Industry Best Practices in Leadership Development
UPM
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Ramli Atan is currently a Custodian in the area of Learning & Development and is now attached to the emb.arc Change Management, GHRM.

Prior to this, Ramli served the Malaysian Government developing learning curricula for the Education Ministry and training its personnel in management and leadership. He then served PETROSAINS Sdn Bhd, the PETRONAS-owned Discovery Centre, where he helped train the facilitators to educate visitors on the energy industry.

Ramli has over 25 years of experience in the field of Learning and Development. His specialties in training and consultancy include Quality Mark, Capability Development, Competency Modeling, Competency Assessment, Internal Consulting Skills, Coaching, Teambuilding, Performance Management System, Training of Trainers, as well as Communication and Presentation Skills. Apart from the PETRONAS Group of Companies, he has undertaken training and consultancy projects with various companies overseas. These include Transportasi Gas Indonesia (TGI), PETRONAS Carigali Vietnam, Wide Nile Petroleum Operating Company (WNPOC) Sudan, Greater Nile Petroleum Operating Company (GNPOC), Sudan and ENGEN Oil, South Africa.

Ramli has presented papers in various HRD-related conferences and seminars including at the national level 'Asia HRD Congress' and 'International HRD Conference' while at the international level 'Evolving Corporate Universities Forum' in Hong Kong.

Ramli holds a Masters Degree from University of Houston, Texas, USA in 'Curriculum and Instruction'. He is also certified with the Australian Certificate IV in Assessment & Workplace Training, certified DISC, and a certified Coach.

DISCLAIMER!

All the views presented in this talk <u>DO NOT</u> represent PETRONAS.

I am here in my own capacity without receiving any compensation from UPM.

It will be my views of leadership grounded from almost 40 years of working in many organisations and doing many roles and functions.

I hope to answers the following questions...

- What is leadership and how is it being practiced in organisations?

- What are the issues in leadership that organisations are grappling with and how to mitigate them?

- What are the best practices in leadership development?

- What implications will it have on me?

.. are there any other questions you want answered?

VUCA (Untrusting) – WORLD

AGILITY

RESILIENCE

INNOVATION

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External shifts affecting organisations require different leadership …

CONSUMER PREFERENCE

SUSTAINABILITY & ENVIRONMENT

COVID 19 PANDEMIC

TECHNOLOGY ADVANCES

EMPLOYEE DEMOGRAPHICS D&I

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Our employees have shifted their aspirations and wishes...

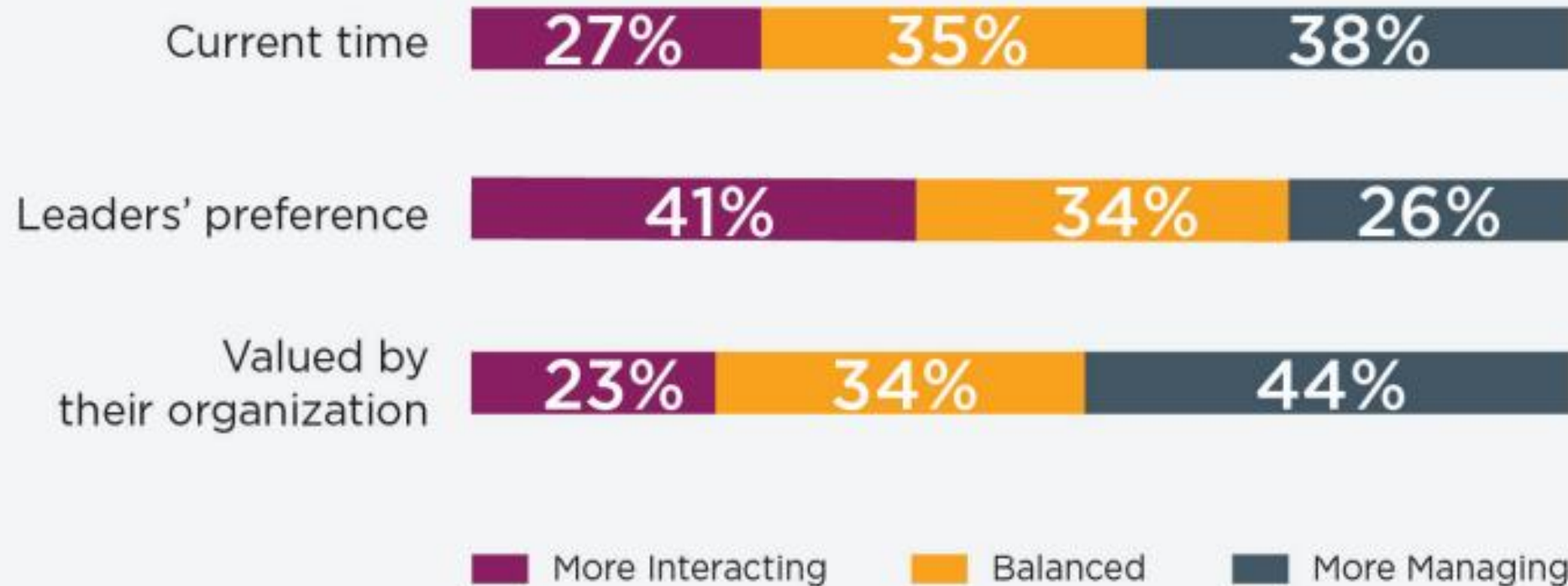I want to be in control of what I perform & do

