

# Powerful Approaches to Developing Leaders

*Susan Cramm*  
*Executive Coach & Founder*  
*Valuedance*  
[susan@valuedance.com](mailto:susan@valuedance.com)  
*(949-361-3091)*

# Over ½ of CIOs aspire to another C-level job...



# IT leaders spend too much time managing vs. leading...

<i>Managing</i>	<i>Leading...</i>
Manage supply	
Manage costs	
Spend on lights on	
Bolt it on	
Hire from outside	
Outsource innovation	
Focus internally	

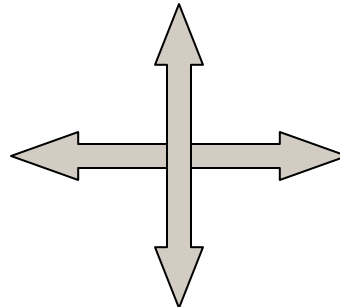
# IT leaders spend too much time managing vs. leading...

<i>Says...</i>	<i>Leading</i>
Manage supply	Shape demand
Manage costs	Realize value
Spend on lights on	Invest in innovation
Bolt it on	Integrate horizontally
Hire from outside	Promote from within
Outsource innovation	Outsource commodity
Focus internally	Focus externally

# Closing the gap is hard...

## Realizing Value

- Accountant/CFO
- Corporate Strategist



## Serving the Business

- Politician
- Global Supply Chain Expert
- Product Development

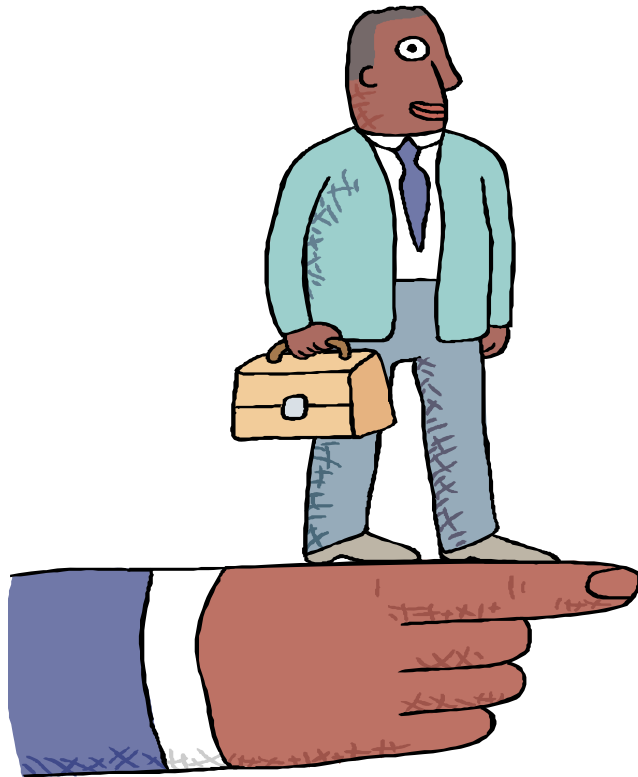
## Running Efficiently

- Purchasing Agent
- Utility GM

## Securing the Future

- Hi-Tech Security Chief, Tech Visionary
- Architect, Organizational Designer/ Recruiter

# The biggest gap: Indirect leadership...



- Playing well with others
  - Empathy & relationships
  - Influence & persuasion
- Getting work done without doing it
  - The “right” senior team
  - Decision rights & processes
  - Managing by remote control
- Leading strategic change
  - Participative strategy
  - Communicating & Inspiring

