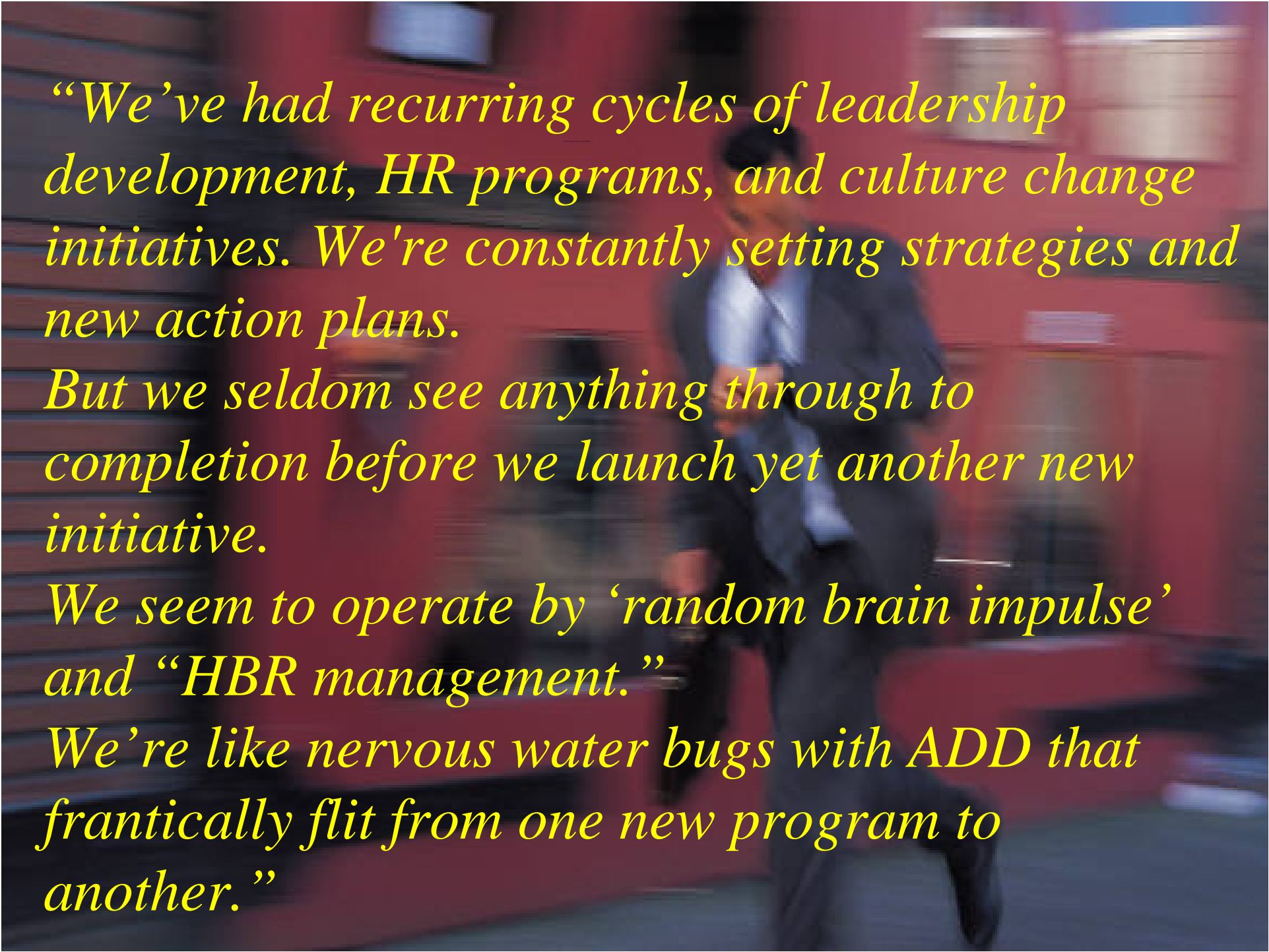


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**JIM CLEMMER**

**Practical Leadership: *From Inspiration to Application***

# Integrating Succession Planning, Culture Change, and