

Course title: Digital Strategy and Action

Capabilities and competencies
required to build and sustain your
company's role as a digital leader

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Workshop Content

Introduction

- ▶ Definition of Leadership
- ▶ Interpersonal Effectiveness

Leadership

- ▶ Attributes of a Leader
- ▶ Differences between management skills and leadership skills
- ▶ Being a Leader
- ▶ Holistic Communications

Workshop Content

Interpersonal Communications

- ▶ Personal Interactive Skills
- ▶ Jungian type personality indicators
- ▶ Self Evaluation
- ▶ Motivating
- ▶ Maslow's Hierarchy of Needs
- ▶ Team building
- ▶ Coaching

Workshop Content

Conflict Management

- ▶ Thomas-Kilmann Conflict Styles
- ▶ Self Evaluation
- ▶ Situations to use conflict styles and consequences
- ▶ Confronting Conflict

Workshop Content

Problem Solving and Decision Making

- ▶ Formal Techniques, eg. KT, Alamo, Cause Mapping, etc
- ▶ Brainstorming
- ▶ Synergistic Decision Making

Definition of Leadership

Leadership, according to Peter DeLisle, is the ability to influence others, with or without authority.

All successful endeavors are the result of human effort; thus, the ability to influence others is a derivation of

- ▶ Interpersonal Communications
- ▶ Conflict Management
- ▶ Problem solving

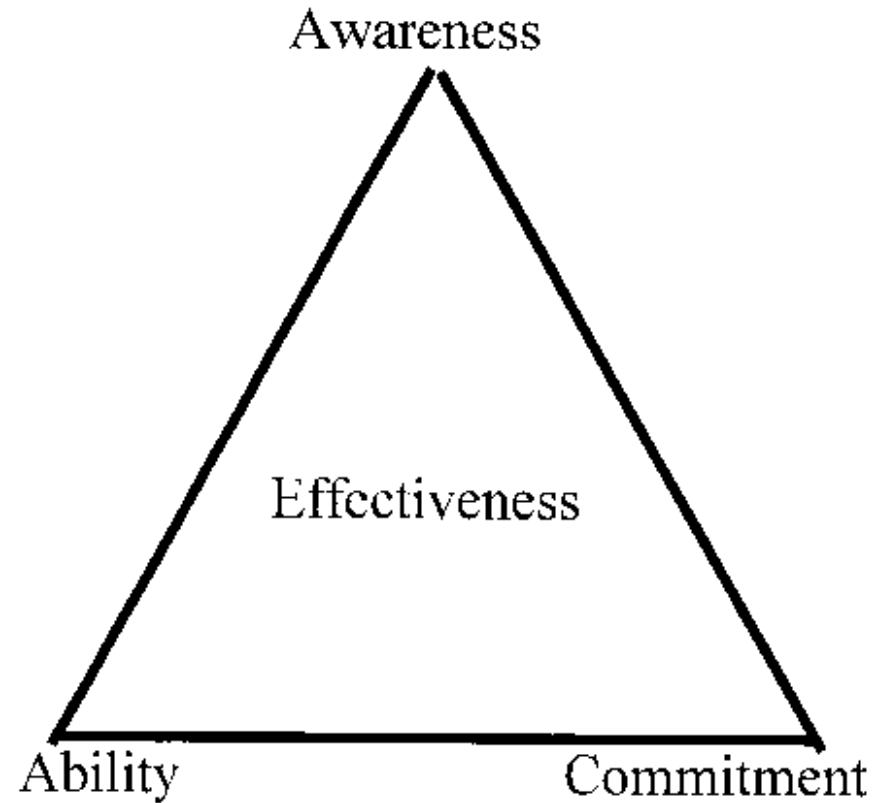
Interpersonal Effectiveness

Interpersonal effectiveness is the capability of an individual to do this, influence others, competently.

Leadership is a direct function of three elements of interpersonal effectiveness

- ▶ Awareness
- ▶ Ability
- ▶ Commitment

Interpersonal Effectiveness



Awareness

Awareness is a state of consciousness.

