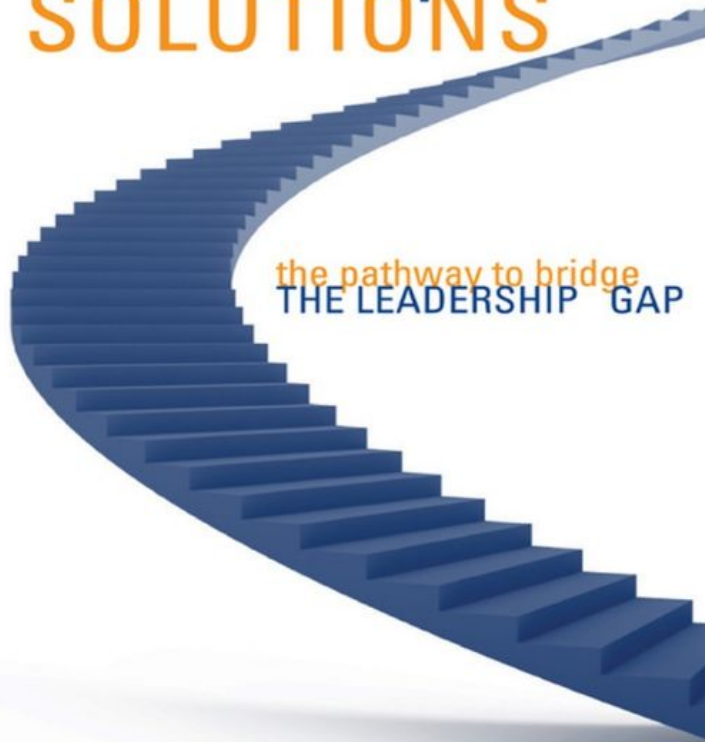


leadership SOLUTIONS

the pathway to bridge
THE LEADERSHIP GAP

DAVID S. WEISS, VINCE MOLINARO & LIANE DAVEY

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LEADERSHIP SOLUTIONS

The Pathway to Bridge the Leadership Gap

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John Wiley & Sons Canada, Ltd.

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National Library of Canada Cataloguing in Publication Data

Weiss, David S. (David Solomon), 1953-
Leadership solutions : the pathway to bridge the leadership gap / David Weiss,
Vince Molinaro, Liane Davey.

Includes bibliographical references and index.
eISBN : 978-0-470-67562-5

1. Leadership. 2. Management. I. Molinaro, Vince, 1962- II. Davey, Liane Margaret, 1972- III. Title.

HD57.7.W5253 2007
658.4'092
C2007-902559-5

Production Credits

Cover design: Ian Koo
Interior text design: Natalia Burobina
Wiley Bicentennial Logo: Richard J. Pacifico
Printer: Friesens

John Wiley & Sons Canada, Ltd.
6045 Freemont Blvd.
Mississauga, Ontario
L5R 4J3

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Preface

Leadership Solutions challenges the traditional views and approaches of building leadership capacity with a new integrated perspective that recognizes leadership as a source of competitive advantage. To this end, *Leadership Solutions* presents the case for a new pathway for responding to the leadership gap. Based on our extensive work and research in this field, we provide the practical strategies and techniques necessary for business executives and HR leaders to bridge the gap.

Many organizations continue to struggle to build the leadership capacity that they need to thrive in today's and tomorrow's ever-changing global business environment. These organizations are contending with a myriad of leadership challenges including:

- Dealing with the realities of changing demographics in the workplace
- Managing the shifting values and expectations among employees
- Responding to the need for different leadership capabilities
- Accelerating the development of future leaders.

The current or anticipated gap in leadership talent is a very serious global competitive concern in almost all private and public business sectors. As a result, many of today's CEOs and HR professionals continue to have a tremendous thirst for information, techniques, and strategies for building strong leadership capacity and overcoming the leadership gap.

The book, *The Leadership Gap* (Wiley, 2005), by Weiss and Molinaro and the work of other thought leaders, helped many organizations focus on building leadership capacity as one of their top business issues. These organizations have invested tremendous resources to implement strategies to close their leadership gaps. Some have even found the way to build their leadership capacity, and they have leveraged this enviable position as a source of competitive advantage.

However, the continued leadership gap challenge demonstrates the need for more work in this area. Research conducted by the authors suggests that a major problem in bridging the leadership gap is that precise metrics that pinpoint the leadership gap deficiency are elusive. In the absence of data, organizations proceed to spend considerable dollars on fragmented interventions without basing the leadership solutions on a solid assessment of the areas of need.