# What is indirect leadership?

You can't run your department

Giving orders is costly

It's hard to know what's going on

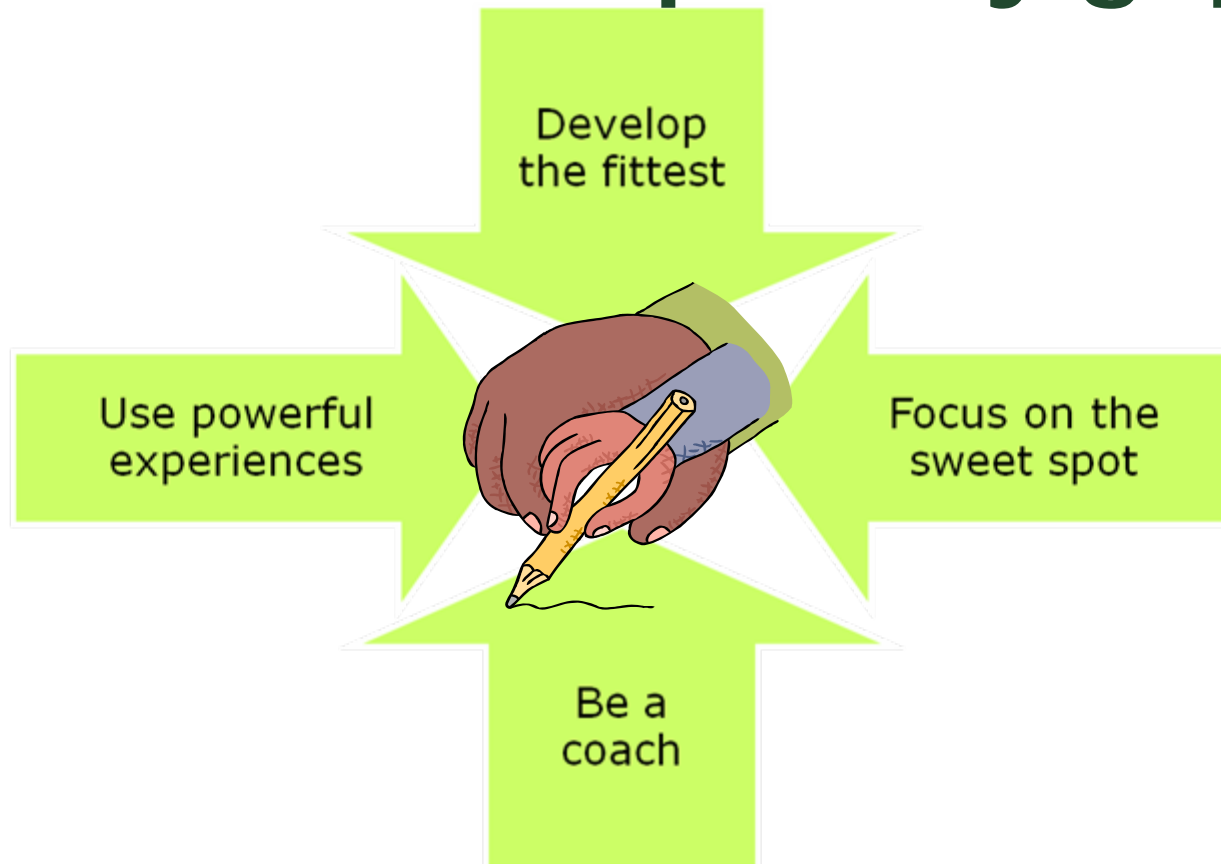
You're always sending a message

You're not the boss

Pleasing business partners is not  
the ultimate goal

You're only human

# To close the capability gap...

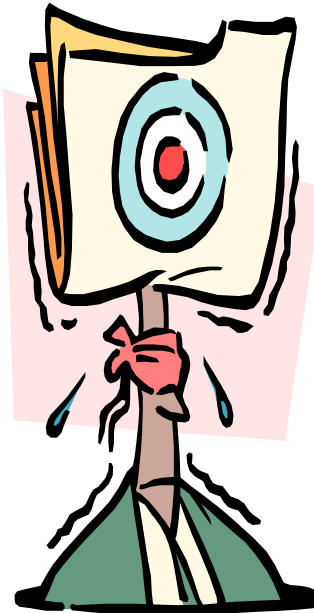




# Are you testing or developing leaders?

## Survival of the Fittest

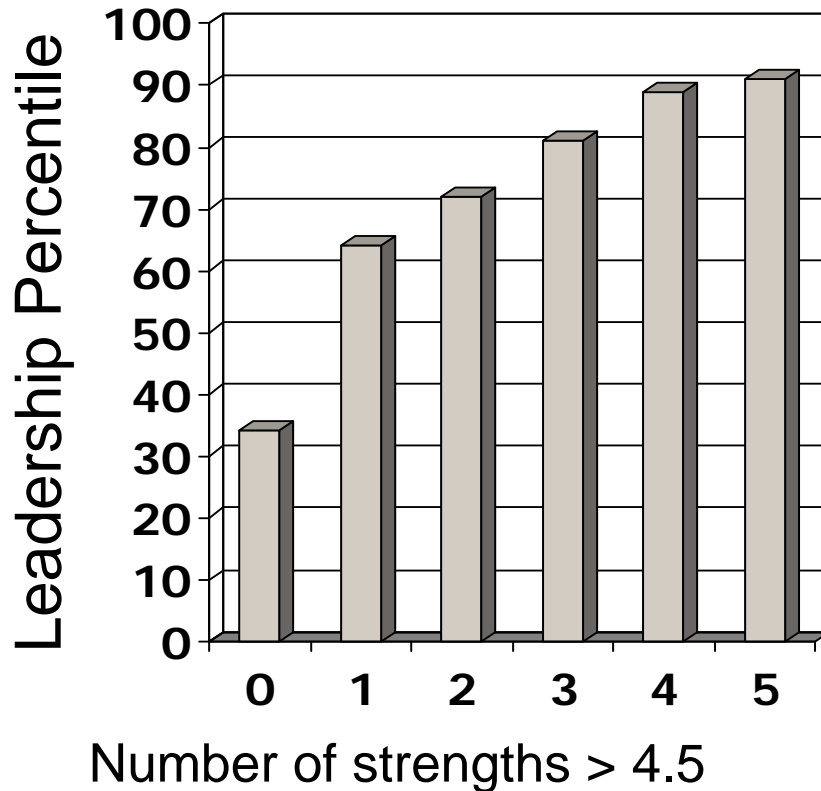
- Leaders are born
- Experiences are test
- Evaluate success
- There are plenty of leaders, we just have to find them



