



The Impact of Leadership Effectiveness

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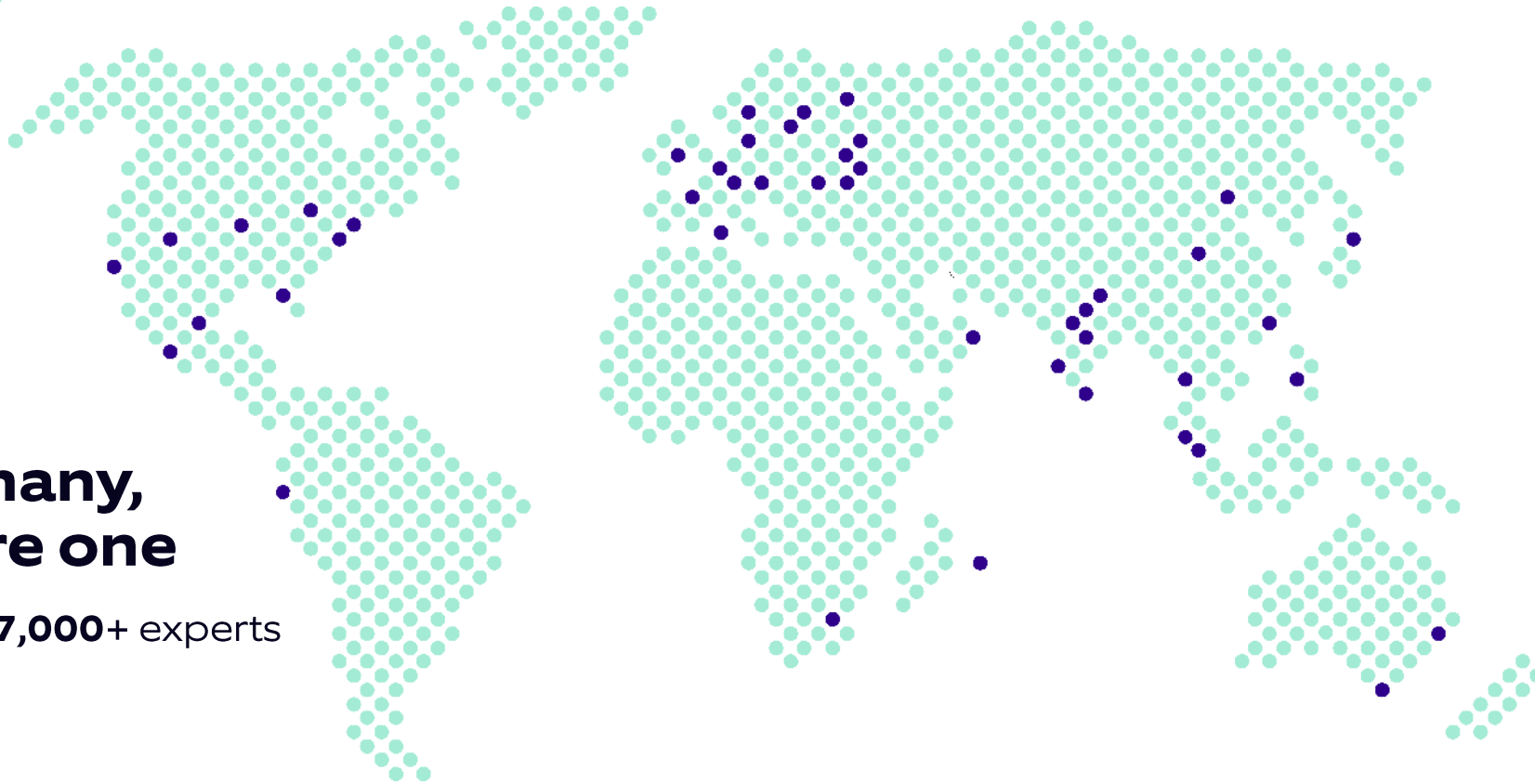
Nagarro is a digital global engineering leader



**We are many,
yet we are one**

32 countries **17,000+** experts

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Agenda



Relationship between leadership effectiveness and business results



Ways to achieve your leadership effectiveness and how to build a development plan to increase your leadership effectiveness



Ways to scale those leadership skills to your teammates

Leadership Effectiveness & Business Results



A recent CEO study confirms that escalating complexity is the number 1 issue leaders deal with today.

In today's rapidly changing world, some key realities that leaders must face and thrive upon today:

- Industry disruptive forces
- Hyper-competition - new and swift players on a global scale
- National-to-global market shifts,
- Regulatory constraints
- Budgetary pressures

Change is central to everything effective leaders do from ensuring stability to achieving great results.