Executive Team Development



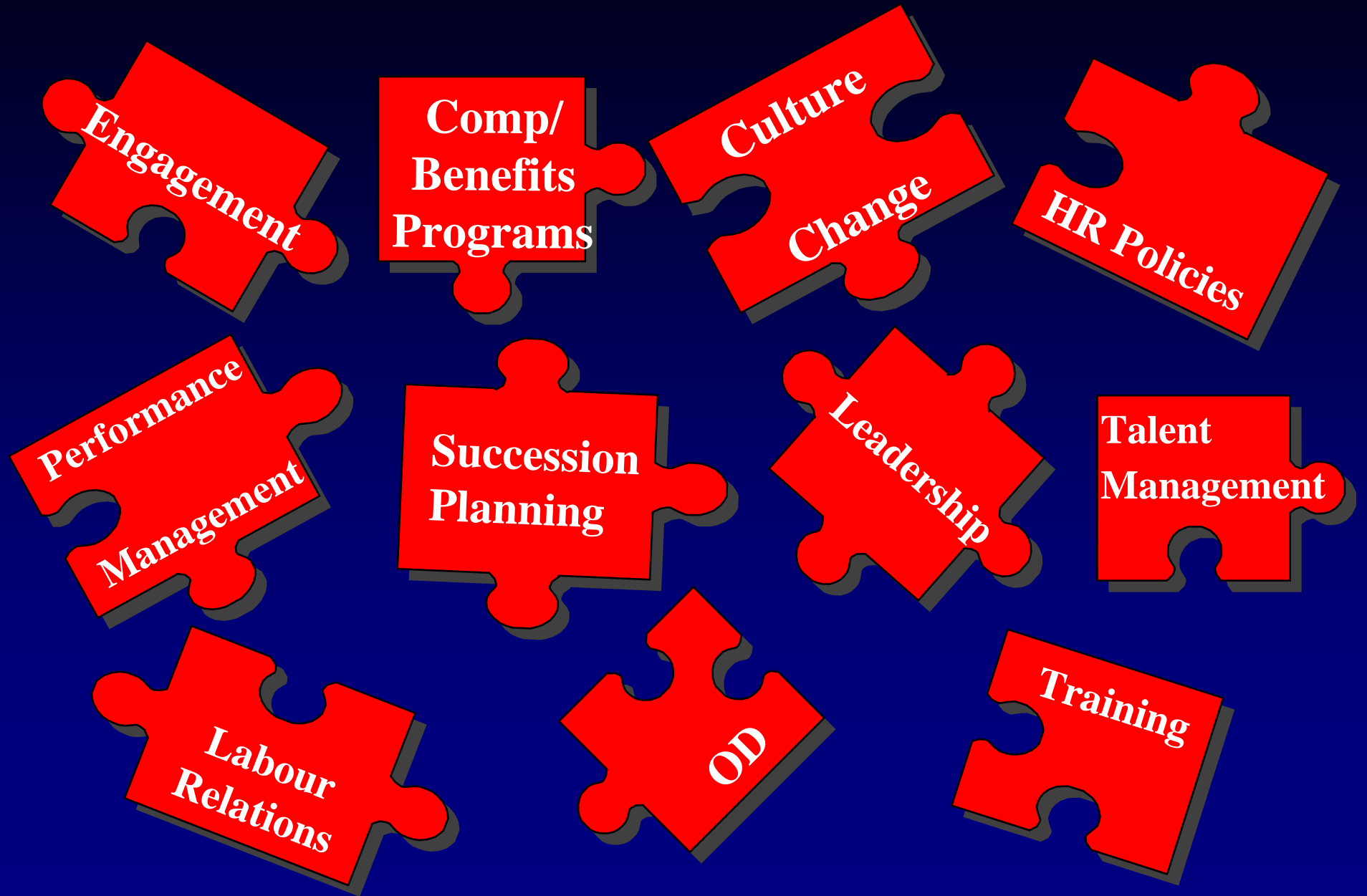
*“We’ve had recurring cycles of leadership development, HR programs, and culture change initiatives. We’re constantly setting strategies and new action plans.*

