

FLC Northeast Regional Meeting

*Craig E. Hartzler, School of Public and
Environmental Affairs, Indiana University*

Fishkill, NY

March 15, 2011



**SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRS**

INDIANA UNIVERSITY

Executive Education Program

“Each of Us is a Leader”

- Ultimate Act of Leadership:
- ❖ Institutionalize a sustainable leadership-centered organizational culture

Leaders

- Leader “When it ain’t broke may be the only time you can fix it”
- Leaders use imagination to create vision
- Leaders work “on the system”

Managers

- Manager “If it ain’t broke, don’t fix it”
- Managers value order and control
- Managers work “in the system”

What Leaders Really Do

- Prepare organization for change
- Help organization cope as it struggles through change
- Set direction for the future to achieve constructive change

What Leaders Really Do

- Establish strategies for producing changes needed to achieve vision
- Align people committed to achieving vision
- Win hearts and minds of people

Kotter

Why Should Anyone Be Led By You?

- Common Qualities of **Authentic Leadership**
 - ❖ Selectively show their weaknesses to develop trust
 - ❖ Heavy reliance on intuition to gauge the appropriate timing and course of their actions
 - ❖ Lead employees with tough empathy by giving people what they need not what they want

Transformational Leadership

- ❖ May be exhibited by anyone in the organization in any type of position
- ❖ It may involve influencing peers and superiors as well as subordinates
- ❖ Transform followers by serving as coach, teacher, and mentor*

Build Leadership Skill in Others

- ❖ Provide experience with significant challenges early in career
- ❖ Provide early promotion to broad job assignments
- ❖ Provide visibility to senior management

Transformational Leadership

- ❖ Use dramatic, symbolic actions to emphasize key values
- ❖ Lead by example
- ❖ Empower people to achieve the vision

Effective Transformational Leaders

- ❖ View themselves as change agents
- ❖ Prudent risk takers
- ❖ Believe in people and are sensitive to their needs
- ❖ Able to clearly articulate a set of core values that guide behavior

The Power of Vision

- Sensible Vision essential-critical for directing, aligning, and inspiring actions on part of large number of people
- Vision needs to guide decision making by employees and avoiding endless debate
- 5 minute rule—must be able to describe vision driving change in under 5 minutes

FLC VISION

- To actively promote the fullest application and use of federal research by providing an environment for successful technology transfer. The FLC will be the recognized leader in maximizing collaborative research and transferring federal technologies to enhance the socioeconomic well being of the national in the global marketplace.

FLC MISSION

- Mission: to add value to the federal agencies, laboratories, and their partners to accomplish the rapid integration of research and development resources within the mainstream of the U.S. economy.

Communicating the Vision

- Lots of credible communication needed to win hearts and minds
- Need words and deeds
- Change undermined when actions are inconsistent with verbal communication

Obstacles Blocking the New Vision

- Organizational Structure
- Compensation and performance appraisal system may force employees to choose self interest over change
- Supervisors that make demands inconsistent with new vision
- Just one well placed blocker can derail entire change effort

Leadership Approaches In Challenging Times

- Lead by Example
- Communicate: Internal and External Customers
- MBWA
- Focus on Efficiency and Effectiveness

Leadership Approaches

- Customer Focused—Internal/External
- Talent Management: Build Leadership in Others
- Transformational Level Change—Mission, Strategy, Culture
- Transactional Level Change—Processes, Technology, Systems , At Work Site

Leading in Challenging Times

- **Leading change the key to success in challenging times**
 - ❖ Change the organization
 - ❖ Change the people
 - ❖ Change communication

Research on Change Strategy

- Research Results(Kotter)
 - ❖ 70% of large scale initiatives to change organizations so they could do more with less failed!
- Why the 70% failure rate?
 - ❖ Failure to create and sustain a high enough sense of urgency among enough people to set stage for leap into new direction

Key Principles for Using Crises to Increase Sense of Urgency

- Crisis must be connected to a real business problem
- Problem too big to be solved by small actions
- Plans and actions must focus on hearts as much or more than minds

Practice “Urgent-Patience”

