/IDEA/

Integrated Leadership

A new model from experts in human performance improvement

Wilson Learning's Integrated Leadership Model

Visionary	Tactician	Facilitator	Contibutor
Guiding organizational and individual growth through creation and communication of a compelling vision and strategy.	Ensuring that results are achieved by effectively planning work, delegating responsibility, reviewing performance, and improving systems and processes.	Creating an environment of collaboration and partnership to ensure effective working relationships.	Creating organizational success by contributing their personal talents, experiences, and abilities.

Key Competencies

● Creating a shared vision and strategy ● Communicating and aligning on organizational strategy ● Leading organizational change ● Understanding the marketplace: both the customer and the competition ● Planning and supporting organizational and employee growth ● Inspiring employees and stakeholders	● Planning for work activities and objectives ● Setting employee goals ● Monitoring organizational and employee performance ● Delegating and directing work activities and objectives ● Improving work systems and processes ● Coordinating work activities	● Interpersonal versatility ● Dealing with conflict ● Communicating effectively ● Facilitating groups and building teams ● Negotiating and influencing	● Problem solving and decision making ● Business and financial acumen ● Creativity and innovation ● Self-development

Visionary — Inspiring organizational and individual growth

Contributor — Applying personal capabilities to achieve results

Facilitator — Working with others to achieve results

Tactician — Assuring business results are achieved

LEADERSHIP CHARACTER

PERSONAL · SOCIAL · ORGANIZATIONAL

By Eva Kaplan-Leiserson

WILSON LEARNING'S management team has studied leadership for 30 years. As the global provider of human performance improvement solutions has helped Fortune 500 and emerging organizations develop leadership approaches, its experts have gathered knowledge and experience about what works and what doesn't.

To pass on some of that wisdom, the company recently released a white paper, "Integrated Leadership: A Balance of Essence and Form." The paper proposes a new model based not only on leadership character (essence) but also competencies and actions (form). Organizations need leaders who integrate essence and form in order to generate both "impassioned commitment" and "efficient action" in their workers.

Essence

The foundation of the Wilson Learning model is the essence of leadership character. Made up of "values, characteristics, and clarity of purpose," character is unchanging. According to the company's management team, it can be divided into three separate components:

Personal character. Staying "steadfast and decisive in the face of adversity."

Social character. "Showing others respect, being compassionate, and valuing individual differences."

Organizational character. Willing "to put the organization's and its customers' needs ahead of one's own personal needs."

Although some people think that leadership character can't be developed, the Wilson white paper asserts that not only *can* people develop it but they *must* in order to improve leadership performance. Doing so means "getting leaders to acknowledge their value systems, to increase their self-awareness, to experience the impact of character in their lives, and to break old patterns of thinking."

Form

In contrast to the static nature of essence, the characteristics that make up a leader's form change based on his or her level and role. The skills, knowledge, and tasks needed to carry out the leader's values and principles build on the leadership character foundation to generate tangible organizational results.

The Integrated Leadership Model groups the skills for effective leadership into four distinct roles: Visionary, Facilitator, Contributor, and Tactician. Each role has a unique mission and tasks to achieve it. The Visionary sets direction; the Tactician puts plans and processes in place; the Facilitator ensures that team members and stakeholders are on board; and the Contributor makes sure the leader's own talents are being used. (See chart on page 12.)

A leader doesn't choose roles based on his or her personal style; rather, the four are complementary components of every leadership position. Wilson's experts point out that while the emphasis on each role may change with jobs, all four roles are always present.

A leader's ability to integrate the four roles, added to the foundation of leadership character, has a dramatic influence on workers' performance. The white paper states, "Without [a leader's] vision, employees do not gain fulfillment from knowing they are contributing to a greater good. Without tactical insight, employees find difficulty determining whether or not their actions are contributing to organizational success. Without facilitative direction, work environments can become hostile and unproductive. Without a sense of meaningful contribution from their leaders, employees lack role models of performance with fulfillment. And in the absence of leadership character, employees will sense a lack of reflective thinking or values in their leaders, and will adjust their own personal level of commitment to organizational success accordingly."