The authors foresaw this problem in *The Leadership Gap* (Chapter 14) and introduced a preliminary leadership gap audit process to diagnose areas of leadership deficiencies. However, the audit ideas in *The Leadership Gap* were at an early stage of development. The readership of that book wanted to know more about how the leadership gap can be analyzed with greater precision and how to generate leadership solutions that are tailored to their specific organization. Since then, the authors have immersed themselves in the question of how to accurately diagnose the leadership gap. The result is the Leadership Gap Analysis™, which pinpoints organizational, individual and cultural leadership gaps.

Leadership Solutions outlines how organizations must resist the temptation to implement interventions without a thorough analysis. Rather, they must first understand the nature of their organization's leadership deficit through a

comprehensive diagnostic process. Armed with this knowledge, they can then take targeted action in the areas that will yield the greatest impact in the most cost-effective manner.

Some of the specific characteristics of *Leadership Solutions* that distinguish it from other works are:

- It describes the top seven risks to organizations if they do not have the leadership requirements for the future and the three failure paths.
- It explains the importance of leadership capacity as a critical organizational capability and how leveraging leadership capacity can emerge as a source of sustainable competitive advantage.
- It describes the three “dimensions” of leadership capacity to help organizations think more comprehensively about leadership capacity. The three dimensions are: (1) the individual leader dimension, (2) the organizational practices dimension and (3) the leadership culture dimension.
- It presents holistic leadership, and it introduces the five capabilities of holistic leaders as the key behaviors for holistic leaders.
- It describes the Four-Step Leadership Solutions Pathway that enables organizations to discover the leadership solutions that meet specific organizational requirements. The pathway includes the Leadership Gap Analysis™ measurement that helps organizations target the specific areas of the leadership gap that should be addressed first.
- It presents a series of vivid stories that show how the challenge of leadership capacity can be overcome. It also provides executives and HR leaders with real and practical case examples that relate the experiences of organizations and individual leaders in multiple sectors.

- It reinforces the need for executives to take accountability to diagnose, build and sustain the leadership capacity in their organization. It also provides practical tools and strategies that organizations can implement to close their leadership gaps.

A DESCRIPTION OF THE BOOK

This section presents a brief overview of the two parts of the book and a description of each chapter.

Part One: Leadership

Part One of *Leadership Solutions* focuses on “leadership.” It describes the persistent challenge of the leadership gap and explains why building leadership capacity in the three dimensions of individual leaders, organizational practices and leadership culture are essential to overcoming the gap.

Chapter 1: The Leadership Gap Persists

This chapter explores the challenges that organizations face in building strong leadership capacity and outlines the major reasons for the persistence of the leadership gap. It presents the results of our research that show how many executives are forecasting they will have an unacceptably low level of leadership talent available to meet their future needs. It then explores the top “failure paths” for organizations in all sectors to avoid as they attempt to close their leadership gaps. It also describes the implications of these failure paths and how it will prevent organizations from truly implementing a sustainable solution to close their leadership gaps.

Chapter 2: Leadership Capacity

This chapter introduces the anchor concept of the book—leadership capacity, which is forecasted to be the primary business and organizational challenge facing executives for the next decade. In essence, it has become the new organizational capability. In response to this challenge, organizations need to have a good grasp of the leadership capacity required and the nature of their leadership gap.

This chapter describes what leadership capacity is and its importance to achieving sustainable competitive advantage for an organization.

Chapter 3: The Three Dimensions of Leadership Capacity

This chapter describes the three dimensions of leadership capacity. Using a case study, it explores the impact of each dimension on the ability of individual leaders and organizations to build leadership capacity. The three dimensions are: (1) the individual leader dimension, (2) the organizational practices dimension and (3) the leadership culture dimension. It also explores the role that organizational practices and leadership culture play in supporting the development of holistic leadership.

Chapter 4: The Individual Leader Dimension: The Holistic View of Leadership

The purpose of this chapter is to begin the process of exploring the individual leader dimension of leadership capacity. It focuses on holistic leadership—what it is and why it is important. We consider the problems that arise when functional management becomes functional leadership and provide a tale of two leaders that demonstrates the difference between functional management and holistic leadership. We then explain the six elements of holistic leadership to provide a thorough grasp of what holistic leadership is and why it is central to building leadership capacity.

Chapter 5: The Individual Leader Dimension: The Five Capabilities of Holistic Leaders

In this chapter we continue the discussion of the individual leader dimension by describing the five capabilities of holistic leadership and why they are important for leaders and their organizations. We conclude the chapter with the 30-Cell Grid of Holistic Leadership Behaviors, which details the expected behaviors of holistic leaders.

