

# **CPAPNG CONFERENCE 2017**

**“SYSTEMATIC USE OF EXPERIENCES TO  
DEVELOP LEADERSHIP TALENT  
REQUIRED TO EXECUTE BUSINESS  
STRATEGY”**

**BY**

**PROF. LEKSHMI N. PILLAI &**

**DR.N. SURESH BABU**

**SCHOOL OF BUSINESS AND PUBLIC POLICY**

**THE UNIVERSITY OF PAPUA NEW GUINEA**

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Theme: “Leadership  
Challenges and Opportunities  
in an Emerging Economy



# STORY OF SCHOOL FRIENDS

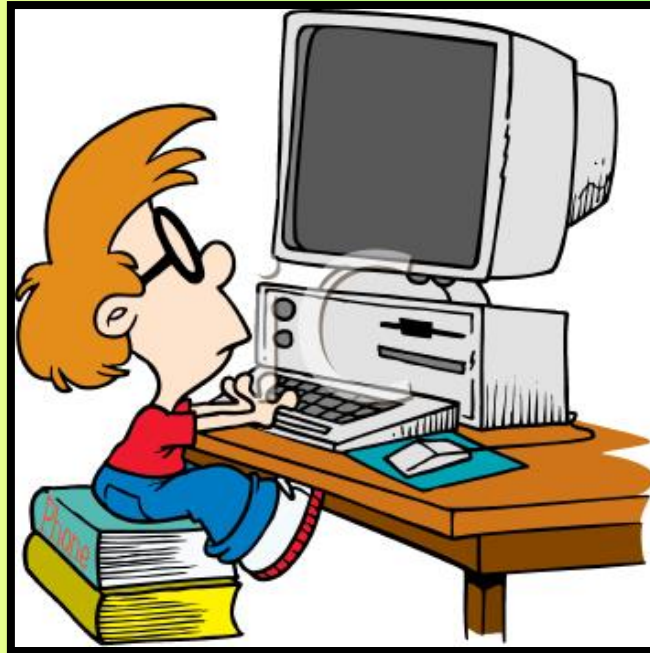
- THEIR DREAM TO BECOME SUCCESSFUL LEADERS



Highly Talented  
&  
Knowledgeable

Friend 1 –  
Excellent Ebi

Innovative &  
Excellent  
performer



Lack of  
Managerial  
Skills

Lack of  
Leadership  
Skills



Moderately  
Talented

Friend 2 –  
Moderate Mike

Moderately  
Knowledgeable



Moderate  
Managerial &  
Leadership

Moderate  
Networking



**Talented & knowledgeable**

**Friend 3 – Balanced Benjamin**

**Ability to move with people**



**Inspire people through enthusiastic and visionary talk.**

**Capable of sharing experiences and telling stories**



# Current Positions of 3 SCHOOL FRIENDS

- Excellent Ebi – Best EMPLOYEE working under Mike (Individual Top Performer)
- Moderate Mike– Best Operational Leader (Group Performer)
- Balanced Benjamin — POWERFUL STRATEGIC LEADER.



# MORAL OF THE STORY

- The one who is able to use of experiences systematically to develop Leadership talents among the group can be highly **SUCCESSFUL** to execute Strategy.
  - ‘WHAT & HOW MUCH YOU KNOW’- DOESN’T MATTER
  - ‘HOW TECHNICALLY SKILLED YOU ARE’ - DOESN’T MATTER
  - ‘HOW YOU INSPIRE TEAM AND DEVELOP THE LEADERS’ - DOES MATTER AT STRATEGIC LEVEL





# LEADERSHIP

- Leadership is capable to create and develop leaders for long term sustainability and network.



# Why Leadership???

- To achieve organisation goals (vision/mission)
- To face Challenges of Competition, Change, Crisis and Creative Problem Solving, strong powerful leaders are needed.
  - Survival
  - Sustainable (value creation)
  - Strong Network



# Leadership Challenges ???

- People Challenge - Getting Right People and Retaining them.
- Technological Challenges
- Political and Legal Challenges – Uncertainty (Globalization to Localization)
- Environmental Challenges – Green Economy –
- Socio - Cultural Diversity
- Economic Challenges



# Type of Leadership Required to achieve the Strategic Plan

- Operational Leadership Vs Strategic Leadership.
- Operational Leadership – All functional activities
- Strategic Leadership – To achieve the Vision, Mission and Goals.



