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

J. Galui – 5/13/2020
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?
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

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

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

J. Galui – 5/13/2020
Critical Juncture to Leading Strategically

Recognizing the Critical Juncture

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

ACT NOW
Boldness

Leading Strategically

1) Provide Vision

PLAN NOW
 Learning

Empathy
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

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

ACT NOW

Boldness

Leading Strategically

1) Provide Vision
2) Reshape Culture

PLAN NOW

Learning

Empathy

J. Galui – 5/13/2020
QUESTION

When is the Last Time You Allowed Someone to Change Your Mind?
Critical Juncture to Leading Strategically

Recognizing the Critical Juncture
1) Crisis
2) Stimulus for Change
3) Essence of Time

ACT NOW
Boldness

Empathy

Leading Strategically

PLAN NOW
Learning
1) Provide Vision
2) Reshape Culture
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J. Galui – 5/13/2020
Critical Juncture to Leading Strategically

Recognizing the Critical Juncture

ACT NOW
Boldness

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J. Galui – 5/13/2020
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

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

ACT NOW
Boldness

Empathy
“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]!

Rudyard Kipling
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?