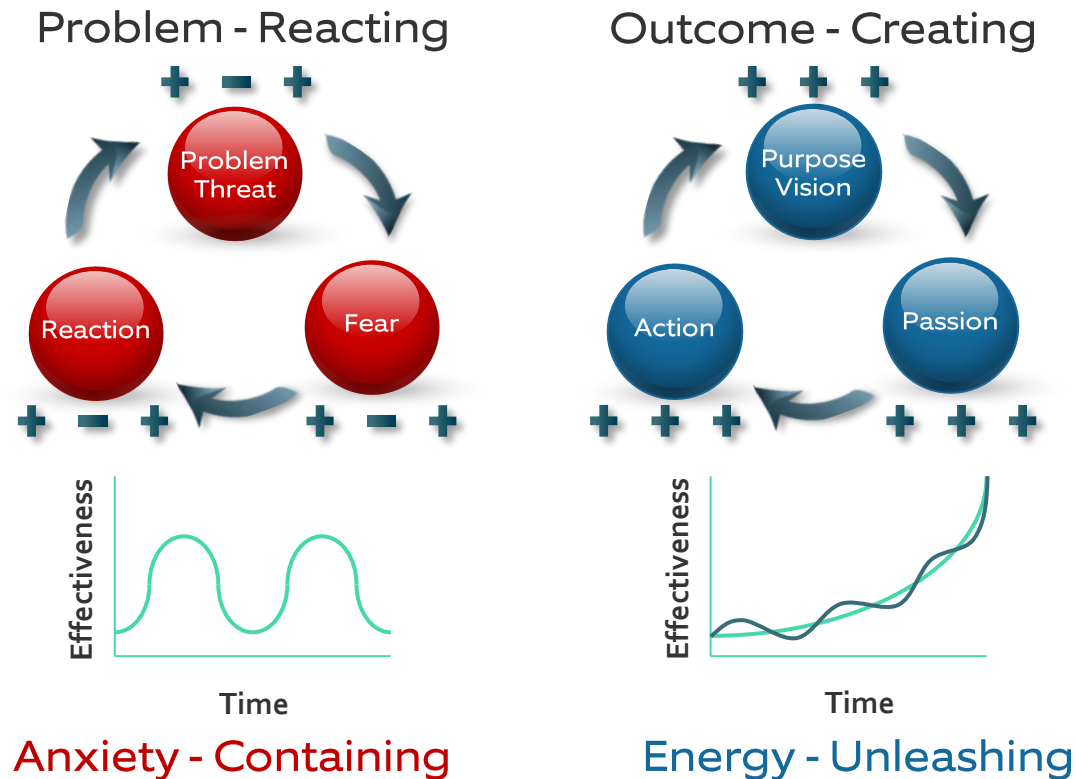
VUCA is leading to stress and uncertainty. Leaders across the world are telling us:



- More and more is required of leadership.
- Many leaders admit to being in over their heads.
- They are commonly facing unprecedented issues.
- Many admit that the skills that got them to where they are today are not enough to equip them for the future.
- Some admit that today's complexity is outpacing their learning, and thus, creating a gap.
- Many are concerned there is not enough time to do all that is required.
- We need to shift from knowing to learning and from controlling to empowering.
- *Leaders bring the weather.*
 - They define to a large degree what can and can't happen in their organizations.