Chapter 6: The Organizational Practices Dimension

This chapter introduces the organizational practices dimension of leadership capacity. The organizational practices dimension includes all official practices, programs and policies and their impact on leadership capacity. The chapter describes two main categories of organizational practices: (1) those that are specifically intended to build leadership capacity, such as succession management, leadership development, embedding leadership in the organization and ensuring executive accountability, and (2) those that indirectly enhance or restrict the ability of an organization to close its leadership gap. This last category includes organizational practices that are not specifically designed to build leadership capacity. We view these organizational practices as the hidden jewel that needs to be nurtured and leveraged to build leadership capacity.

Chapter 7: The Leadership Culture Dimension

This chapter describes the leadership culture dimension of leadership capacity. Leadership culture includes the

organization's values, traditions, mythology and expectations of behavior about leadership. Although organizational practices provide explicit guidance in each of these areas, the leadership culture dimension is focused on the implicit rules that guide leadership behavior. We then define three types of leadership cultures: (1) the weakly embedded leadership culture, (2) the strongly embedded functional leadership culture and (3) the strongly embedded holistic leadership culture. The chapter then emphasizes that all three dimensions of leadership capacity need to be aligned to accelerate increased leadership capacity.

Part Two: Solutions

Part Two of *Leadership Solutions* focuses on “solutions” to the leadership gap and describes in detail how to use the Leadership Solutions Pathway to build leadership capacity.

Chapter 8: The Pathway Forward

This chapter introduces the Leadership Solutions Pathway, a process organizations can follow to determine their leadership requirements, measure their current leadership capacity strengths and gaps, take targeted action and then sustain the gains that are made. This pathway puts organizations in the best position to implement precise actions to transform their leadership capacity. It also prepares them to sustain and evolve the positive changes within a constantly changing internal and external environment.

Chapter 9: Step 1: Determine Leadership Requirements

The chapter examines in detail the first step of the Leadership Solutions Pathway: Determine Leadership Requirements. The chapter includes (1) an exploration of how the business environment shapes an organization’s leadership capacity requirements, (2) the five key actions an organization can use to determine leadership requirements and (3) a detailed case example that illustrates how an organization implemented the five key actions and their associated results.

Chapter 10: Step 2: Measure the Gap

The purpose of this chapter is to describe how organizations can measure their leadership capacity. This chapter begins with a discussion of the importance of leadership metrics and shortcomings of some of the current approaches to measuring leadership. It then describes the four actions in this step, which are how to (1) audit organizational practices, (2) conduct a survey of leadership culture, (3) assess behaviors of individual leaders and (4) analyze patterns of results. We use a case study to show how this step is implemented in action.

Chapter 11: Step 3: Act to Build Capacity

This chapter examines the third step of the Leadership Solutions Pathway. It describes how organizations can develop a plan for action that will build the leadership capacity they need to shape their future. It then describes the four actions in this step: (1) *target* the priority leadership capacity gap, (2) *integrate* the leadership capacity solutions, (3) *accelerate* implementation by leveraging the three dimensions and (4) *evolve* the solution as conditions change. The four actions are applied to a case example throughout the chapter.

Chapter 12: Step 4: Do Your Part

This chapter describes what is expected of the individual leader so that they do their part of the leadership solution, whether or not they are supported by an organization and its practices. It provides an “individual leader road map” that integrates coaching, assessment, learning and an on-

the-job experience into a coherent, integrated solution for the individual leader.

Chapter 13: Shape Your Future

The concluding chapter emphasizes the imperative to shape you own future. It also shows how this book responded to the seven business risks identified in Chapter 1. Finally, it identifies the implications of effective Leadership Solutions for executives, boards of directors, HR professionals and our society.

Who Will Benefit from This Book

Readers hungry for information, ideas and techniques to build their organization's and their own leadership capacity will find *Leadership Solutions* very helpful both conceptually and practically. It delivers its messages in a compelling, practical, story-rich and very readable manner. It will be of particular interest to many professionals including the following:

- Executives and senior leaders in the private and public sectors seeking to understand leadership capacity and how to measure it, as well as their accountability in ensuring they have the leadership capabilities to meet their organization's requirements
- Board of directors, responsible for recruiting senior executive leaders and assessing and managing the leadership contribution to more precisely bridge their identified leadership gap
- Policy makers and strategists seeking ideas and inspiration for developing policy and programs to build strong leadership capacity within organizations and within society
- Human Resources, talent management, leadership development and organizational development professionals, internal and external to an organization, who are interested in understanding how to target limited funds to build leadership capacity
- Members of international and professional associations and conference organizations concerned with leadership capacity issues
- Academics and students in MBA, Industrial and Organizational Psychology, and Human Resources Development programs interested in a well-

researched and practical text to teach their students about the changing role of leadership and to shape their understanding of how to diagnose and build leadership capacity

