Intentional Leadership IS “The New Leadership Model”

Presented By
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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
DCOM® for World Class Performance

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

Direction D
Clear direction
“\text{I understand new ways of working are needed and why.}”

Competence C
Knowledge and skill
“\text{I am prepared and ready to work differently.}”

Opportunity O
Resources and tools
“I have what I need to work differently.”

Motivation M
Willingness and accountability
“I am engaged and excited. I get reinforced for working in new ways.”

Without these, leaders and employees can’t execute

Without this, they won’t execute

DCOM® is a registered servicemark of CLG (dba ALULA).
Impact of this “New World”

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

<table>
<thead>
<tr>
<th>Work-from-Anywhere (WFA) Results</th>
<th>ALULA DCOM Database</th>
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</thead>
<tbody>
<tr>
<td>Direction</td>
<td>3.78</td>
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<tr>
<td>Competence</td>
<td>4.10</td>
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<tr>
<td>Opportunity</td>
<td>3.84</td>
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<tr>
<td>Motivation</td>
<td>4.03</td>
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</tbody>
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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.
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℠*
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™ 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

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