



PORTUGAL 2007
Presidência do Conselho da União Europeia

3rd European CAF Event

Towards The Vision – Committed Leadership

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EFQM

dgaep
direção geral da administração
e do emprego públicos

CAF

Resource
Centre

Presentation - content



- Vision and Leadership
- EFQM and CAF Excellence Models their contribution to Vision and Leadership
- Leadership styles and their impact on the culture of organisations
- Perceptions of Leadership - self and others
- Developing commitment in leaders
- Benchmarking/Benchlearning
- A final reflection

EFQM

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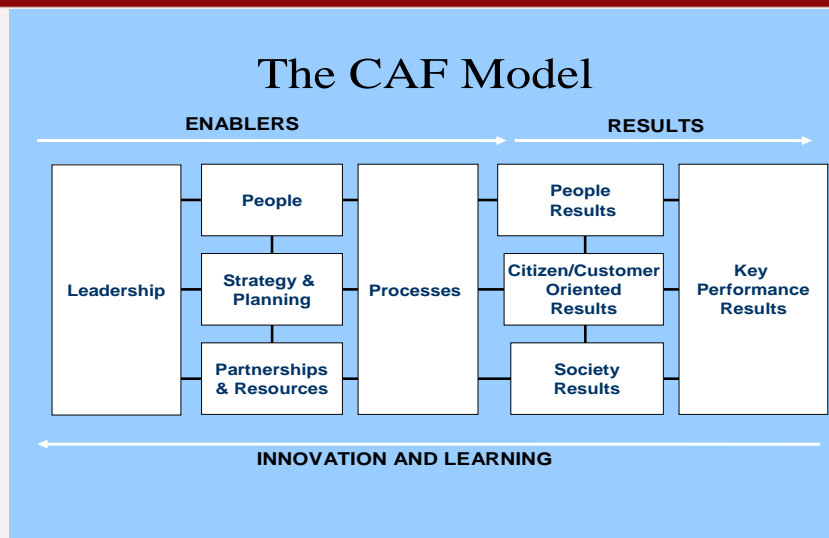
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2

Vision and Leadership

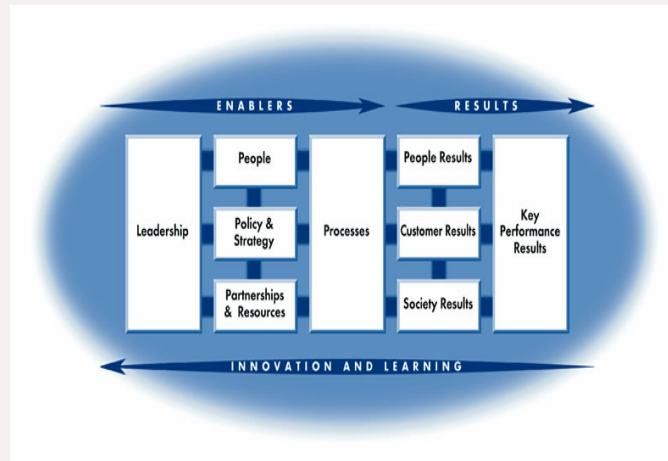
- A key relationship
- Vision - Global
- Vision - European
- Vision - National/Organisational
- Vision - Individual

EFQM and IPSG EIPA contribution



CAF is based on the EFQM Excellence Model

EFQM and CAF



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EFQM and CAF

- Extract from CAF 2006 brochure (Enablers)
- Leaders provide direction for the organisation.
Leaders develop the mission, vision and the values required for the organisation's long-term success. They motivate and support people in the organisation by acting as role models and through appropriate behaviours which are consistent with the expressed and implied values.

EFQM Leadership Highlights



- At the Budapest Forum (November 2006), EFQM officially launched the **Pact leadership initiative**. The Pact is an exclusive group of private and public sector leaders who will take a leadership position in driving the Excellence movement in the years to come. The first EFQM members to join the Pact were: **BMW, EDF, Grundfos, Philips, Solvay and Unilever.**
- At the Athens Forum (Oct 2007) **EFQM panel debate on Leadership**



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7

LEADERSHIP STYLES



Six Leadership Styles

- **Coercive**
- **Authoritative**
- **Affiliative**
- **Democratic**
- **Pacesetter**
- **Coaching**

Daniel Goleman



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8

LEADERSHIP STYLES



Coercive

The leader's modus operandi	Demands immediate compliance
The style in a phrase	"Do what I tell you"
Underlying emotional intelligent competences	Drive to achieve, initiative, self-control
When the style works best	In a crisis, to kick start a turnaround, or with problem employees
Overall impact on climate	Negative



LEADERSHIP STYLES



Authoritative

The leader's modus operandi	Mobilizes people toward a vision
The style in a phrase	"Come with me"
Underlying emotional intelligent competences	Self-confidence, empathy, change catalyst
When the style works best	When changes require a new vision, or when a clear direction is needed
Overall impact on climate	Most strongly positive



LEADERSHIP STYLES



Affiliative

The leader's modus operandi	Creates harmony and builds emotional bonds
The style in a phrase	"People come first"
Underlying emotional intelligent competences	Empathy, building relationships, communication
When the style works best	To heal rifts in a team or to motivate people during stressful circumstances
Overall impact on climate	Positive



