

LEADERSHIP SYNERGY FOR EFFECTIVENESS

ICPAK

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Outline:

- **My chocolate is melting!!**
- **Leadership defined**
- **Distilling the wisdom of synergy**
- **Risk culture and barriers**
- **Group thinks Vs Synergy**
- **Overcoming Negative Synergy**
- **The “you” factor**

My Chocolate is Melting



Melting Chocolate

Lesson from melting chocolate

Some leaders find out that their model about something become almost irrelevant before the duration of the strategic plan ran out.

This is largely because technology and external conditions grew faster than their strategy. So, how do we ensure that today you are not building a palace that will stand only in winter and melt in summer?

Today's world-is VUCA



Synergize or Perish in a VUCA World

We are living in a V.U.C.A world

Synergy is inevitable in organizations, and the increased pace of change in today's global environment has created even greater problems for leaders struggling to help their organizations adapt through synergy.

Structures and Culture Shifts

These Changes in the VUCA world impacts on people, culture, structures and governments. For such changes to be managed effectively they require LEADERSHIP SYNERGY which should embrace **VUCA-Vision, Understanding, Clarity and Agility.**

Leadership and Synergy

According to Myles Munroe he defines leadership as “The capacity to **influence** others through **inspiration** generated by a **passion** motivated by a **vision** birthed by a **conviction** produced by a purpose.

Synergy

It is Interaction or cooperation of two or more Individual, Organisations, Substances or Agents to produce a combined effect greater than the sum of their separate effects.

To be able to create a **whole** that is greater than the sum of its parts, you need to embrace a principled leadership philosophy.

Philosophy of Principled Leadership

- Principled leadership is not finding something to live for but something to die for
- Principled leadership is finding a human cause worth sacrificing yourself for.
- Principled leadership is discovering the problem you were born to solve.

- **“I have said nothing but what I am willing to live by and if it be the pleasure of the almighty God die by.”-Abraham Lincoln**
- **“It is an ideal which I hope to live for and achieve. But if need be, it is an ideal for which I am prepared to die” Nelson Mandela**

If leaders do not nurture a strong and principled philosophy in their leadership to synergize may find difficulties in managing Risk in VUCA World .



Distilling the wisdom of synergy

You have noticed, ducks on flight. With two observable characteristics in the movement. First, they always fly in a **V-formation**. Second, one side of the V is always slightly longer than the other side. The reason that one side of the V is always slightly longer than the other side is simply that the side that is longer has more ducks in it. On the other hand the reason ducks fly in a V formation is to take advantage of the partial wind vacuum created in the wake of each duck. By periodically changing the lead duck they can fly nearly twice as far together as they could on their own.



Lincoln's style of leadership provides another perfect case of having an effective team of **mixed strengths and skills**. When Lincoln brought Edwin Stanton into the cabinet in 1862 as secretary of war, for example, Stanton was much tougher, much more secretive, than Lincoln, who was often too kind to subordinates and at times too open. Their opposite temperaments balanced each other out. Where Lincoln was too lenient, issuing pardons for soldiers who had run away from battle to the point of hurting military discipline, Stanton was relentless in his desire to punish cowardice. By working **together**, pardons were issued but not in the numbers they had been under Lincoln alone



Where I come from, we are told that during dowry negotiations a team that went to negotiate dowry from a lady's side was of balanced and opposite temperaments. There were those who would vehemently oppose any offer given by the parents of the man and there were those who would mold the consensus.


Risk culture and its Barriers

ERM elevates a risk culture. Decisions are made in a disciplinary way and it takes into account Risk and Reward in an informed basis. However, there are several barriers to a positive risk culture:

- Senior **managers dominance on all issues and other issues to them are inconsequential**
- Presence of “taboo” topics- do not question!
- Homogeneous mind set-tunnel vision (new perspectives not encouraged).
- Use of emotions and desire to impress rather than use of facts.