*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



# Integrating Succession Planning, Culture Change, and Executive Team Development

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



Integrating Succession Planning, Culture Change, and Executive Team Development

# Bolt-in Programs versus Built-in Processes





# 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

# Bolt-On Programs Versus Built-In Processes

- Experts/Specialist Led
- Disconnected/Piecemeal
- Constant Program Launches
- E-mail Overload/Dumps
- Values List with High “Snicker Factor”
- Crisis Management and Search for Guilty
- Measurement/Performance Management Distractions
- Internal Focus/Controls
- Line Management Led
- Integrated/Interconnected
- Disciplined Follow Through
- Two-Way Conversations
- Core Values Guide Programs, Operations, and Behaviors
- Root Cause Analysis and Search for Systemic Changes
- Feedback Guides Learning, Improvement, and Change
- External Focus with Internal Partnerships



**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

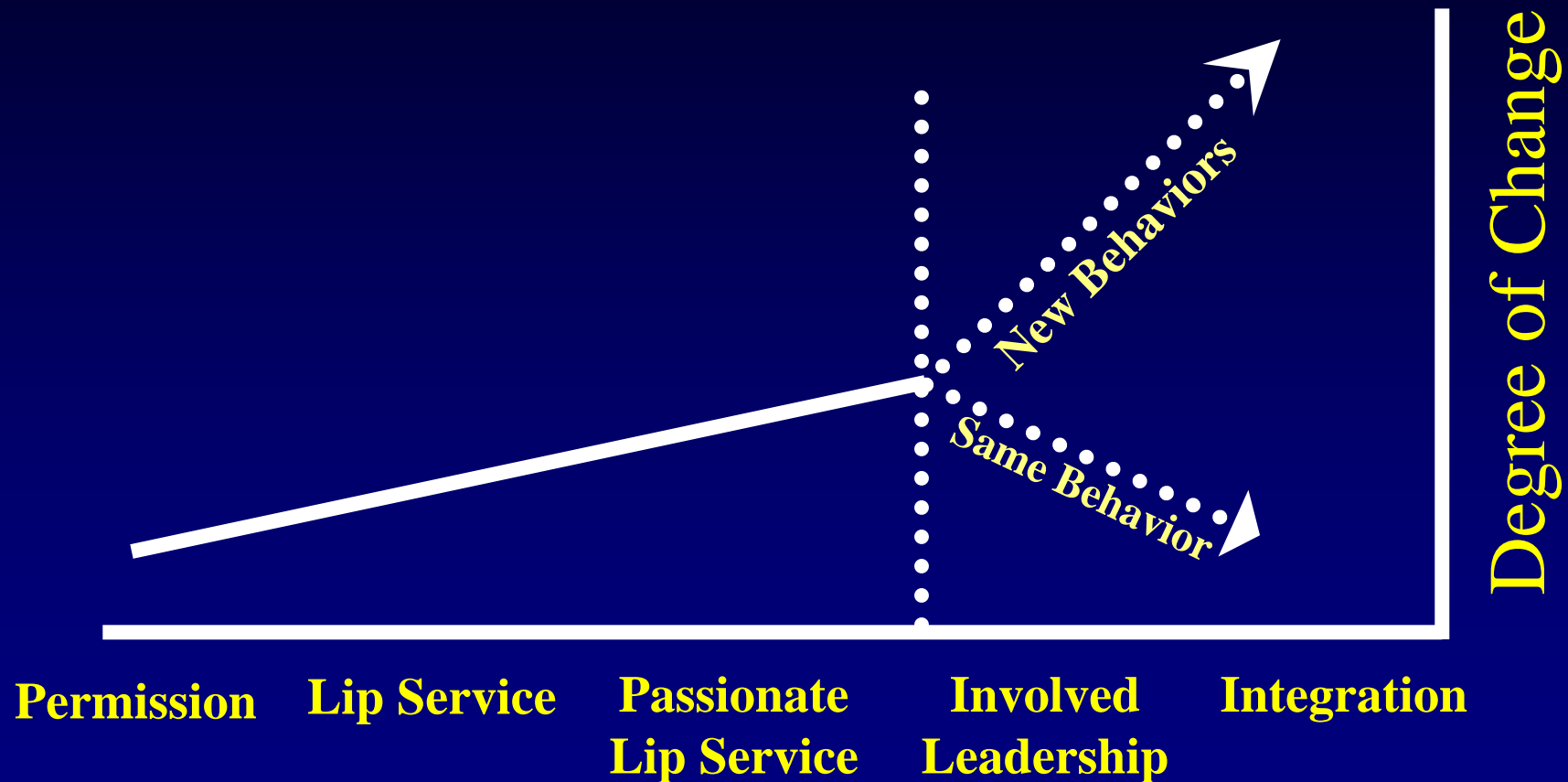


# Weak Management Team Leadership

- 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

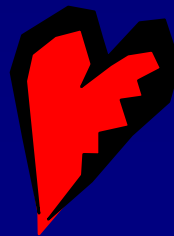
Technology  
and Technical  
Expertise



Leadership



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# Managing Things and Leading People

## <sup>IQ</sup> **Management**

- Processes