/Q+A/
Putting the Model Into Practice

Michael Leimbach, vice president of research and design at Wilson Learning Worldwide, talked to *T+D* about the company's model and its applications.

T+D: *Can you elaborate on how companies can develop leadership character in their people?*

Leimbach: There are several important elements to this process:

A framework for exploration. Leaders [need] a model or framework for exploring what character means to them and their performance. It's important to have a model of character that's researched and has strong validation, but the specific framework is less important than the need to organize thinking and reflection.

Knowledge of perceived character. Once a framework is in place, a leader needs to know how others perceive his or her current character [and], most important, what the gaps are between the leader's self- and others' perceptions. That can be accomplished through informal dialogue with others, or more formally using a 360-degree process.

Reflective coaching. While leaders can do this on their own, gaining self-awareness through critical reflection is most effective when guided by a coach. [He or she can help] leaders reflect on their decisions and how their values and beliefs are exhibited to others through their actions. Whether it's done alone or with a coach, a leader's reflection on experiences in order to break old habits and patterns of thinking is crucial to changing leadership character.

Stretch experiences. These can be real or simulated, but [it's important that] leaders make decisions based on a deep exploration of their values. By [being presented] with too little, inconsistent, or vague information, leaders are required to draw on their values and character to come to a conclusion.

T+D: *How can companies support the role-development process?*

Leimbach: In addition to providing leaders with opportunities to acquire the skills for the four roles, organizations play a vital [part] in creating an environment that supports the use of the skills in their day-to-day actions and decisions. To support the use of the four roles and leadership character, our clients have done the following:

Developed tools and processes. These have included planning tools, processes for facilitating interactions within a group, templates for decision making that consider the four roles and character issues, and tools for linking organizational strategy and work unit objectives.

Centered performance review processes around the four roles. By categorizing a manager's primary objectives into the four roles and evaluating leadership performance using them, organizations have ensured the leaders maintain an effective balance.

Created a leadership dashboard focusing on the four roles. Several organizations have created electronic dashboards that provide feedback, tools to assess the roles, tips for training activities, and links to development opportunities and coaching. The concept is similar to a balanced scorecard but at the individual leader level.

Gained support from executive leadership. Lower-level leaders are unlikely to sustain the use of the four roles and leadership character if the executive leadership doesn't support them and serve as role models. So, we always enlist the involvement of the senior leaders of the organization and provide them with tools and processes to keep the skills alive and growing.

U.S. Military Veterans in Demand

APRIL'S INTELLIGENCE COLUMN discussed the coming talent shortage and listed possible sources of new talent for companies in the United States. The roundup missed one important source, however: the military.

According to MilitaryStars, an organization that holds job fairs to bring together servicemembers and companies with openings to fill, more than 200,000 people leave the military each year, and many of them transition to civilian jobs.

MILITARYSTARS™
THE CURE FOR THE COMMON JOB FAIR

Dave Suszko, a retired U.S. Air Force recruiter and director of candidate services for MilitaryStars, says, "The military labor market is [the] second largest renewable labor pool in the nation. These are mature, talented professionals who instantly add value to companies that hire them."

For example, a recent study by HR Chally, a sales-research and career-development firm, and RecruitMilitary, an Ohio-based company that helps former servicemembers find civilian jobs, showed that "veterans outpaced their nonveteran counterparts in . . . qualifying sales leads, closing sales, selling against strong competition, and several other functions that spell sales success."

A recent *Washington Post* article, "A Few Good Recruits," described how even injured veterans are in high demand. Just months after returning from Iraq, Army Captain Lonnie Moore, who lost his right leg in Ramadi, was offered positions at a munitions company, an information technology firm, and the U.S. Department of Veteran Affairs.