Group think vs Synergy

According to Charles Handy, group-think occurs when too high a price is placed on the harmony and morale of the group, so that group consensus overrides the conscience of each member. Concurrence-seeking drives out the realistic appraisal of alternatives. No bickering or conflict is allowed and thus even the cleverest, highest-minded and well intentioned of people can get into **Blind Spot**. Hence the essence of **synergy** is defeated.



Synergy is almost universally viewed as good for an organization, leaders routinely challenge employees to tear down silos , transcend boundaries , and work together to cross unit teams.

And although such cross initiatives often meet with resistance because they place an extra burden on individuals, the potential benefits of synergy (collaboration) are significant: innovative cross unit product development, increased sales through cross-selling, the transfer of best practices that reduce costs.

But the conventional wisdom rests on the false assumption that the more employees collaborate (synergize), the better off the company will be. In fact collaboration can just as easily undermine performance.

- Sometimes experienced teams typically do not learn as much from their peers as they thought they would gain. Whatever marginal knowledge they might gain is often outweighed by the time taken away from their work.

The problem here is not synergy per se , rather the problem is determined when it makes sense and crucially when it doesn't .

Too often a business leader asks how we can get people to collaborate more. That is the wrong question. It should be, will collaboration on this project create or destroy value? In fact to collaborate well is to know when not to do it.

The aim of the leader always is to ensure that teams in the organization are encouraged to work together only when doing so will produce better results than if they worked independently.

Overcoming Negative Synergy

1. Knowing when (and when not to collaborate)

All too often plans involving collaboration among different parts of an organization are unveiled with fanfare only to collapse or fizzle out later. The best way to avoid such an outcome is to determine before you launch an initiative whether it is likely to yield a collaboration premium.

A collaboration premium is the difference between the projected financial return on a project and two often overlooked factors -opportunity cost **and collaboration costs**. In simple form:

Projected return-Opportunity cost-Collaborate cost=Collaboration premium.

- The projected return on a project is the cash flow it is expected to generate. The opportunity cost is the cash flow an organization passes up by devoting time , efforts and resources to the collaboration project instead of to something else.
- Collaboration costs are those arising from the challenges involved in working across organizations business units , functional groups etc. cross company collaboration means travelling more , coordinating work and haggling over objectives and the sharing of information .

2.Avoiding collaboration that destroys value.

- a) Don't overestimate the financial return
- b) Don't ignore opportunity costs
- c) Don't underestimate collaboration costs.

Business leaders who trumpet benefits of working together for the good of the organization are right in seeing collaborations tremendous potential.

But they should temper those exhortations with the kind of analysis described above which provides needed discipline in deciding when collaboration (synergy) creates or destroys value.

Although the collaboration imperative is a hallmark of today's business environment, the challenge is not to cultivate more collaboration. Rather, it is to cultivate the right collaboration so that we achieve the great things not possible when we work alone

