



Catalysts for Profitability and Growth



LEADERSHIP NEWSLETTER | AUGUST 2008

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THE WORLD'S NO 1
LEARNING & DEVELOPMENT CONSULTANCY -
INNOVATING HOW COMPANIES CHANGE,
LEARN AND IMPROVE



LEADING MINDS

"All leadership takes place through the communication of ideas to the minds of others" Charles Cooley, American Sociologist

The Harvard professor Howard Gardner pioneered the concept of multiple intelligences including those of "self smart" which we know today as Emotional Intelligence and "people smart" which corresponds to the modern notion of Social Intelligence. More recently he has turned his mind to the field of leadership and his book "Leading Minds" provides a different and stimulating perspective on leadership.

Gardner's thesis is that our understanding of the nature and processes of leadership is most likely to be enhanced as we come to understand better the arena in which leadership occurs namely the human mind - those minds of both leaders and followers

Gardner views leadership as a process that takes place in the minds of individuals as the leader creates stories for potential followers whose task it is to understand the stories and then evaluate their worthiness before deciding whether or not to follow the potential leader, In this context leaders are defined as individuals who by word and/or personal example markedly influence the thoughts, behaviours and/or feelings of a significant number of their fellow human beings.

Direct leaders influence people through the stories communicated by them to their audiences. They walk the talk or embody their stories to be credible.

Indirect leaders influence others through their ideas and the way these are captured in a theory or treatise.

Either way leaders achieve their effectiveness through the stories they relate and the way they embody these stories.

An ordinary leader simply relates the traditional story of his group as effectively as possible whilst the innovative leader takes a latent story in the population and gives it new meaning or a new twist. This differentiation reminds us of McGregor Burns' view that leaders can either be transactional or transformational in their impact.

The artful creation and articulation of stories constitutes a fundamental part of the leader's vocation.

It is stories of identity that constitute the single most powerful weapon in the leader's arsenal. In this regard leaders tell stories about themselves and their groups, about where they are coming from, and where they are headed, about what is to be feared, struggled against and dreamed about.

ALL LEADERSHIP TAKES PLACE THROUGH
THE COMMUNICATION OF IDEAS TO THE
MINDS OF OTHERS"

CHARLES COOLEY, AMERICAN SOCIOLOGIST



LEADING MINDS / B

The stories that leaders tell comprise 6 constants; story, audience, organisation, embodiment, direct/indirect leadership and expertise.

Story – a central message that can appeal to the unschooled mind that speaks of identity. The Rainbow Nation is one such identity.

The Audience – can be potential followers who will have needs of their own and might operate at different levels of sophistication. The leader must craft the story accordingly. Madiba was highly skilled in pitching his stories to vastly different audiences whether a rugby cup winning crowd,



a group of Comrades or a room full of businessmen. It is a mark of great statesmen that they have the facility to connect with disparate audiences and thereby convert them to followers.

The Organisation – enduring leadership requires the regular interaction of leader and audience through an institution. A leader who already belongs to one can bring along the audience though there is no guarantee, even if he is the ascribed leader that the audience will always follow. Tony Blair provided strong leadership for a period of time but his leadership base began to wane as his story frayed at the edges and with it his effectiveness as a leader.

The Embodiment – ideally the creator should embody the story -walk the talk and not be at odds himself with the story. Ghandi was a prime example of walking the talk.

Direct/Indirect leadership – direct leadership is more tumultuous and risky but can be more effective. However, it requires reflective time which may not always be available as much as it is to indirect leaders who express their leadership through built expertise such as is the case with scientists like Einstein.

Any leader who wishes to be effective must acknowledge and attempt to deal realistically with these enduring features of leadership. A leader is likely to achieve success only if he/she can construct and convincingly communicate a clear and persuasive story; appreciate the nature of audiences(s), including its changeable features; invest energy in the building and maintenance of an organisation: embody in his/her own life the principal aspects of the story and either provide direct leadership or find a way to achieve influence through indirect means.

AS BENJAMIN DISRAELI REMARKED
“WITH WORDS WE GOVERN MEN”.



BTS THOUGHT LEADERSHIP

Two of our BTS colleagues have recently released a new book which is briefly reviewed below. Clients wishing to obtain a copy can contact Mike Lewis. Alternatively, it may be ordered online from Amazon. We will cover the book in more detail in the next edition of this newsletter.

COURAGEOUS TRAINING: BOLD ACTIONS FOR BUSINESS RESULTS

by Tim Mooney and Robert O. Brinkerhoff

There have been dozens of books about how to do training more effectively, with more impact, and so on. Yet despite all that well-meaning advice, of the \$70 billion spent on training in the U. S., only 15-20% actually gets applied in ways that contribute tangible value to organizations.