"People tend to seek us out," Moore says in the article. "They know we'll be an asset to their companies and that we're not going to let our injuries stand in the way . . . . [No one] I've known that's gotten out, [has had] a hard time finding jobs."

Other reasons companies are hiring vets, according to the *Post,* include scarce security clearances, "a de facto alumni network . . . and a collective memory of the way . . . veterans were treated after previous conflicts, particularly Vietnam."

HireVetsFirst

The U.S. Department of Labor has set up a website, HireVetsFirst, to provide resources to employers and former servicemembers. Its Skills Translator can "help [companies] align military educational and job training curricula with current civilian workplace needs."

SOURCES/MilitaryStars, RecruitMilitary, *Washington Post*

**GO**TO/http://tdmagazine.astd.org for a web-only Q+A with the CEO of Military Stars.

Ten Reasons to Hire a Vet

1. Accelerated learning curve
2. Leadership
3. Teamwork
4. Diversity and inclusion in action
5. Efficient performance under pressure
6. Respect for procedures
7. Technology and globalization
8. Integrity
9. Consciousness of health and safety standards
10. Triumph over adversity

SOURCE/hirevetsfirst.gov

More on Hiring Vets

● www.militarystars.com
● www.recruitmilitary.com
● www.hirevetsfirst.gov
● www.orioninternational.com
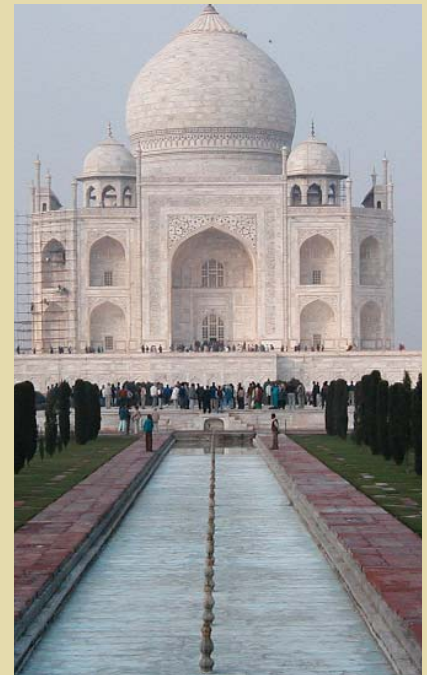
U.K. Travelers Staffing Indian Call Centers

It's a new twist on outsourcing: Companies based in the United Kingdom with call centers in India are hiring U.K. citizens traveling overseas to work as team leaders and bridge the culture gap between agents and customers. According to Silicon.com, most of the travelers, usually young adults 21 to 25 years old, are hired for a year-long contract. They work 10 months and then receive two months paid time off to travel. They can make about £133 to £484, or $250 to $922, per month. Silicon.com quotes Tim Bond, founder and managing director of Launch Offshore, one of the recruitment agencies targeting this market: "The cost of living in India is so low. The . . . call center agents are better off than they would be doing it in the [United Kingdom]. One of the attractions is also the travel experience."

MORE/www.silicon.com/research/specialreports/offshoring/0,3800003026,39129934,00.htm

T+D Website and Blog Redesigned

HAVE YOU CHECKED OUT the *T+D* website and blog lately? Both have been recently spruced up with new designs and added features.

The *T+D* homepage is now a portal with links to content from the magazine's latest issue, web-only articles, the blog, ASTD discussion boards, *T+D* Extra, and more.

The new T+D Blog offers an archive by category that functions as a knowledge base, links to useful websites and blogs, improved support for Firefox users, and more.

GO**TO**/http://tdmagazine.astd.org

GO**TO**/http://tdblog.typepad.com

Companies That Set the Standard

After all the recent reports of corporate misdoings, it's easy to get disillusioned. But there are still good companies out there. *Business Ethics* magazine recently published its list of 100 Best Corporate Citizens for 2005. Companies on the list "perform to a higher standard, serving a variety of stakeholders with excellence and integrity."

