



Leadership

Jason J. Galui

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SMU | COX

Why Spend Time Today Together?

To become better and more effective Leaders

What I Will Do

- Make Bold Claims
- Ask Reflective Questions
- Blend Experiences with Frameworks
- Bring Abstract to Concrete

What I Ask of You

- Focus Attention
- Open the Mind
- Relax the Ego
- Be Your Toughest Critic

QUESTION

**Do you inspire commitment or
Do you seek compliance?**

CLAIM

**Leaders Inspire Commitment,
Managers Extract Compliance**

CLAIM

Authentic Leadership

Does NOT Exist

QUESTION

**Where are you on
“Authentic Leadership?”**

TWO CLAIMS

The “Art” of Leadership

Cannot be Taught
&

Leadership is

More Art than Science

CLAIM

**Crisis Leadership begins Long
Before the Crisis Strikes**

Recognizing a Critical Juncture

“Critical Juncture” – a Decision Point at which there are clear alternative paths to the future.

Recognizing a Critical Juncture

“Critical Juncture” – a Decision Point at which there are clear alternative paths to the future.

- 1) Crisis**
- 2) Stimulus for Change**
- 3) Essence of Time**

QUESTION

**When have you been at a
Critical Juncture?**

What did you do or not do?

CLAIM

**Leading through and beyond a Crisis
Should Not Deviate much from
Everyday Leadership**

MAJOR CLAIM

Empathy

is the prerequisite to

Leading Strategically.

CLAIM

**Leaders are Strategic regardless of
Level of Leadership Position**

QUESTIONS

**Are Teammates taking Initiative or
Waiting for Specific Instructions?**

MAJOR CLAIM

Empathy

is the prerequisite to

Leading Strategically.

DIRECTIVE

**Never Underestimate the Power of a
Simple Empathetic Statement
(it must be real)**

Critical Juncture to Leading Strategically

Recognizing the Critical Juncture



ACT NOW
Boldness

- 1) Crisis
- 2) Stimulus for Change
- 3) Essence of Time

Empathy

Leading Strategically



PLAN NOW
Learning

- 1) Provide Vision
- 2) Reshape Culture
- 3) Realign Organizational Relationships & Processes
- 4) Rebuild External Relationships
- 5) Manage the Change
- 6) Represent the Firm

Critical Juncture to Leading Strategically

Recognizing the Critical Juncture



ACT NOW
Boldness

- 1) Crisis
- 2) Stimulus for Change
- 3) Essence of Time

Empathy

Leading Strategically



PLAN NOW
Learning

- 1) Provide Vision

QUESTIONS

**How do You Infuse your Company's
Vision in Everyday Conversation?**

Do You Feel Connected to the Vision?

Critical Juncture to Leading Strategically

Recognizing the Critical Juncture



ACT NOW
Boldness

- 1) Crisis
- 2) Stimulus for Change
- 3) Essence of Time

Empathy

Leading Strategically



PLAN NOW
Learning

- 1) Provide Vision
- 2) Reshape Culture

QUESTION

**When is the Last Time You Allowed
Someone to Change Your Mind?**

Critical Juncture to Leading Strategically

Recognizing the Critical Juncture



ACT NOW
Boldness

- 1) Crisis
- 2) Stimulus for Change
- 3) Essence of Time

Empathy

Leading Strategically



PLAN NOW
Learning

- 1) Provide Vision
- 2) Reshape Culture
- 3) **Realign Organizational Relationships & Processes**

Critical Juncture to Leading Strategically

Recognizing the Critical Juncture



ACT NOW
Boldness

- 1) Crisis
- 2) Stimulus for Change
- 3) Essence of Time

Empathy

Leading Strategically



PLAN NOW
Learning

- 1) Provide Vision
- 2) Reshape Culture
- 3) Realign Organizational Relationships & Processes
- 4) **Rebuild External Relationships**

Critical Juncture to Leading Strategically

Recognizing the Critical Juncture



ACT NOW
Boldness

- 1) Crisis
- 2) Stimulus for Change
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Empathy

Leading Strategically



PLAN NOW
Learning

- 1) Provide Vision
- 2) Reshape Culture
- 3) Realign Organizational Relationships & Processes
- 4) Rebuild External Relationships
- 5) **Manage the Change**

QUESTION

**What Priorities have You or Your Leaders
Set during these Highly Uncertain
and More Stressful Times?**

Are They Clear to Your Teams?

Critical Juncture to Leading Strategically

Recognizing the Critical Juncture



ACT NOW
Boldness

- 1) Crisis
- 2) Stimulus for Change
- 3) Essence of Time

Empathy

Leading Strategically



PLAN NOW
Learning

- 1) Provide Vision
- 2) Reshape Culture
- 3) Realign Organizational Relationships & Processes
- 4) Rebuild External Relationships
- 5) Manage the Change
- 6) **Represent the Firm**

“If”

If you can keep your head when all about you
Are losing theirs and blaming it on you,

If you can trust yourself when all men doubt you,
But make allowance for their doubting too;

If you can meet with Triumph and Disaster
And treat those two impostors just the same;

If you can talk with crowds and keep your virtue,
Or walk with Kings—nor lose the common touch,

If neither foes nor loving friends can hurt you,
If all men count with you, but none too much;

Yours is the Earth and everything that’s in it,
And—which is more—you’ll be a [Leader]!

CLAIMS

- 1) **Leaders Inspire Commitment, Managers Extract Compliance**
- 2) Authentic Leadership does NOT Exist
- 3) The “Art” of Leadership Cannot be Taught
- 4) Leadership is More Art than Science
- 5) Crisis Leadership Begins Long before the Crisis Strikes
- 6) Leading through Crisis should not Deviate much from Everyday Leadership

QUESTIONS

- 1) **Do you inspire commitment or do you seek compliance?**
- 2) Where are you on “authentic leadership?”
- 3) When have you been at a Critical Juncture? What did you do or not do?
- 4) How far down the alternative paths can you see?