Two Structures of Mind



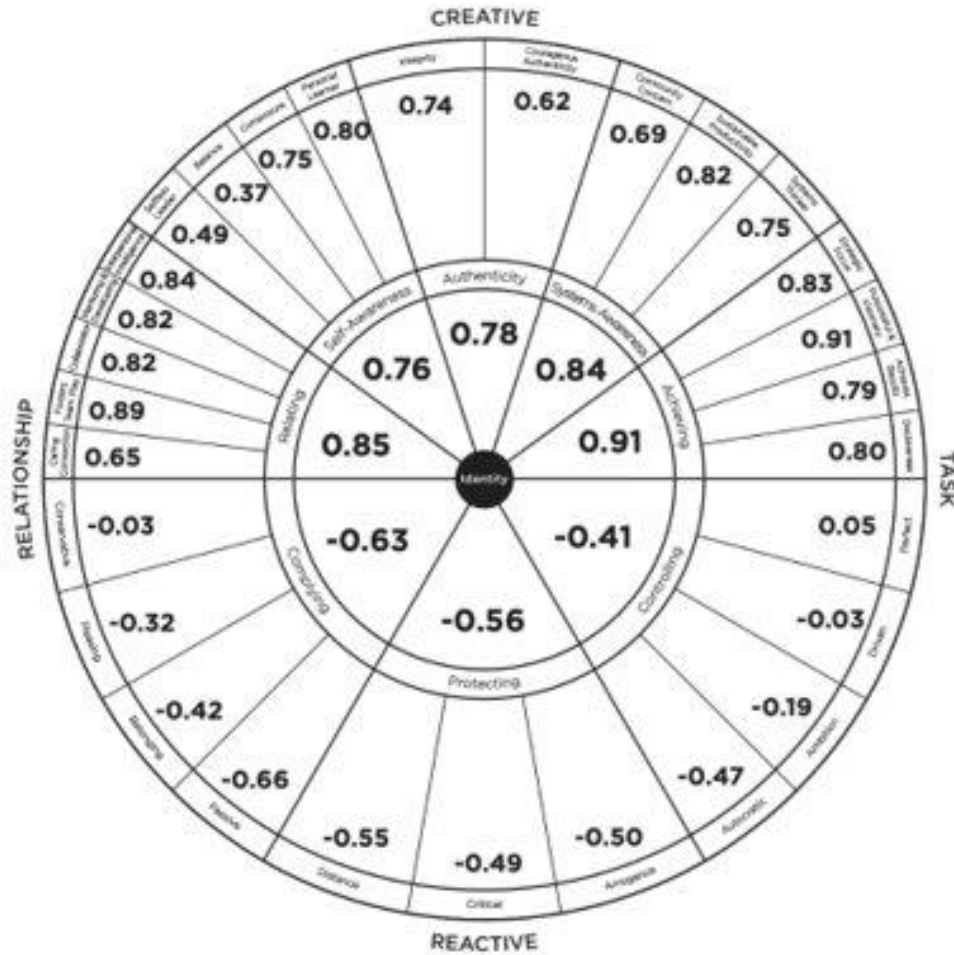
Leading Effectively in a New Way of Working

Is your leadership mindset prepared for working in an agile way?

1. **Carve a leadership mindset** – Your mindset is a collection of beliefs, values, assumptions and experiences, often unconscious, that inform how you interpret the world and act.
2. **Achieve sustainable transformation** – A conscious personal and collective leadership transformation wedded to a sustained organization-wide systems change.
3. **Shift from reactive to proactive purpose-driven mindset** – A reactive, defensive, and excuse making approach grows into a creative, purposeful, and outcome focused approach.



Correlations to leadership effectiveness scale



- I am satisfied with the quality of leadership that this Leader provides.
- This Leader is the kind of leader that others should aspire to become.
- This Leader is an example of an ideal leader.
- This Leader leadership helps this organization to thrive.
- Overall, this Leader provides very effective leadership.





PERFORMANCE CORRELATIONS*	Business Performance Index	Leadership Effectiveness Scale	Relating	Self-Awareness	Authenticity	Systems Awareness	Achieving	Controlling	Protecting	Complying
Business Performance Index	1	0.61	0.50	0.48	0.50	0.57	0.61	-0.21	-0.31	-0.40
Leadership Effectiveness	0.61	1	0.85	0.76	0.78	0.84	0.91	-0.41	-0.56	-0.63
Relating	0.50	0.85	1	0.87	0.72	0.80	0.76	-0.64	-0.75	-0.44
Self-Awareness	0.48	0.76	0.87	1	0.66	0.73	0.66	-0.74	-0.74	-0.36
Authenticity	0.50	0.78	0.72	0.66	1	0.78	0.86	-0.23	-0.38	-0.72
Systems Awareness	0.57	0.84	0.80	0.73	0.78	1	0.88	-0.40	-0.51	-0.61
Achieving	0.61	0.91	0.76	0.66	0.86	0.88	1	-0.24	-0.41	-0.75
Controlling	-0.21	-0.41	-0.64	-0.74	-0.23	-0.40	-0.24	1	0.83	0.09
Protecting	-0.31	-0.56	-0.75	-0.74	-0.38	-0.51	-0.41	0.83	1	0.23
Complying	-0.40	-0.63	-0.44	-0.36	-0.72	-0.61	-0.75	0.09	0.23	1
Number of Observations	486	1,863	2,746	2,746	2,746	2,249	2,746	2,746	2,746	2,746