- Facts
- Head
- Position Power
- Control
- Problem Solving
- Reactive
- Doing Things Right
- Rules
- Goals
- Light Fire Under
- Written Communications
- Standardization

## <sup>EQ</sup> **Leadership**

- People
- Feelings
- Heart
- Persuasion Power
- Commitment
- Possibility Thinking
- Proactive
- Doing the Right Things
- Values
- Vision
- Stoke Fire Within
- Verbal Communications
- Innovation

*The Leader's Digest, Jim Clemmer*





Management is seeing people as they are.

Leadership is developing people into  
what they could be.



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# 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

**Is      Should**  
**Now    Be**  
**%      %**

|            |      |      |
|------------|------|------|
| Technical  |      |      |
| Management |      |      |
| Leadership |      |      |
|            | 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 most effective communication is  
face-to-face.

The most believable communication is  
behavior.



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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.”*

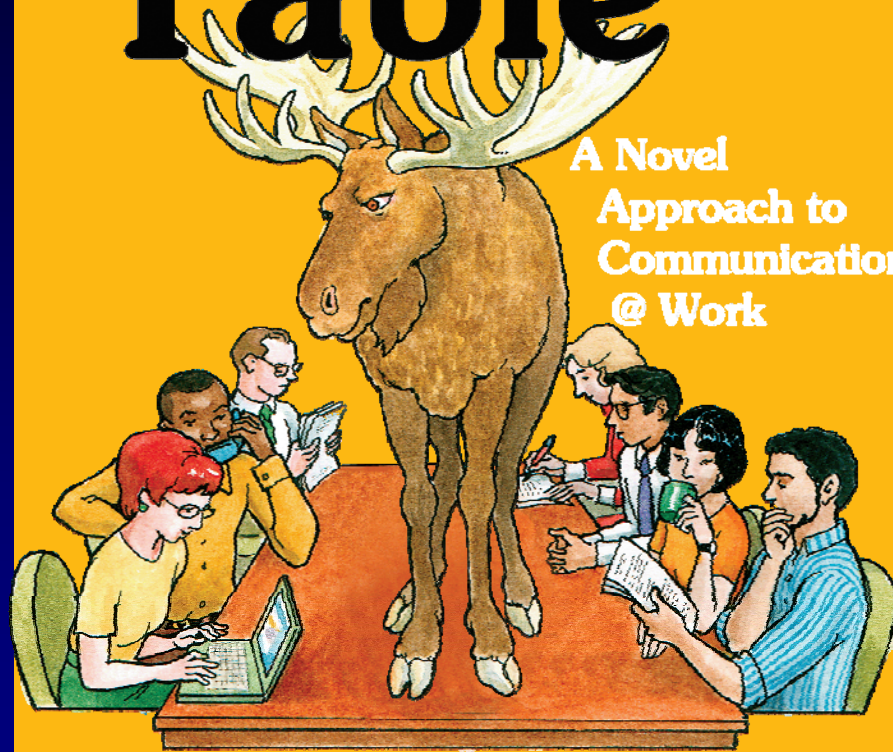






# Moose on the Table

A Novel  
Approach to  
Communications  
@ Work



**Jim Clemmer**

Author of

The VIP Strategy  
Firing on All Cylinders  
Pathways to Performance  
Growing the Distance  
The Leader's Digest



