

## Overview: The Process of LeaderShaping™

### The LeaderShaped™ Leader and Performance DNA Cultural Influences – Collective Behaviors

*“Worry looks around, Sorry looks back, and Faith looks up.” (Anonymous); “Setting an example is not the main means of influencing another, it is the only means.” (Albert Einstein); “Nothing great was ever achieved without enthusiasm.” (Ralph Waldo Emerson).* Collectively, these three quotations capture some of the key characteristics of transformational thinking, a discipline of leadership that challenges the very nature of accepting change as a stimulus for achieving greatness in life. As a human capital and talent management socialist’s community, the United States of America remains focused on an approach that helps people to realize, create, and maintain sustainable success. The process of LeaderShaping helps to accomplish this task by strengthening people’s ability to accept fearlessness as the stimulus for change. This is essential to long-term health and prosperity at both personal and organizational levels.

There are some striking characteristics of the leaders who achieve sustained success along their journey in life. They experience an increased level of personal mastery. These leaders have gone through a process. Similarly, the process of “LeaderShaping” also serves as a guiding framework, solely based on the inevitability for making significant change to influence greatness within an individual’s life and environment. This is a process that is simple in its expression for successful application.

The process offers a significant leadership advantage that provides the experience, tools, and methodology to help users with successfully applying the inherent tools to achieve increased effectiveness. Used consciously, the process provide the lighthouse for transition, opportunity, potential, and improvement at the individual, team and organization levels when an understanding on how to apply them becomes perfected by the user.

#### What is LeaderShaping?

A synonym for “Fearlessness,” LeaderShaping provides the cultural influences and the collective behaviors used for facing the reality of your current situation, to recognize what you can actually achieve given the powerful organizational and relationship dynamics without thinking that you can actually achieve success through your own will, and become more powerful than you are. And then, at the same time, while moving equal amounts of energy from the depths of your character, you decide who you want to be, so that you can stand firm on personal conviction and the practices of life that you believe most deeply in so as to accept criticism and achieve greatness. This is the beginning stage within an expected healthy debate about the nature and effectiveness of employing transformational thinking and change across organizations that is seeking to achieve a well planned Future Picture for generations to follow.

***Simplified:*** LeaderShaping is the stimulus that moves a decision into reality and away from a state of fearlessness! LeaderShaping provide summary answers to key questions about why it is important for people to accept change using transformational thinking: What is it? How is it applied? Why is it critical to my current circumstance? How will it help me to respond to problems and challenges? Can it help me with influencing positive change within my point of view? How does it help me to respond to the pace of my changing environment? How does it help me to respond to rules and procedures set by others?

As it relates external organizational relationships, LeaderShaping prepares your voice to be heard in answering these key questions: Where does your organization want to be in the future? What will the organization apply its resources against to achieve the Future Picture? How will the organization apply those resources? When and under what conditions will the organization exit from its current strategic plan?

LeaderShaping provides a performance DNA using the Bison Group's Breakthrough TTI Performance DNA™ LeaderShaping instruments that is designed to increase the understanding of an individual's talents. The instruments provide insight into three distinctive areas: Behaviors, motivators, and competencies. Understanding strengths and weaknesses, "Strength Finders," in each of the three areas, the user is led into an achieved level of personal and professional development along with a higher level of satisfaction.

In addition to a performance DNA, LeaderShaping provides an overview of an individual's personal talents from the three main stages: Behaviors, Motivators, and Competencies.

### **Values Determine Credibility and Ethics**

Simplistically put, ethics is learning the difference between right and wrong and then doing the right thing at all times. But, is it that simple? Often, doing the right thing is not simply "doing the right thing!" Right and wrong defined by different people may manifest a difference in opinion, motivated by each individual's Performance DNA™. Within a work environment, the cultural values that drive business decisions are critical to the organizations credibility with its associates and stakeholders.

Given the recent examples over the years of business breaches in ethical behaviors, organizations of all types are being challenged to take a hard look at their own mode of operating to determine just how credible their organization appears to their internal and external customers. It is important to understand that in most cases, "perception is reality."