I want my job to be more purposeful and connected to the wider organization

I want more coaching to perform better

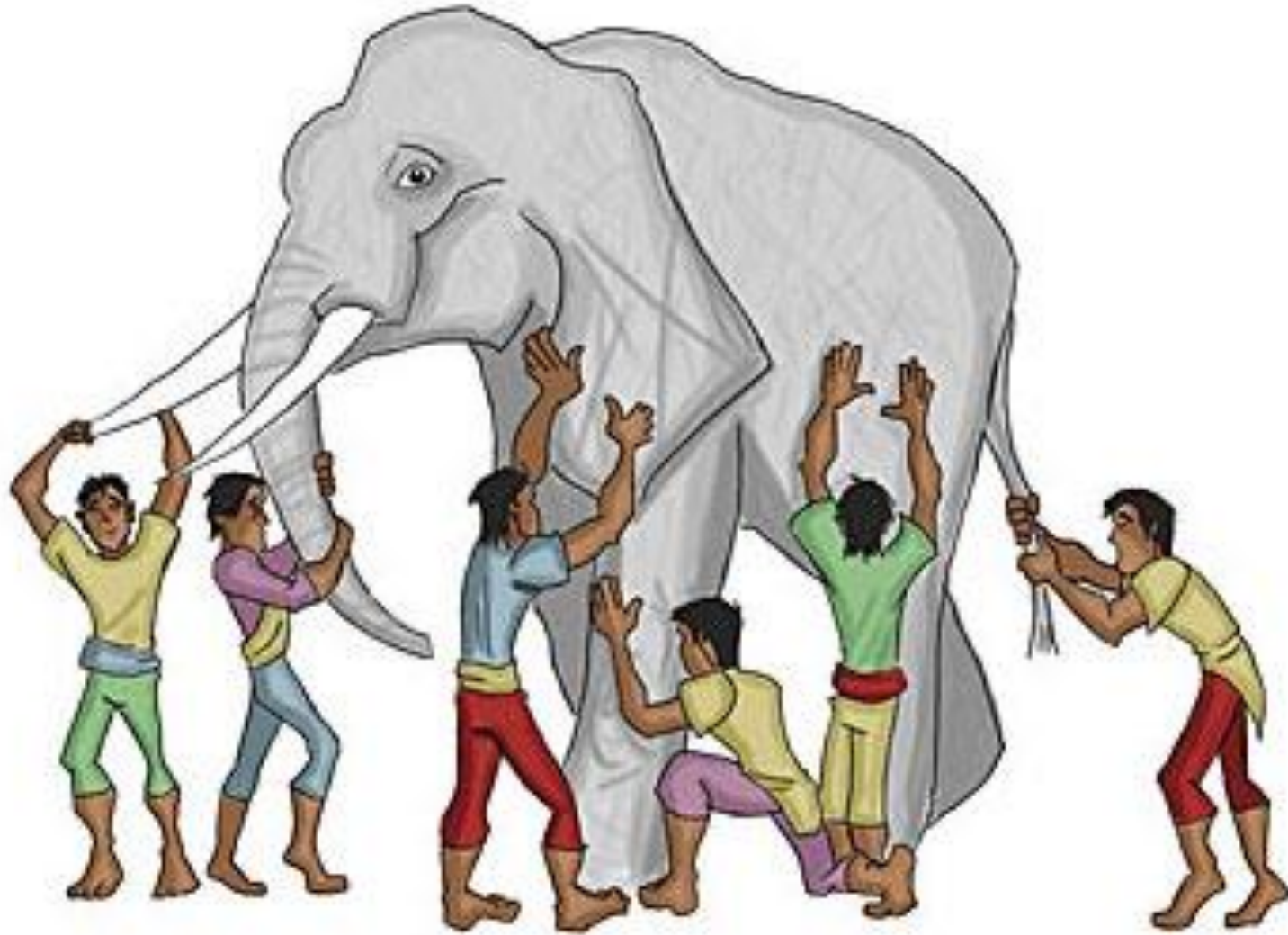I want to gain new competencies that will contribute to my career success

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Leaders Spend Too Much Time Managing, Not Enough Interacting

Current time
| 27% | 35% | 38% |

Leaders' preference
| 41% | 34% | 26% |

Valued by their organization
| 23% | 34% | 44% |

More Interacting   Balanced   More Managing

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In what way is LEADERSHIP like this?