It is the ability to recognize yourself, others, events and situations in real time.

It is the ability to assess the impact of actions on situations and others, and be critically self-reflective.

It is a development process that is a function of experience, communication, self discovery and feedback.

Ability

Ability to learn and understand technical issues is the basis of our careers.

Ability to lead is a function of influence:

- ▶ Ability to communicate
- ▶ Ability to resolve conflicts
- ▶ Ability to solve problems and make decisions

As a member of a team, we influence others in a collaborative effort to find better ideas or solve problems.

Attributes of a Leader

- ▶ *Guiding vision: Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. The effective leader establishes achievable goals.*

Attributes of a Leader

Passion: Effective leaders believe passionately in their goals. They have a positive outlook on who they are, and they love what they do. Their passion for life is a guiding star for others to follow, because they radiate promise!

Attributes of a Leader

- ▶ *Integrity: Because they know who they are, effective leaders are also aware of their weaknesses. They only make promises they can follow through on.*
- ▶ *Honesty: Leaders convey an aura of honesty in both their professional and their personal lives.*
- ▶ *Trust: Effective leaders earn the trust of their followers and act on behalf of their followers.*

Being a Leader

- ▶ If you want to get ahead, be a leader, you must assume:
 - ▶ *That everything that happens to you results in a situation that is in your control*
 - ▶ *That the attitude you convey is what you are judged on*
 - ▶ *That what you think and do in your private life is what you will reap in your public or corporate life*
 - ▶ *You are what you think and believe*
 - ▶ *If you never meet a challenge you will never find out what you are worth*

Recipe for being a Leader

- ▶ Take control of your life
- ▶ Assume responsibility for who you are
- ▶ Convey a positive and dynamic attitude in everything you do
- ▶ Accept blame: learn from your own mistakes as well as those of others. Take blame for everything that happens in your unit
- ▶ Give credit wherever it is due
- ▶ Be compassionate when you review your team members' progress or lack thereof

Recipe for Being a Leader

- ▶ Think great thoughts. Small thinking is why companies go broke
- ▶ Turn disasters into opportunities. Turn every obstacle into a personal triumph
- ▶ Determine your "real" goals then strive to achieve them
- ▶ When you want to tell someone something important, do it personally
- ▶ Don't be afraid to get your hands dirty doing what you ask others to do. Make coffee

Self Evaluation

What is my personality type?

Take the test.

Be as honest as you can, only you will see the results.

List the answers on the chart.

Evaluate the results.

Do you concur?

