUDYING MODELS, LIKE THIS AGENCY ECONOMICS THING YOU DO NOW.

GETTING SOME SIMPLE FRAMEWORKS ARTICULATED IN ADVANCE SAVED ME FROM HAVING TO INFERR THEM OVER TIME FROM MY OWN EXPERIENCES.