

# Leading with Purpose



Adam Goodman

Prompt 1

What is “leadership”?

Prompt 2

How do I effectively lead others?

# Session Goal:

To provide you with insights into the fundamentals of effective leadership

“Telling CEOs these days that leadership drives performance is a bit like saying that oxygen is necessary to breathe. Over 90 percent of CEOs are already planning to increase investment in leadership development because they see it as the single most important human-capital issue their organizations face. And they’re right to do so: earlier McKinsey research has consistently shown that good leadership is a critical part of organizational health....”

Claudio Feser, Fernanda Mayol, and Ramesh Srinivasan  
“Decoding Leadership: What Really Matters”  
McKinsey Quarterly, January 2015

## Key Idea:

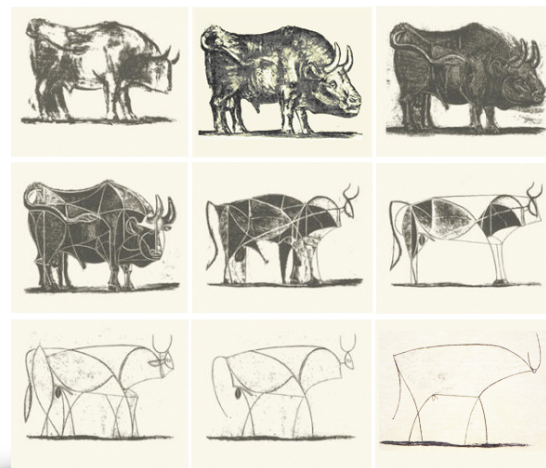
Good leaders solve problems.  
Great leaders first ask questions  
to make sure the right problem  
is solved.

## Key Idea: Profound Simplicity

FALSE PEAK 1: This is easy  
and obvious

FALSE PEAK 2: If it was  
simple, anyone could do it.  
Now that it's complex, I  
know I've mastered it.

SUMMIT: I can act with  
confidence.



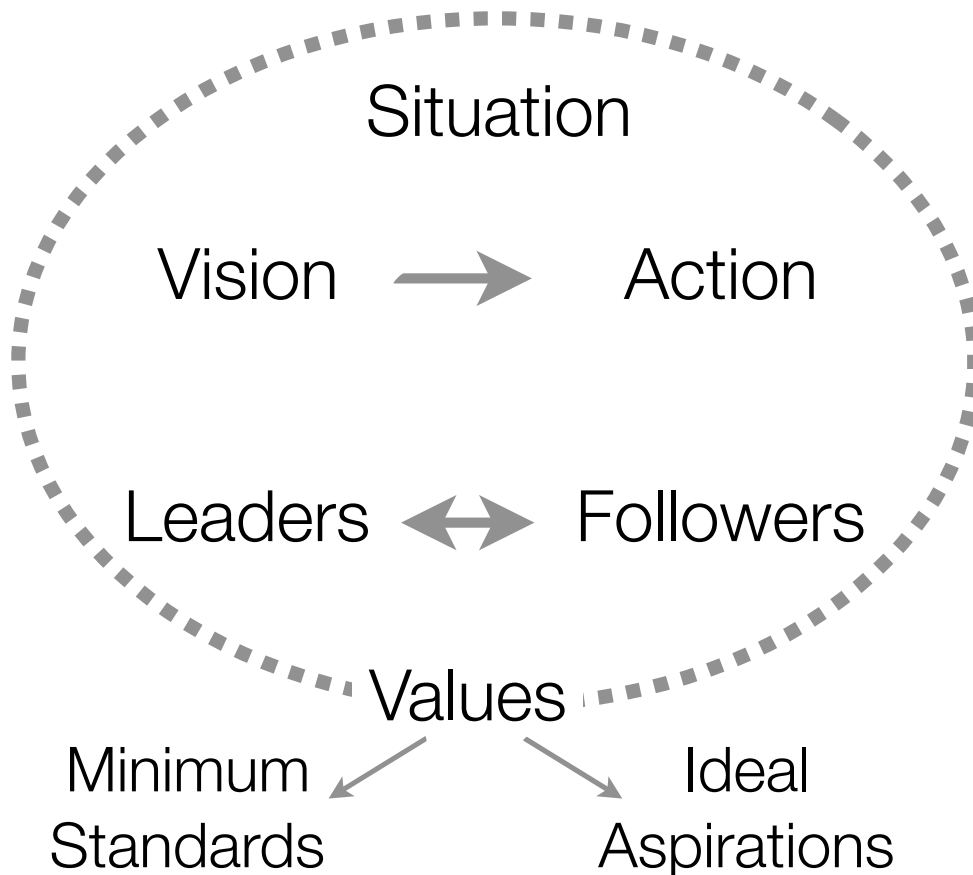
# A few examples

- What does success look like? How will we know?
- What role does failure play in your life?
- What do we stand for?
- Do I need to think differently?
- How much should the past and today dictate tomorrow?