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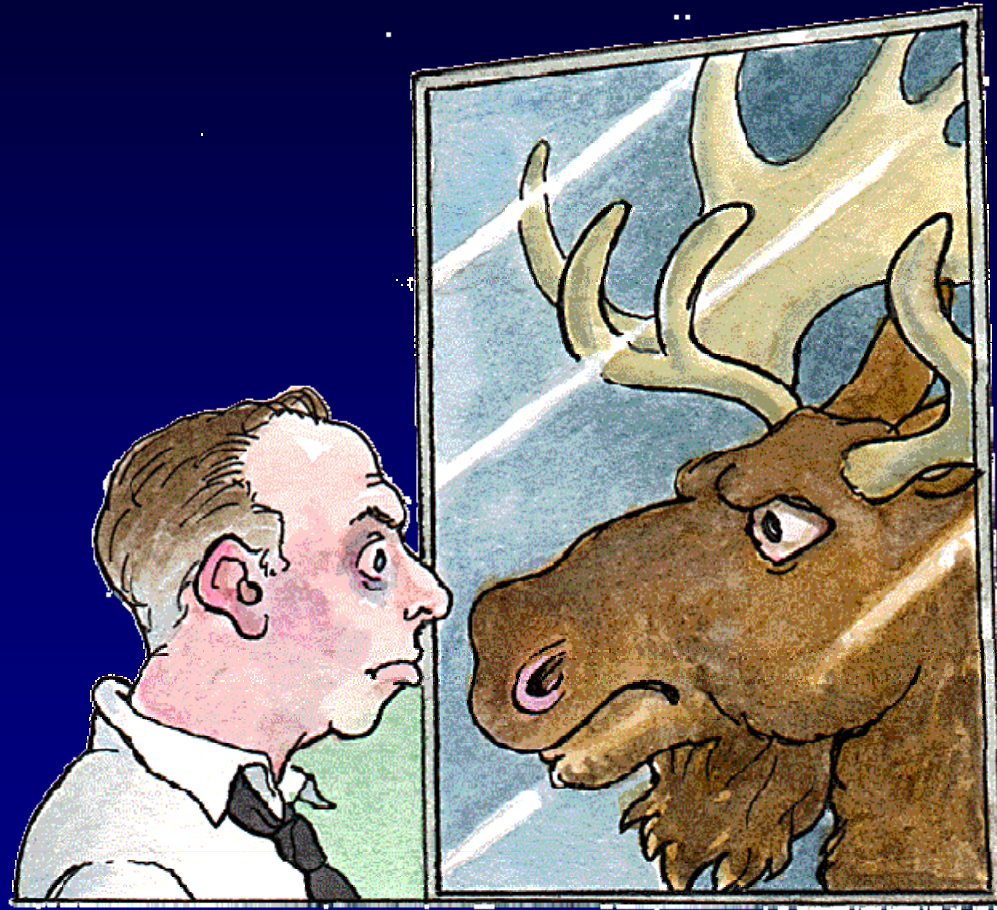


IN THE EVENT OF AN  
ISSUE.....  
GRAB MOOSE!