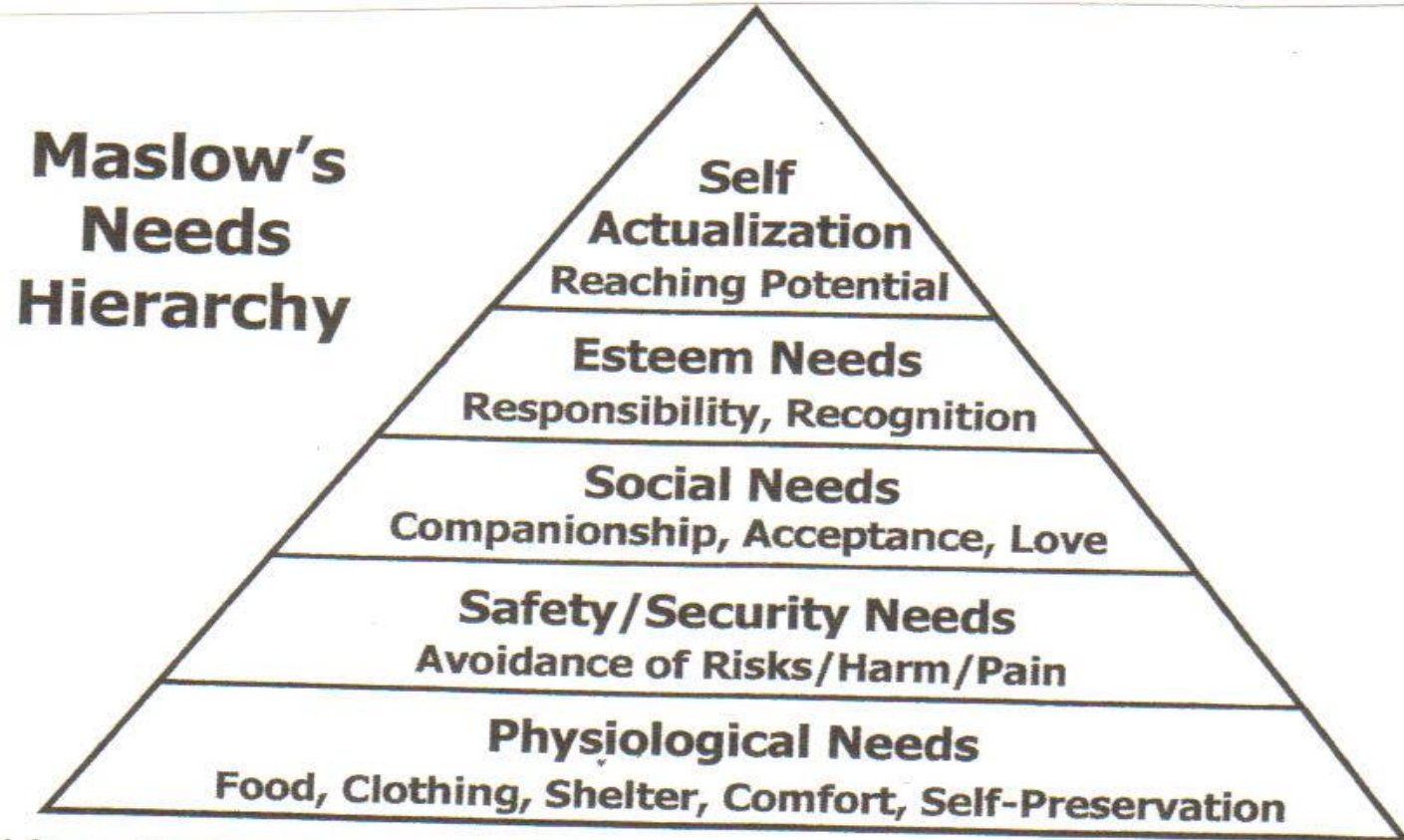
Do you understand yourself?

Motivating

Abraham Maslow was an American born psychologist, researcher and educator who practiced during the middle third of the 20th century.

Maslow created his now famous hierarchy of needs based on his observations that some needs take precedence over others.

