



Elevating HR Influence & Leadership

Presented by



Gallagher Benefit Services, Inc.
t h i n k i n g a h e a d

HR Leadership - MN CPA — Mar. 2013

Elevating HR Influence & Leadership

Seminar Manual



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Elevating HR Influence & Leadership

Seminar Learning Objectives/Outcomes

At the conclusion of the seminar, participants will be able to:

Begin building and managing a more strategic human resource function that is integrated with organizational strategy,

Work effectively toward developing organizational leadership skills as human resource professionals,

and

More effectively influence other leaders within their organizations

The Organizational Leader

Business leadership, as an HR professional, is NOT about

- Being the best HR technician
- The exercise of high-level organizational authority
- Learning and applying the latest 24 sure-fire steps you learned in that self-help book

As an HR professional, if you want to be effective as a leader of strategy at the organizational level, while it is important to develop and demonstrate expertise in the technical aspects of human resources, there are five other areas in which you will need to develop skills and demonstrate proficiency.



Three Underlying Issues

If you are to be an influential strategic business leader, you will need to face up to three key underlying issues:



You will need to take RISKS

If you are not willing to take (intelligent) risks, you will never be an organizational leader. Leading is not safe. There are no guarantees.



You will need to practice organizational POLITICS*

People are different. Some are quirky. Many don't agree with one another. Many may not agree with you. It's messy. It can also be fun.

* By this we don't mean that you will need to be underhanded, conniving and manipulative. We do mean that you will have to influence, develop relationships (even with people you don't like!!) and compromise, in order to get things done.



You will need to engage in SALES

You will be a salesperson. You'll be selling ideas. Selling strategy. Every day.

Moving from “Transactional” to “Strategic”

If you're going to rise above the transactional/administrative HR quagmire to be more “strategic” in your organization, you must be a **business leader**. This means that you must thoroughly understand your organization's business issues and be able to engage senior executives or your organization as a business executive first, and an HR executive second.



Many HR professionals limit their own effectiveness as professionals because they primarily focus on their “HR agenda” - and may be viewed within their organizations as a “special interest.” Some avoid business issues as somehow unseemly.

Question - If you were to meet/have lunch with your organization's CEO tomorrow, what would you talk about?

Kids? Sports? Movies? (Good icebreakers)
Human resources issues? (HR administration & transactional issues)

The business of your business?

(Extra credit - would the CEO view you as a trusted internal **business** consultant?)

If you can't effectively and confidently discuss the business of your business, then you are not yet ready to be a strategic HR professional, or have a “seat at the head table.” You need to establish credibility, and the ability to influence others.

Let's take a look at the road map for getting (or keeping) you there!!

Warning: This is hard work!

Leaders Understand Key Business Factors

As a strategic business* professional, there are certain business factors that you need to understand and be able to discuss on the level of an executive.



Do you understand the world of your organizations' "C"-level executives? Can you talk their talk, and discuss their issues, in their terms? Until you can, you won't have credibility as a strategic executive, and you won't be able to promote *strategic* HR initiatives or a bold HR strategy within your organization.

But when you do, you will be

Credible with top-level executives and have influence as a
Business strategist, which will enable you to be a
Leader in your organization!

* Yes, you're "in business," even if your organization is a county/city government or a non-profit.

General Business Factors

Market Factors & Trends

Describe your organization's market. Is it growing? Changing? New or mature? Fractured or concentrated? What does this suggest for the future of your organization? What are the social and demographic factors affecting your organization?

Technology Factors

Describe the technology factors that affect your organization. Is your industry technology-driven? Is your organization behind the tech curve, ahead of it, or in the middle? How does this affect your organization's competitiveness? What will the "next generation" technology look like?

Economic Factors

How does the current economic environment affect your business? Does it thrive in good times or bad? What is the reach of your organization - local, regional, national or global?

Political & Regulatory Issues

What regulatory requirements are relevant in your industry? Are there many mandates and requirements, or is the environment relatively free? What new legislation is expected??

The "X" Factor: Think "out of the box" - what unforeseen new development may there be in your industry that could totally transform it?