In the research finding from Bison's examination, many organizations may not be meeting the ethical expectations of their associates. One in three employees participating in the research said that they have observed misconduct within the last three years. Here are just a few of the observed areas:

- 31% observed lying to associates and/or customers
- 19% observed needed information being withheld
- 27% observed abusive behavior toward associates
- 46% agreed to a significant need for training in "Organizational Behavior"
- 22% observed workers stealing company time by misreporting actual hours worked

Philosophers have been discussing ethics since the time of Socrates and Plato-at least 2500 years. Today, in business, ethics is about prioritizing individual and operational values for the workplace and establishing codes of ethics and codes of conduct that ensures that employee behaviors and the internal systems are aligned with those values. These values always emanate from the top. Key leadership establishes the moral compass that navigates the organization through the complexities of what is right and wrong and how management and staff are therefore expected to behave. Critical then, becomes the ability to manage for ethical outcomes-this is values-based management.

When there is a high level of attention given to ethics in the workplace, it helps to ensure that when leaders and managers are met with times of crises and confusion, they are able to adhere to a strong moral compass when determining acceptable and unacceptable decisions and actions. Ethical programs, like that found in the process of LeaderShaping, therefore, cultivate and encourage strong teamwork and productivity, support associate potential and growth, and help support initiatives such as Diversity Education and Transformational Leadership.

Inevitably, promoting ethical credibility internally enhances the organization's public image of ethical credibility. In reality, most all organizations that have arrived in the 21<sup>st</sup> century have ethics programs, even if not by formal design. The top-down values (motivators), either formally or informally, produces deliverables in the form of codes, posture statements, policies and procedures, systems, and, standard management and leadership practices. A leader's decision to design and implement a formal ethics initiative, however, articulates a serious commitment to ethical behavior and provides clear standards for the behaviors that are preferred by the organization. It sensitizes associates to expected behaviors and minimizes the chances of unethical behavior to occur in the first place. These ethical standards are a direct reflection of top leadership's values. The following are ways in which some organizations and leaders demonstrate their core values. They offer great examples for others to follow when the process of LeaderShaping is leading the way:

- LeaderShaping helps to establish boundaries, but remove the harness
- LeaderShaping helps to establish a presence of fairness
- LeaderShaping helps to establish trust and honesty
- LeaderShaping helps to establish the expectation of commitments
- LeaderShaping helps to establish the "culture" from within a Code of Honor

What is your commitment to demonstrating your core ethics? Ask yourself these rhetorical questions to explore your own way of thinking:

- How committed are you to always telling the truth?
- When is the last time you told the truth about a difficult decision?
- Have you ever promoted someone into management who lacked the appropriate people skills?
- What do you do to build trust with others?
- How dependable are you about living up to your commitments?
- What could you do personally to help enhance trust in your organization?

LeaderShaping as a resource is a great way to concentrate on the areas most important to an individual's personal growth and organizational professional mastery. It helps to identify ways to strengthen and/or sustain growth in specific skill areas. With ideas for development and an action plan to ensure completion, the process of LeaderShaping offers an enormous opportunity and a great supplement to any individual and organization that is seeking to clarify their growth potential for change from the inside-out. The outcome; the Future Picture is well defined.

### **The Deliverables from the Process of LeaderShaping**

- Phases for achieving the Future Picture through professional development (people) are defined.
- Understand the WHY and WHAT of actions across the organization.
- Assess and make immediate progress in overcoming leadership's potential missteps.

- Discuss the implications of appropriate communication and what changes are necessary to ensure alignment throughout the organization.
- Gain a thorough understanding of the expectations and challenges in building and maintaining a cohesive team. Review and validate the organization's direction and ensure alignment exists among the team – the value of voice.
- Ensure positive intent is achieved at all levels; integrity is both beyond reproach and infectious; self-starters are afforded the latitude they seek to pursue emerging opportunities; and learn to understand the criticality to teach how to look out for one another – a learnable/teachable task that results positive organizational behaviors within the environment.
- 90 Day Action Plans for initiating LeaderShaping and its performance DNA cycles.
- Exit Points defined.