Motivating

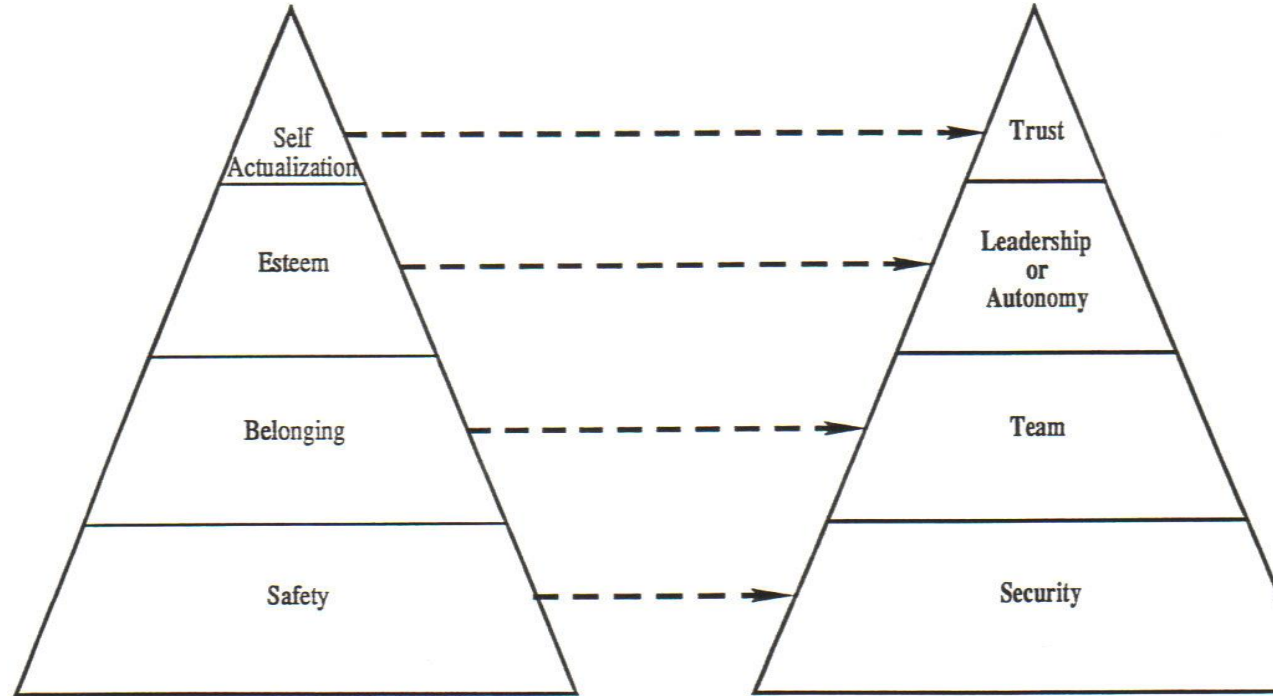


Adapted from: Abraham Maslow. *Motivation and Personality*:
New York, NY: Harper and Brothers, 1954.

Motivating

EMOTIONAL SUPPORT NEEDS

LEADERSHIP INFLUENCE



Building a Team

Why would someone want to become part of a team?

An effective team helps one feel they are:

- ▶ Doing something worthwhile for themselves and the organization
- ▶ Enjoying a more satisfying work life
- ▶ More in control of their jobs
- ▶ Making contributions which are well used
- ▶ Learning new skills
- ▶ Recognized and respected

Building a Team

When a team is operating well the leader and the members:

- ▶ Are clear on team goals and are committed to them
- ▶ Feel ownership for problems rather than blaming them on others
- ▶ Share ideas
- ▶ Listen to and show respect for others
- ▶ Talk more about “we” and less about “I” and “me”

Building a Team

- ▶ Understand and use each others know-how
- ▶ Know about each other's personal lives
- ▶ Give each other help and support
- ▶ Show appreciation for help received
- ▶ Recognize and deal with differences and disagreements
- ▶ Encourage development of other team members
- ▶ Are loyal to the group, its members, the leader and the organization