* 0.4 or more is noteworthy | 0.6 or more is strong

Scale Alpha: 0.94

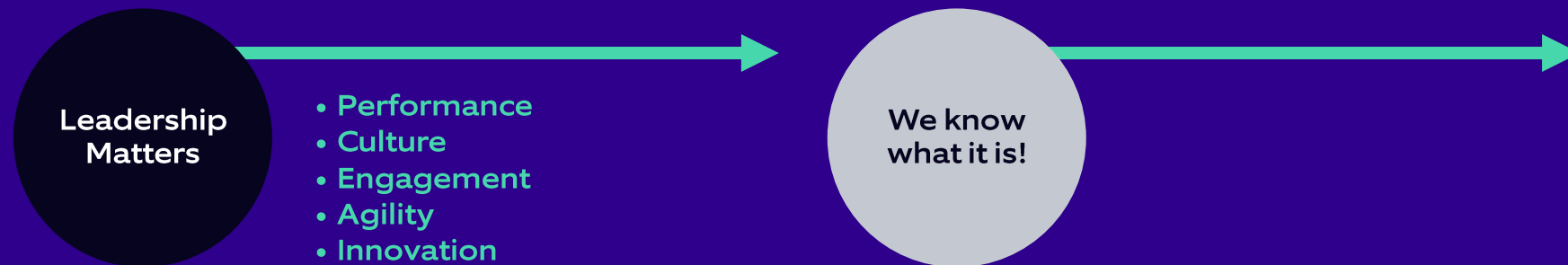
LEADERSHIP EFFECTIVENESS SCALE QUESTIONS

- I am satisfied with the quality of leadership that this leader provides.
- This leader is the kind of leader that others should aspire to become.
- This leader is an example of an ideal leader.
- This leader's leadership helps this organization to thrive.
- Overall, this leader provides very effective leadership.

one Sales / Revenue Growth	two Market Share	three Profitability / ROA
four Quality of Products & Services	five New Product Development	six Overall Performance



Why Now: The Argument

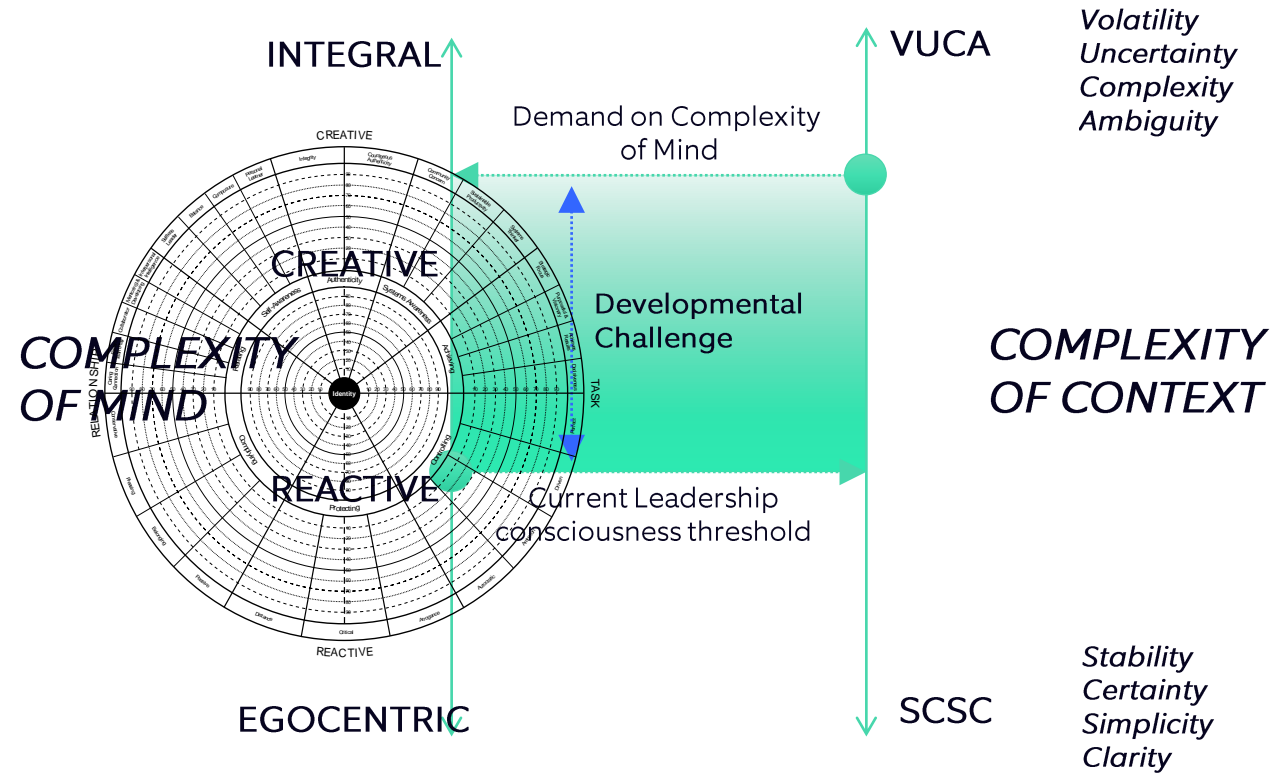




**Differences in
Leadership**

	Traditional Management	Agility in Leadership
Business Metaphor	Organization is a machine; Focus on process over people	Organic structure of relationships; focus on culture over process
Authority	Directive and controlling; top down	Participation by entire group; bottom up.
People	Instruments of production; mechanical view	Greatest assets and sources of creativity; humanistic view
Leadership Style	Distant and detached; authoritarian, autocratic leadership style	Connected and present; Democratic or laissez faire leadership style; adaptive leadership
Supervisory Approach	Dictate, control, punitive	Listen, facilitate, encourage
Service Orientation	Self-serving - What can you do for me and the organization?	People serving - what can I do to help you fulfill your goals and mission?

