

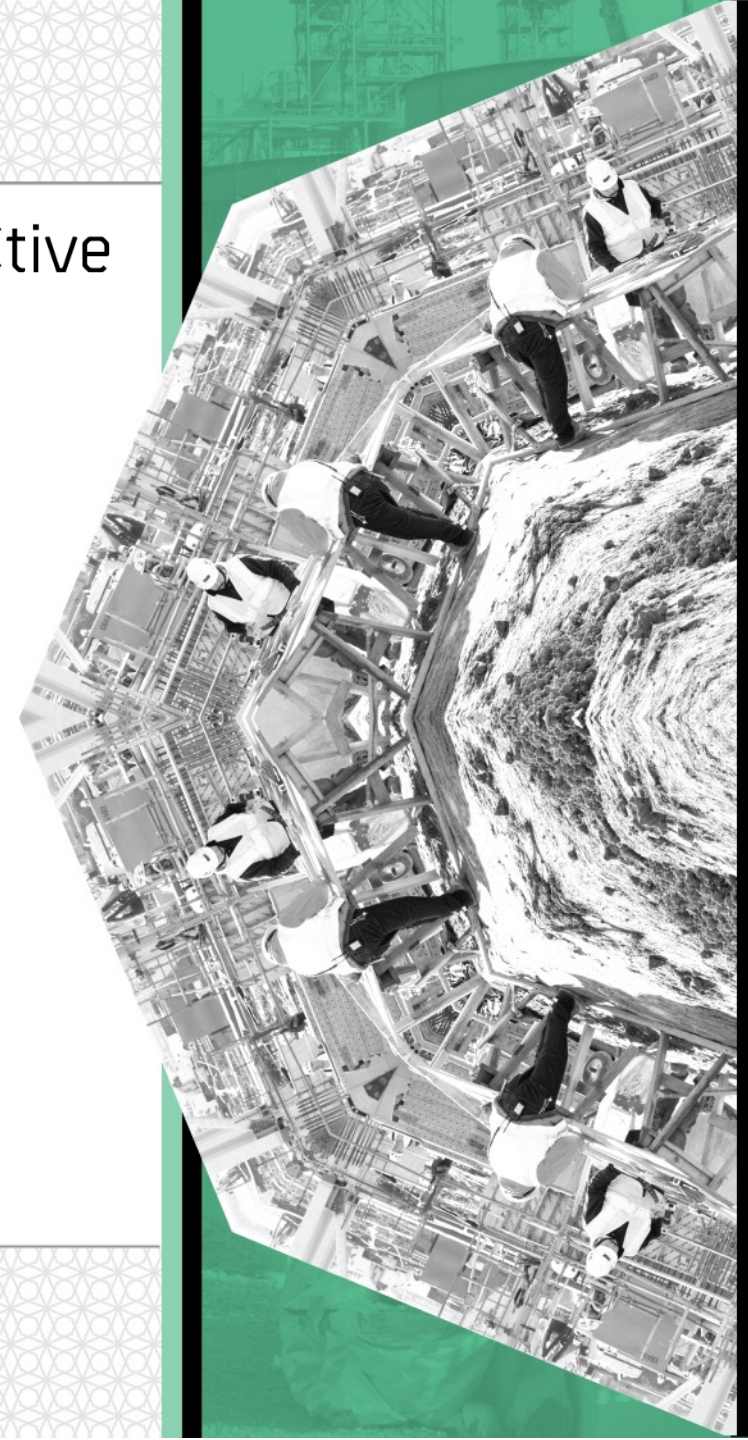
PerspECCtive

# Intentional Leadership IS “The New Leadership Model”

Presented By

Kacie Linegar, Principal, ALULA®

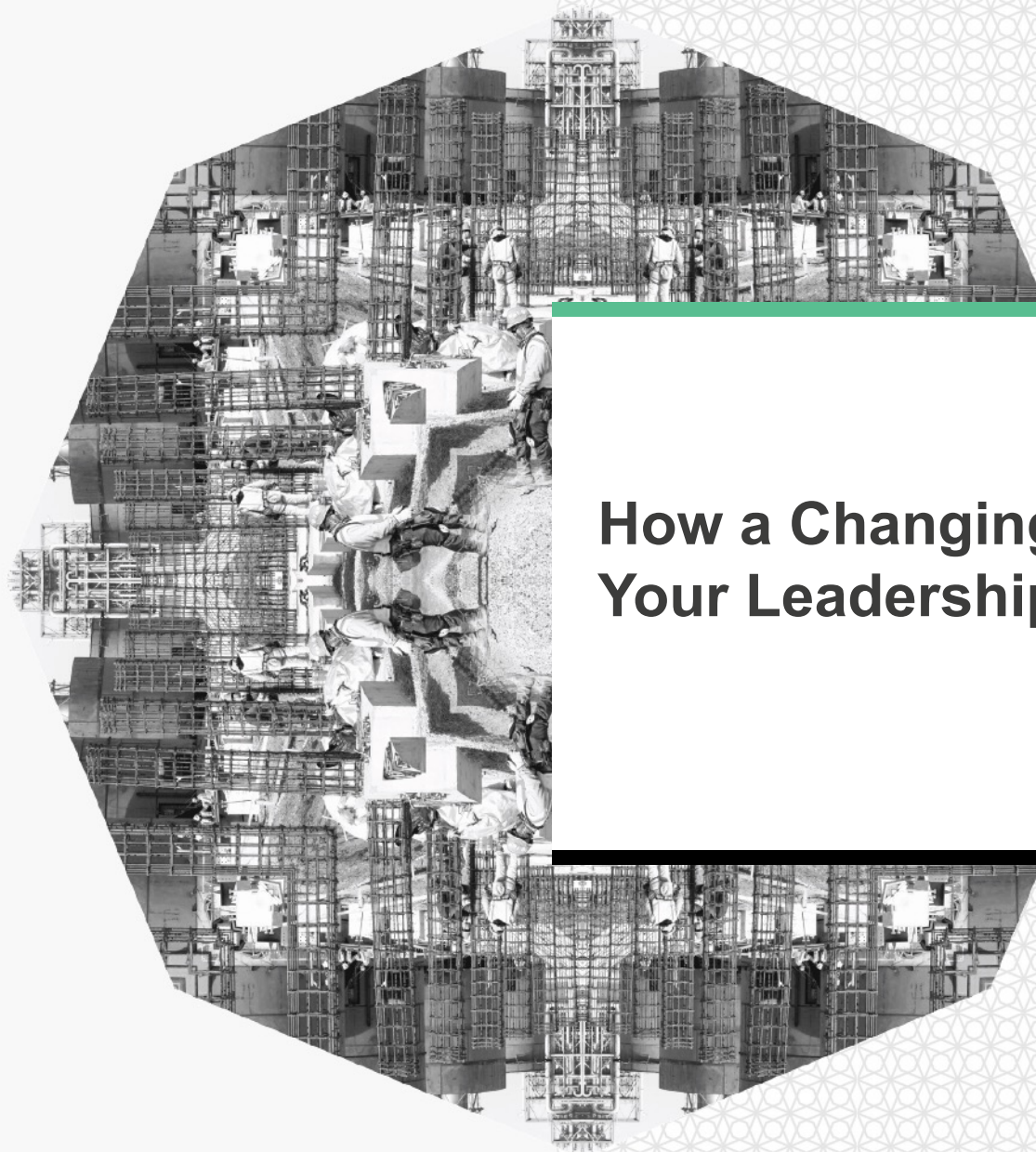
© 2022 ALULA. All rights reserved. Restricted use. No part of this presentation may be reproduced, altered, or transmitted without prior written permission from ALULA. Materials under other copyright are reproduced with permission or under fair use.



World class performance  
requires the **right behaviors**,  
in the **right way**,  
at the **right time**.

Consistent execution of critical actions by the workforce

Consistent support of critical actions by leaders



## **How a Changing Landscape Changes Your Leadership Approach**



**Race to Net  
Zero**

**“Zoom”  
Fatigue**

**Inequalities**

**Tech Savvy**

**Initial  
Isolation**

**Political  
Upheaval**

**Supply  
Chain  
Disruptions**

**Burnout**

**Job  
Insecurity**

**Family  
Obligations**

**Market  
Changes**

**Leadership  
Transitions**

**Illness  
and Loss**

**Financial  
Strain**

**No Real  
Work/Life  
Balance**

**Sustainability**

# DCOM® for World Class Performance

Behavior (what people do and say) is the key to world class performance



# Impact of this “New World”

Nine months into quarantine, we deployed a survey based on our proprietary DCOM® model.