# Roles of Strategic Leadership

- Navigator – Clearly and quickly works through the complexity of key issues.
- Strategist – Develops a long range course of action or set of goals to align with the organization's vision.
- Entrepreneur – Identifies opportunities for new products, services and markets.
- Mobilizer – proactively builds and aligns stakeholders, capabilities and resources for getting things done quickly.



# Roles of Strategic Leadership

- Talent Advocate – Attracts, develops and retains talent to ensure that people with the right skills and motivations to meet business needs are in the right place at right time.
- Captivator – Builds passion and commitment toward a common goal.
- Global thinker – Integrates information from all sources to develop a well informed diverse perspective that can be used to optimize organizational performance



# Roles of Strategic Leadership

- **Change Driver** – Creates an environment that embraces change ; makes change happen – even if the change is radical and helps others to accept new ideas.
- **Enterprise Guardian** – Ensures shareholder value through courageous decision making that supports enterprise and interest of stakeholders.



# Principles of Strategic Leadership

- Distribute responsibility
- Be honest and Be Transparent
- Create multiple paths for raising and testing ideas
- Make it safe to fail – Expect the Unexpected
- Provide access to other strategists





# Principles of Strategic Leadership

- Develop opportunities for experiences based learning
- Bring your whole self to work
- Find time to reflect
- Recognize leadership development as an ongoing practice.
- Be a Mentor



# Business Strategy

- It is a summary of how the company will achieve its goals, meet the expectations of its customers, and sustain a competitive advantage in the market place.
- Three Reasons Strategy is Important. A well-formulated and executed strategy establishes the foundations against which the organization can create, monitor and **measure** their success through VALUE CREATION.