- Management consultants seeking ideas and guidelines to provide advice to organizations about how to assess and build leadership capacity for competitive advantage

How to Read This Book

Most readers will benefit from reading the book cover to cover. However, others will find they can dip into the book for specific ideas and information, and it will add value. Here are some alternative ways this book can be read:

- Some readers—those responsible for the development of leaders—may want to use the book as a study guide. A suggested approach would be to ask leaders to read one chapter at a time and then meet to discuss what they learned and how they can apply it to their work setting.
- Some readers may want to focus specifically on one of the three dimensions of leadership capacity. Here is a guide for these readers:
 - ***Individual Leader Dimension:*** If the readers are primarily interested in leading-edge ideas for individual leaders, they may want to read Chapters 4, 5, and 12. Chapter 4 focuses on the holistic view of leadership and Chapter 5 introduces the five capabilities of holistic leaders. Chapter 12 describes the individual leader's solution to build their own leadership capacity.
 - ***Organizational Practices Dimension:*** Still other readers may want to explore the topic of organizational practices and how it contributes to leadership capacity (Chapter 6 and Chapters 8-11).
 - ***Leadership Culture Dimension:*** Other readers may want to focus on how the organization can create a leadership culture

and what it needs to do to build leadership capacity (Chapters 7-11).

- Some readers may want to read *Leadership Solutions* as a compendium of the authors' prior book, *The Leadership Gap* (Wiley 2005). *The Leadership Gap* explains in detail the holistic leadership framework and the four critical success factors for organizations to build leadership capacity. The summary points of *The Leadership Gap* are presented in *Leadership Solutions* as part of Chapter 4 (on holistic leadership) and Chapter 6 (the four critical success factors).
- Each chapter has case examples to translate the concepts into meaningful action. Some readers may want to focus on the many leadership stories (in italics). We also would encourage readers to develop their own stories so that they can apply the learning to their own experience. Others may want to skip the stories and focus on reading about the ideas, techniques and templates.
- Some may be interested in the book as a resource guide. The Appendix section in the end of this book provides the complete Leadership Gap Analysis™, including the Audit of Organizational Practices, the Survey of Leadership Culture and the individual leaders 360° survey.
- Finally, readers may want to study a topic of their own interest. A detailed index has been prepared for referencing specific topics.

Leadership Solutions is a road map for executives and HR leaders who are considering how to build leadership capacity for competitive advantage. It will help guide executives and HR professionals in the diagnosis and transformation of leadership to drive results. And most important, it will provide executives and HR professionals with the leadership solutions they are seeking.

Author Biographies



Dr. David Weiss is President & CEO of Weiss International Ltd. David leads innovative consulting projects that generate effective strategy, leadership and HR solutions for Boards and executives throughout North America and Europe. David also is an Affiliate Professor of the Rotman School of Management of the University of Toronto, a “Senior Research Fellow” of Queen’s University and a Faculty Member of the Technion Institute of Management.

David specializes in facilitating senior executive strategic planning and team development processes; engaging in executive coaching processes; designing and implementing leadership development solutions for organizations; facilitating HR departments to deliver greater strategic value; and achieving win-win resolutions to organizational conflicts and interpersonal disputes. He brings a unique combination of talents to facilitation assignments that are purposeful, dynamic and results-oriented, and at the same time reflective, inspirational and fun.

David received his Doctorate from the University of Toronto and has three Masters Degrees in Philosophy, Psychology and Education. He also has received lifetime honors as an Honorary Member of *The Global Directory of Who's Who*, and he is one of four professionals in Canada honored as a lifetime Fellow Canadian Human Resources Professional (FCHRP). He also is a Past President of the Section of Industrial Organizational Psychology of the Ontario Psychological Association and an Editorial Board Member of the *Canadian Learning Journal*.

David is an inspirational keynote speaker and frequently appears at national and international conferences to share his latest insights. He has published over 30 professional articles and three best selling books, including *Beyond the Walls of Conflict: Mutual Gains Bargaining for Unions and Management*, (McGraw Hill, 1996), *High Performance HR: Leveraging Human Resources for Competitive Advantage* (John Wiley & Sons, 2000) and *The Leadership Gap: Building Leadership Capacity for Competitive Advantage* (co-authored with Dr. Vince Molinaro, John Wiley & Sons, 2005). *Leadership Solutions* is his fourth book. David can be contacted at david.weiss@ weissinternational.ca or visit his web site at www.weissinternational.ca.