LEADERSHIP EFFECTIVENESS IS MEDIATED BY GAP BETWEEN SELF AND CIRCUMSTANCE



4 Reasons Many Leadership Programs Don't Work



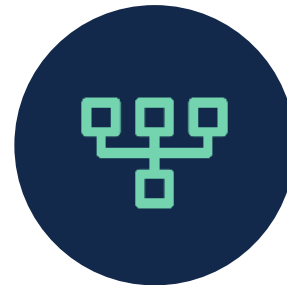
Wrong focus: Too much time is spent delivering content and not enough on the practice of developing the capabilities.



Poor connectivity: The content may be very interesting, however often disconnected from their work. When the leader returns to the “real” world, it is too hard to convert what was learned into actions that address real problems.



Isolated Leader: Most programs fail to create support and accountability from colleagues and key stakeholders. And are more likely to experience resistance from those that are disrupted by changes leaders make in their way of being.



Short-lived: The programs are designed as events rather than as processes over time. Programs give leaders a short-term boost but not the ongoing follow-up to solidify new mindsets and behaviors into new habits.

Designing a Program to Resolves the Issues by



Focusing more on **development**,
less on **content**.



Making the **development** and
the **work** inseparable.



Creating strong **developmental**
networks at work.



Making **leadership** development
a **process**, not an **event**.

Horizontal & Vertical Development Frameworks



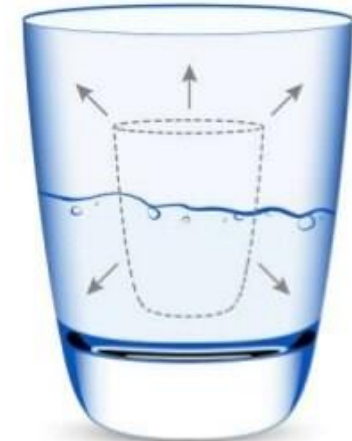
- Horizontal development focuses on expertise, whereas vertical development helps people put that knowledge into practice.
 - Employees will always need the basic skills to meet the demands of their position. However highly developed human skills are now critical in today's volatile business world, where agile, effective problem-solving is key.
- We leverage vertical development to grow the “mind” of the leaders to enable transformational capabilities.
 - become more adaptable, more self-aware, more collaborative and able to span boundaries.
- Vertical development does not replace Horizontal development.
 - By focusing on both approaches, we can develop leaders who have the wisdom to choose the right strategies (vertical development) as well as the skills and experience to implement them (horizontal development).

How vertical complements horizontal



Horizontal development = adding more knowledge, skills and competencies.
(Filling the glass with more content)

Petrie, N Vertical Leadership Development Part 1 Developing Leaders for a Complex World. Center for Creative Leadership



Vertical approaches = grows the internal capacities to think in more complex, systemic, strategic and interdependent ways.
Expands an individual's ability to handle complexity and 'sense make' in ambiguous and uncertain situations.
(Increases the glass size or leader's mindset)

Leadership Development Frameworks



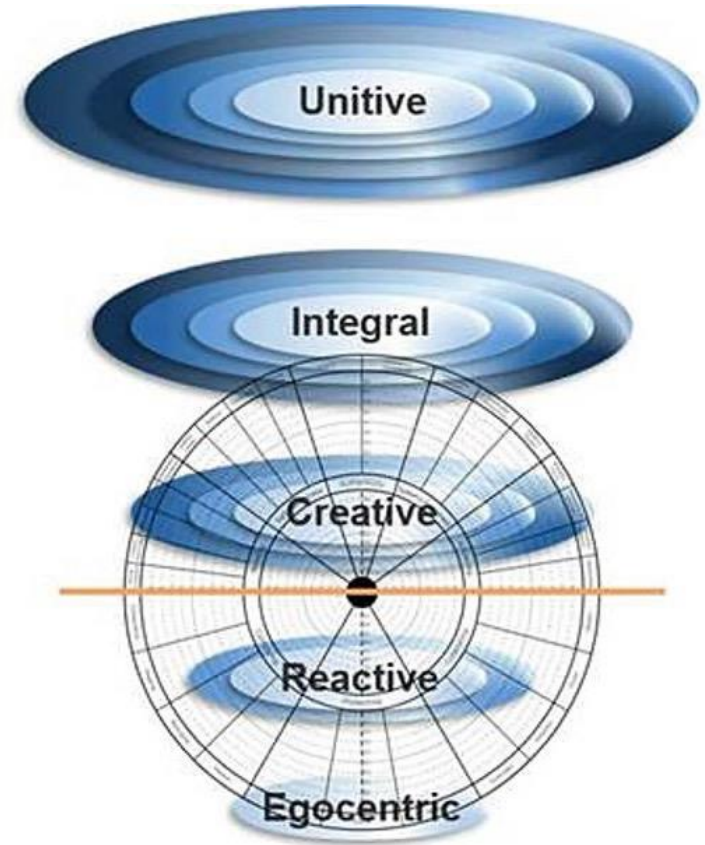
By shining a light on mindsets that drive current behavior, leaders have access to new choices and possibilities to evolve their conscious practice of leadership.