# Courageous Conversations: Facing the Bull



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Integrating Succession Planning, Culture Change, and Executive Team Development

# Steps to Desired Culture



# Steps to Desired Culture

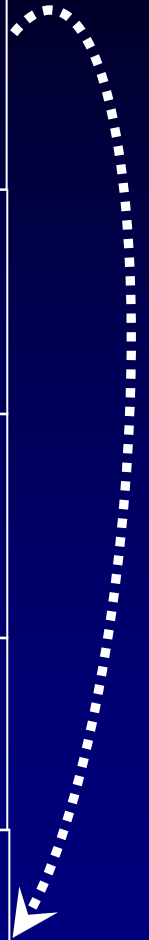
**Continuous Improvement  
Activities and Organization  
Development**

**Front Line Staff Leadership Behaviors**

**Management Processes/Systems**

**Supervisors/Managers/Executives Leadership Behaviors**

**Vision, Core Values, and Purpose/Mission**





# 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

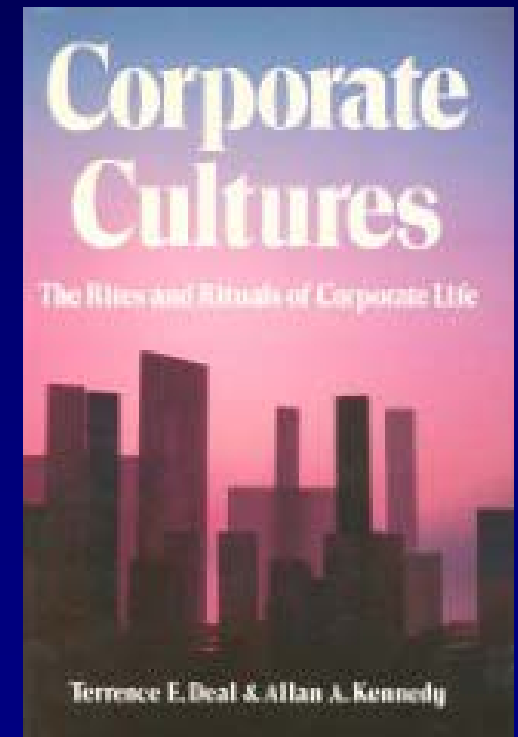
## Vision

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

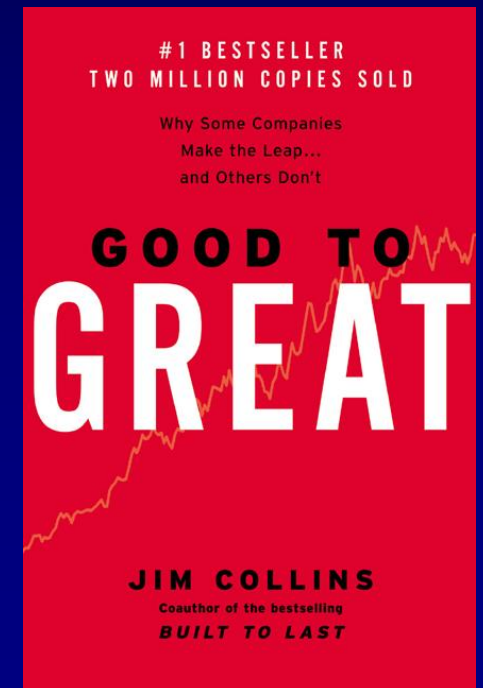
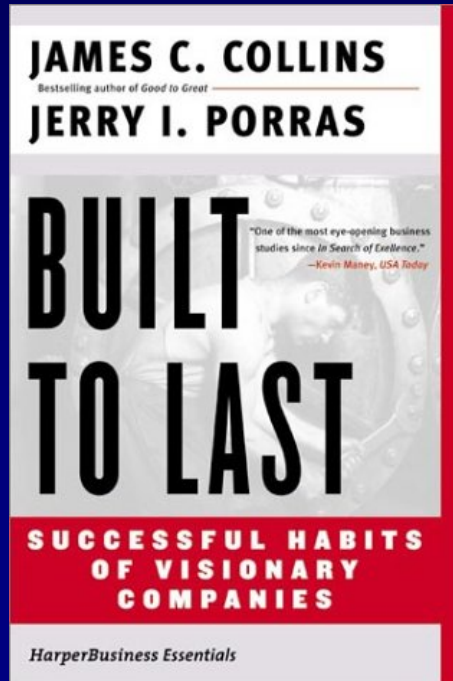
*“Values are the bedrock of a corporate culture.*

*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



# 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





# 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

+ 100

**Leading**

“How can we capitalize on these changes?”