Leadership is contextual

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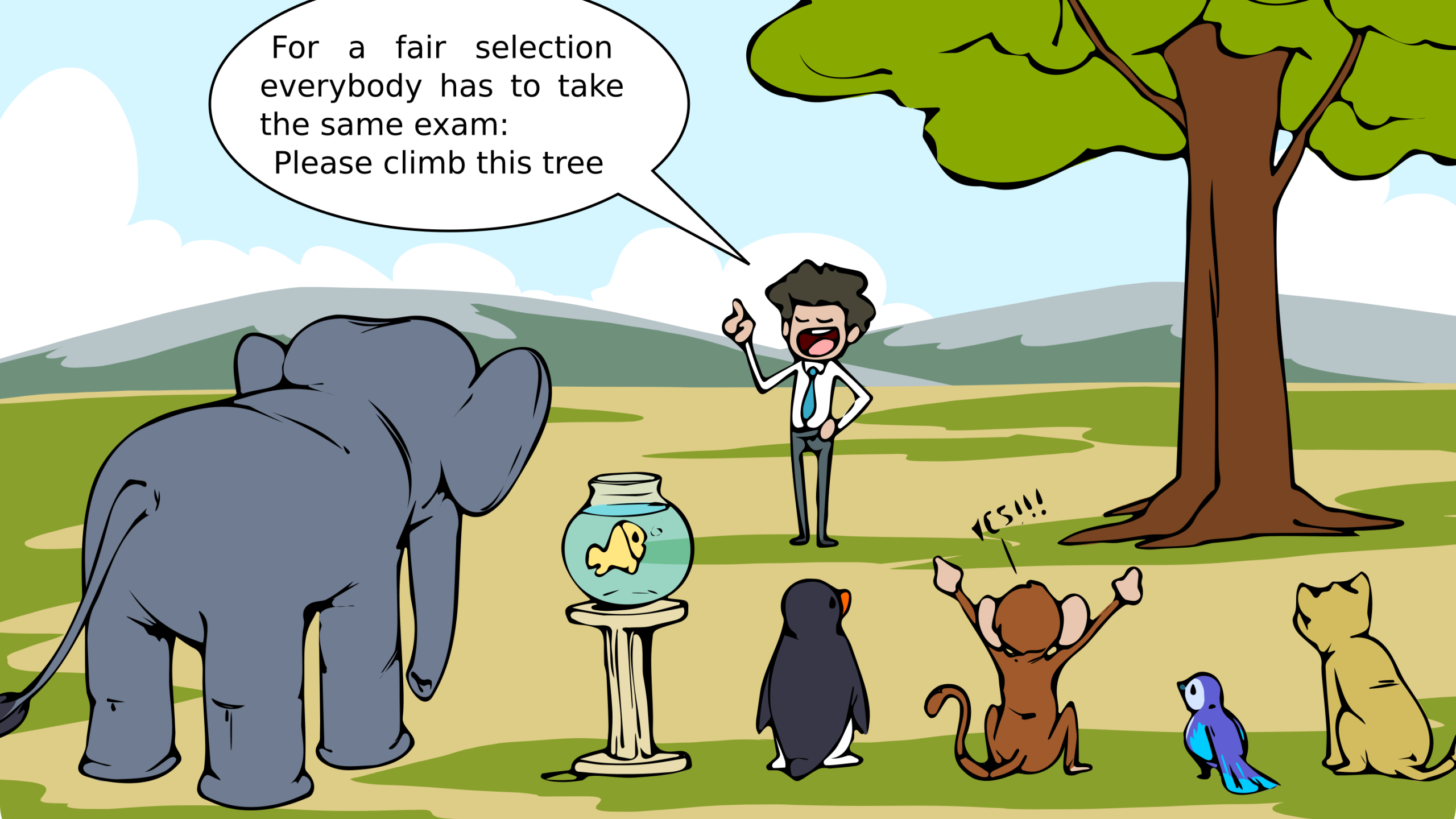
Maslow's Hierarchy of Needs

Self-actualization: achieving one's full potential, including creative activities

Esteem needs: prestige and feeling of accomplishment

Belongingness and love needs: intimate relationships, friends

Safety needs: security, safety

Physiological needs: food, water, warmth, rest

Theory X and Theory Y (Douglas McGregor)

Theory X

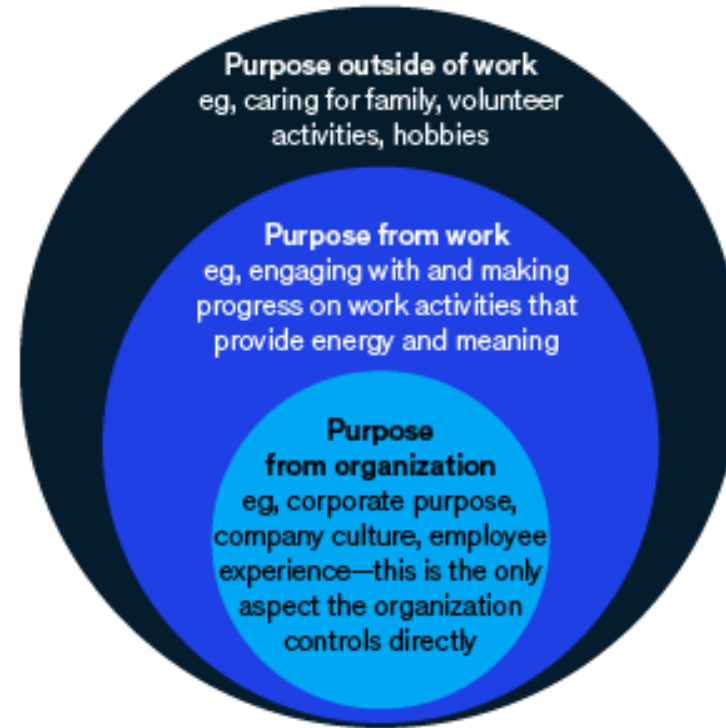The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.

