Integrating Succession Planning, Culture Change, and Executive Team Development
“We’ve had recurring cycles of leadership development, HR programs, and culture change initiatives. We're constantly setting strategies and new action plans. But we seldom see anything through to completion before we launch yet another new initiative. We seem to operate by ‘random brain impulse’ and “HBR management.” We’re like nervous water bugs with ADD that frantically flit from one new program to another.”
Partial Improvement Programs and Pieces

- Engagement
- Comp/Benefits Programs
- Culture Change
- HR Policies
- Performance Management
- Succession Planning
- Leadership
- Talent Management
- Labour Relations
- OD
- Training
1. Bolt-in Programs versus Built-in Processes
2. Weak Management Team Leadership
3. Steps to Desired Culture
4. HR Choices: Lead, Follow, or Wallow
Bolt-in Programs versus Built-in Processes

Integrating Succession Planning, Culture Change, and Executive Team Development

www.JimClemmer.com
The Ecstasy or Agony Depends on Your Viewpoint

1/3 - 1/2 of change and improvement efforts are having a major impact on organizational performance

1/2 - 2/3 of change and improvement efforts are failing
<table>
<thead>
<tr>
<th>Bolt-On Programs Versus Built-In Processes</th>
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<tbody>
<tr>
<td>• Experts/Specialist Led</td>
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<tr>
<td>• Disconnected/Piecemeal</td>
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<td>• Constant Program Launches</td>
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<td>• E-mail Overload/Dumps</td>
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<td>• Values List with High “Snicker Factor”</td>
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<td>• Crisis Management and Search for Guilty</td>
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<td>• Measurement/Performance Management</td>
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<td>• Internal Focus/Controls</td>
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<td>• Line Management Led</td>
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<td>• Integrated/Interconnected</td>
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<td>• Disciplined Follow Through</td>
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<td>• Two-Way Conversations</td>
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<td>• Core Values Guide Programs, Operations</td>
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<td>• Root Cause Analysis and Search</td>
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<td>• Feedback Guides Learning, Improvement,</td>
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<tr>
<td>• External Focus with Internal</td>
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A Business Unit, Department, or Organization’s Culture Ripples Out from the Management Team Leading It.
Integrating Succession Planning, Culture Change, and Executive Team Development

Weak Management
Team Leadership
Weak Management Team Leadership

- Leadership Lip Service: Behaviors That Raise the Snicker Factor
- Changing Them Without Changing Me/Us
- Management (IQ) More Valued Than Leadership (EQ)
- Confusing Information and Communication: Feeding The E-Beast
- Avoiding Courageous Conversations That Leave Moose on the Table
- Priority Overload: Lack of Consistent, Disciplined Pruning
- Sniping, Stones, and Snowballs
- Poorly Run Meetings
Bolt-On Programs versus Built-In Processes
You Can't Build a Team or Organization Different From You

You Can't Make Them Into Something You're Not

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The Performance Triangle

Management Systems and Processes

Technology and Technical Expertise

Leadership

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### Managing Things and Leading People

<table>
<thead>
<tr>
<th>IQ Management</th>
<th>EQ Leadership</th>
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<tbody>
<tr>
<td>Processes</td>
<td>People</td>
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<td>Facts</td>
<td>Feelings</td>
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<td>Head</td>
<td>Heart</td>
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<td>Position Power</td>
<td>Persuasion Power</td>
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<td>Control</td>
<td>Commitment</td>
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<td>Problem Solving</td>
<td>Possibility Thinking</td>
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<tr>
<td>Reactive</td>
<td>Proactive</td>
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<tr>
<td>Doing Things Right</td>
<td>Doing the Right Things</td>
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<tr>
<td>Rules</td>
<td>Values</td>
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<td>Goals</td>
<td>Vision</td>
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<tr>
<td>Light Fire Under</td>
<td>Stoke Fire Within</td>
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<tr>
<td>Written Communications</td>
<td>Verbal Communications</td>
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<tr>
<td>Standardization</td>
<td>Innovation</td>
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*The Leader’s Digest, Jim Clemmer*
Management is seeing people as they are.

Leadership is developing people into what they could be.
High Emotional Intelligence = High Leadership

“I analyzed competency models from 188 companies... to determine which personal capabilities drove outstanding performance within these organizations...

I grouped capabilities into three categories: purely technical skills...; cognitive abilities like analytical reasoning; and competencies demonstrating emotional intelligence, such as the ability to work with others and effectiveness in leading change.

...emotional intelligence proved to be twice as important as the others for jobs at all levels.

When I compared star performers with average ones in senior leadership positions, nearly 90% of the difference in their profiles was attributable to emotional intelligence factors rather than cognitive abilities.”