	Work-from-Anywhere (WFA) Results	ALULA DCOM Database
Direction	3.78	4.09
Competence	4.10	4.18
Opportunity	3.84	4.04
Motivation	4.03	3.98

## What have we learned?

- Ensure employees **understand the *what* and *why* of their roles** and duties during times of uncertainty and work-from-anywhere.
- Frequent **communication about Direction** is desperately needed.
- Employees also want leaders to display authenticity, including **frequent check-ins and feedback** to keep everyone on track and focused

# Google's Search for the Perfect Team Found that What Matters is How Teams Work Together



## What mattered less:

- Who leads the team
- Who is on the team
- How many people make up the team
- Where the team was located

## What mattered was how the team interacted:

*The primary success factors were (in order)*

1. **Psychological safety/Trust**
2. Dependability
3. Structure and clarity
4. Meaning
5. Impact

The key difference in achieving world class performance today, as compared to previous environments, is that leaders must be more intentional than ever to exhibit and reinforce the right behaviors to effectively lead organizations into the future

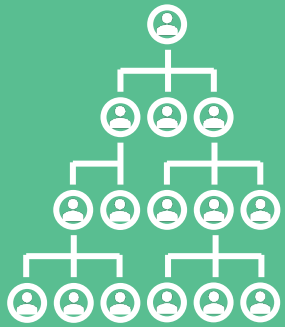
World class performance requires the **right behaviors**,  
in the **right way**, at the **right time**.

**Consistent execution of critical actions by the workforce**

**Consistent support of critical actions by leaders**



## **Intentional Leadership Through 5 Key Leadership Behaviors**



# ***Intentional Leadership***

***People must  
deliberately practice  
being good,  
effective leaders***



***If you think you are leading and turn  
around to see no one following, then  
you are just taking a walk.***

***-Benjamin Hooks***

NAACP Executive Director

Recipient, Presidential Medal of Freedom

# The Five Leadership Behaviors



## **Set clear expectations:**

Engage others in WHY–HOW–WHAT conversations, helping them to understand what needs to be achieved and gaining commitment to act



## **Observe performance:**

Go where the work gets done to find out how others are doing and uncover obstacles by watching, asking questions, and listening with empathy



## **Remove barriers:**

Take action—or help others take action—to clear the path so they can deliver on their commitments



## **Give and receive feedback:**

Engage others in candid, fact-based conversations providing “on-track/off-track” feedback, focused on reinforcing behaviors we want to continue



## **Coach:**

Shift follow-up, ask questions, reinforce, link to, impact, build habits

# The Impact of the Five Leadership Behaviors



**≥85% adoption**

When leaders consistently adopt the 5 Leadership Behaviors . . .



**>50% more behavior shift**

. . . employees perform better on the most important work . . .