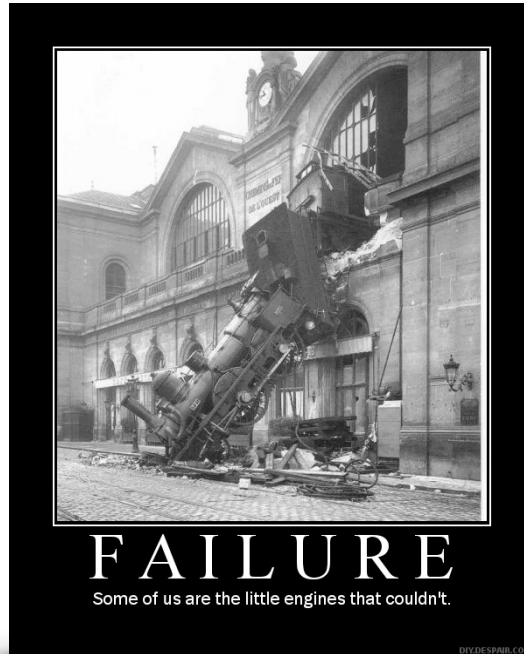


# Key Idea:

Leadership looks complex and is often practiced that way. However, leadership is really organized by five themes that can be mastered...



# 6 Leadership Questions®



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## Question 1

Where are we going?

A key difference between management and leadership is that managers navigate routine environments and leaders uncertain terrain. Leaders are visionary. They define success and motivate people to achieve it.



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## Question 2

### How will we get there?



All work is not equal. Leadership requires that (a) purposeful work flow from a vision and (b) that this work produce real results.

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## Question 3

### Where are we now?



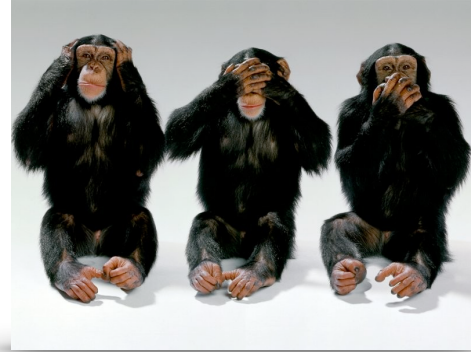
All leadership is situational. The choices you make as a leader – daily, tactically, and strategically – are informed by the time, place and circumstance in which you find yourself. Leaders work with others to define the reality of today's situation and they help ensure that people see that reality in a similar light.

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## Question 4

### Who cares about what?

Leaders need more than vision, action and resources; they also attend to stakeholders and their issues. Indifference is as likely as disagreement to cause failure.



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## Question 5

### Who decides what?

Leaders make and enforce decisions through power and influence. Power compels while influence convinces someone to act in particular ways.



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## Question 6

### What do we value?



When you're in a leadership role, people understand and support the principles and standards that you bring to the team, organization or community. These are your values, and they can be explicit and intended or unspoken and accidental. Regardless, people will reach their own conclusions about your true values based on your actions, not your words.

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## *Advance on Leadership*

- Start with questions, not answers
- Learn what motivates those around you
- Play to your strengths
- Enable the excellence of others first
- Select a few challenging experiences
- Experiment, observe, learn, apply ... repeat
- *How* you lead should build toward *why* you lead
- Build resilience through risk and failure
- Build a network of trusted advisors

# *Advance on Teamwork*

- Be on time and ready to contribute
- Demonstrate success through small wins
- Play to everyone's strengths
- Get to know each other outside of project work
- Use a project plan to achieve success
- Have honest conversations

## In Committee...

- What is our mission? (*Why do we exist?*)
- What is our vision? (*What does success look like in one year?*)
- Where are we right now?
- How will we achieve our vision?

*If time allows....*

- What strengths are present among our committee?  
What strengths are we missing?
- Who gets to make what decisions?
- How will we encourage healthy conflict?
- What are some near term action steps (or goals)?

Questions, Comments or  
Concerns?

