

HRPA 09 Annual Conference

Who Says They Can't All Learn People Skills?



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More leaders more effective sooner

www.Balance-and-Results.com

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Agenda

1. Overview

2. Exercises

3. Questions & Examples

Adult Learning Requirements

- 1. Just In Time**
- 2. Through action**
- 3. Vertical teams, not flat**
- 4. Multiple trials over time**
- 5. Peer involvement**
- 6. Outside your comfort zone**

**Leadership is pushing toward
the unknown & uncertain....**




Issues <hr/> HR trends	Gen Y/ Diversity/ Balance	Engagement (keeping it)	Innovation/ culture Rapid change/ Adaptability	Sustain- ability	Free agents/ collaboration
Talent					
Leadership					
Technology (off-loading⁺)					
Reward(s)					
Governance					
Measuring					

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Talent	Acquisition		
Leadership			
Technology (off- loading⁺)			
Reward(s)			
Governance			



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<p>Talent</p>	<p>Acquisition</p> <p>On-Boarding</p>		
<p>Leadership</p>			
<p>Technology (off-loading⁺)</p>			
<p>Reward(s)</p>			
<p>Governance</p>			

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Talent	Acquisition On-Boarding	Promotion Opportunities → “Talent Management”	
Leadership			
Technology (off-loading⁺)			
Reward(s)			
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Talent	Acquisition On-Boarding	Promc →	
Leadership	Autonomy		
Technology (off-loading /leveraging)			
Reward(s)			
Governance			

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Leadership	Autonomy Empowerment	COACHING!	
Technology (off-loading ⁺)			
Reward(s)			
Governance			

The Extraordinary Leader

- John Zenger & Joseph Folkman

- 1. Five distributed skills = top 10%**
- if... they work together
- 2. Effective leaders have no major gaps or flaws**
- 3. A person's immediate boss has a huge effect on their development**

Seven Types of Bad Leaders (Fatal flaws)?

- 1. Incompetent**
- 2. Rigid (uncollaborative)**
- 3. Intemperate (bad temper, out of control)**
- 4. Callous**
- 5. Corrupt**
- 6. Insular**
- 7. Evil**

*** “even Machiavelli felt all leaders are bad”**

Be a role model: model effective leadership in action!

Strategies

'Both/and' simplified

#1

Balance

Judgment & purpose

Positive

You & others

Honest

Good & bad

Habits

Follow through

3 What needs to happen?

Think

1 How often to ask, 'How's it going?'

Judge

2 What do you really want?

Feel

4 What needs to be different?

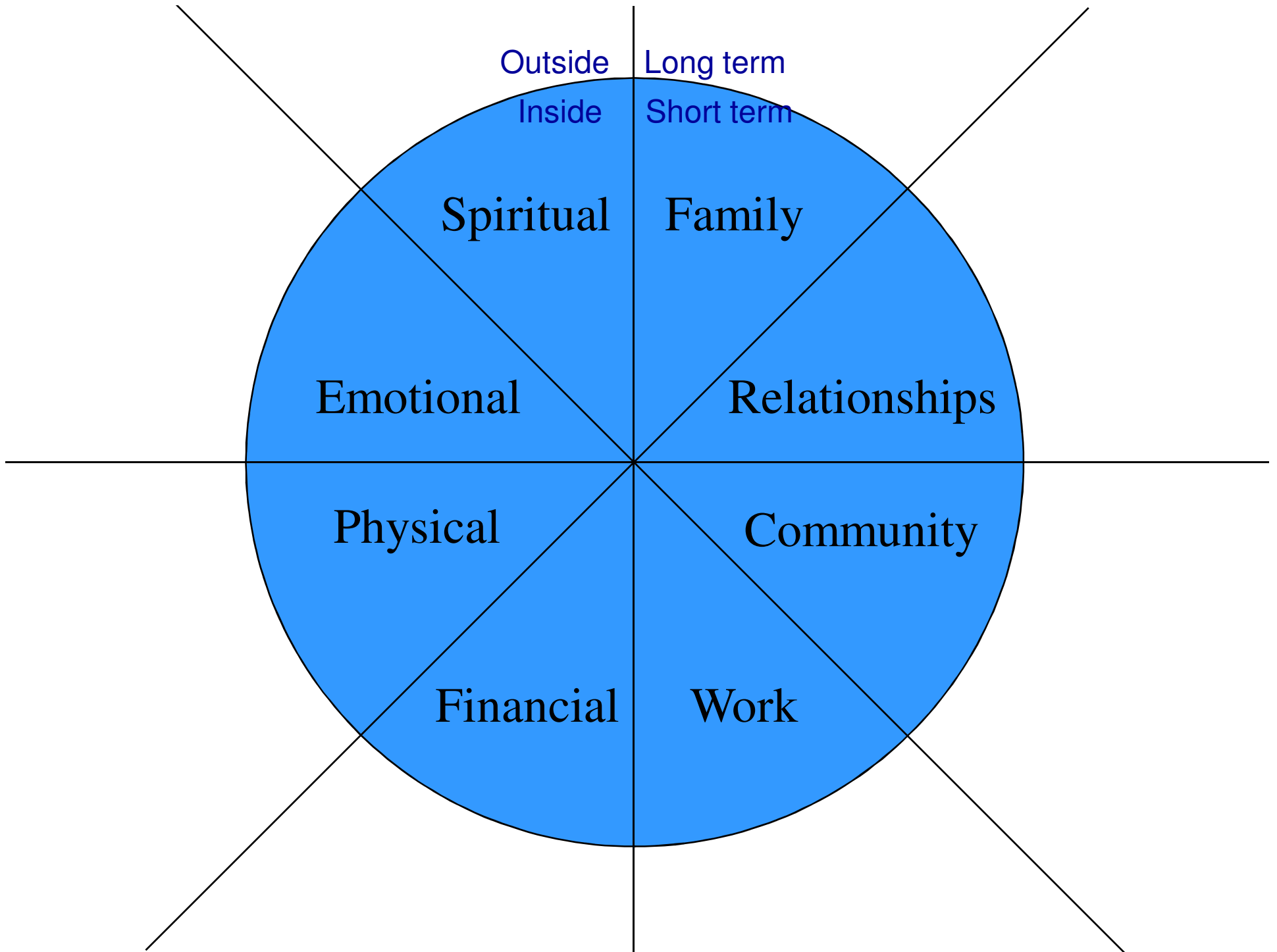
Feedback

5 What habits/skills are needed now?

Act

Realities

Goals



To find more, please go to:

www.balance-and-results.com

**That is... my home page, and click on
an article called:**

“Exercises for the 5 Principles”

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