**80% lift**

. . . delivering better team results

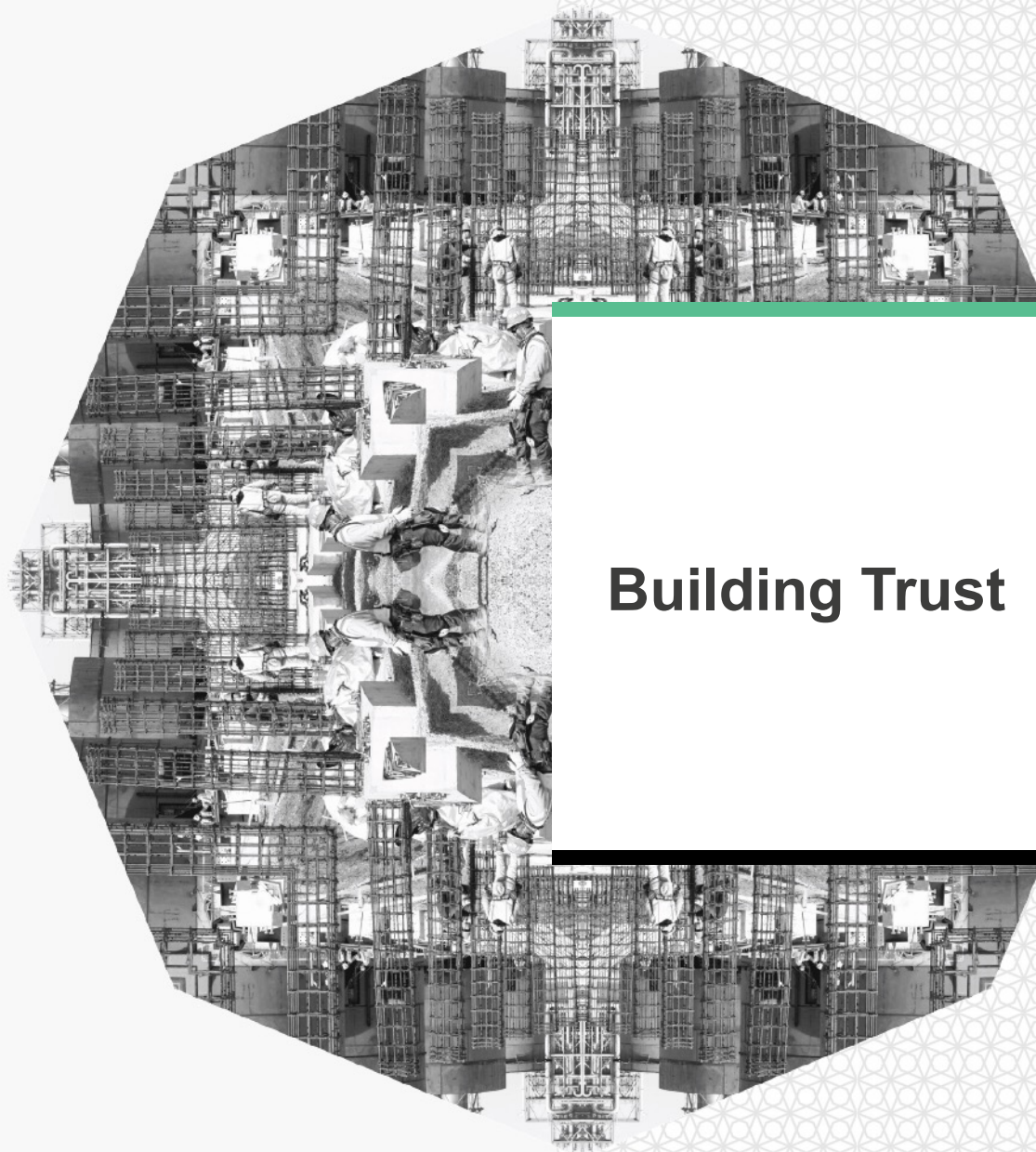


**50% faster, 2X impact**

. . . and decreasing cycle time to realizing improved business impacts

Sources: Judith L. Komaki, *Leadership from an Operant Perspective*, 1998, Routledge; Steve Jacobs, Laura Methot, & Les Daikens, *The Behavior Breakthrough*, Chapter 8—Winning on Culture, Greenleaf, 2013; CLG/ALULA client cases/presentations at annual meetings of Association for Behavior Analysis International and The Conference Board of Canada, HR Executives Council sessions.

© 2022 ALULA. All rights reserved.



