

Leadership & Culture

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Styles Of Leadership

- Authoritarian
- Visionary
- Charismatic
- Consensual
- Delegational
- Absentee

What Is Leadership?

Leadership is the process of enrolling people in a vision or goal, and then empowering them to realize it.

Command vs. Leadership

- Command derives from power of the commander and the fear of the commanded
- Leadership derives from the vision of the leader and the willingness of the led
- The stage coach versus the millipede

The CEO's Role

- Creating the vision
- Defining the culture
- Hiring the team and setting incentives
- Coaching
- Driving the plan
- Allocating resources
- Change management (guerilla action)

Classic Leadership Traps

- You are the Company
- Inability to delegate
- Refusal to accept criticism and input
- Fear of competent subordinates
- Favoritism (early employees)
- Doing what worked long after it doesn't
- Becoming your own antithesis
- Not knowing when to let go

Phases Of Leadership

- **The Founder**
 - Vision, Creativity, Domain Expertise
- **The Builder**
 - Strong operational skills, hands-on execution
- **The Administrator**
 - Manages people and processes, not operations
- **The Politician**
 - Manages outside constituents

The Illusion Of Being Your Own Master

Constituencies:

- Employees
- Board & Investors
- Customers
- Vendors
- Community
- Government

Politics

- Definition of Politics as “business decision making”
- Good vs. Bad Politics
 1. Clear forum for the expression of different opinions
 2. A clear decision maker
 3. A culture that supports lining up behind decisions after they are made
- Epauettes Blinking
- The importance of dissent (what the water cooler knows)

Motivating The Team

- Why people work
 - The importance of recognition
- What to do about failure?
 - Letting people take risks
- Delegation vs. Control
 - Let them do their jobs
- The importance of fairness and process

Nurturing Yourself

- Unsustainable Effort
- Maintaining balance in your life
 - Three legs of the stool
- Peer review and support
- Exercise

What is a business culture?

A business culture is a set of norms for how people interact in the workplace. It defines good behavior and bad behavior and which behavior gets rewarded.

Creating A Culture

- Culture flows from the top
- Deliberate vs. Accidental
- Nice people can finish first
- Every employee an owner
- Millipede Effect

Maintaining A Culture

- Top Management behavior
- Company Meetings (Board Presentation)
- E-mail from the top
- Off-Sites & Events
- Celebrating good models
- Accepting suggestions and criticism

Cultural Phases

- Heroic Culture
- Transition to Bureaucratic Culture
- Why it has to happen
 - One hero deep
 - Importance of replication
 - Story of Jim
- Major shift in thinking
- Critical people will depart

A Question To Ponder

Why is it that every polity in the world purports to be a constitutional democracy, yet the only political model in corporate America is unconstitutional monarchy?

Corporate Constitution

- Executive authority vested in an Executive Committee
- One VP, One Vote
- Decisions by a simple majority
- Checks & Balances
- Cooperation vs. Conflict
- A story of dissent (VP Sales)

Open Discussion