Theory Y

The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.

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Meet employees where they are to help them achieve fulfillment at work.

The relationship between individual purpose and work

Purpose outside of work
eg, caring for family, volunteer activities, hobbies

Purpose from work
eg, engaging with and making progress on work activities that provide energy and meaning

Purpose from organization
eg, corporate purpose, company culture, employee experience—this is the only aspect the organization controls directly

Three scenarios

Nicole's purpose from work is aligned with and fulfilled by her company's purpose

Although she's aligned with the company's purpose, **Nancy** isn't feeling fulfilled by it in her work

Katherine's purpose is misaligned with—and unfulfilled by— the company's purpose

McKinsey & Company

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Vision and Mission can be replaced by a single Statement of Purpose which succinctly expresses our cause

Vision

& **Mission**

What we want to be

What we do

Statement of Purpose

Why we do
what we do

A Statement of Purpose is a unified rallying call to drive action towards a higher aspiration…

"A progressive energy and solutions partner enriching lives for a sustainable future"

…which includes our future business focus and the impact we wish to have on the world

"A progressive energy and solutions partner…

- Our company will continuously push the boundaries in enhancing our value proposition, placing customers at the heart of all the things that we do;
- In the pursuit of growth, we will continue to strengthen our portfolio to future-proof the organisation beyond oil & gas to include renewable energy, and specialty chemicals whilst providing innovative solutions to complement our integrated business; and
- Our ultimate success is realised when our stakeholders see us beyond just a provider of products and services, but instead we are trusted as a valuable partner.

…enriching lives…

- We are committed to improving the quality of life for all our stakeholders by creating value and delivering products that our customers need;
- We provide opportunity for our own employees to develop their career and grow with the company; and
- Ultimately, we help society to reach its full potential.

…for a sustainable future"

- We ensure that the benefits that we create can be sustained over the longer term, measured in terms of shareholder value creation, societal progress and environmental sustainability.

WORKPLACE MENTAL HEALTH & WELLNESS

NOT JUST A TICK AND FLICK

MANAGERS DO
THINGS RIGHT.
LEADERS DO
THE RIGHT THING.

WARREN BENNIS

How do we know if <u>leadership happens</u> in our organisation...

- **Clarity on the 'Picture of Success (POS)' for the HR Transformation**

- **Clarity in, and ownership of the shifts in mindsets and the PCBs in driving the HR Transformation**
- **Alignment of purpose as one HR leadership team with the right team dynamics**

- **Pledge and commit to role model the mindset and behaviors to support each other as one HR to achieve the HR Transformation POS**

...based on CCL's *D-A-C Leadership Model*

Leadership at ALL levels
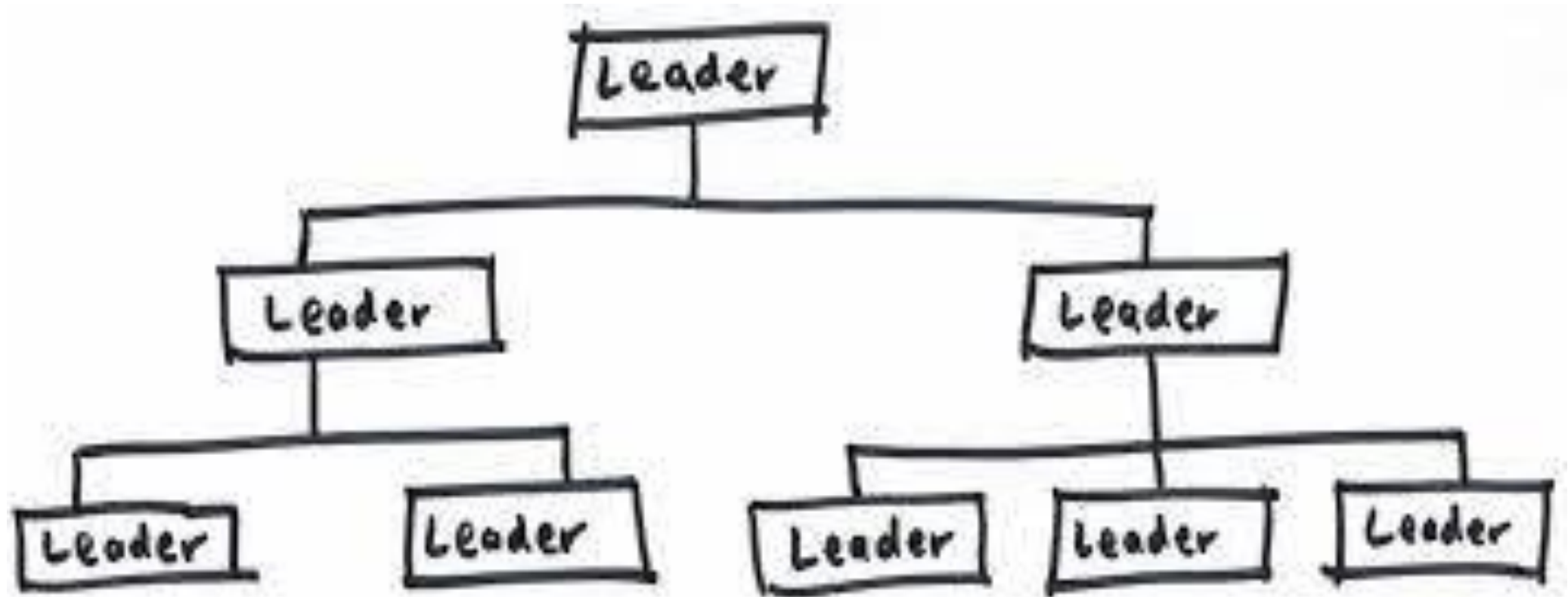
Most important leadership skills at each career level