Investor Concerns

Investor Profile

Describe your organization's key investors - these may be stockholders, owners, or other constituents. Who are the key individuals or organizations? Why do they invest in your organization? What is important to them?

Organizational Value

What is your organization's market value? This could be stock price, equity, P/E ratio or other factors. Also comment on intangibles such as market reputation, growth, future opportunities, etc. How do outsiders view your organization?

Assets, Financing, Equity

Describe your organization's assets? Are they largely tangible? Intangible? How are your operations financed - banks, other creditors, or purely by re-investing profits in the organization? What is your equity "profile?"

Analytical Outlook

Who follows your industry? How are you viewed relative to other organizations in your industry? What is the outlook for your industry? Is your industry and organization seen as a "good investment?"

The "X" Factor: Think "out of the box" - what unforeseen new development may there be in your industry that could totally transform how investors view it?

Customer Profile

Key Buyers

Who are the key buyers in the markets you serve? How influential are these key buyers? Is the distribution of buyers concentrated or diverse/distributed?

Customer Characteristics

What are the key characteristics of the typical buyer in your industry? What is important to him/her/it? What drives purchasing decisions? How does your organization identify and pursue new clients?

Why Your Organization?

Why do your customers buy from you? What is it that they like about your organization more than other, similar organizations? What are your sources of competitive advantage?

Why Not Your Organization?

Why do individuals/organizations that are not your customers buy from other organizations? What is it that they like about other organizations more than yours?

The “X” Factor: Think “out of the box” - what unforeseen new development could occur in your industry that could completely transform it by opening it up to a whole new type/class of customer/client?

Financial Factors

Revenue Factors

What drives revenue in your organization? How does the organization drive new revenue? What must be done to achieve overall revenue growth? Are your revenue sources diversified or concentrated?

Expense Factors

What are the key expense factors in your organization? How elastic are they? Are they growing or reducing as a percentage of revenue? In what ways can expenses be reduced, or their growth retarded?

Profit/Loss Factors

Are your profits growing or diminishing? If you're operating at a deficit, what is being done about it? What is your profit (or revenue) per employee?

Operational Metrics

What are the key operational metrics in your organization? What is being measured? What would (should) be measured if you could? How do you know if your organization is becoming more efficient/effective or less so? What operational behaviors are keys to success?

Action Plan – Business Knowledge

Business Context Knowledge

Given what we just did, what will you do next to increase your business acumen, your knowledge of key business metrics and success factors for your organization, and your general knowledge of the business context in which your organization operates?



Leadership is . . .

An influence relationship among leaders and followers who intend real changes and reflect mutually-held purposes.

It is about **influence**.

It is about developing **relationships**.

It is deeply **personal**.

It develops over **time**.

It is unique to **you**.

It is fluid and situational.

Courageous Followership

Courageous followership is the apprenticeship of leadership. With the fluidity and situational nature of leadership and followership, we constantly go back and forth between leadership and followership. Therefore, we need to understand and practice courageous, powerful followership just as much as courageous, powerful leadership.



Leadership Fingerprint™



The fingerprint is a metaphor for the individual and the uniqueness of each person. Just as the lines in a pattern of swirls and whirls make unique physical fingerprints, the individual's leadership fingerprint is formed by a series of factors. It is an evolving composite of our experiences, perspectives, strengths and shadows, our views of the world, our optimism or pessimism, our relationships, our work, and how they have shaped who we are as a person. The well-defined Leadership Fingerprint™ is the measure of authenticity.

To be effective, the leader must understand his fingerprint - his strengths and shadows - and he must work to stretch beyond that which handicaps him.

It is not enough to study other leaders and copy them; that strikes a dissonant note in the minds of followers. To be a trustworthy leader, you must lead out of the self, from your own identity and reality - the print of the authentic self.

Leadership is **learned**, rather than taught. The responsibility of developing leadership rests primarily with the aspiring leader. Learning is part reflection, part observation, and primarily a process of conscientious practice. Learning to lead is learning to "Be Yourself."

Often, fingerprint elements are discovered and realized in a time of **crisis** or tragedy.

Leaders emerge through a subjective process of self-knowledge and self-mastery. It requires a discipline of practice to uncover and develop one's distinctiveness - one's Leadership Fingerprint™.