Daniel Goleman, psychologist, researcher, author, and leading expert on Emotional Intelligence
## Finding the Right Balance

<table>
<thead>
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<th>Is Now</th>
<th>Should Be</th>
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<tr>
<td>Technical</td>
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<td>Management</td>
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<tr>
<td>Leadership</td>
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| 100%                | 100%   |           |
**Information**

- Speaks to the Head
- Monolog
- Facts and Results
- Mostly Written
- Quantity
- Provides Updates

**Communication**

- Engages the Heart
- Dialog
- Stories and Values
- Mostly Verbal
- Quality
- Builds Communion

*The Leader’s Digest, Jim Clemmer*
The most effective communication is face-to-face.

The most believable communication is behavior.
Columbia Accident Investigation Board was established within two hours of the accident following procedures established by NASA after the Challenger accident in 1986.

“In our view, the NASA organizational culture had as much to do with this accident as the foam.

safety staff and some engineers were largely silent during the events leading up to the loss of Columbia..

no one at NASA wants to be the one to stand up and say ‘We can’t make that date.’

…a pattern of ineffective communication had resulted, leaving risks improperly defined, problems unreported, and concerns unexpressed.”
IN THE EVENT OF AN ISSUE......
GRAB MOOSE!

BARRICK
Courageous Conversations: Facing the Bull
Integrating Succession Planning, Culture Change, and Executive Team Development

Steps to Desired Culture
Steps to Desired Culture

- **Vision, Core Values, and Purpose/Mission**
- **Supervisors/Managers/Executives Leadership Behaviors**
- **Management Processes/Systems**
- **Front Line Staff Leadership Behaviors**
- **Continuous Improvement Activities and Organization Development**
### Management Goals and Leadership Vision

#### Goals
- Appeal to our intellect
- Results and timeframes
- Builds a business case
- Rational
- Pushes performance
- Targets and objectives
- Solves problems
- Logical progression
- Written

#### Vision
- Engages our emotions
- A desired future state
- Kindles a cause
- Intuitive
- Inspires and aligns
- Images and feelings
- Imagines possibilities
- Irrational “skyhooks”
- Verbal

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*The Leader’s Digest, Jim Clemmer*
“Values are the bedrock of a corporate culture.
As the essence of a company’s philosophy for achieving success, values provide a common direction for all employees and guidelines for day-to-day behavior....
often companies succeed because their employees can identify, embrace, and act on the values of the organization.”
“We did not find any specific ideological content essential to being a visionary company. Our research indicates that the authenticity of the ideology and the extent of which a company attains consistent alignment with the ideology counts more than the content of the ideology.”
Values Live in Key People Decisions

- Make “values fit” a key hiring criteria
- Promote role models
- Recognize/reinforce good examples of values in action
- Deal with problem behaviors

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Leadership is an Action, Not a Position

If It Is To Be, It’s Up To Me

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Front Line Staff Leadership Behaviors

- Increase shared leadership throughout your entire organization – “leadership is action, not position”
- Help staff at all levels deal with change, uncertainty, and turbulence – “stay off the Bitter Bus and out of Pity City”
- Strengthen buy-in and personal commitment to organizational change and improvement efforts
- Provide practical approaches and shared language to improve morale, increase engagement, and boost energy
- Bring alive organizational values and culture with experiential activities
- Supplement learning and development programs
- Foster personal growth and development with “edutaining” approaches, especially for people who often don’t participate in these activities
Integrating Succession Planning, Culture Change, and Executive Team Development

HR Choices:
Lead, Follow, or Wallow

www.JimClemmer.com
HR Choices: Lead, Follow, or Wallow

**Following**

**Hopeful Skepticism**

**Helpless Cynicism**

“Let’s wait and see what happens.”

*Growing @ the Speed of Change, Jim Clemmer*
They couldn’t hit an elephant from this dist.....

Last words of General J. Sedgwick, Battle of Spotsylvania, 1864
HR Choices: Lead, Follow, or Wallow

"They are doing it to us again."

"Let's wait and see what happens."

"How can we capitalize on these changes?"

Growing @ the Speed of Change, Jim Clemmer
To Wallow

1. To roll one’s self about, as in mire; to tumble and roll about; to move lazily or heavily in a medium; to flounder; as swine wallow in mire.

   “With Smithers out of the picture I was free to wallow in my own crapulence.”

2. To roll; especially to roll in anything defiling or unclean.

3. To live in filth or gross vice; to deport one’s self in a beastly and unworthy manner.

Wiktionary.org
DANGER

PITY CITY
6 Key HR Practices to Build Stronger Cultures

2. Have/Foster Courageous Conversations to Address the Moose-on-the-Table
3. Model and Facilitate Two-Way Communication versus Information Dumps
4. Pull the Pieces Together with an Integrated and Strategic Approach Linked to Critical Organizational Goals
5. Search for Systemic/Root Causes and Teach Holistic/Strategic Thinking to Recurring HR Issues
6. Build-in Higher Flexibility and Change Adaptability with Shared Leadership at All Levels
“I can’t say I was ever lost. But I was bewildered once for three days.”

Daniel Boone