## Building Trust

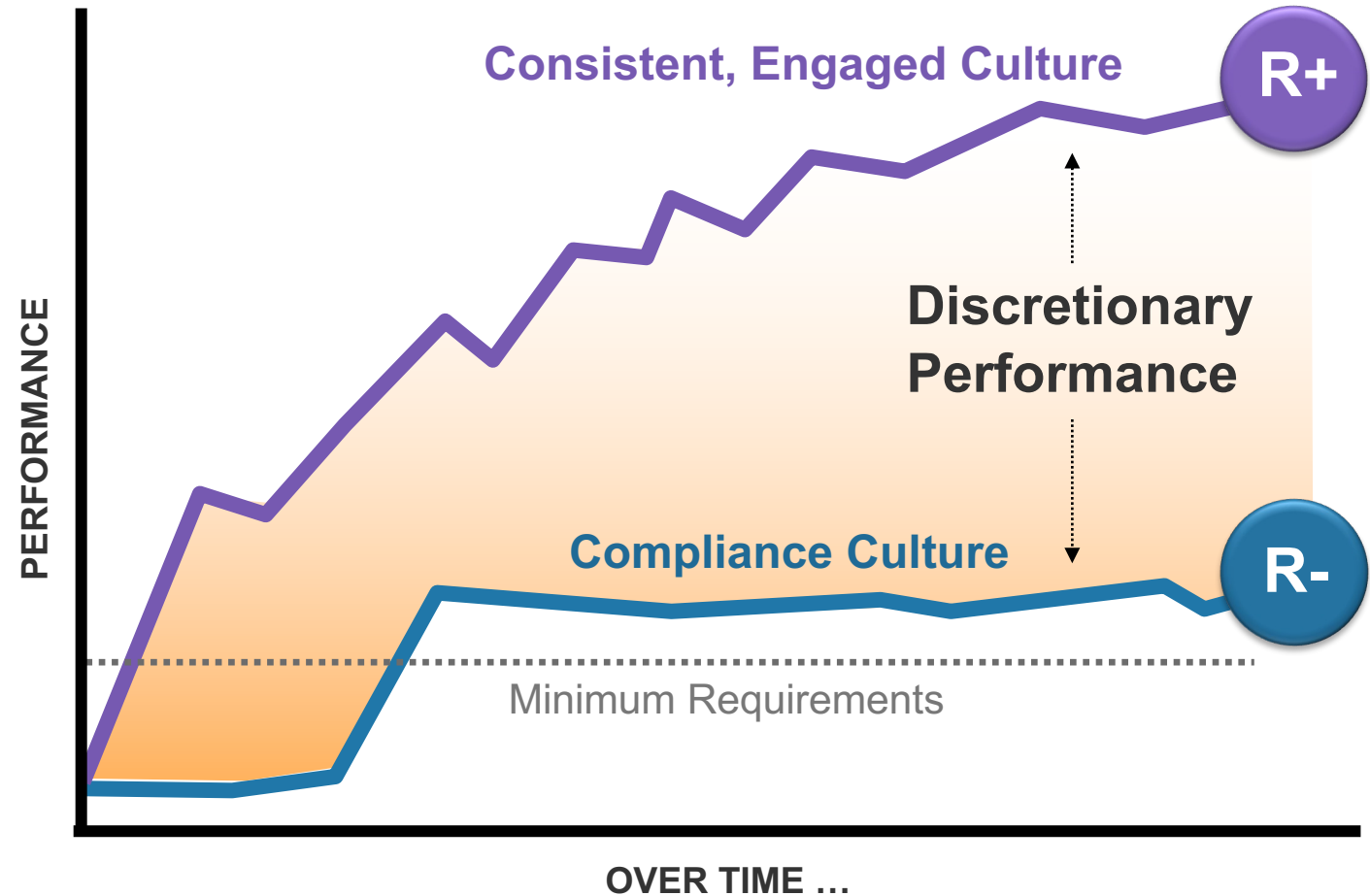


# ***TRUST***

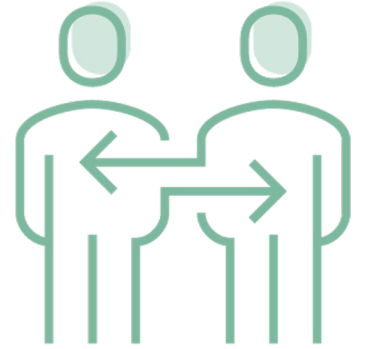
***is a firm belief in  
the reliability, truth,  
ability, or strength  
of someone or  
something.***



Trust is a  
prerequisite for  
high performance:  
*Discretionary  
Performance<sup>SM</sup>*



# How to Effectively Build **TRUST** in Any Environment



## Focus on building strong relationships from the onset

- Learn about the individual/team
- Probe their workload and competing priorities
- Examine potential **barriers** they see
- Discuss their personal definition of success
- Build in time, be intentional
- Demonstrate empathy
- Actively listen to understand vs. listening to respond
- Share relevant **observations**
- Provide authentic, 4:1 **feedback**
- Make it easy when possible
- Be authentic
- **Understand their reinforcers**

# Identifying Reinforcers

**Reinforcer: an experience that encourages a behavior to be repeated**



What matters to them?

What is meaningful?

What do they enjoy?

Are YOU sincerely interested?

## Observe

- What activities would they choose to do (rather than work to avoid)?
- What activities do they spend more time on?
- What do they display in their workspace?

## Ask

- What part of your work is most satisfying for you?
- What could I do that would make your job more interesting or more rewarding?

## Try

- Add choice, flexibility, variety, opportunity

# Key Takeaways

1

**Intentionally Practice  
the 5 Leadership  
Behaviors**

2

**Build and foster trust  
to enable  
Discretionary  
Performance<sup>SM</sup>  
through this  
changing  
environment**

3

**Use positive  
reinforcement  
effectively**

*Reinforce critical behaviors  
and remove barriers*

*Attend to incremental  
improvements*

# Call to Action

- **Decide how you will apply** what you learned today to your organization/team
- **Commit to action:** Identify one leadership action you plan to take (How do you know if it is working; how do you measure it?)
- **Write it down:** Capture in your notes, calendar, phone, etc., what action you commit to (Hold yourself accountable!)

# THANK YOU



## Kacie Linegar

Principal, ALULA  
klinegar@ALULA.clg.com  
571.428.6064