The “You” Factor In Change

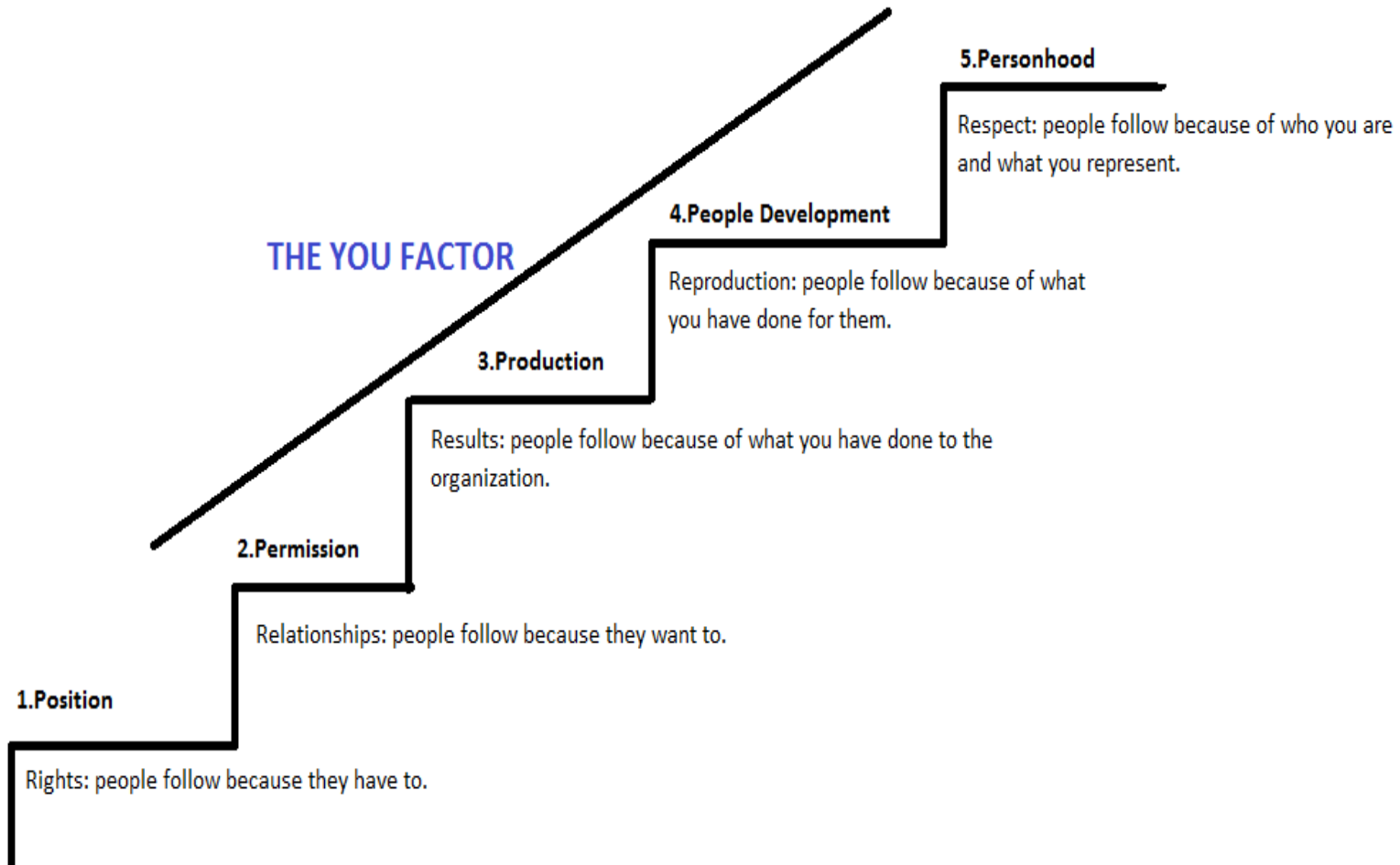


The “You” Factor in synergy

The difference between using the legitimate authority where people follow you because they have to and where people follow because of who you are and what you represent is what I call the “You” factor

Cont...

THE YOU FACTOR



Quotable Quotes:

'I dream of men who take the next step instead of worrying about the next thousand steps'.

Theodore Roosevelt (Former US President)

"I'm in this race not just to hold an office, but together with you to transform a nation."

"In the face of impossible odds, people who love their country can change it."

Barack Obama quote from his February 10, 2007 Presidential announcement.

Quotable quotes

To be able to lead others, a man must be willing to go forward alone.
- *Harry Truman (Former US President)*

‘If I have the belief that I can do it, I will surely acquire the capacity to do it, even if I may not have it at the beginning.’
Mahatma Gandhi

‘The word impossible is not in my dictionary.’
- *Napoleon Bonaparte*

Over To You...your Memoirs...

- ❑ What will the future remember you for?
- ❑ Will history condemn or vindicate you?
- ❑ What do you want your great grandson to say about you with pride?
- ❑ Will your eternal pillow give peace to your conscience or disturb your dreams?