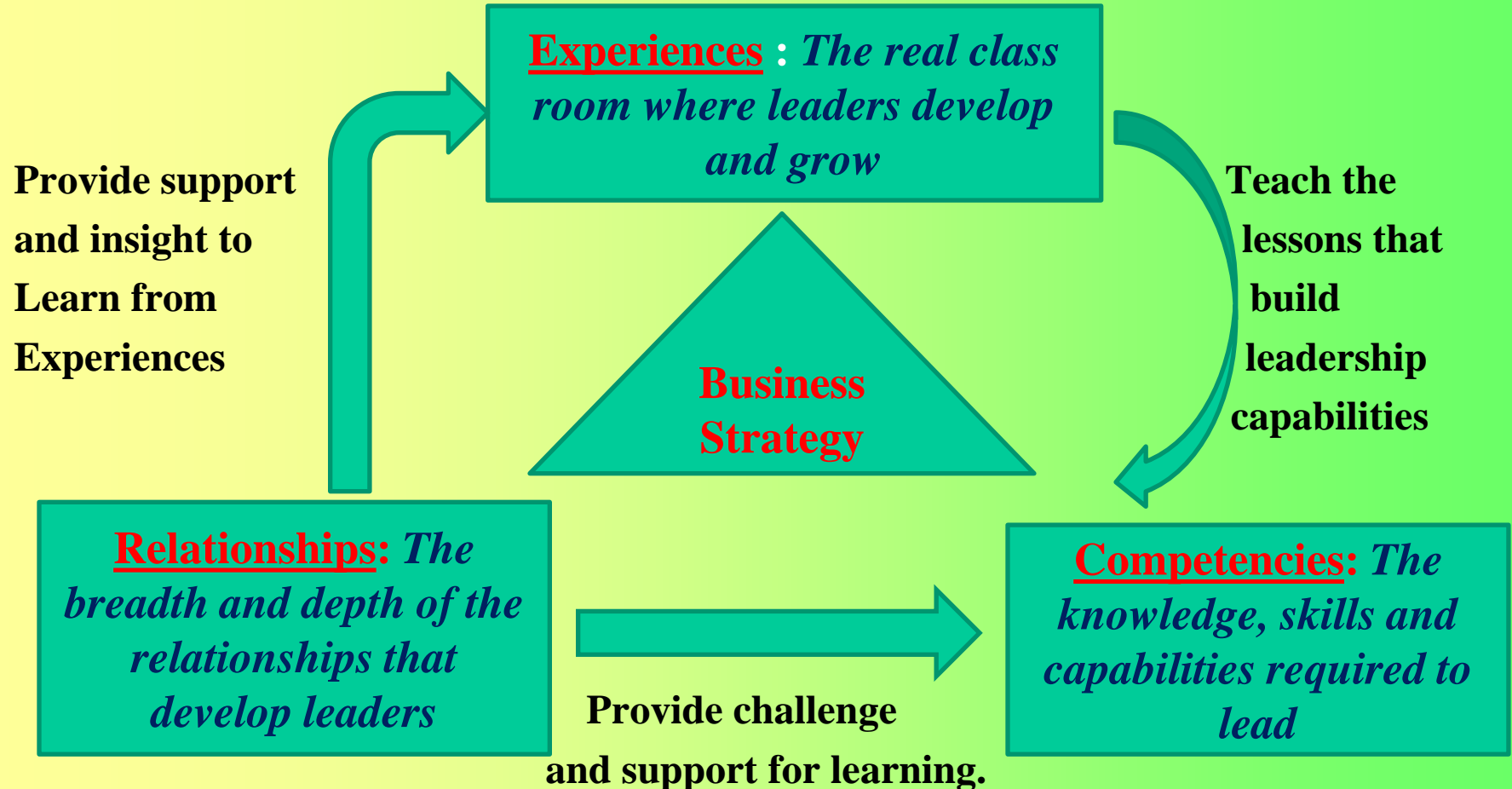


# MAJOR ISSUE

- **Leaders are highly successful in operational and functional roles.**
- **This doesn't ensure their success as senior strategic leaders.**
- **Senior Strategic Leaders who are unprepared to effectively deal with the situations and challenges they must face.**



# Foundations of leadership development



*Adapted from: "Real Time Leadership Development" by Paul R YOST and Mary Mannion Plunkett (Wiley-Blackwell)*



# **Business strategy- some questions**

- **What makes this organisation successful (e.g what is its sustainable, strategic advantage)?**
- **What kinds of leaders are needed today and what kinds of leaders will be needed in the future to maintain this advantage?**
- **What are the key business challenges that the company will face in the next three to five years? What are the experiences that will prepare leaders to face these challenges?**



# Identification of key Competencies

- What differentiates the outstanding versus typical leaders in the organisation?
- Think of two people you know who you would say have the potential to be strong future leaders within this organisation. What differentiates these people from other leaders?



# Identification of key Competencies (contd...)

- What leadership competencies and capabilities are missing in the current leadership team?
- What competencies are good but are not at the level they need to be?
- What competencies are not required now, but will be critical for future leaders?
- How will future leaders need to be different from you?



# Identification of key experiences

- What were the critical experiences in your development as a leader? Of those, which ones will continue to be critical for the next generations of leaders?
- What new experiences will be critical for the next generation leader?
- What business unit and/or functional experiences will senior leaders need to meet future challenges?





# Identification of key experiences (contd...)

- Of these experiences, which ones should come first; that is, which experiences are most important in the development of a leader early in his or her career?
- Which should come later; that is, which ones require the leader to be in a more senior position to get the full benefit of the experience?
- What else would you like to add?



# Identification of Key External Relationship

- What relationships do future senior leaders need to establish with members of the organization's board of directors?
- What types of external boards should future seniors leaders consider serving on?
- Who are your key business-to-business customers? Who are key end user customer groups? Of these, which ones should every leader be exposed to?



# Identification of Key External Relationship (contd...)

- Who are your key suppliers? What kind and level of exposure would be most developmental for leaders?
- Who are key business partners? What kind and level of exposure would be most developmental for leaders?
- Who are key labour unions? What kind and level of exposure would be most developmental for leaders?



# Identification of Key External Relationship (contd...)

- What Government agencies and regulatory bodies can significantly impact your business?
- What industry or professional groups are particularly important to your organisation's success?
- What other external organisation can significantly impact the success of your organisation?



# Identification of Key internal Relationship

- What are the most important business units, functional departments, and geographies in the organisation? Which ones will become even more important in the future?
- Which leaders are seen as role models in your organisation? Which leaders are recognized as great mentors? What makes them so effective?
- What technical groups inside the company are critical to the organisation's success? Are there any experts who are especially recognized for their technical expertise?



# **Role of the Strategic leaders**

- **Identify competencies to achieve strategies**
- **Provide experiences, through opportunities, story telling, mentoring...**
- **Provide opportunities to develop relationship**
- **Relationship will give mental acceptance to learn from experiences and then to develop competencies.**



# Video presentation



Thank you very much