Horizontal development frameworks – focus on expertise

- Hogan assessments
- CliftonStrengths
- EQ-i 2.0 For Emotional Intelligence
- Energy Leadership Index Assessment
- Everything DiSC Workplace
- TINYpulse

Vertical development frameworks – put that knowledge to practice

- The Leadership Circle (LCP 360) - illuminate the inner world behind behavior
- Enneagram - a complementary overlay to the LCP 360



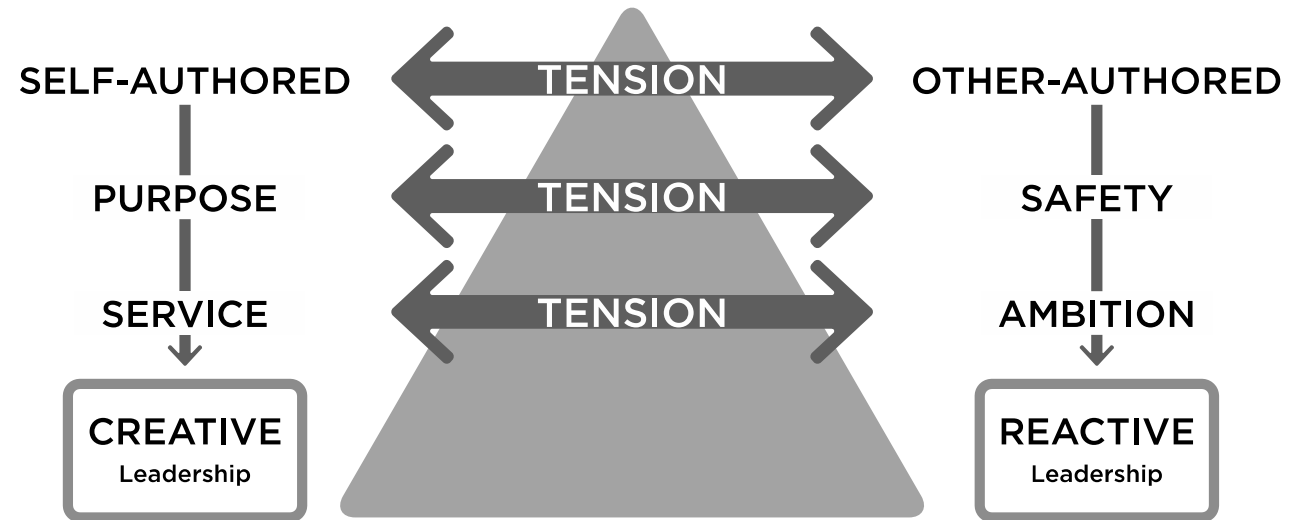
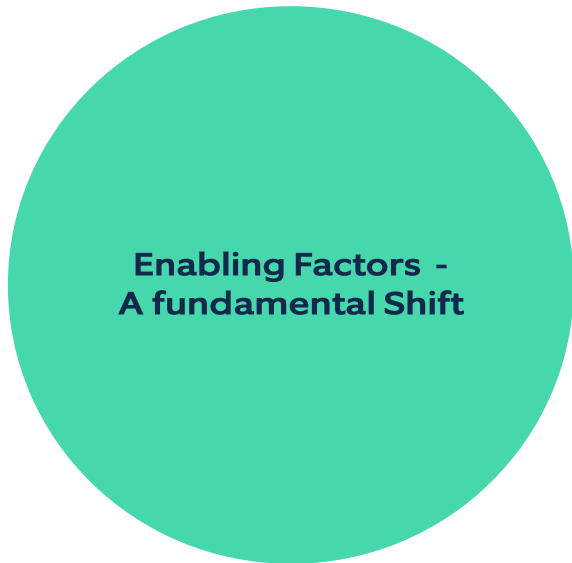


What can you do with feedback?