Building a Team

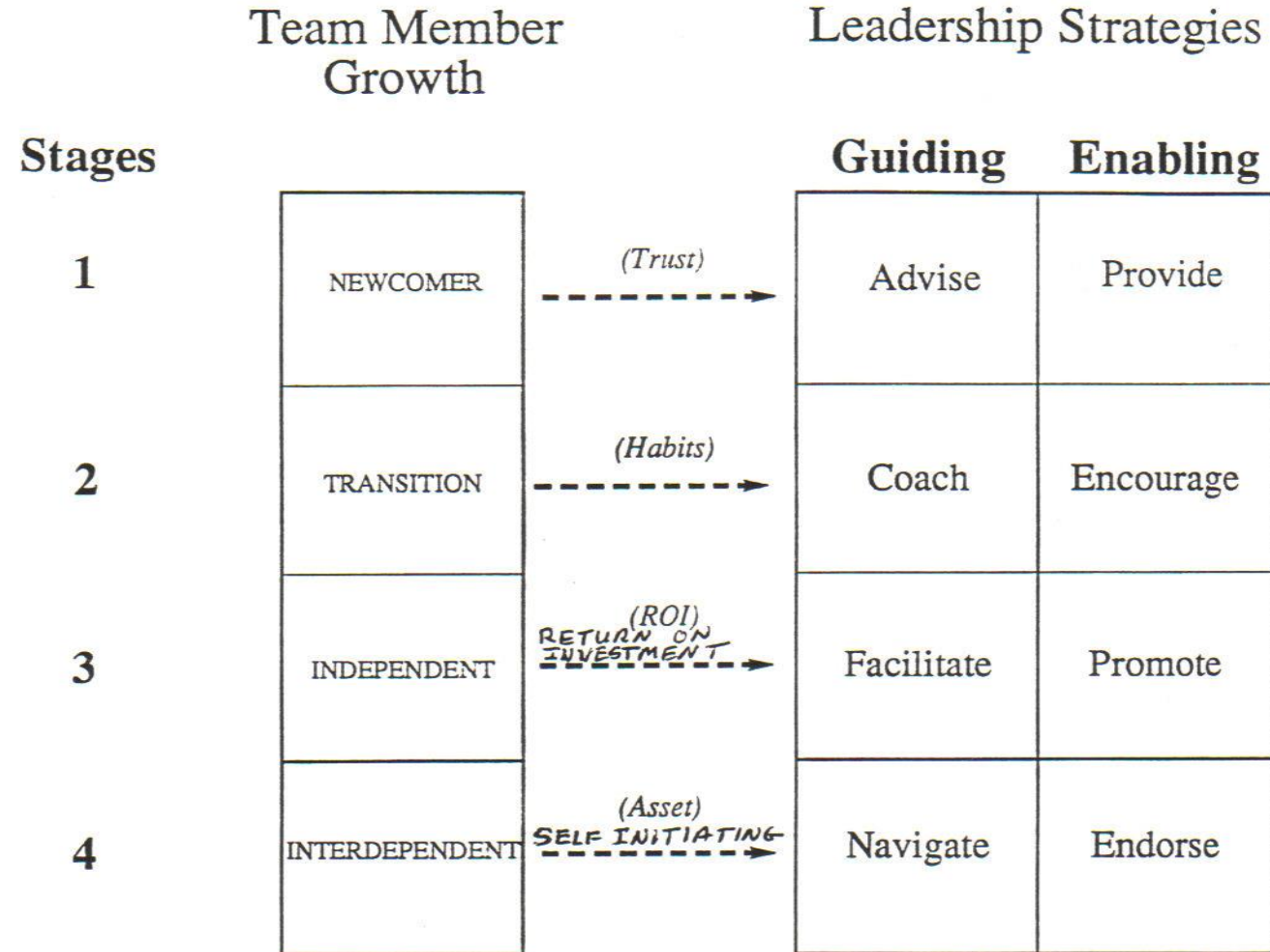
- ▶ Make decisions based on facts not on emotion or personalities
- ▶ Play a variety of roles - serve as leader, teacher or coach