**Following**

*Hopeful Skepticism*

“Let’s wait and see what happens.”

*Helpless Cynicism*

**Wallowing**

“They are doing it to us again.”

- 100

*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









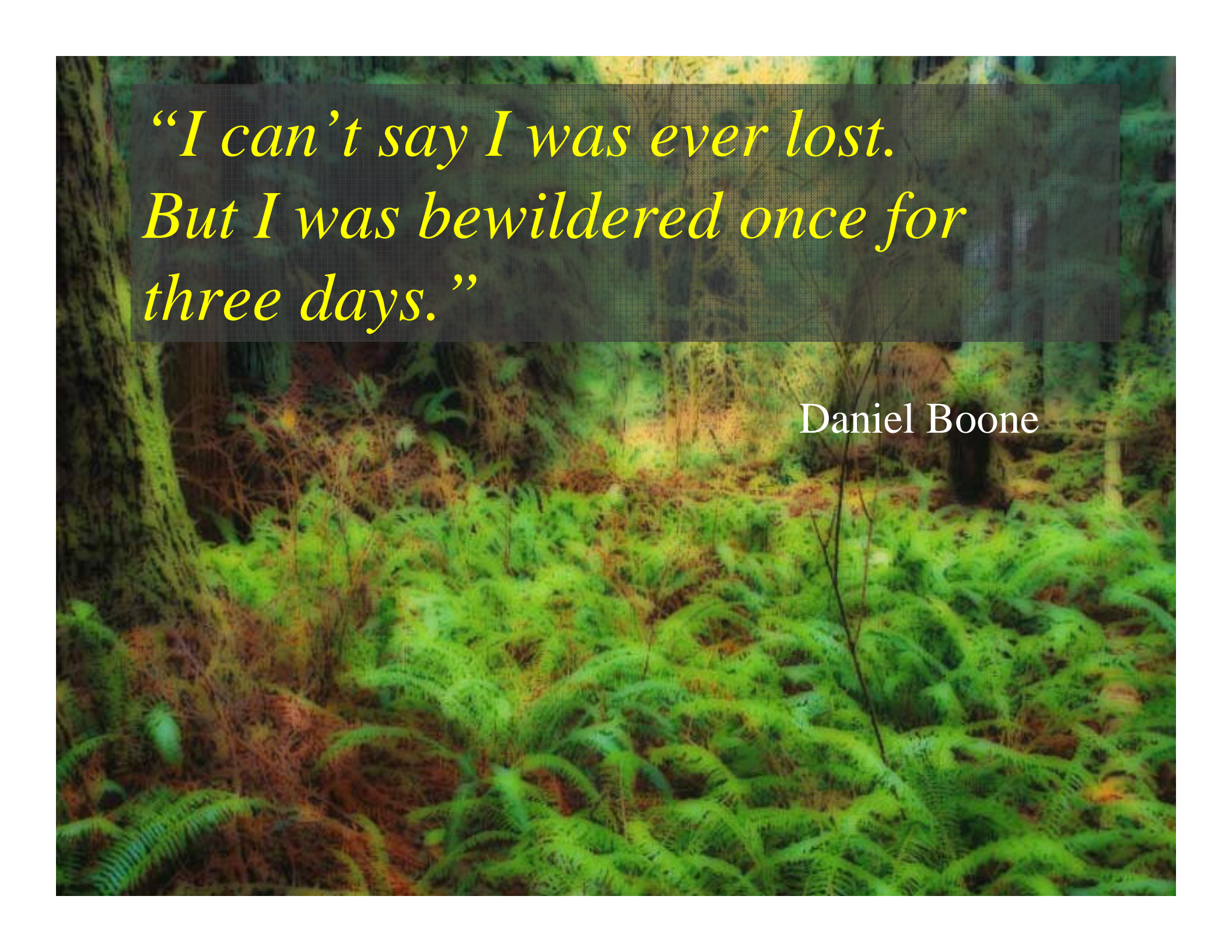




## 6 Key HR Practices to Build Stronger Cultures

1. Coach/Develop Your Top Management Team to Better Balance Technical, Management, and Leadership
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