But Tim Mooney and Robert Brinkerhoff have discovered that some iconoclastic training leaders achieve breakthrough results by having the courage to break away from the usual approaches and identify what is really needed and what really works. Studying why these bold training leaders were so successful implementing Brinkerhoff and Mooney's High Impact Learning tools and methods led them to distil the principles and practices outlined in *Courageous Training*.

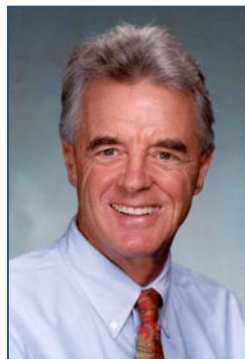
Mooney and Brinkerhoff lay out the Four Pillars of Courageous Training, illustrating each with real-life examples that highlight specific concepts, methods and tools. Going deeper, they delve into the mindset needed to truly transform training, which they summarize in the *Courageous Training Code*. And they present four in-depth case studies, written by training leaders in major organizations, showing the audacious actions these leaders took to produce dramatic—and measurable—business results.



TIM MOONEY

Tim Mooney is the Practice Leader for The Advantage Way_{SM}, a BTS company. He is a seasoned performance consulting expert who specializes in assessment and organizational change. In this role, Tim is responsible for growing the business, developing the practice

offering/capabilities, and working closely with the APG and BTS consultants to ensure customer satisfaction and measurable results on all projects. Tim is a frequent speaker and writer on the topic of achieving measurable business impact from training.



ROBERT O. BRINKERHOFF

Robert O. Brinkerhoff is an internationally recognized expert on training effectiveness and evaluation and is author of 14 books and many articles. He is a thought leader within the BTS group being a Principal Consultant and Alliance partner with the Advantage Performance Group owned by BTS. Many corporations, including the

World Bank, Qualcomm, Bristol Meyers Squibb, Canadian Tire, State Farm, Ingersoll Rand, and Pitney Bowes use Brinkerhoff's work to guide training operations.

He has broad experience in the United States, Russia, Europe, Australia, Saudi Arabia, and South Africa. A popular speaker, he provides keynote addresses and hundreds of sessions at professional association conferences and institutes.

His latest books are *High Impact Learning* (Perseus 2001), *The Success Case Method* (Berret Koehler, 2003) and *Telling Training's Story* (Berret Koehler, 2006)



LATEST NEWS

NEW OFFICE

BTS announces the opening of new office in Mexico City, Mexico.

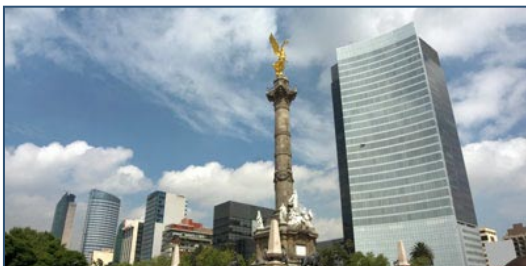
"The opening of the new office in Mexico is a strategic step for BTS' expansion into the growing Latin America market and also a way of responding to the demand from existing customers like BBVA. It is also a next natural step and part of BTS' continued focus on profitable organic growth." said Mr. Henrik Ekelund, President and CEO BTS Group AB.

"Our global reach and expertise in the discovery based learning methods and change management will be very beneficial to companies in the region, in helping transform their corporate strategies. The new office in Mexico City is also an excellent opportunity to meet growing demand for our services in the area" said Dr. Philios Andreou, CEO BTS Spain and Mexico.

Latin America is a growing region where companies are developing well. Mexico is one of the biggest markets with a population of 110 million and as in many other countries in the region, Mexico's GDP is growing fast.

BTS has over the last years seen an increasing demand for specialized services in the training and change management market working closely with many clients in Mexico and Latin America, including Alstom, BBVA-Bancomer, Coca Cola, Johnson Controls, HP, Telefonica and Unilever. BTS has mainly worked with these clients within three key practice areas: Strategic Alignment & Business Acumen, Leadership & Management, and Sales.

The opening of an office in Mexico City will secure a full commitment to serve these customers and other leading Latin American corporations.



JIM BOWLES

BTS announces that Jim Bowles, most recently vice president of workforce development at AT&T Mobility, has joined the company to lead initiatives in its Leadership & Management practice.

"As a former VP of a company known for its aggressive development and retention of talent, Jim brings a wealth of experience and energy to BTS and its clients and we're very pleased about his decision to join us," said Jonas Åkerman, President and CEO, BTS USA.

As VP of Workforce Development in Human Resources for AT&T Mobility, Bowles led divisions of leadership, staffing, learning and organizational development. Currently, he has board-level involvement at the Human Resource Planning Society. Bowles is on the editorial boards of the HRPS Journal of People and Strategy and Talent Management magazine.

"BTS is pushing the boundaries of achievement in discovery learning right now, in leadership and management, and the critical role both play in strategy implementation," said Jim Bowles, vice president, BTS. "I've seen first-hand the huge return BTS provides in its programs, and I'm looking forward to new challenges with this team of incomparably talented people."