Coaching

5. Gain agreement on a course of action.

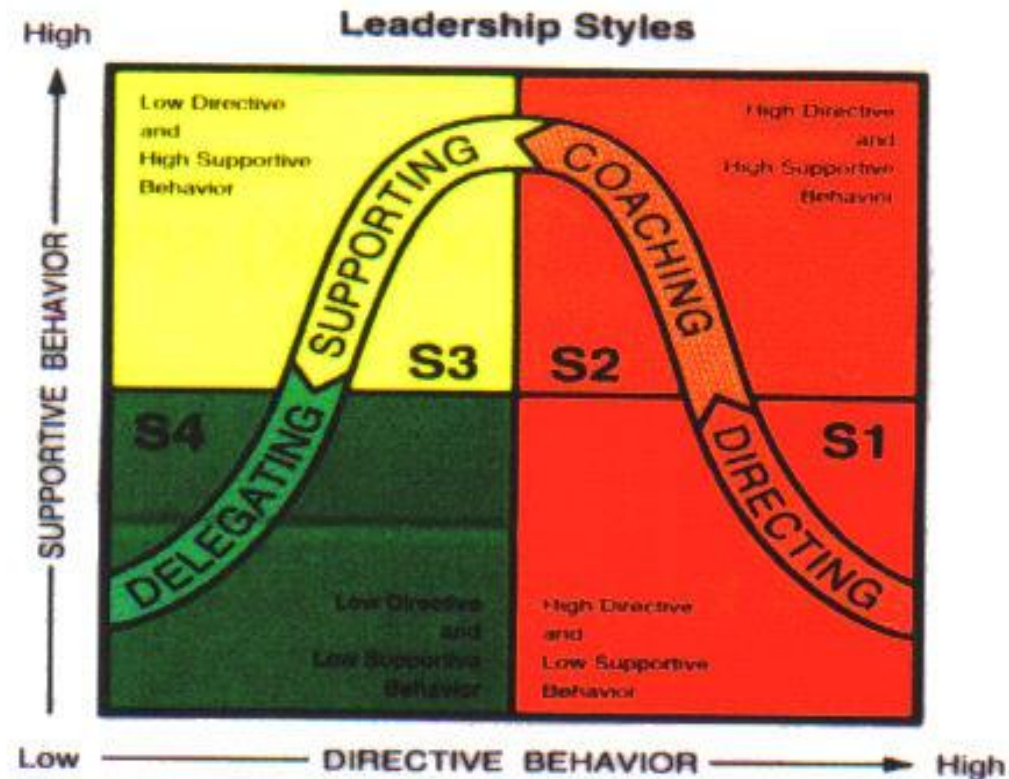
In coaching, you help someone plan how to handle a situation. To be certain that the session results in positive action, you need to gain the person's commitment to a specific plan of action.

