

**THE HARVARD BUSINESS
REVIEW LEADER'S HANDBOOK**

**MAKE AN IMPACT, INSPIRE YOUR
ORGANIZATION, AND GET TO THE NEXT LEVEL**

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FIGURE I-1

The leadership difference

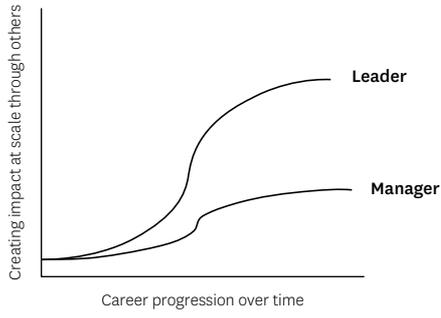


FIGURE I-2

The six practices of leadership



FIGURE 3-1

Assessing culture

Instructions: Place an X where you are today and a XX where you need to be

| | 1 | 2 | 3 | 4 | 5 | Gap |
|-------------------------|---|--|---|---|---|------------------|
| 1. Decision making | | Authority to make decisions centralized at top | | Authority to make decisions dispersed throughout the company | | |
| 2. Business information | | Information about business and strategy reserved for senior management | | Information about business and strategy available to everyone | | |
| 3. Communication style | | Formally through written memos and official meetings | | Informally through conversations and impromptu meetings | | |
| 4. Employee expertise | | People encouraged to focus on functional expertise and a single job | | People encouraged to develop many skills for a variety of jobs | | |
| 5. External relations | | Company has traditional contractual relationships with customers and suppliers | | Company develops formal and informal partnerships with customers and suppliers | | |
| 6. Solutions sharing | | New ideas and solutions infrequently shared with other departments | | New ideas and solutions regularly shared throughout entire organization | | |
| 7. Rewards | | Rewards and responsibility based on title or tenure | | Rewards and responsibility based on accomplishments | | |
| 8. Work behavior | | Company encourages and recognizes individual performance | | Company uses teams and recognizes teamwork | | |
| 9. Work orientation | | Emphasis placed on defined work processes and roles | | Emphasis placed on getting measurable, bottom-line results | | |
| 10. Innovation | | Employees use traditional and tested approaches to getting the work done | | Employees looking for and experimenting with innovative ways of getting work done | | |
| | | | | | | Total gap |

FIGURE 5-1

Adjacency opportunities for growth

| | Existing products and services | New products and services |
|------------------|---|--|
| New markets | Sell current offerings to new markets and customers. | Engage in breakthrough innovation that develops new products and services for new markets and customers. |
| Existing markets | Increase current business in market share and volume. | Sell product extensions and variations to existing markets and customers. |

FIGURE 5-2

Breakthrough opportunities for growth

| | Existing products and services | New products and services |
|------------------|---|--|
| New markets | Sell current offerings to new markets and customers. | Engage in breakthrough innovation that develops new products and services for new markets and customers. |
| Existing markets | Increase current business in market share and volume. | Sell product extensions and variations to existing markets and customers. |

TABLE 6-1**Sample knowledge and skills for your leadership practices**

| Practice | Knowledge | Skill |
|-------------------------------|--|--|
| Building a unifying vision | Your company's aspirations, competitive position, and sources of strength from which to create a future picture of success | Creative thinking, storytelling, effective use of analogies and visual thinking, ability to synthesize ideas and manage conflicts or disagreements in developing a consensus |
| Developing a strategy | Customer needs, structures of markets, industry trends, competitive landscape | Intelligence gathering, analysis, problem solving, creative thinking, decision making |
| Getting great people on board | Talent markets, recruiting and development practices, top team management, compensation models | Salesmanship, coaching, giving feedback, negotiating incentives |
| Focusing on results | Performance management systems and approaches, relevant metrics needed by strategy, best practices fostering collaboration, how to link strategy to operations | Negotiation skills to invest people with accountability, giving tough feedback, resolving conflicts, motivating individuals and groups, decision making |
| Innovating for the future | Current business models and customer segments, competitive threats and innovation trends, emerging new-business models, markets, technologies | Managing change, managing conflict, both/and thinking, analyzing trade-offs, learning from failure, experimentation |
| Leading yourself | General knowledge of business, your industry, and company's history; broader trends in the operating environment | Emotional intelligence, communicating for influence and motivation, building trust, time management and prioritization |