## Development of the Fittest

- Leaders are made
- Experiences build skills
- Help people succeed
- Need for leadership exceeds supply

# Do you know your strongest leaders?



Great leaders aren't defined by their absence of weakness, but by the presence of a few, outstanding strengths

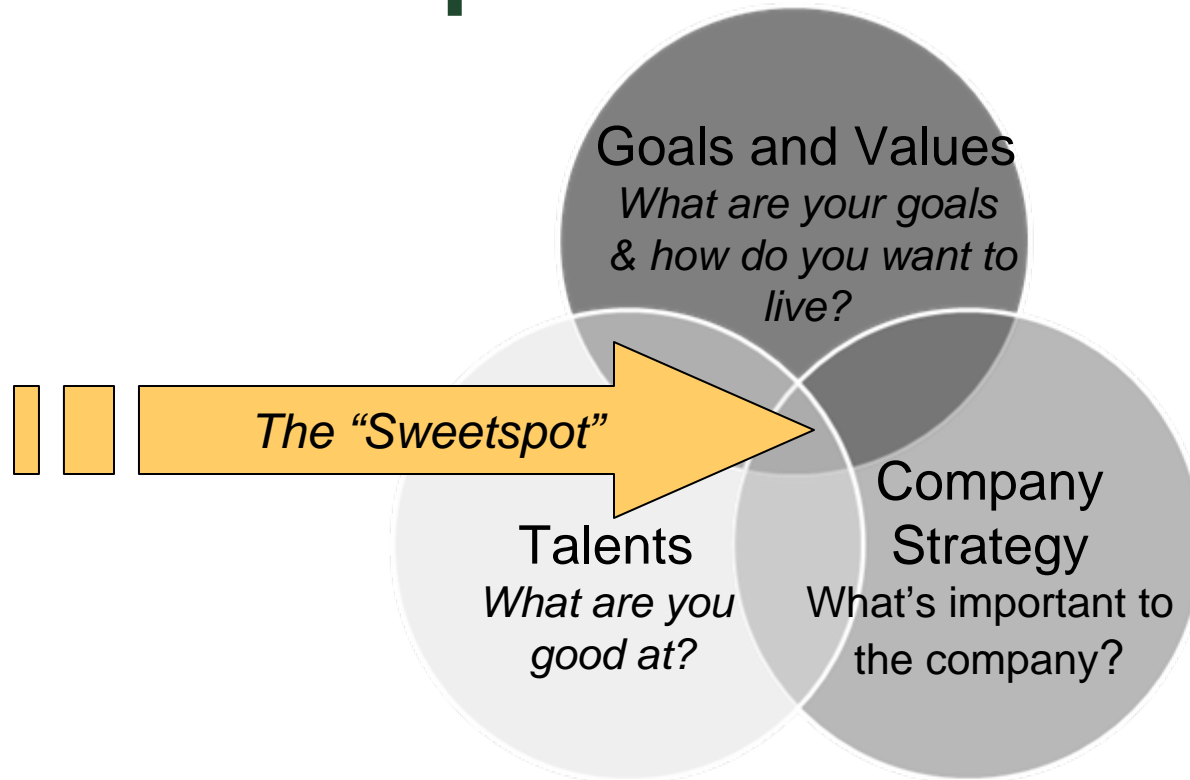
# Do you have the right senior team?