AT ALL CAREER LEVELS

- Building trust (servant)
- Being an excellent listener (servant)
- Having a keen sense of situational awareness (servant)

SUPERVISORY STAFF

- Being task-oriented (transactional)
- Being directive (transactional)
- Working effectively within existing system (transactional)
- Being action-oriented (transactional)
- Having infectious enthusiasm (transformational)

MANAGER LEVEL

- Being directive (transactional)
- Being action-oriented (transactional)
- Being able to anticipate consequences of decisions (transformational)
- Being value-driven (transformational)
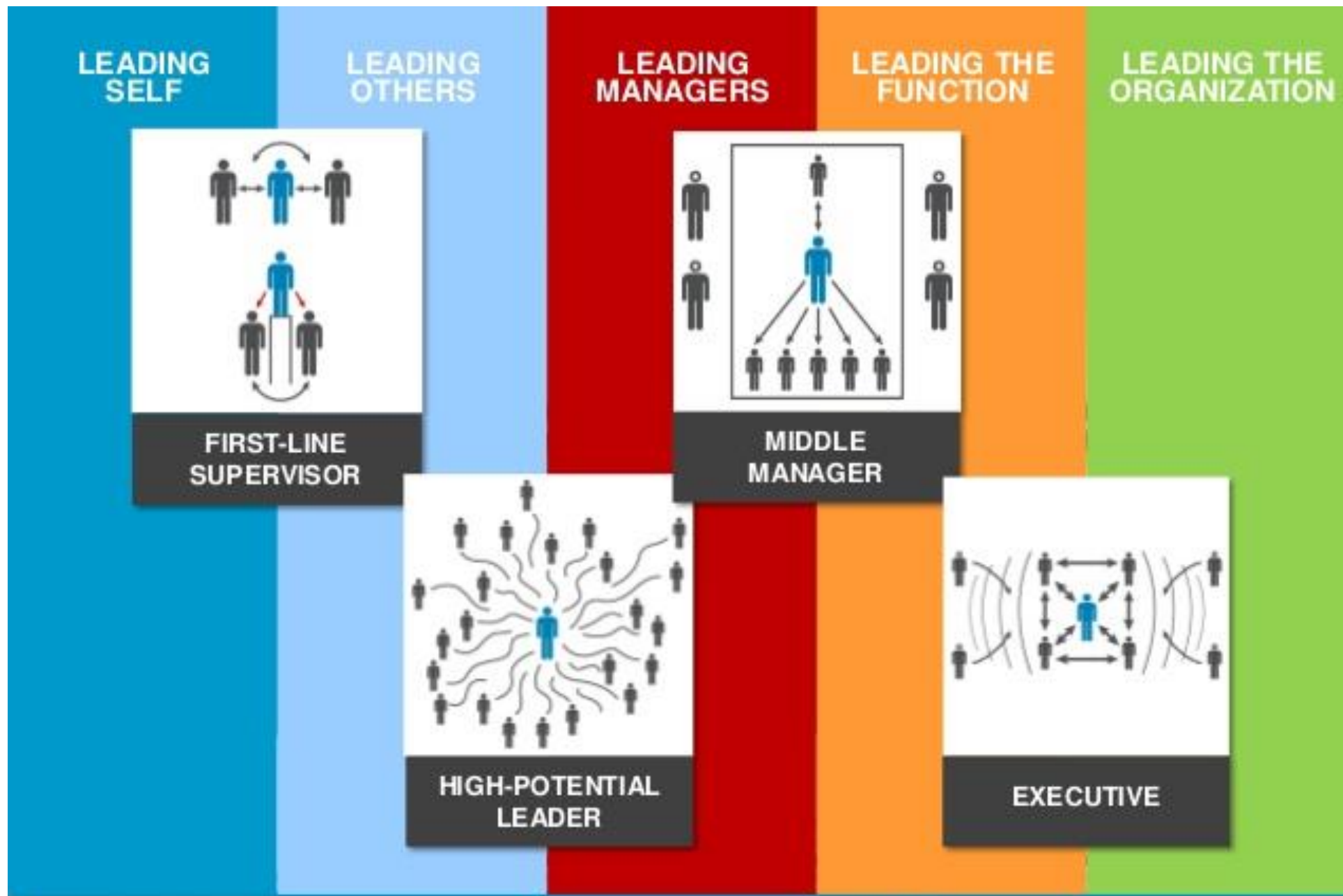- Demonstrating faith in subordinates' abilities (transformational)