MORE/www.business-ethics.com/whats_new/100best.html

From the Blog: Infomania Affects IQ More than Marijuana

Shocking news from a study by Hewlett Packard: Excessive use of technology— such as email and text messages—can cause a fall in IQ greater than that caused by smoking marijuana.

The study of more than 1,000 adults was commissioned by HP and conducted at the University of London's Institute of Psychiatry. The research showed that the average reduction of 10 IQ points as participants' work was interrupted by emails and text messages is more than double the four-point loss caused by use of the drug.

SOURCES/BBC News, Rocky Mountain News

GO**TO**/http://tdblog.typepad.com/td_blog/2005/04/infomania_affec.html for the item and links to the articles

Worker Myths Companies Accept

THE FOLLOWING MYTHS come from *The Enthusiastic Employee: How Companies Profit by Giving Workers What They Want,* authored by the top management of Sirota Consulting, a company specializing in "attitude research." The book reports on results from 30 years of employee surveys.

Employees will never be happy with their pay. On average, 40 percent of workers rate their pay as "good" or "very good," while 23 percent rate it as "poor" or "very poor" and the rest, 37 percent, rate it as middling.

Employees object to the difference between their earnings and those of senior management. Workers get upset by this discrepancy only when a struggling company cuts wages and jobs at the lower ranks and leaves upper management unaffected.

Complimenting employees on good work goes to their heads and drives a demand for more money. Management recognition is an extremely powerful motivator of performance and morale. *Lack* of recognition hinders employees' desire to do a good job.

Companies that don't hesitate to lay off employees perform better than those that do everything they can to keep workers. "Research shows that downsizing companies outperformed the S&P only slightly during the six months following news of a restructuring, and then lagged badly, netting a 24 percent [loss] by the end of three years," says David Sirota, founder of Sirota Consulting.

Most workers are lazy and need to be controlled. The authors' research demonstrates that the great majority of employees work hard and want to do a good job.
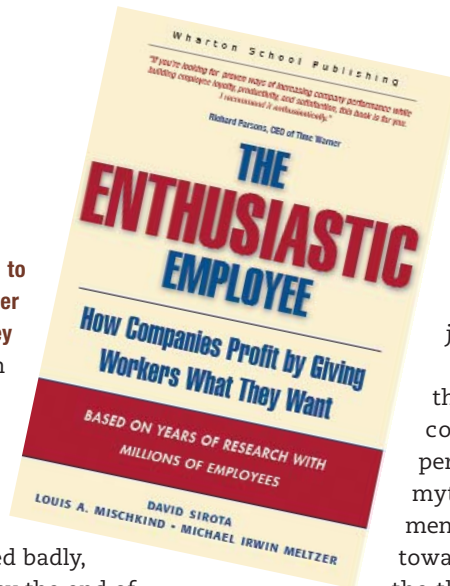
Most employees resist change, no matter what it is. Workers resist changes they think will backfire (for example, speeding up work pace and sacrificing quality) or that management develops without their input. But, they welcome changes they see as helpful (such as new equipment that helps them perform their jobs better).

Sirota says that instead of continuing to perpetrate those myths, management should work toward satisfying the three primary goals of workers: equity (fair treatment), achievement (being proud of one's job and company), and camaraderie (good, productive relationships with fellow employees).

According to Sirota and his colleagues, workers at companies with all three of those elements are three times more enthusiastic than those at companies missing one of the factors. Companies with all three characteristics also receive fewer customer complaints, experience lower turnover, and produce higher-quality products and services.

Workforce Performance is Top HR Priority

CLOSE TO 100 PERCENT of human resource executives and technology managers recently surveyed cited workforce performance management as their top human capital management priority for 2005.

Ninety-six percent of respondents to the survey by the International Association for Human Resource Information Management and Knowledge Infusion, a consulting firm specializing in human capital management technologies, reported performance management as their number 1 concern.