Leadership Strategies

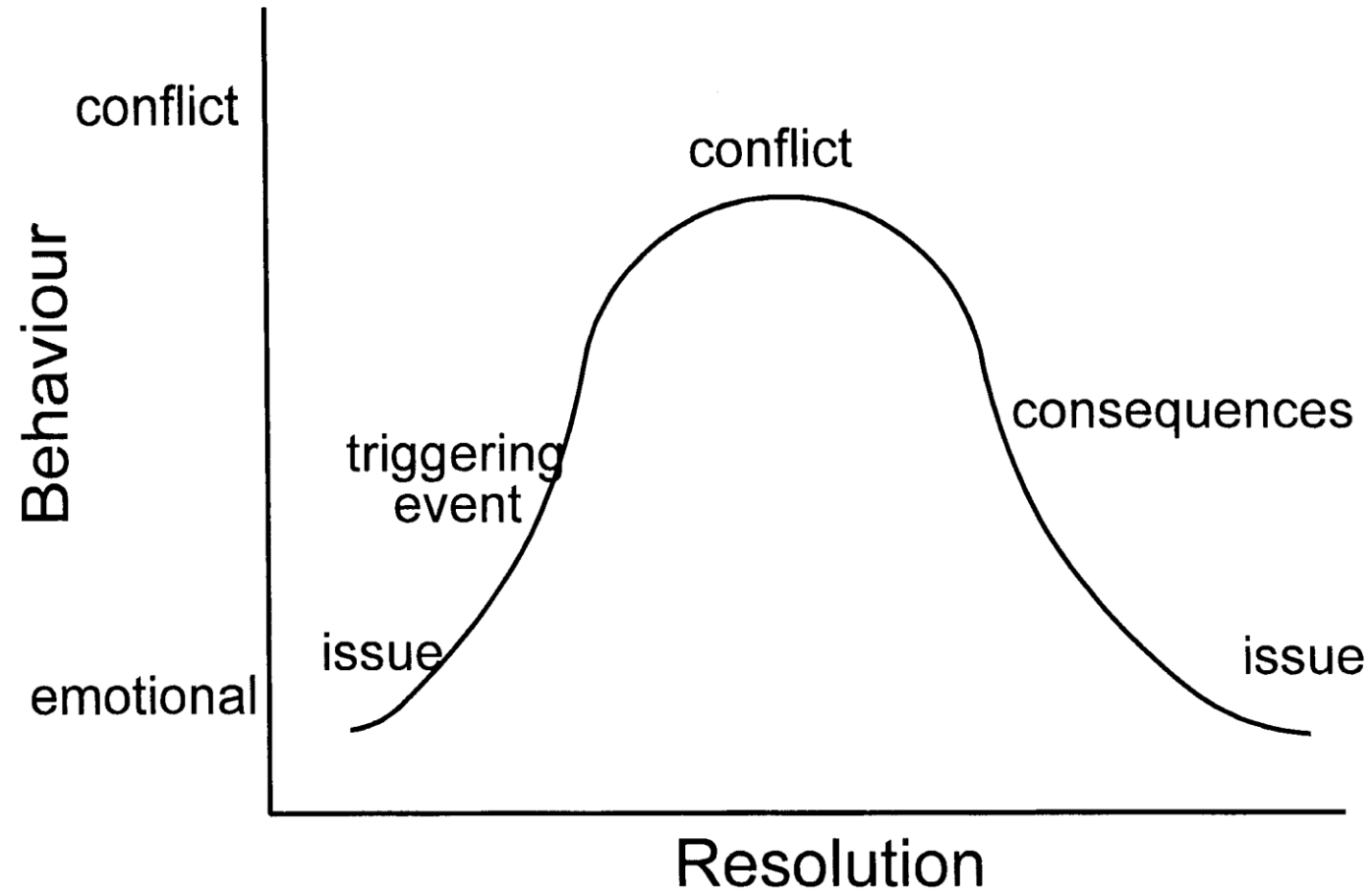


Leadership Styles

Situational Leadership® II **The Model**



Conflict Cycle

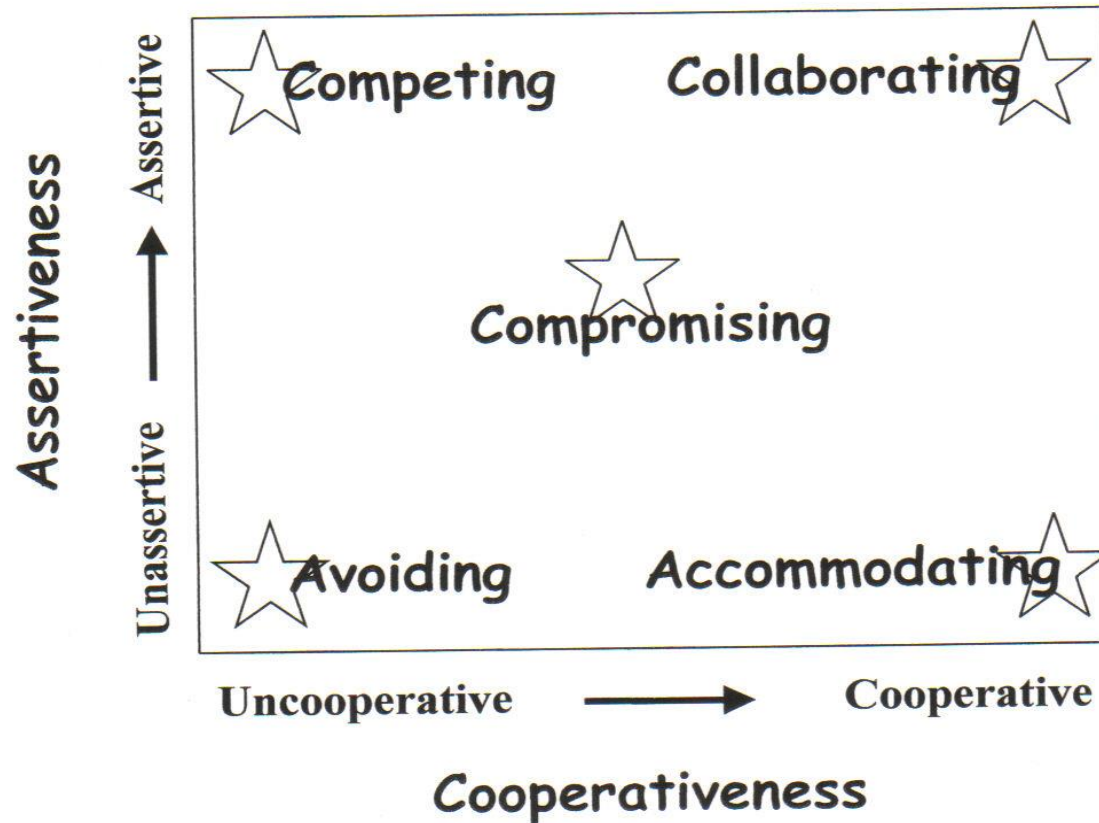


Conflict Management

Kenneth Thomas and Ralph Kilmann developed a model of five (5) conflict handling modes or styles

Thomas-Kilmann Conflict Styles

The Five Conflict Handling Modes



Negative Consequences of Avoiding

- ▶ Decisions made by default.
- ▶ Unresolved issues.
- ▶ Self-doubt created through lack of esteem.
- ▶ Creative input lost.
- ▶ Lack of credibility.
- ▶ Anger and hostility generated in subsequent discussions.

Conflict Control

- ▶ Use avoidance to ignore the issue.
- ▶ Use accommodating style to allow the other person to resolve the issue.
- ▶ Structure the interaction so that a triggering event is unlikely to occur.
- ▶ Strengthen the barriers that inhibit the expression of conflict.
- ▶ Avoid dealing with the person with whom you are in conflict.

Steps for Confronting Conflict

- ▶ Explain the situation as you see it.
- ▶ Describe how it is affecting your performance or the performance of others.
- ▶ Ask for the other viewpoint to be explained, and listen to the response.
- ▶ Agree on the issues independent of personalities.
- ▶ Explore and discuss the issues, without reference to the problem.

Steps for Confronting Conflict

- ▶ Agree on what each person will do to resolve the issues.
- ▶ Try to agree on the problem. If there is no agreement, discuss issues some more.
- ▶ Explore possible solutions.
- ▶ Agree on what each person will do to solve the problem.

Problem Solving & Decision Making

A number of formal, structural problem solving and decision making techniques are taught in organizational management courses. Examples:

- ▶ Kepner-Tregoe (KT) Technique
- ▶ Alamo Technique
- ▶ Cause Mapping