SENIOR LEADERSHIP

- Being able to anticipate consequences of decisions (transformational)
- Creating a vision for others (transformational)
- Being value-driven (transformational)
- Demonstrating faith in subordinates' abilities (transformational)
- Being an agent of change (transformational)

Everyone can be a leader - in any role or position

It is important to define what leadership means at each level in your organisation

LEADING SELF

Individual contributors and professional staff

LEADING OTHERS

Leaders of individual contributors

LEADING MANAGERS

Leaders of managers and/or senior professional staff

LEADING DIVISIONS

Leaders of functions or divisions

LEADING THE ORGANISATION

Leaders of the enterprise, CEOs

LEADING SELF | LEADING OTHERS | LEADING MANAGERS | LEADING THE FUNCTION | LEADING THE ORGANIZATION

FIRST-LINE SUPERVISOR

MIDDLE MANAGER

HIGH-POTENTIAL LEADER

EXECUTIVE

Center for Creative Leadership®

LEADING SELF

Challenges
- Prepare for management or leadership role
- Build common leadership language in organization
- Increase personal effectiveness and performance

Competencies
- Establishing credibility
- Leading with purpose
- Delivering results
- Doing whatever it takes
- Interpersonal savvy
- Embracing flexibility
- Tolerating ambiguity
- Understanding one's own values and culture

LEADING OTHERS

Challenges
- Transition from individual performer to leading a team
- Build relationships to get work done
- Deal effectively with conflict
- Solve problems successfully

Competencies
- Coaching & developing others
- Leading team achievement
- Building & maintaining relationships
- Resolving conflict
- Learning to delegate
- Confronting problem employees
- Innovative problem solving
- Embracing change
- Adapting to Cultural Differences

LEADING MANAGERS

Challenges
- Integrate cross-functional perspectives in decisions
- Handle complexity
- Manage politics
- Sell ideas to senior leaders
- Select & lead managers for high performance

Competencies
- Thinking & acting systemically
- Managing organizational complexity
- Negotiating adeptly
- Selecting & developing others
- Taking risks
- Implementing change
- Managing globally dispersed teams

LEADING THE FUNCTION

Challenges
- Set vision and build toward the future
- Balance trade-offs between the short and long-term
- Align organization for strategy implementation

Competencies
- Being visionary
- Driving results
- Strategic thinking & acting
- Creating engagement
- Identifying innovation opportunities for new businesses
- Working across boundaries
- Leading globally

LEADING THE ORGANIZATION

Challenges
- Set organizational direction
- Foster alignments across the organization
- Gain commitment for performance
- Refine and build strong executive persona

Competencies
- Creating & articulating vision
- Creating strategic alignment
- Developing a leadership and talent strategy aligned with business strategy
- Leading the culture
- Executive image
- Creating a culture of innovation
- Catalyzing change
- Leading outwardly

Fundamental Four Leader Competencies: Self awareness, learning agility, influence, communication

Challenges & Competencies

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![Skillsoft logo] **Leadership** At all LEVELS

Executive Level Managers

- Need to develop higher level leadership skills such as motivation, strategy and creating a culture of innovation.

- Peer to peer collaboration and idea sharing are important for today's executives – video and social media channels address this audience's unique needs.

- Highly focused development plans and executive coaching

Mid Level Managers

- Need blended learning supported by authoritative content and performance support resources.

- Learning resources need to be targeted to their role of managing other managers and balanced with opportunities to learn new skills.

- Must include job rotation/stretch assignments to allow for growth with assigned mentor.

- Feedback and mentoring are critical learning components for leaders at this level of their career.

First Time or Front Line Managers

- Need leadership fundamentals, business acumen and communication skills development.

- Need to provide hands-on direction, mentoring and assigned training opportunities for their direct reports.

- Require engaging, self paced, technology based learning solutions covering their wide range of needs.

- Learning at the moment and time of need is critical for this multi tasking audience.
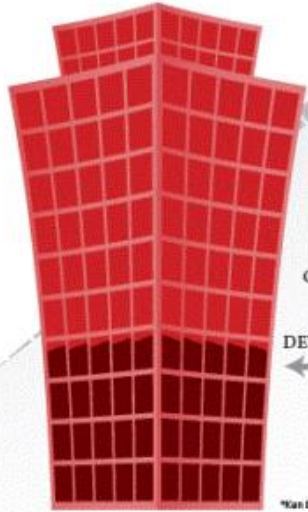
LEADERSHIP AT ALL LEVELS

62%
LOWER TURNOVER RATE AMONG HIGH PERFORMING EMPLOYEES WHEN COMPANIES HAVE STRATEGIC LEADERSHIP DEVELOPMENT PROGRAMS IN PLACE