Leadership Development Planning

- Don't obsess about what you don't like.
- Don't boil the ocean.
- Do choose "One Big Thing" to work towards.
- Do select two supporting behavior changes:
 - Do more of...
 - Do less of...
- Do declare it to those you work with.
- Do ask them for support.
- Do continue to explore underlying reactive beliefs & assumptions





6 conditions are required for scale:

- Creative Leadership
- Deep Relationship
- Radically Human
- Systems Awareness
- Purposeful Achievement
- Generative Tension

Transformation starts within so that we can build that capability





Scaling Leadership

The leadership ability we are born with must be developed and exercised. And in experience there are 3 steps to scale leadership to team members

1. Start with yourself:

- Awareness
- Gather feedback from your rich environment
- Focus on One Big Thing
- Reach out for help; either leadership coaching or mentoring

2. Develop leadership teams

- Lead the development agenda
- Assess individual & collective effectiveness
- Get the right people in place
- Build alignment around what matters

3. Build leadership systems

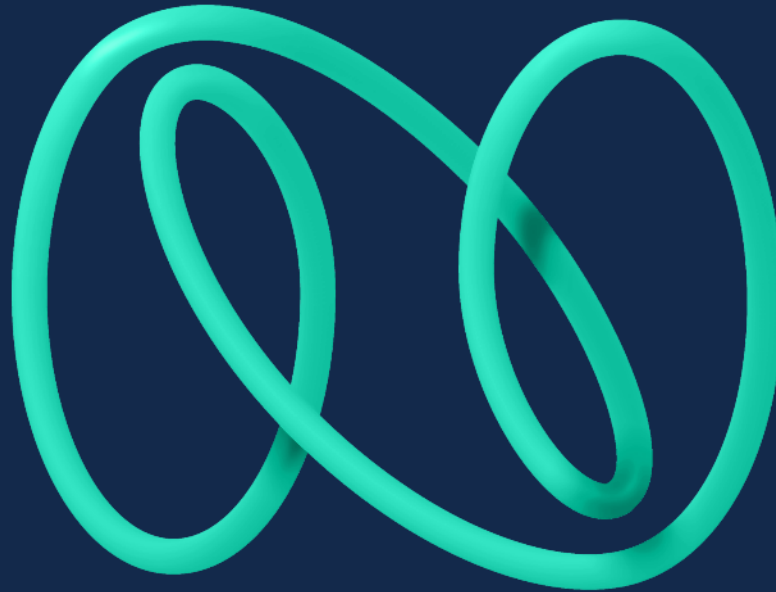
- Create a developmental organization
- Focus on measuring results
- Institutionalize the development agenda

People who make the most progress scaling leadership do two additional things to help them change personally while catalyzing systemic transformation.

- I. Take a long-term systemic approach to development
- II. Lead the change with transparency, personally, and vulnerably



Thank you



**Interested in achieving
effective leadership?**

**Reach out to us:
aqt@nagarro.com**

For more about us, visit www.nagarro.com



The Impact of Leadership Effectiveness

Our offering to build your leadership development

You know what good leadership means, but

- You don't really know where to start your growth journey?
- You don't have the time or support to apply what you have learned in your world?

We can help!

Gather rich feedback within an individual 360 assessment:

- LCP360
- 90 min coaching debrief of the feedback
- 2x 45 min coaching session
 - Identify and develop where you want to focus and grow
 - Recommendations how to apply it in your team/organization

Grouped leadership team 360 assessments are also available.



Special rate
when booked
by December
22, 2022

Agile Quality Coaching: Our Capabilities



Business Agility

Earlier Enabling the entire organization to quickly adapt to market changes, maximize value provided to the customer

- Ways of Working beyond IT
- Product Model design & Maturity
- Planning & Performance Management
- Talent Model
- Lean Portfolio Management

Agile Training

High-impact learning offers to take your team to the next level of engagement and productivity

- ICAgile Fundamentals
- ICAgile – Agile Programming
- ICAgile – Agile Project & Delivery MGMT.
- All SAFe 5.1 Trainings
- Tailored Training & Enablement Workshops