- ▶ etc

Brainstorming Process

- ▶ Everyone must be involved
- ▶ Call out ideas to scribe
- ▶ Build on ideas
- ▶ No idea is too trivial or silly
- ▶ There is no criticism nor judgment on any idea
- ▶ Get as many ideas as possible in the time
- ▶ Objective: solve problems and enjoy doing it

Objectives of Brainstorming

- ▶ Identify the issues rapidly
- ▶ Reach consensus on the most important issues rapidly
- ▶ Determine possible solutions to issues
- ▶ Select the most promising action to solve the problem
- ▶ Agree on who does what
- ▶ Get a commitment
- ▶ Sell the process

Synergistic Decision Making

Based on the premise that when people are supportive of one another and follow a rational sequence of activities in dealing with a problem, they can perform beyond the sum of their individual resources.

Synergistic decision making requires participation in effective interpersonal and rational processes.

Synergistic Decision Making

Interpersonal Processes - involves skills we use when working with others.

- ▶ Listening to others
- ▶ Supporting their efforts to do well
- ▶ Differing with others when necessary in a manner that is constructive rather than defensive
- ▶ Participating equally in group discussions

Synergistic Decision Making

Reaching a consensus is the hallmark of “acceptance” in the effective decision equation:

Effective Decision = Quality X Acceptance

Lack of agreement regarding a decision places acceptance of the decision and its execution in jeopardy.

Synergistic Decision Making

Rational Processes - involves the skills we use in thinking a problem through to a solution.

- ▶ Analyzing the situation
- ▶ Identifying objectives (ie., aims or goals)
- ▶ Considering alternative strategies
- ▶ Discussing adverse consequences

Reference and source

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