

# Leadership

Jason J. Galui

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# 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)

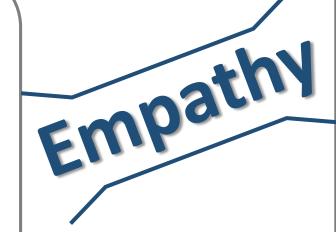


# Recognizing the Critical Juncture



**ACT NOW Boldness** 

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



#### **Leading Strategically**



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



# Recognizing the Critical Juncture



**ACT NOW Boldness** 

- 1) Crisis
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- 3) Essence of Time



**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?

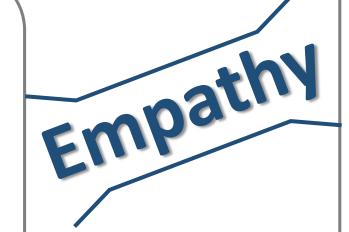


# Recognizing the Critical Juncture



**ACT NOW Boldness** 

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#### **Leading Strategically**



- 1) Provide Vision
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# QUESTION

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

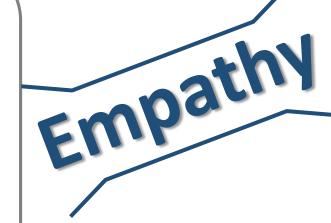


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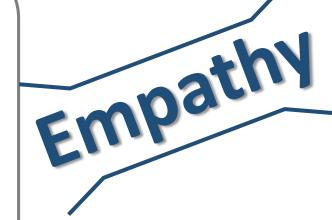


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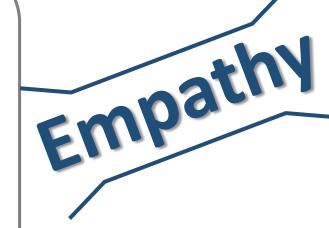


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#### **Leading Strategically**



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# QUESTION

What Priorities have You or Your Leaders
Set during these Highly Uncertain
and More Stressful Times?
Are They Clear to Your Teams?

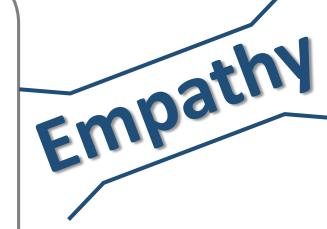


# Recognizing the Critical Juncture



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#### **Leading Strategically**



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- 5) Manage the Change
- 6) Represent the Firm





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?

