



Synergistic, **M**otivational, **A**chievement-oriented, **R**apid, **T**echnology-powered

SMART Leader

50 PowerPoint Slides +
50 Executive Summaries +
Smart
e-Coaching Screen Saver
(50 slides)

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SMART Leader

- 1. Introduction to Leadership**
- 2. Leadership Lessons**
- 3. Leadership Attributes and People Skills**
- 4. Leadership Styles**
- 5. Delivering Results**

Effective Leadership

Attributes x Results = The Roadmap for Improving Leaders

“Management works in the system. Leadership works on the system.”

- Stephen R. Covey

Demonstrate LEADERSHIP ATTRIBUTES

- Emanate personal character
- Master competencies
- Set directions
- Build organizational capability
- Mobilize individual commitment





Managerial Leadership

Differences Between What Leaders and Managers Do

MANAGERS	LEADERS
Deal with status-quo	Deal with change
Work in the system	Work on the system
React	Create opportunities
Control risks	Seek opportunities
Enforce organizational rules	Change organizational rules
Seek and then follow direction	Provide a vision to believe in and strategic alignment
Control people by pushing them in the right direction	Motivate people by satisfying basic human needs
Coordinate effort	Inspire achievement and energize people
Provide instructions	Coach followers, create self-leaders, and empower them

Twelve Major Causes of Failure in Leadership

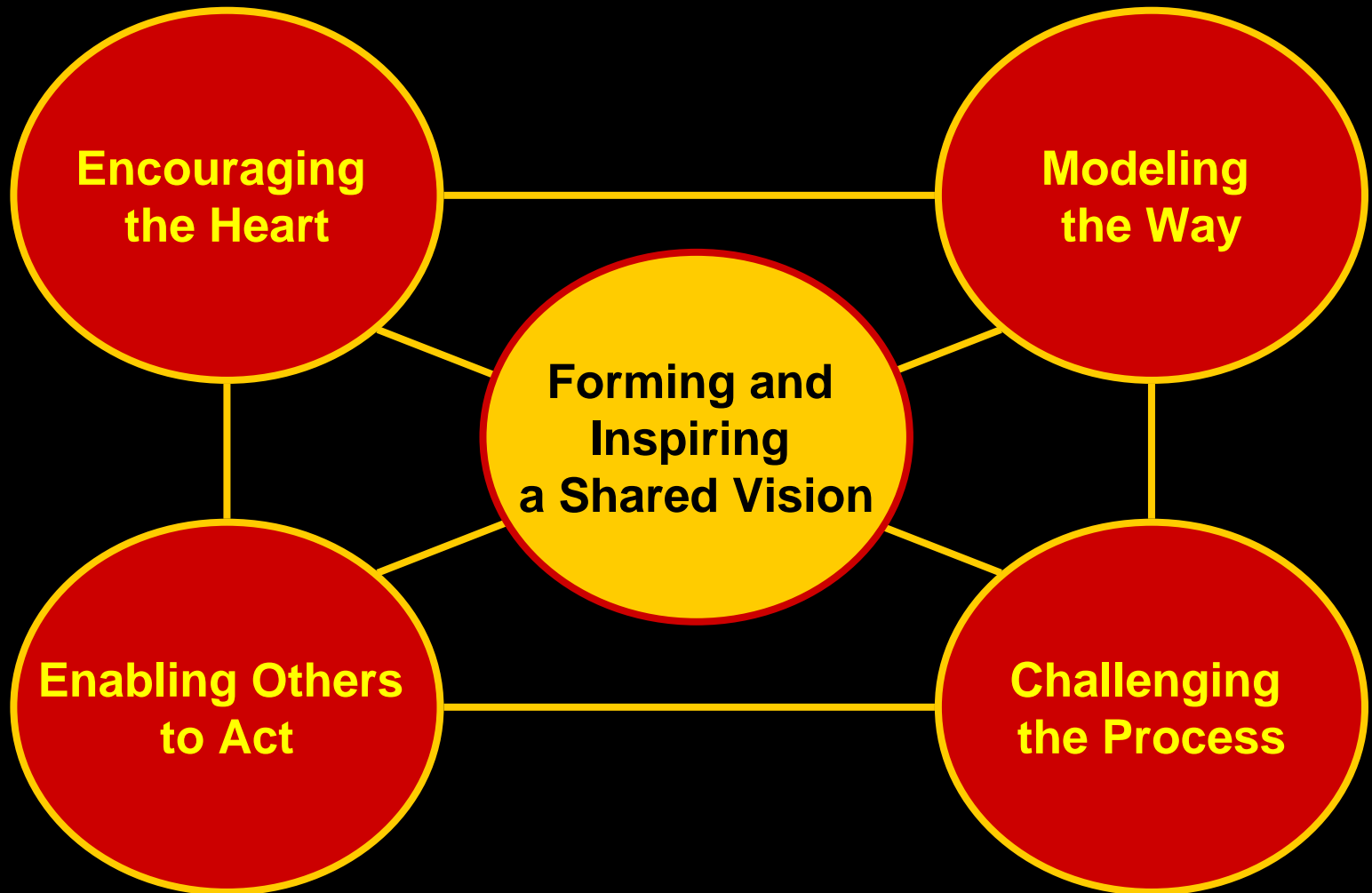
- 1** Inability to organize detail
- 2** Unwillingness to do what they would ask another to do
- 3** Expectation of pay for what they know instead of what they do
- 4** Fear of competition from others
- 5** Lack of creative thinking in setting goals and creating plans
- 6** The "I" syndrome
- 7** Over-indulgence, destroying endurance and vitality
- 8** Disloyalty to colleagues
- 9** Leading by instilling fear instead of encouraging
- 10** Emphasis of title instead of knowledge and expertise
- 11** Failure to face the negative reality
- 12** Being ultra-positive