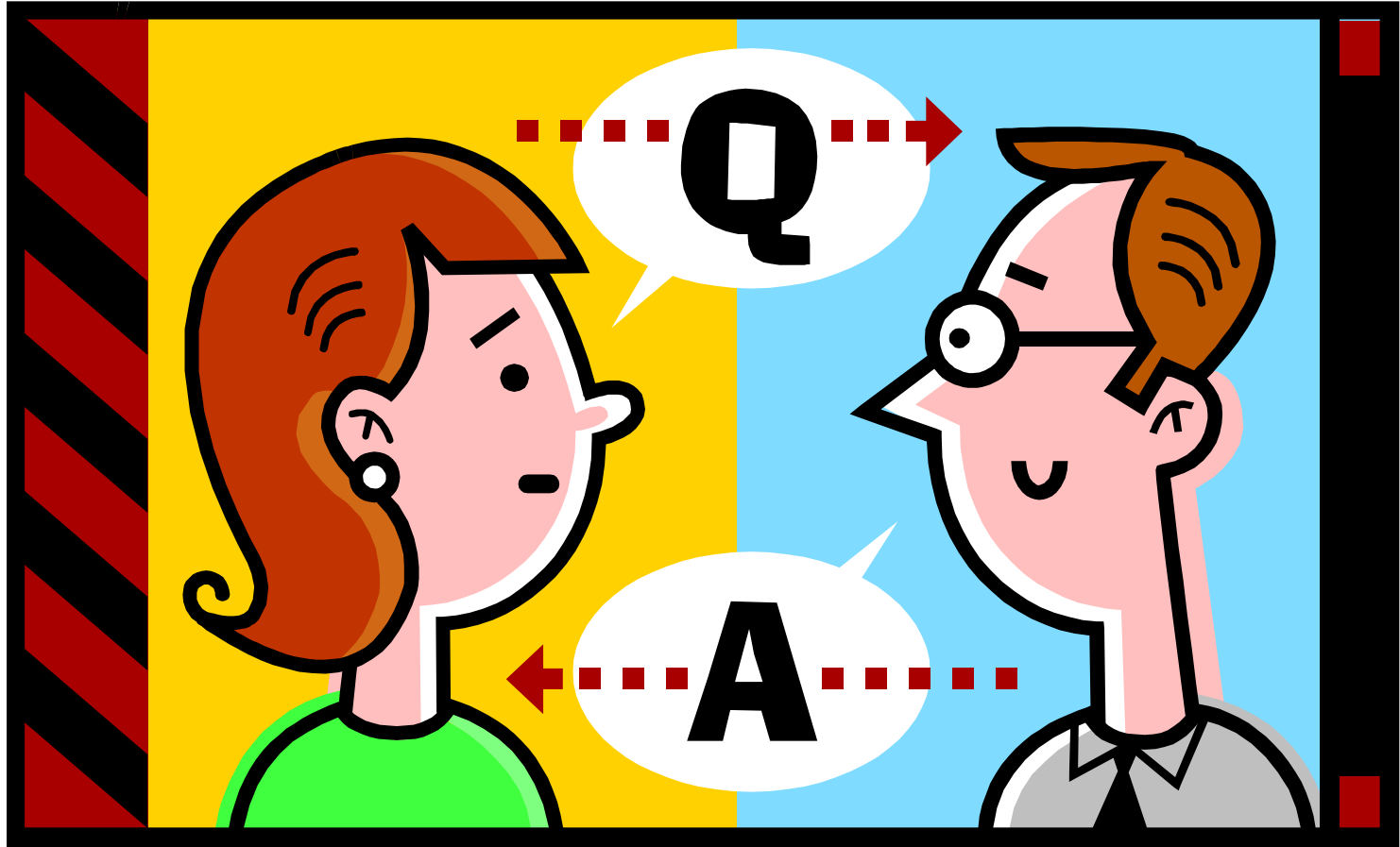
- ❖ Act each day with a sense of urgency BUT have a realistic view of time
- ❖ Make progress toward long term goals every day
- ❖ Ask trusted associate to evaluate your own sense of urgency

Begin Today

- Pick 3-4 tactics and act now, try something!
- Look for feedback: abandon action not working, repeat action that helps
- Acting Urgently is the tactic that creates results quickly

Key “Wisdoms”

- Efficiency
 - ❖ “Making Sure the Trains Run On Time”
- Effectiveness
 - ❖ “Making Sure the Trains Run in the Right Direction
- Avoid Efficiently Doing the Wrong Thing!



FLC Northeast Regional Meeting

*Craig E. Hartzler, School of Public and
Environmental Affairs, Indiana University*

Fishkill, NY

March 15, 2011



**SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRS**

INDIANA UNIVERSITY

Executive Education Program