

Best in Leadership Development

It all portends more leadership excellence in 2010.



by Ken Shelton

THE NOT-SO-MODEST GOAL OF our *Excellence 2010* campaign is to be a key part of every leadership development (LD) program in the world, since for so little extra cost we add immense value and guarantee and deliver *exponential ROI*.

MIT Leadership Center

As I've looked at *top LD programs* this past month, I talked with *Deborah Ancona*, director of the MIT Leadership Center. She rues the fact that our culture "glorifies the charismatic, while preaching participation, even as we're bombarded with images of corruption." She notes that admired leaders are honest, inspiring, self-confident, and adaptive, but "traits alone do not always predict leadership effectiveness." So they look at the behavior or style of the leader: "Our framework integrates leader-



Deborah Ancona

ship traits with capacities and behaviors. It carries four assumptions: 1) leadership is distributed—it should permeate all levels; 2) leadership is personal and developmental—the best way to create change is to work with the capabilities you have, while improving and expanding them; 3) leadership is a process to create change and make things happen; and 4) in time, leaders develop their own way of making things happen (change signature) through practice, reflection, following role models, receiving feedback, and engaging in sensemaking, relating, visioning, and inventing."

GILD and Other Top LD Programs

In tribute to the #1 ranked *Linkage GILD* program, we prospected articles from several presenters—including David Giber, David Noer, Carly Fiorina, Richard Boyatzis, Roger Nierenberg, Thomas Crum, Pat Lencioni, Marshall Goldsmith, and Warren Bennis. Here are all the *top LD programs* in 2009:

2009 BEST IN LEADERSHIP DEVELOPMENT RANKING

Small to midsize organizations

1. Carnival Cruise Lines
2. Saltwater Institute
3. MediaTec/CLO
4. Badger Mining
5. Wieland (Homes) University
6. Americredit Financial Services
7. Container Store
8. Equity Residential
9. InsureMe
10. Analytical Graphics
11. Simontony Windows
12. Acuity 13. Direct Energy IS
14. Vulcan Materials Co.
15. Genencor International
16. Creative Energy Options
17. American Laser Centers

28. Schwan Food Company
29. Allied Barton 30. UBS
31. Black & Decker
32. Archer Daniels Midland
33. Textron 34. Colgate
35. Disney/Disney Institute
36. Medco 37. Johnson Controls
38. Jet Blue 39. Digita 40. Lowes

Education

1. Univ. of Michigan/Ross
2. Center for Public Leadership, JFK School of Government, Harvard
3. Univ. of Chicago/GSB/Leadership
4. UCLA/Anderson
5. USC/Marshall/CEO
6. Northwestern/Kellogg
7. Pennsylvania/Wharton
8. MIT LC/Sloan
9. Harvard Business/True North
10. Utah Valley Univ./CAL
11. Duke/Fuqua
12. Yale Leadership Institute
13. Stanford/GSB Leadership
14. Emory Univ. 15. SMU/Cox
16. BYU/Marriott/Leadership
17. Pepperdine/Graziadio/SBM
18. Carnegie Mellon/Tepper/Leadership
19. Alliant/MGSM
20. OSU/Fisher College of Business
21. Univ. N. Colorado/Monfort Institute
22. Rollins College/Crummer GSB
23. Rider Univ. 24. USF Business

Non-profit organizations

1. ASTD 2. SHRM
3. American Management Assoc. (AMA)
4. Human Capital Institute
5. NYC Leadership Academy
6. ISPI 7. HR.Com
8. IQPC/Corporate University
9. National Management Assoc. (NMA)
10. Greenleaf Center

11. Conference Board
12. Berkana Institute
13. Leader to Leader Institute
14. CAEL 15. Philips Ultrasound
16. Trinity Health
17. International Leadership Assoc.
18. Healthcare Businesswomen Assoc.
19. Addison Avenue Fed. Credit Union
20. Rush University Medical Center
21. Best Practices in Leadership Devel.

Government/military

1. Defense Acquisition University
2. U.S. Marine Academy
3. U.S. Air Force Academy
4. U.S. Army/Westpoint
5. FBI Academy
6. U.S. Navy Naval Academy
7. NASA/Leadership Alchemy
8. U.S. Army Rangers
9. ASQ Baldrige Award
10. U.S. Coast Guard 11. FAA
12. U.S. National Guard
13. National Defense University
14. U.S. Tactical/Seals
15. Naval Undersea Warfare Center

Consultants/trainers/coaches

1. Korn/Ferry International
2. Marshall Goldsmith Partners
3. Zenger/Folkman
4. Jim Collins
5. Bluepoint Leadership
6. Ninth House
7. Human Performance Institute
8. Leaders Toolbox
9. Marcus Buckingham Company
10. Tom Peters Company
11. Guttman Dev. Strategies
12. Strategos 13. Maxcomm
14. Josh Bersin & Assoc.
15. Arneson Leadership Consulting
16. Liminal Group

17. Benchmark Communications
18. Table Group
19. Chip Bell Group
20. Lebow Company
21. Leadership Challenge/KP
22. Authentic Leadership Institute
23. Leadership Development Services
24. ILeadUSA
25. Sensei International
26. Right Management
27. Michael G. Winston Leadership
28. Mariposa Leadership
29. The Levin Group
30. Perth Leadership Institute
31. Refinery Leadership Partners
32. Future Considerations