6x
MORE TIME & MONEY SPENT TO DEVELOP AN EXECUTIVE THAN TO DEVELOP A FIRST-LINE MANAGER

Only **38%**
OF ORGANIZATIONS BELIEVE THAT THEY ARE EFFECTIVE OR VERY EFFECTIVE AT DEVELOPING FUTURE LEADERS

*Ken Blanchard Companies 2011 Corporate Issues Survey

*Bersin Talent Management Factbook, 2000

*Bersin Leadership Development Factbook, 2000

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RO – TI – BAL - DEP

REACH OUT

TAKE INITIATIVE

BE A LEADER

DEVELOP PEOPLE
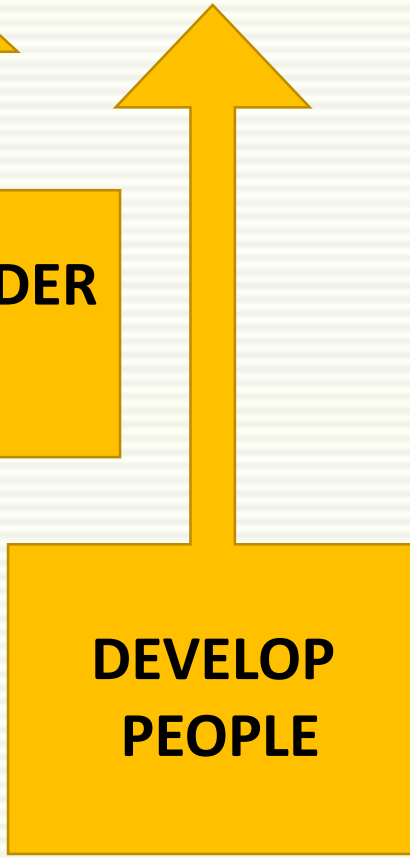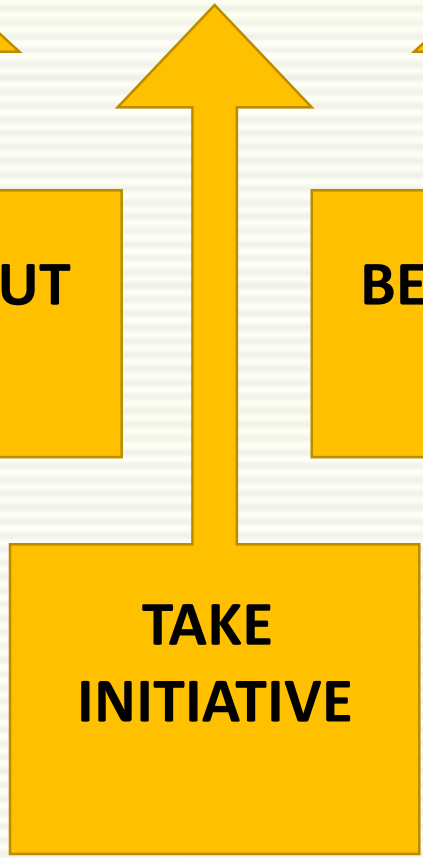
7even desirable traits of leaders…

Compassion

Confidence in themselves & their team

Great communication skills

Ability to make tough decisions

Desire to serve a purpose greater than themselves
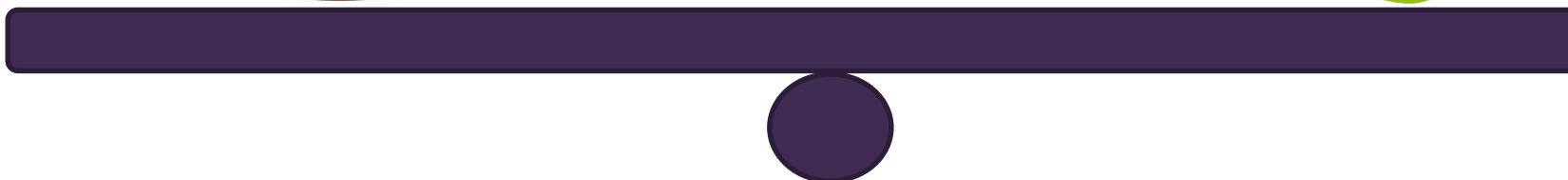
Fostering a creative environment

Lead by example

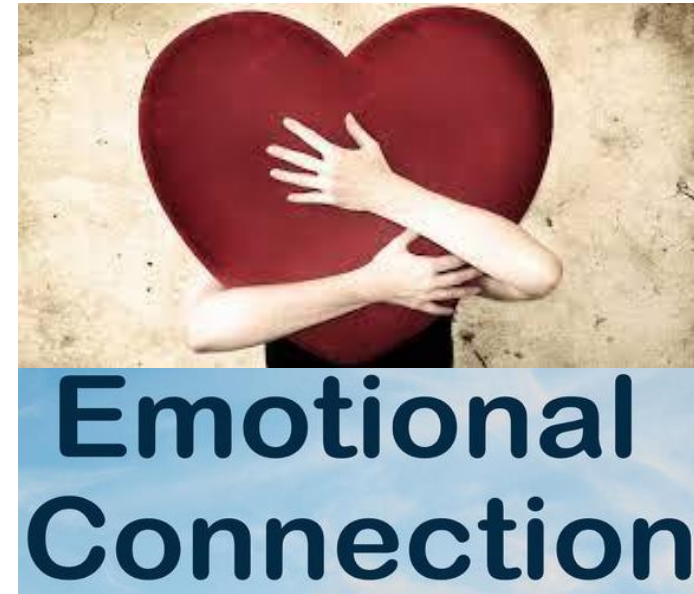# Manage performance and health with equal rigor*

Performance

What an organization does to improve how it buys, makes, and sells, to perform today

+

Health

The ability of an organization to align, execute, and renew itself – faster than the competition – to perform tomorrow