Leadership Challenge Model

The Five Practices of Exemplary Leadership



General Leadership Attributes

What Effective Leaders Need to Be, Know, and Do

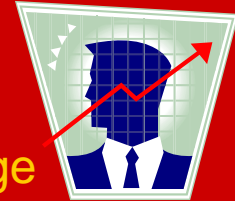
Set Directions

- Face reality
- Focus on the future
- See change as an opportunity



Demonstrate Personal Character

- Live values, lead by example
- Have and create a positive self-image
- Display integrity & learning ability



Build Organizational Capability

- Build infrastructure
- Leverage diversity
- Build teams
- Make change happen
- Design human resource systems



Mobilize Individual Commitment

- Direct emotions
- Manage attention
- Share power and authority
- Build collaborative relationships





Personal Change – Start with Yourself

Start with Yourself

1. Be an example of what is wanted – you are the only thing in the system that you can absolutely change
2. Learn from everyday events, treat every situation as an opportunity to learn and to gain some new choices and flexibility
3. Don't rely just on the feedback you receive, solicit feedback actively
4. Increase flexibility in your thinking and your actions

Personal Change: Your Empowering Beliefs

1. 'I enjoy new ideas'
2. 'I have an open mind'
3. 'I know I can change'
4. 'I've learnt so much before, and I use every opportunity to learn more'

The Tao of Influencing People



"Before you can inspire with emotion, you must be swamped with it yourself.
To convince them, you must yourself believe." – Winston Churchill

Yin

Passive, Receptive

Outside-In

- Being interested in people
- Knowing people
- Understanding emotions
- Effective listening
- Observing people
- True compassion



Yang

Active, Creative

Inside-Out

- Managing attitude
- Establishing rapport
- Asking effective questions
- Persuading
- Leading and coaching
- Inspiring and energizing

Effective Leadership

Correlation Between Major Leadership Schools

**Focus on
LEADERSHIP
ATTRIBUTES
&
STYLE**



- Principle-Centered
- Super-leadership

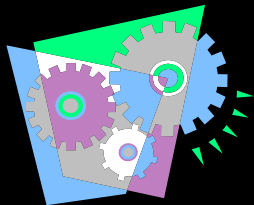
- Inclusive
- Values-Based
- Strategic

- Situational
- Functional

- Results-Based
- Entrepreneurial
- Transformational
- Volatility
- Creative
- Horizontal

