



Leadership for Mentor Leaders

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My vision: You walking out the door with real life results

1. Home
2. Team
3. Big deal

1. home:

2. Key stakeholders:

3. Big deal:



My 2 top leadership issues are...

1.

2.



Leading in a **CRAZY** World

- In Michigan:
 - the collapse of 2/3 of the big 3
 - a decade-long recession
 - foreclosures
 - 7 years – 13 rounds of state budget cuts
- The broader world
 - \$4 gas
 - Lehman vaporizes
 - Newspapers disappear
 - Challenged by China-India
 - Information R-E-V-O-L-U-T-I-O-N-S



Friedman, prophet

- “When the world goes flat – and you are feeling flattened – reach for a shovel and dig inside yourself. Don’t try to build walls.”

“Rule # 1” Thomas Friedman, *The World is Flat*



Leadership Lessons for Crazy Times

1. Watch for cracks in the foundation
2. Embrace challenge
3. Distribute energy generation
4. Overcommunicate the vision



1. Cracks in the Foundation - When Assumptions Trap You

- A veterinarian cannot turn a horse into a tractor!
- A RR has no use for an automobile
- Expertise in mainframes means zilch in a PC world
- In a post-apartheid South Africa de Klerk is obsolete

- The earth is “HOT, FLAT AND **CHANGING!**”
Paraphrasing Thomas Friedman



What are the traps?

1. Identity itself. E.g., NewsPAPERS were ill-defined
2. Structures set up for the past. E.g, RC city churches
3. Procedures set up for our convenience. E.g., auto dealers closed on Saturday
4. Loyalty exists. E.g., Cash for Clunkers



What are the assets, drivers, bywords of success in this era?

- Flexibility
- Collaboration
- Consolidation
- Vision – but it's hard
- Critical thinking
- Transferable skills
- Creativity with what you have
- Competition – welcome it
- Being productive and results oriented
- innovative



2. The Line for the Times Embrace Challenge

“Name any great leader, performer, scientist, athlete, activist, citizen, [youth worker]. Chances are that the crucible of that person’s crowning achievement was some **distressing crisis**, **wrenching change**, **tragic misfortune**, or **risky venture**. Only challenge produces the opportunity for greatness.”

Kouzes & Posner
The Leadership Challenge



Dan Mulhern
EVERYDAY LEADERSHIP

2. It bears repeating: Embrace Challenge

“Only challenge produces
the opportunity for
greatness.”

- Kouzes and Posner, The Leadership Challenge



3 C's of Psychological Hardiness

high stress – low illness

- Committed to self + various areas of life
 - Sense of meaningfulness + purpose
 - Strong involvement
- Control over things in their lives
- Experienced change as a positive Challenge
 - An opportunity for development

Source: Kobasa and Maddi



Can you build psychological hardiness?

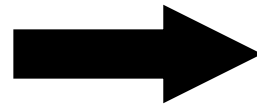
- How much have you/can you change the level of your hardiness?
 - Over your life?
 - Over the last year?
 - Over the last month?
- What's the most important thing you can do for your PH this month?



What are the 3 keys to your P.H.?



3. Distribute energy generation



Distributed Generation

- Externally
- Internally



Who models putting external energy on their grid?

- Wikipedia
- Amazon
- Airlines



P & G does C & D

- Tremendous R & D – 7,500 people
- Top-line growth slowed
- Stock price dropped 50%
- A.G. Lafley created a revolution
- $7,500 \times 200 = 1.5$ million
- Blew the culture open
- Half now from outside



Leading Across 100 Years



Living in a state of permanent attention deficit disorder!



Where are we going? Everyday Vision . . .

- Vision on a matchbook



Especially in times of change:
never stop sharing the vision

- “Overcommunicate the vision by a factor of 10.”

John Kotter, *On Change*

- Pssst, **Intverts**: think a factor of 20!



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Driving Generation

- How many are on
- How many are on
- How many are on
- How many are on
- Something else?

twitter

facebook

Ning

LinkedIn



Going out the door...

1. Watch for cracks in the foundation
2. Embrace challenge
3. Distribute energy generation
4. Overcommunicate the vision