Team Agility

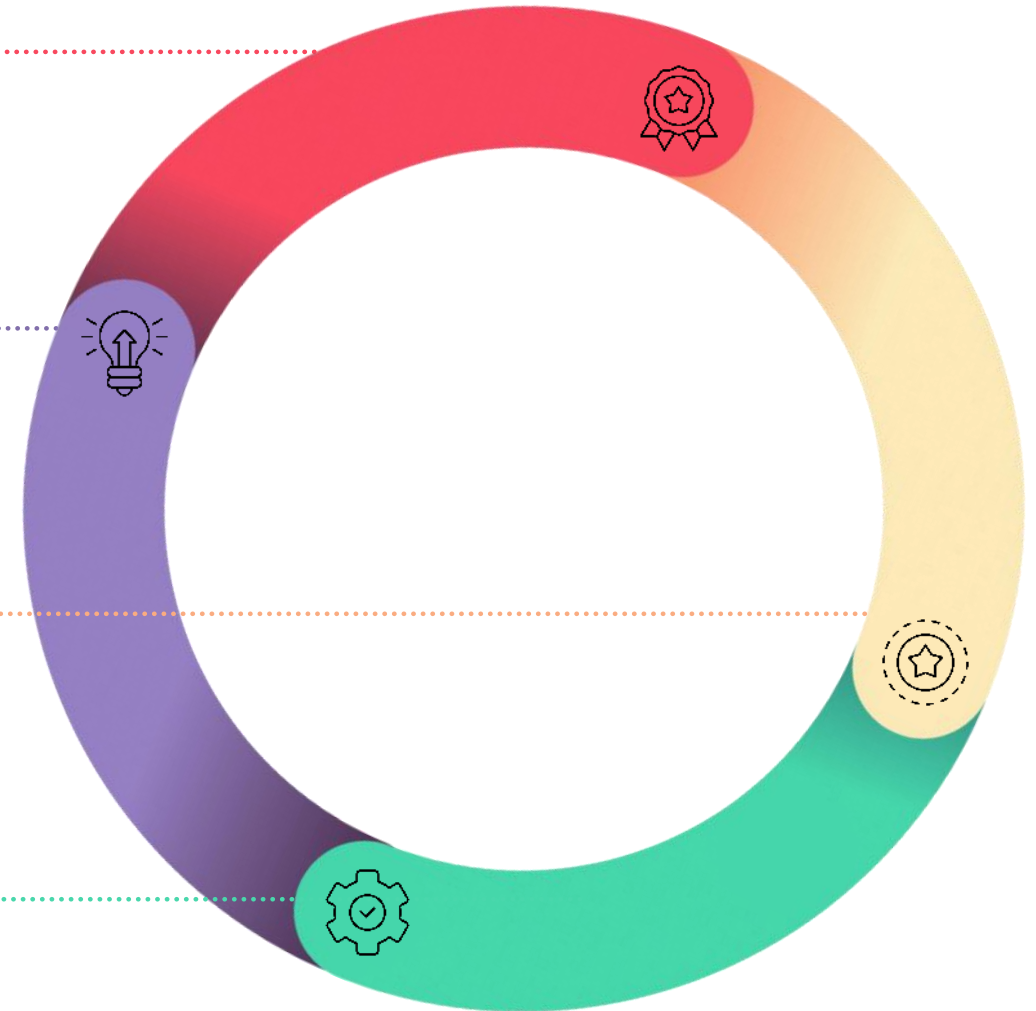
Establishing & maturing agile practices, values and mindset to improve collaboration

- Hands-on Coaching
- Propagating Agile culture
- Enhancing Maturity for Team, Program, Portfolio & Product
- Scaling Agile across Team of Teams

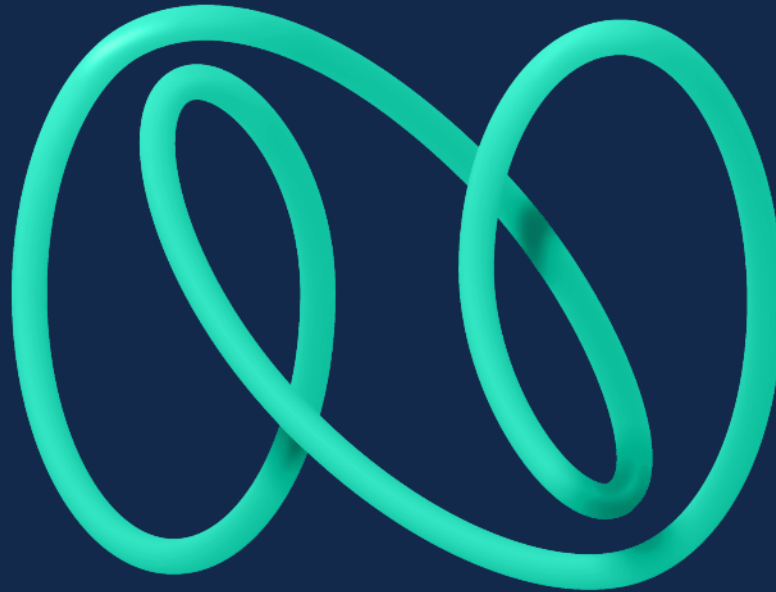
Technical Agility

Increasing the technical excellence in agile teams to enable fast innovative delivery while maintaining highest quality

- Mastering Technical Excellence
- Emergent Architecture
- DevSecOps/DataOps practices
- Legacy Transformation
- Test Automation



Thank you



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