*Source: McKinsey

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The Skills to Lead Culture Change

Change the experience of people through 5 levers of the 'Influence Model'

- **Change Story**
- **New language**
- **New rituals**

Fostering understanding and conviction

"I know what is expected of me – I agree with it, and it is meaningful"

Role modeling

"I see my leaders, colleagues, and staff behaving differently"

- **Aligned top team**
- **Symbolic acts**
- **Influence leaders**

"I choose to change my mindset & behavior"

- **Technical & relational skills**
- **Field & forum programs**
- **Refreshing the talent pool**

Developing talent and skills

"I have the skills and opportunities to behave in the new way"

Reinforcement mechanisms

"Barriers are being removed and I'm being rewarded for making the changes I am being asked to make"

- **Performance process & incentives**
- **Mgmt & business processes**
- **Structure**
- **IT systems**

How best for leaders to communicate?

Clarity

Emotional Connection

Call to Action!

Leaders need to shift towards the Seven Mindsets to deal with the new normal.

Source: McKinsey

The core of
influence is

T R U S T

You cannot lead
without it

Leaders inspire trust.
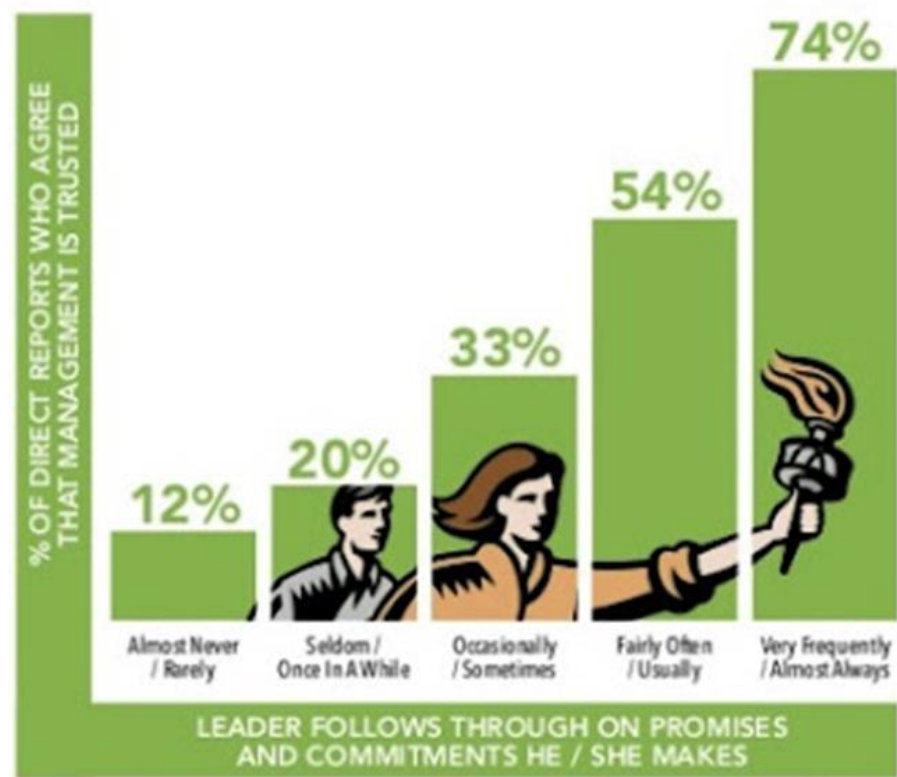
% OF DIRECT REPORTS WHO AGREE
THAT MANAGEMENT IS TRUSTED

74%

54%

33%

20%

12%

| Almost Never / Rarely | Seldom / Once In A While | Occasionally / Sometimes | Fairly Often / Usually | Very Frequently / Almost Always |

LEADER FOLLOWS THROUGH ON PROMISES
AND COMMITMENTS HE / SHE MAKES

High Will

Low Will

Low Skill → **High Skill**

GUIDE	DELEGATE
Reduce risks, obstacles, constraints	Provide freedom in job methodology
Provide tools, training, guidance, coaching, feedback up front	Communicate trust and recognition
Relax control as progress is shown	Develop stretch goals. broaden responsibilities, treat as "partner"

DIRECT	EXCITE
Provide clear briefing, identify motives, develop vision of success	Identify reason for low will
Structure "quick wins," train/coach patiently, supervise with frequent feedback and clear expectations	Develop intrinsic motivation, incentives, value alignment
	Monitor and provide recognition to reinforce positive behaviors

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Where Leaders Need Help the Most

Urgency to Develop Within 3 Years

High

Need Continued Development
Coaching and developing others
Building partnerships
Delegation
Empathy (emotional intelligence)

Urgent Future Gaps
Building talent
Managing change
Digital acumen
Strategic thinking
Influencing

Low

Well Prepared for the Future
Driving for results
Communication

Most Overlooked Gaps
Leading virtually
Driving inclusion
Business acumen
Leading across generations

Low — **Current Skills Shortage** — **High**

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My parting words….

Don't do unto others what you don't want others to do unto you.

~ Confucius

AZ QUOTES

You reap what you sow. Be mindful of your behavior and how you treat others.

@StephanSpeaks

THANK YOU