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11

LEADERSHIP STYLES



Democratic

The leader's modus operandi	Forges consensus through participation
The style in a phrase	"What do you think?"
Underlying emotional intelligent competences	Collaboration, team leadership, communication
When the style works best	To build buy-in or consensus, or to get input from valuable employees
Overall impact on climate	Positive



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12

LEADERSHIP STYLES

Pacesetting

The leader's modus operandi	Sets high standards for performance
The style in a phrase	"Do as I do, now"
Underlying emotional intelligent competences	Conscientiousness, drive to achieve, initiative
When the style works best	To get quick results from a highly motivated and competent team
Overall impact on climate	Negative

LEADERSHIP STYLES

Coaching

The leader's modus operandi	Develops people for the future
The style in a phrase	"Try this"
Underlying emotional intelligent competences	Developing others, empathy, self-awareness
When the style works best	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Positive

LEADERSHIP IMPACT on CULTURE



The Impact of Leadership Styles on Drivers of Climate

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Flexibility	-.28	.32	.27	.28	-.07	.17
Responsibility	-.37	.21	.16	.23	.04	.08
Standards	.02	.38	.31	.22	-.27	.39
Rewards	-.18	.54	.48	.42	-.29	.43
Clarity	-.11	.44	.37	.35	-.28	.38
Commitment	-.13	.35	.34	.26	-.20	.27
Overall impact on climate	-.26	.54	.46	.43	-.25	.42

Harvard Business Review March-April 2000



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15

Perceptions of Leadership - Self and Others



- What is your Leadership style?
- How does your style affect/impact on others?
- Is your style consistent with the Vision and Mission of the organisation?
- How do others see you as a Leader?
- Do others give you feedback?
- How do you improve your Leadership skills?
- Are your behaviours such that they reflect the values of your organisation - role model?



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16

Developing Commitment



- Unite the organisations Leaders in a sense of purpose behind the Vision and Mission
- Create an organisation within which the roles and expectations of leaders are defined.
- Know, individually and collectively, where you are and where you wish to be.
- Use CAF/EFQM leadership models to monitor leadership success.
- Recognise and Support leaders through Training, Coaching and Mentoring



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17

Benchmarking/Benchlearning



- Who are the public and private sector role model leaders internally and externally?
- How do we compare?
- What can we learn from/share with others?
- How do we engage our stakeholders in leadership development?
- Update our knowledge, and understanding, of how external events can bring new challenges for our Leaders.



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18

SKEIN

- Skein
- Noun: a loosely tied coil or standard length of thread or yarn; a tangle (*also figurative*); a web; a loose or confused bundle of things; a flock of wild geese in flight; the chromosomal network in a cell when at the mitosis stage (old cytology)
- [Old French, 'escaigne']

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Fact 1

- As each bird flaps its wings it creates an uplift for the bird following it. By flying in a 'V' formation, the whole flock adds 71% greater flying range than if the bird flew alone.
- Learning – If we are all going in the same direction we will get there much more quickly – Towards our Vision

Fact 2

- Whenever a goose falls out of formation it suddenly feels the drag and resistance of trying to fly alone and quickly gets back into formation to take advantage of the lifting power of the bird immediately in front.
- Learning – If we try to go it alone we find it difficult, or even impossible, we need the support of our team to help us to get where we need to be.



Fact 3

- When the lead goose gets tired it falls back into the formation and another goose flies at the point position.
- Learning – Share Leadership (sometimes uncomfortable!) recognising the strengths of others and allowing them to take the lead is very powerful



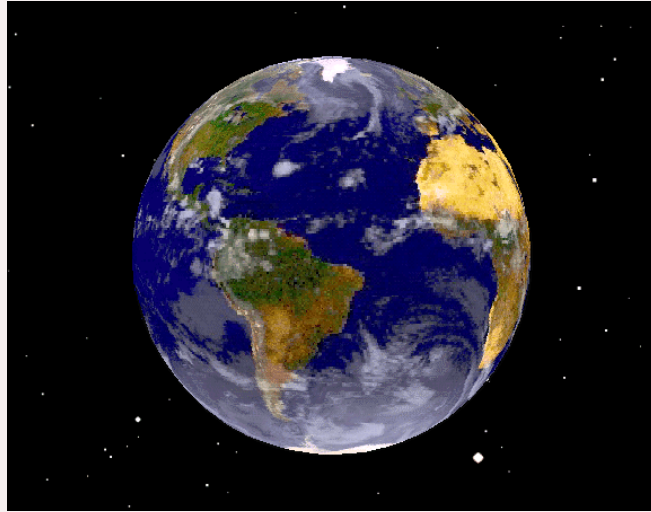
Fact 4

- The geese in formation honk from behind to encourage those in front to keep up their speed.
- Learning – Don't discourage Leaders by criticising their behaviour, inspire them by letting them know that you are there supporting them when they need you most.

Fact 5

- When a goose gets sick or wounded, 2 geese drop out of the formation and follow it down to help and protect it. They stay with it until it gets better or dies. They then launch out and join another flock or catch up with their formation.
- Learning – Our colleagues may sometimes be below their best, that is the time when we can demonstrate that we care about them and show our personal leadership.

Our Vision – To create a better world



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25