

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

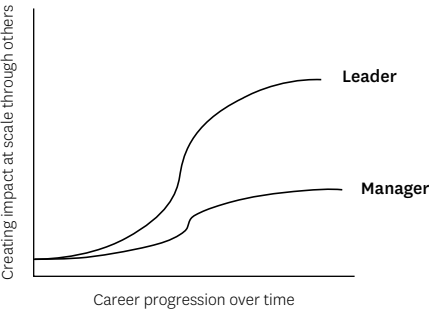


FIGURE I-2

The six practices of leadership

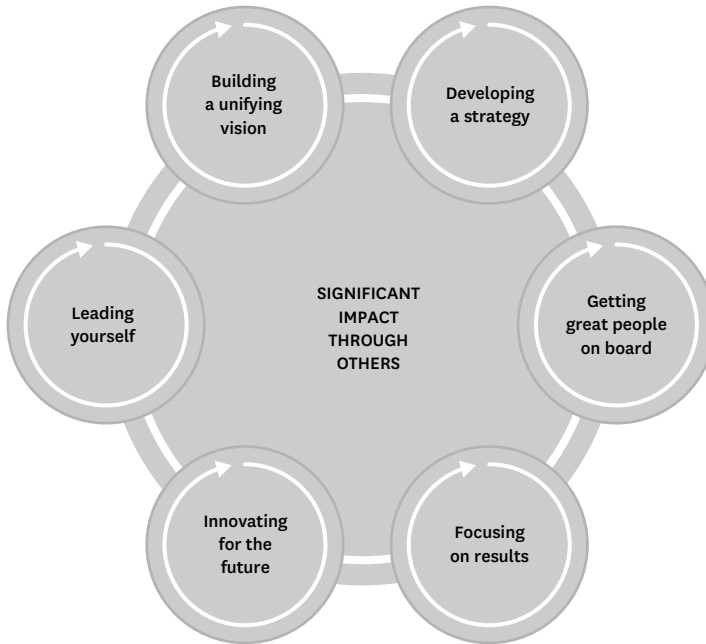


FIGURE 3-1

Assessing culture

Instructions: Place an X where you are today and a XX where you need to be					Gap
	1	2	3	4	5
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