Leadership Fingerprint™ is a trademark of the Centre for Applied Leadership.



Position Power & Leadership Fluidity

It is curious that most published works on leadership and leadership development tend to focus on powerful, high-level executives and managers, usually of larger organizations. These individuals, in order to be successful, must exercise effective leadership. But genuine leadership - influence - neither uses nor requires organizational, hierarchical authority. So do we confuse the components and dynamics of leadership with the exercise of authority? And do those who would exercise leadership rely on organizationally-imposed authority to “influence” others - and delude themselves into thinking that they are leading?



We also miss an important dynamic of leadership when we think that leadership is an “all or nothing” phenomenon. In reality, leadership is a give-and-take, situational affair. Leaders must be keen observers of their environments, and identify when to lead and when to follow - to exercise the fortitude to lead when it is required and the discipline to follow when it is prudent.

Uncertainty, Risk and Courage

The context of leading is one of risk and conflict. So to lead effectively, one must demonstrate courage. Courage is indispensable to leadership.

Fear can be debilitating. But John McCain wrote in “In Search of Courage”:



In World War I, British medical officer Lord Moran became fascinated by the concept of courage. He found that the person who acts courageously in everyday life was likely to exhibit the courage needed in more difficult, or even extreme, circumstances.

Too often, we seek safety rather than opportunity. True leadership demands courage. How can you face up to your fears? What everyday opportunities do you have to exhibit courage? Are you conscious of your shadow sides and do you balance them with the strengths and talents of courageous followers?

What are you doing to prepare for the day when true courage will be required?

Relationships & Networking

Leadership is all about personal relationships, which means



Exercise - Relationship Development

Leadership is all about developing and nurturing relationships. What's your plan for developing important relationships - starting *tomorrow*?

A Politically Powerful Individual

Someone You Don't Know But You Should

Someone You Know - But Need to Know Better

Someone You Don't Like

Exercise - Relationship Development

Leadership is all about developing and nurturing relationships. What's your plan for developing important relationships - starting *tomorrow*?

Someone Outside Your Organization

Someone Who Is Different, and (More Than) A Bit Quirky

Wild Card

Wild Card

Active Listening

In order to develop relationships of trust, exceptional listening skills are required.

Leaders listen. Exceptionally well.

Want to be an exceptional listener? Learn the art of active listening.

Most listen in order to speak. If you want to be an exceptional listener, you need to learn how to listen to understand.

Active listening is the process of paraphrasing so that you:

- Check for understanding, and
- Encourage more discussion

Active listening is honestly and accurately confirming what you've heard the speaker say. The listener should concentrate on reflecting both the content of the message *and* the feeling of the speaker whenever possible. It takes focus and a heartfelt genuineness to do this. Here are some generic ways to prompt your own active listening responses:

When you are reasonably confident you understand the speaker's message:

- What I hear you saying is . . .
- You feel angry about . . .
- You're getting frustrated with . . .

If you're not so confident, leave room for confirmation like this:

- It sounds like you're saying . . .
- If I understand you, you're saying . . .
- What I believe I'm hearing you say is . . .

Active listening is *not*:

- Parroting back exactly what is being said (condescending)
- Twisting the speaker's words into a different interpretation (manipulative)

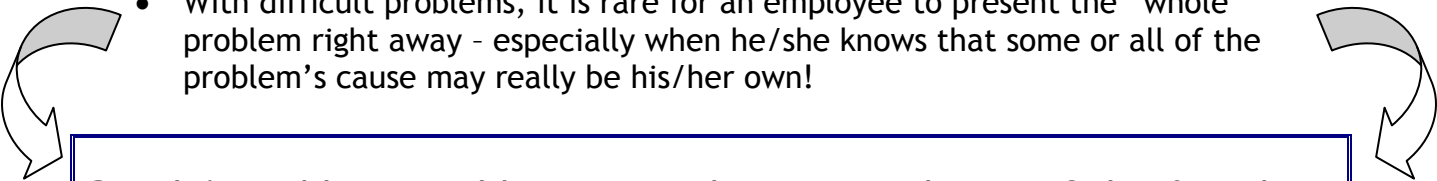
Reluctance to Use Active Listening

Often, managers are reluctant to use active listening because:

- They are afraid that active listening communicates agreement with the sender's predicament and will foster complacency
- They are afraid that the feelings which have been communicated by the sender are permanent
- They see it as unnatural and/or are afraid it will look "fake"

Key points:

- Communicating acceptance of the individual is the first stage of effective problem resolution
- Communicating acceptance of the individual is not the same as communicating agreement with the nature or "permanency" of the problem
- Active listening responses tend to defuse emotions and get to the real heart of the matter
- With difficult problems, it is rare for an employee to present the "whole" problem right away - especially when he/she knows that some or all of the problem's cause may really be his/her own!



People's problems are like onions - they come in layers. Only after the outside layers are peeled off do they get down to the core problem. Sometimes people know what the real problem is but are afraid to start there; more often they are not even aware of what is underneath. When a person starts out talking to you about some bothersome problem, you generally hear only the "presenting problem." Active listening effectively facilitates the [employee] to move through the presenting problem and finally get down to the core problem.

- Thomas Gordon

Sales! Part I



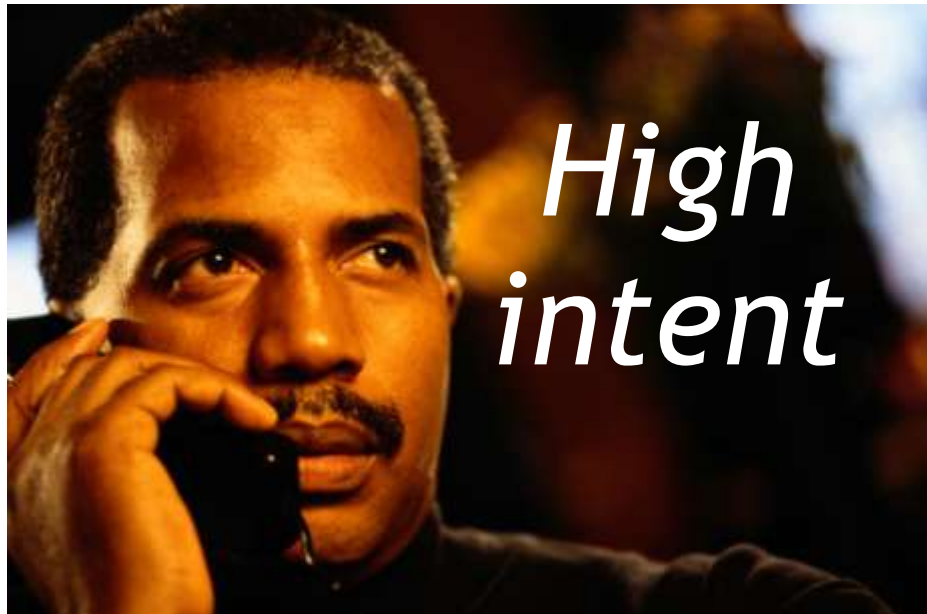
Get beyond your need for approval

- Get out of the child-parent role (the senior exec is not your parent)
- Your objective should be to ensure problems get solved, not to get approval from powerful people
- You need to be able to ask difficult questions and challenge

Detachment increases your power

- When you emotionally detach from the outcome, you can say what needs to be said, not what is safe to say
- This doesn't mean being cavalier or cocky - it means having exceptionally high regard for the individual (and yourself!) and the problem/situation
- This is a form of courage - it gives you strength

Sales! Part II



Move from “me first” to “you first”

- Talk about their agenda, not yours - “how can I help you?”
- Use active listening!

Focus on the issue/problem - not an HR agenda

- Help *him/her* identify, reveal and solve problems
- Don’t push an agenda - work to arrive at the best conclusion

Sales! Part III



Avoid the pressure approach

- Avoid: “convince - persuade - defend”
- Avoid trying to change his/her mind

He/she must care more than you do

Make him/her “OK”

- You must make it OK for his/her ego to tell you she/he has a problem
- Don't be “too smart”

Wrap-Up



Best wishes for
your personal &
professional
success!



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