Bowles adds yet another "CLO-level" executive with deep expertise to the BTS team. In 2007, Richard Dapra, former vice president and manager of human resource development at Liberty Mutual Insurance, joined the company in 2007 to design business leadership assessment instruments.

MARKET LEADERS ARE DISCIPLINED TO EXECUTE ON ONE DOMINATE VALUE CREATING STRATEGY



LATEST NEWS / B

GIBS BUSINESS SCHOOL

BTS ran its scenario simulation seminar "Project Leadership" for GIBS on 14-15 July as part of the business school's Executive Education offering. This is the third year running that BTS has delivered the programme for GIBS and it has proved to be one of the most popular courses in the whole of GIBS's Executive Education portfolio.

The three-day programme introduces a behavioural focus into the five phases of project management. It employs a unique problem solving approach to learning, using a simulation that places participants in realistic, problem-based scenarios. By reasoning through these situations, participants learn and adopt the behaviours that will enable them to lead projects more successfully. The programme combines group discussions and exercises, case studies, action planning tools, and computer simulation to ensure the immediate application of new skills on the job.

The programme was delivered by Dr Dennis Cohen who is a senior consultant with BTS leading its Project Leadership Practice in Philadelphia.

Dennis has co-authored a chapter on the politics of project implementation in the book *Project Management As If People Mattered* by Robert J. Graham. He and Dr Graham are co-authors of the book, *The Project Manager's MBA and Beyond Triple Constraints : Developing a Business Venture Approach to Project Management*, in H.A. Levine *Project Portfolio Management*.



PROJECTS OFTEN FAIL, NOT BECAUSE OF
POOR PROJECT MANAGEMENT SKILLS,
BUT BECAUSE OF POOR PROJECT LEADERSHIP.



PRODUCT SHOWCASE

LEADING STRATEGY INTO ACTION

ISSUES

Organisations usually have a well defined strategy. However, many find it difficult to implement that strategy and make it effective and viable on a day-to-day basis. It is a complex endeavour to get each department and each individual aligned around one single strategy, especially if the strategy is a change from an older established one. More often than not, corporate change initiatives fail because leaders cannot influence their organisations and build stakeholder alliances nor effectively lead strategy into action.

SOLUTIONS

Leading Strategy into Action

is a simulation workshop that gives participants the experience of implementing organisational strategy. Participants begin the simulation by setting their strategy using a tool called the Strategic Matrix. They then spend four "years" in the life of their simulated organisation, attempting to make decisions that support effectively their chosen strategy.



COMPUTER SIMULATION OVERVIEW

Participants take on the role of General Manager of a company called VTI Robotics, a recent acquisition division of a larger company called Virtual Technologies, Incorporated (VTI). VTI Robotics manufactures and sells "mobots," robotic lawnmowers. In the face of its organizational changes and pressures from both its competitive and supplier marketplaces, VTI Robotics needs a strong strategy and consistent implementation. In teams, participants experience two 90-minute computer simulation rounds in which they make decisions modelled upon real business situations. To reinforce skills and competencies, the simulation provides ongoing feedback on decisions made, plus qualitative and quantitative feedback following the simulation.

At the end of each simulation round, participants receive feedback reports including:

- A graph comparing their chosen strategy to the strategy reflected in their decision-making
- A written evaluation of each of their decisions
- A Balanced Scorecard which reflects their performance in key financial, customer, product innovation, and operational measures

IMPACT

On completion of Leading Strategy into Action participants will be able to:

- Choose the right customers, narrowing the business focus and dominate the market
- Align the work environment, talent, management practices and business interactions with the lead strategy
- Facilitate change in practices to support the lead strategy
- Reward employee behaviour that supports the lead strategy
- Organise functions so that they best support the strategy
- Explain the interrelationship between leadership and strategy implementation
- Describe the biases of various functions to specific strategies
- Resolve conflict caused by bias to certain strategies



UPCOMING EVENTS

LEADING STRATEGY INTO ACTION (FREE SEMINAR)

The next in our free seminar series is Leading Strategy Into Action which will be held at the Protea Hotel, Midrand on 22nd August. To book please call Elsie on 012 663 6909.

INVITATION

We invite you or team member(s) designated by you to join a select group of peers that we have invited to this free seminar (*Leading Strategy into Action*).

Venue:	Protea Hotel, Midrand
Date:	Friday, 22th August 2008

Contact Person:	Elsie Mogale
Phone:	012 663 6909

(Seats are limited, call early to book your place.)
Further details of the seminar may be obtained from:
Mike Lewis.



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Editor: Mike Lewis
Phone: +27 11 881 5921
Mobile: 083 251 4639
Email: mike@penlion.co.za

SA Leadership and Management Practice Leader
For more information about BTS, visit: www.bts.com