- Anarchistic

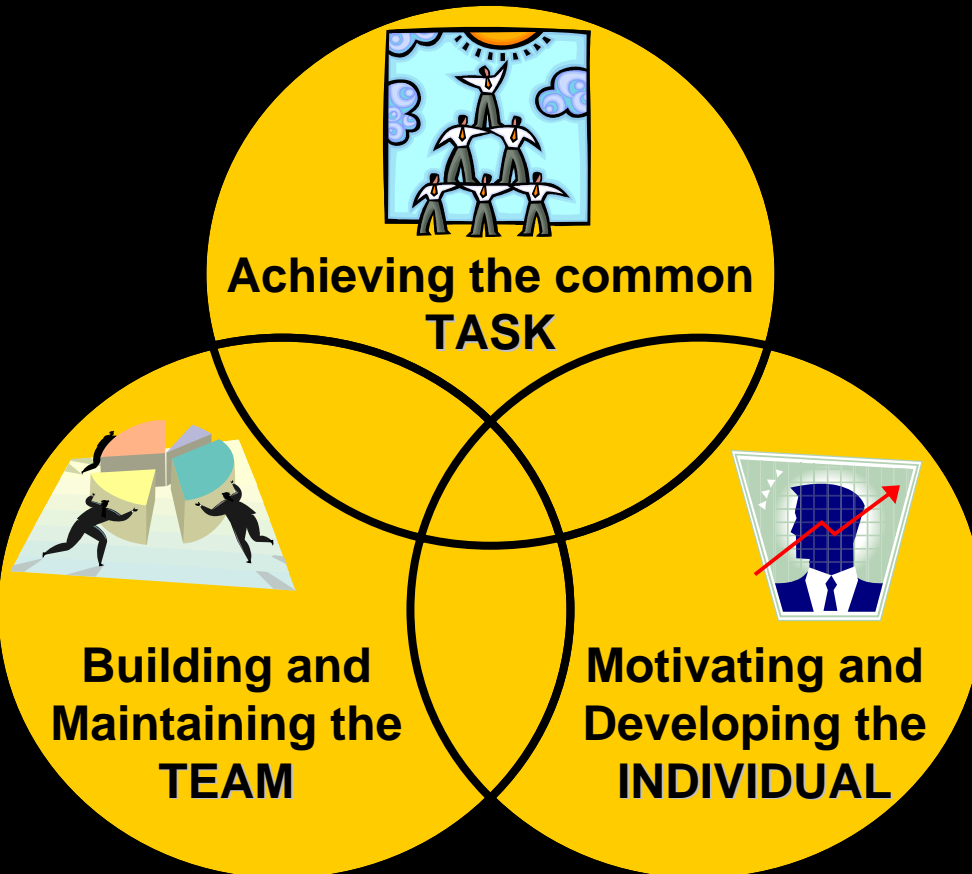
Focus on RESULTS



Strategic Leadership

Generic Role and Main Functions

Three Broad Functions



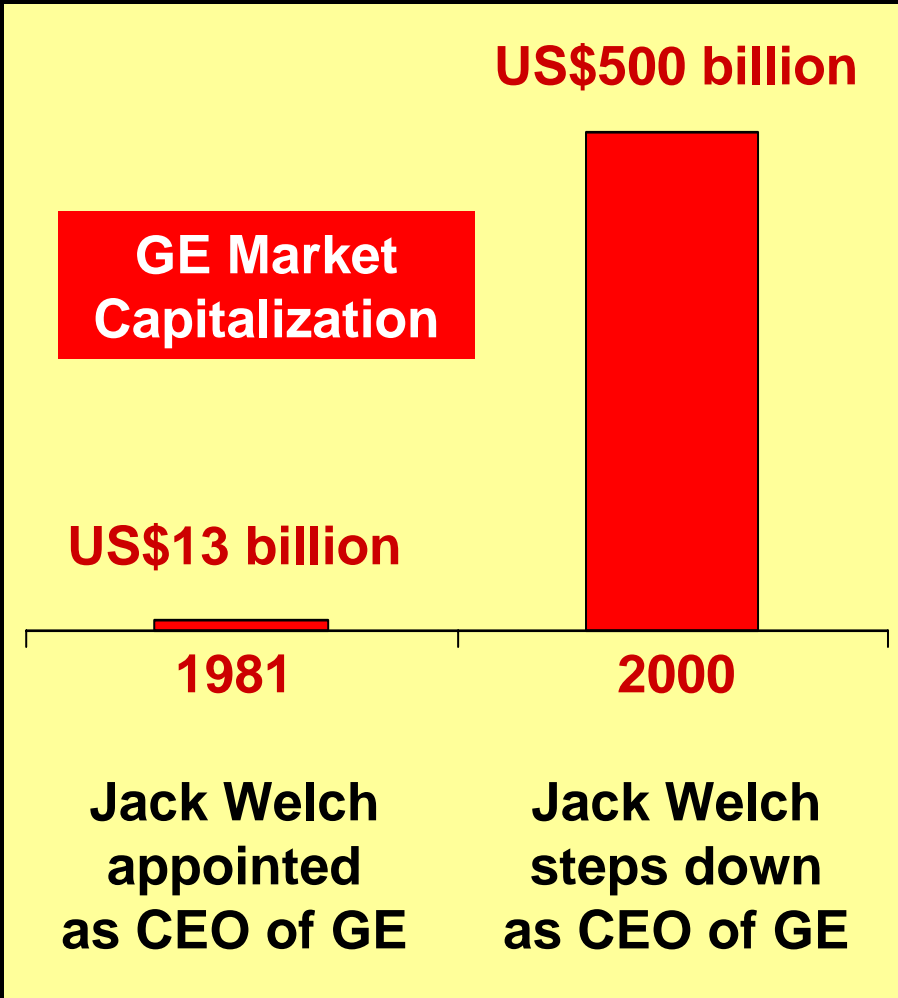
Seven Role Functions

1. Purpose / Vision
2. Strategic Thinking and Planning
3. Operational / Administration
4. Organization Fitness to Situational Requirement
5. Energy, Morale, Confidence, Spirit
6. Allies and Partners, Stakeholders, Political
7. Teaching and Leading the Learning by Example



Management by Leadership: Success Story

Jack Welch



Welch's Seven-Point Program for Management by Leadership

1. Develop a vision for the business
2. Change the culture to achieve the vision
3. Flatten the organization
4. Eliminate bureaucracy
5. Empower individuals
6. Raise quality and efficiency
7. Eliminate boundaries

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Sample slide
with a half-page Executive Summary

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Corporate Continuous Innovation Strategies Achieving Top-Line Growth and Bottom-Line Results

"Shun the incremental and go for the leap"
- Jack Welch

VENTURE STRATEGIES

- In-company Ventures
- Spinouts
- Venture Investing
- Venture Acquisitions

IMPROVEMENT STRATEGIES

- Business Process Management
- Incremental Innovation
- Continuous Improvement Firm (CIF)
- Quality Management / Six Sigma

Two Components of Sustainable Growth Strategy

Sustainable business growth strategy is a practical approach to achieving top-line growth and bottom-line results. The two main sources of sustainable competitive advantage are:

Continuous Improvement Culture: continuous effort to improve organizational climate and productivity of the core business in response to continuous changes in the marketplace.

Durable Corporate Venture Strategy: internal investment in innovation and new product/service development, new business creation, and external venture investing in new technologies and emerging markets.

Improvement Strategies versus Venture Strategies

Improvement Strategies: Although cost-cutting efforts can build your bottom line, they cannot fuel high growth; they cannot increase top-line revenue.

Venture Strategies: It is radical innovation and new game changing breakthroughs that will launch your company into new markets, make you a market leader, enable rapid growth, and create high return on investment.

Continuous Change as a Norm

Companies, like any living organism, must become learning organizations that change and adapt to suit their changing environment. According to Bill Gates, if you don't practice the change management that looks after the future, the future will not look after you. "The tendency for successful companies to fail to innovate is just that: a tendency. If you're too focused on your current business, it's hard to look ahead." The constant formation of new units within a corporation is one means of gearing up to change.

Two Types of Change in the Marketplace

Organic, or continuous, change

Radical, or discontinuous, change driven by radical innovation