According to the survey, fewer than 12 percent of HR executives and technology managers believe their organizations have successfully aligned the workforce with the company's business performance goals. But respondents recognize the need for a strong link between training, knowledge, and performance, and are aware of the current lack of understanding of skills and abilities in their organizations.

Thus, respondents cited as next highest priorities, after performance management, learning management and workforce planning, in that order.

MORE/www.prweb.com/releases/0/0/prweb230631.htm

Road Rage Out, Computer Rage In

THE SCENARIOS ARE ALL TOO COMMON: A virus infects your email. Your computer freezes. Your hard drive fails and you haven't backed up. You may not have heard the term *computer rage*, but the feeling is probably familiar.

This new phenomenon is a growing problem, says Kent Norman, director of the Laboratory of Automation Psychology and Decision Processes at the University of Maryland.

On his website dedicated to the topic, he writes, "In the workplace and at home, more and more people are smashing their computer screens, beating on the keyboard, and throwing the computer out the window." People are taking their frustrations out on their computer equipment and, "sometimes misdirecting it to other people."

In 2004, Norman conducted a survey on the computer rage phenomenon, which, he says, can cause millions of dollars of damage annually to company, government, or personal property. In February, he released an in-depth presentation on his research.

Although computer rage can be a serious problem with real-life consequences, Norman tries to help people see the lighter side. On his website, he advocates venting in safe, controlled ways rather than bottling up feelings and causing "techno-frustration denial."

Those ways include recipes for "broiled disk" and "hard disk on the half shell," as well as instructional videos with titles like "barbequed mouse burgers" and "keyboard splitting." Try these tricks at your (and your computer's) own risk!

MORE/http://lap.umd.edu/computer_rage

Rage Reports

The following are actual acts reported by computer users in Norton's survey:
- "coffee in the keyboard, with sugar works best"
- "Taking a hockey stick to an old monitor is very satisfying."
- "poured gasoline on a computer and set fire to it"
- "poured water on keyboard, [threw] keyboard in toilet . . ."
- "My girlfriend was so frustrated with a crashed hard drive that I took her out to the shooting range and let her put a rifle bullet through it."
- "I once was so frustrated that my laptop was going so slow, I threw it into a fryer when I was a manager of a restaurant. It melted all the parts and we had to replace the fryer."

Micromanagement: Necessary Evil, Evil Incarnate, or Something In-Between?

THINK YOUR micromanaging boss is trying to make your life miserable? She might not be as diabolical as you imagine. Chances are, she lacks appropriate management skills and instead is repeating behaviors encouraged by executives.

"Micromanagers practice legitimate managerial behaviors to such an extreme that they become disruptive and actually interfere with people's ability to do their jobs," says Harry Chambers, author of the new book *My Way or the Highway: The Micromanagement Survival Guide*.

He says that one of the hallmarks of micromanagement is requiring "excessive reporting" from staff. While it is necessary for managers to keep abreast of employees' workloads, micromanagers want people to be accountable for their time and tend to stress being busy over achievement and results.

Even worse, the scrutiny of direct reports may be unconsciously encouraged by organizational culture. "Senior-level managers who micromanage also tend to develop and promote the people who are most like them," says Chambers. "So, people learn that to get promoted or gain influence, they should micromanage."

Chambers also notes that organizations with a staff majority who don't practice or value micromanagement have negative perceptions of employees who do practice it.

So, how do you appease one of these unrelenting souls? The best advice is to "get out in front of information." Because many micromanagers have insatiable appetites for information, employees should find out which topics are most important to their managers and provide updates before being asked.

Chambers says that if you're pre-emptive in providing the news that micromanagers want, they'll feel much more comfortable that you are aware of the top priorities, focused on accomplishing them, and responsive to deadlines. Better yet, they will feel less of a need to monitor your activities and constantly request updates.
—Josephine Rossi

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