Large consulting groups

1. Linkage/GILD
2. Results-Based Leadership
3. Achieve Global
4. Center for Creative Leadership
5. Senn-Delaney Leadership
6. McKinsey/Leadership
7. Denison Consulting
8. DDI 9. Accenture
10. Lee Hecht Harrison
11. Adizes Institute
12. Richard Chang Assoc.
13. Dialogos
14. Booz Allen Hamilton
15. Hewitt/Leadership
16. Plante & Moran
17. BlessingWhite
18. Vital Smarts
19. Franklin-Covey
20. Ken Blanchard Companies
21. Integro Leadership Institute
22. Forum Leadership Development
23. Personnel Decisions Intl. (PDI)
24. Human Potential Project
25. Crowe Horwath 26. Leadergrow
27. Kepner-Tregoe

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Take Caution

Objects in mirror are much closer than they appear.



by Michael G. Winston

ON THE REAR-VIEW mirror of a car are inscribed the words:

Caution: objects in mirror are closer than they appear. Why do objects appear farther in the mirror than they are? It is a matter of perspective. Passenger side mirrors must be convex to have a useful field of view. This makes objects smaller than they would appear if the driver viewed them in a flat mirror, or turned and looked at them directly. Since smaller objects appear farther away, the objects seen in the mirror look further away than they actually are. If the driver does not consider this, they might make a maneuver (such as a lane change) assuming another vehicle is a safe distance behind, when in fact, it's closer.

Perspective relates to business as well. History is filled with the skeletons of once glory-day companies (and their CEO's) that have deteriorated. They overestimated their strengths and underestimated those of the competition or failed to recognize non-traditional competitors.

This is often a fatal mistake. Hyper-competition has eroded many sources of competitive advantage. No one is untouchable. Technology can be copied or appropriated quickly, economies of scale and scope are less important in a rapidly changing marketplace and a global business environment makes it more difficult to control access to resources or distribution channels. Competition can emerge quickly from anywhere. A company can move into an adjacent market that plays to one of its distinctive competencies.

Success depends on customer focus, adaptability, and speed. The ability to move decisively in and out of markets, quickly change product features or enhance service and add new value overnight are table stakes in the marketplace—the price of simply entering the game. Staying ahead means constant, unrelenting change.

Many companies become complacent. Praised and praise-worthy companies can fall into decline. They

celebrate their victory, admire their own business model, and exploit their advantages for shareholder gain. They begin to rest on their laurels. And as they bask in the warm glow of admiration, they fail to see that the world is changing at an unprecedented rate. What worked before may not work now. They focus on holding on to their success, rather than building on their success. Playing defense is very different than playing offense.

Every leader is trying to beat the competition. The trouble is the competition is making similar changes to the business model, structure and culture. Many companies are attempting large-scale change. While some succeed in building a more competitive, vital and dynamic organization, the world is filled with the skeletons of companies who have tried and failed.

True, *you can stand still and get buried by the avalanche—or learn to ski.* However, developing the mindset and ability to embrace change is a challenge. Top competitors know that their ability to learn and change fast is a source of competitive advantage. The structure,



communications, processes, and rewards are riveted to support the new direction. Some get it, others don't.

For example, in 1992, Nokia, a Finnish multi-national known for making snow tires, bicycle tires and rubber boots, entered a cellphone market dominated by Motorola, Ericsson, Samsung and Lucky Goldstar (LG). Nokia was too small for the big players to see, but within a decade, Nokia had toppled Motorola. The Nokia brand is now valued at \$40 billion, the fifth most valuable global brand and one of the most admired companies worldwide. Why did Nokia win? The answer has a lot to do with focus and ability to change.

External Focus

Today's business landscape has been profoundly altered. Every organization is seeking new ways to build and sustain a competitive edge. *High performers* notice these changes in the business landscape and look for a series of

short-term advantages over time instead of trying to do the impossible and plotting a far-sighted course. Focus on a sole source of competitive advantage—such as cost, technology and differentiation—is now inadequate because competitors are too quick to replicate advantages. Best performers seek multiple sources of competitive advantage. Also, they are more deliberate in adopting new technologies and entering new markets, but faster in getting to market with products that better meet customer needs.

Competitive strategy is key as *global competition grows fiercer*. Customers expect higher quality, customization, convenience, and timeliness. The best companies consistently focus on markets, customers, and competition. They raise the bar on the 3 Cs: Are you strong enough to meet and beat your competition? (*Current, emerging, possible*) Are you strong enough to delight your customers? Are you as strong as your company needs you to be? They improve their products, services, and systems. They infuse fresh ideas by bringing in new people (from competitors, even outside the industry). Benchmarking is not just a *nice-to-do* activity for them, but is a *need to do* activity.

Internal Focus

Beyond strategy, exemplary players balance benchmarking with striving for "personal best" performance.

Obsession with competitive strategy can mean trouble. If you watch your competitors too closely, you'll likely lose your stride. So, run your own race! Learn what your customers are all about and do what you must to provide them with what they need and want.

Your future depends on your leadership. Balance external focus (non-traditional competitors who can sneak up on you) with internal best practices. Some companies—Intel, Microsoft, Apple, Dell, Google—grew from zero to hero on new technologies; others, like Starbucks, capitalize on new trends.

Knowing that objects in the mirror are closer than they appear, the best players adopt five practices: 1) *Look in*—learn about your practices; 2) *Look out*—learn about the best practices of others; 3) *Look ahead*—generate ideas to plan improvements; 4) *Look down*—see how far you have come; and 5) *Look up*—see how far you can go. **LE**

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ACTION: Strengthen your competitive strategy.