*“Get the right people on the bus, in the right seats”*

*Jim Collins*

# Do you know their developmental sweetspot?



# Are you providing powerful experiences?

	Feedback	Conceptual Awareness	Skill Building
Objective	Hone awareness of strengths and weaknesses	Understand leadership concepts to follow with the head	Practice leadership with their "arms and feet"
	Delivery	360 degree assessments and team observations	Case studies, lectures, films, discussions
		 20%	 80%

# Are you providing powerful experiences?

Powerful Experiences	Abilities Developed	Find experiences in:
Early Experiences	<i>Hands on knowledge</i>	
First Supervision	<i>Work through others</i>	
Start Ups	<i>Without instructions</i>	
Turnaround	<i>Constraints/pressure</i>	
Changes in Scope	<i>Management of resources</i>	
Task Forces and Boundary Change	<i>Knowledge &amp; relationships</i>	
Line to Staff	<i>Top level view &amp; Informal influence</i>	

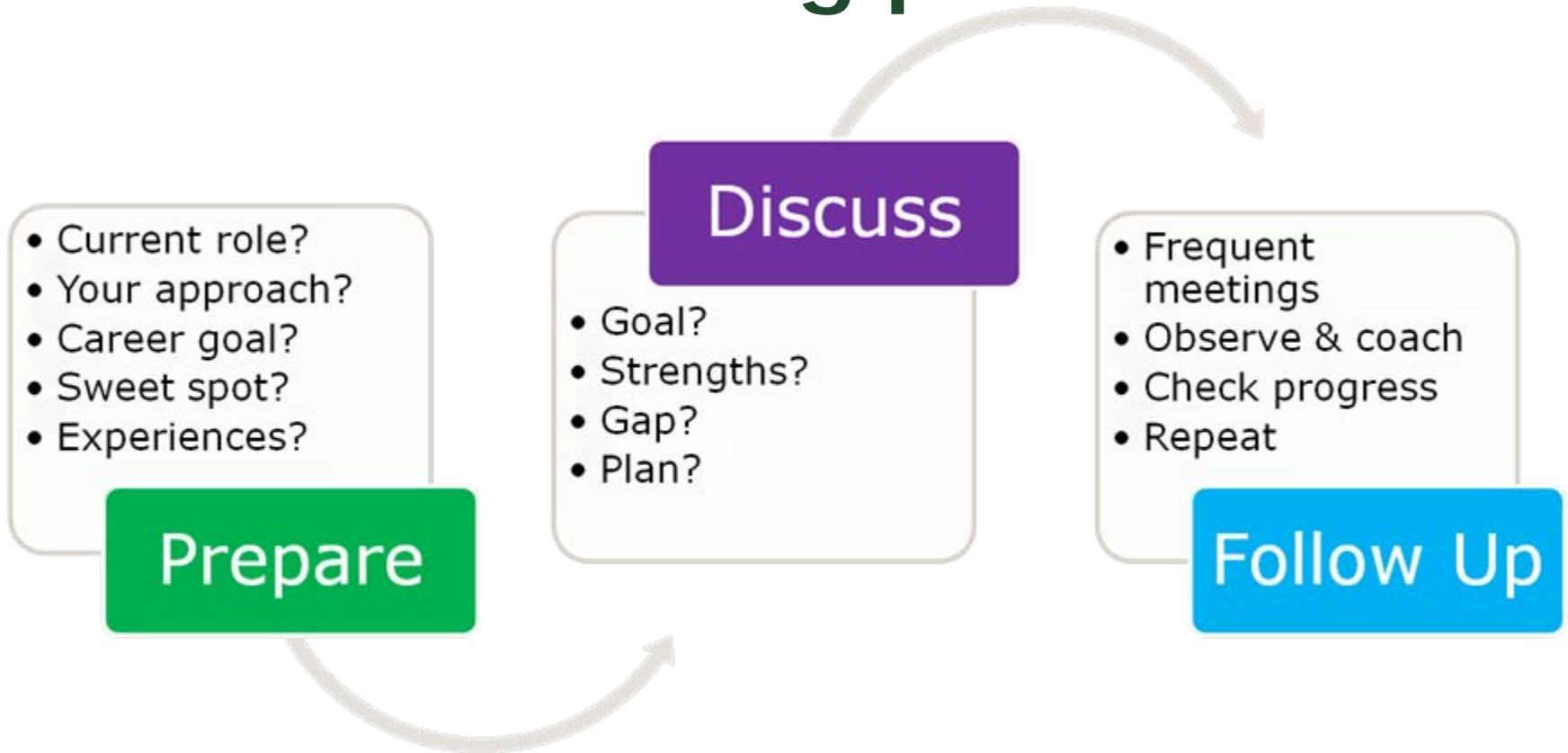
# Are you forming developmental partnerships?



*"I believe in you, I am investing in you and I expect your best efforts"*



# The coaching process...





# Are you leading by example?

