Effective Governance, Leadership and Management Principles

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Objectives

Effective leadership and governance for successful delivery of the strategic plans

Reporting and presentation skills for senior level executives; what to C-Suite executives should incorporate in their reports to enable informed decision making by Boards.

Presentation Outline

Being Self Aware

Developing People

Anticipating and Prioritizing

Decision Making

Driving Business Results

Introduction

The Vision

Life Long Student – Thank GOD!

- *IQVIA Director and Dubai Health Authority External advisor*
- *Healthcare Innovation Strategy and Digital Health Transformation Expert*
- *PMI UAE Chapter Board Director*
- *HFES GCC Chapter Executive Board Director*

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Management Consultancy support in the following areas:
- Organizational Development and Excellence
- Change Enablement
- Strategy Development and Management
- Corporate Policies and Procedures
- Corporate Performance Management
- Organization Design and Structuring
- Business Process Management

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Strategy Development

Organizational Development & Design

Organizational Excellence

Corporate Performance Management

Enabling and Managing Organizational Change

Corporate Governance

Human Capital Development & Management (Talent & People Management)

Competency Design, Modeling and Development

Program and Project Management

Being Self Aware

Starting with yourself...

The role of a leader

> The role of a leader is to provide the **vision** and **strategy** for an organization, **mobilize employees** around this vision and strategy, and **drive performance** and results.

- As a Leader, you are accountable for and evaluated on specific Leadership Competencies:

Business Leadership

➤ You anticipate opportunities and obstacles
➤ You prioritize, allocate resources and execute
➤ You make timely decisions and take calculated risks
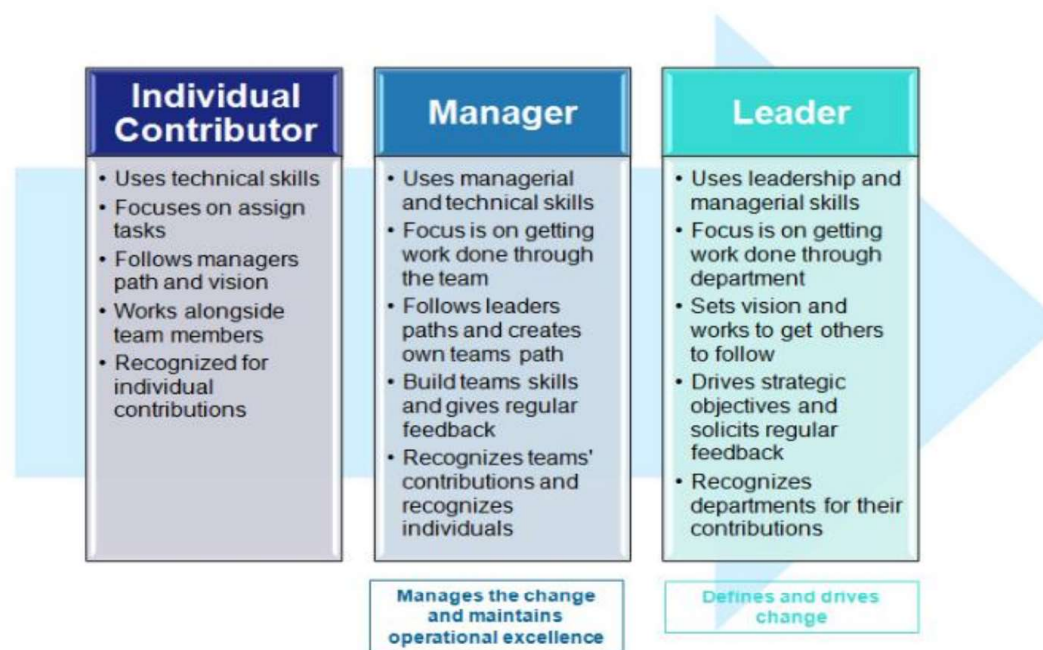➤ You drive business results

People Leadership

➤ You are self-aware and set the example
➤ You provide direct and honest feedback
➤ You build high performing teams
➤ You take responsibility for peoples' development and career progression

Management and leadership – marriage made in heaven

Another way of looking at the differences is discussed by Peter Drucker who says: 'Management is doing things right' & 'Leadership is doing the right things'.

Individual Contributor	Manager	Leader
• Uses technical skills • Focuses on assign tasks • Follows managers path and vision • Works alongside team members • Recognized for individual contributions	• Uses managerial and technical skills • Focus is on getting work done through the team • Follows leaders paths and creates own teams path • Build teams skills and gives regular feedback • Recognizes teams' contributions and recognizes individuals	• Uses leadership and managerial skills • Focus is on getting work done through department • Sets vision and works to get others to follow • Drives strategic objectives and solicits regular feedback • Recognizes departments for their contributions
	Manages the change and maintains operational excellence	Defines and drives change

In the rapidly changing business environment we're now in, effective leadership is more critical than ever, businesses depend on it for survival and success. Effectiveness does not depend solely on how much effort we expend but on whether or not *the effort we expend is in the right place*.

Time utilization – Leaders and Managers must use time

This brings us to another key difference: how you spend your time

Time is a valuable resource. As a Leader, should you be managing time or managing yourself?

> "We cannot manage time.
> Time produces exactly 24 hours each day whether we like it or not.
> But it is **up to us** whether we fill that time with **trivia** or with **worthwhile activities**.
> It is not time we need to manage but ourselves
> and particularly, we need to learn *how* and *where* we focus our attention"
>
> M Forster 2000

✔
- Focusing on the work of managers rather than the work of those they manage
- Giving feedback and coaching to other managers
- Communicating with other managers & stakeholders
- Leading change and planning to implement it effectively
- Proactively looking for ways to improve performance and maximise the use of resources
- Identifying and developing talent

✖
- Personally checking all work to ensure accurate completion
- Involvement in tasks and routines that should be being undertaken by other managers
- Reacting to symptoms and performance issues rather than dealing with the underlying causes
- Over emphasis on managing underperformers (to the detriment of further developing good performers)
- Focusing on problems & issues without recommending or implementing a solution

If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.

Daniel Goleman

Leading with Emotional Intelligence & Being Self-Aware

Why does it matter?

- When it comes to technical skill and the core competencies that make a company competitive, **the ability to outperform others, depends on the relationships of the people involved which relates to the degree of emotional intelligence of its employees and leaders**.

- **There is a ripple effect** - leaders possessing emotional intelligence will create an effective work climate that will further develop emotional intelligence at the subordinate levels.

EI distinguishes top performers from the average…

"In a study of 300 top-level executives from 15 global companies 85-90% of leadership success was linked to social and emotional intelligence."
Spencer, L.M., Jr,. 1997

…are better predictors of success than previous experience or high IQ

"In a multinational study of 515 senior executives EI scores were high in 74% of successful hires, but only high in 24% of failed hires."
Egon Zehnder International

*In the workplace, EI is more than **twice as predictive** of performance than IQ.*

…and it allows leaders to create high performance climates

"Schools whose head teachers have high EI scores demonstrate the best national inspection results."
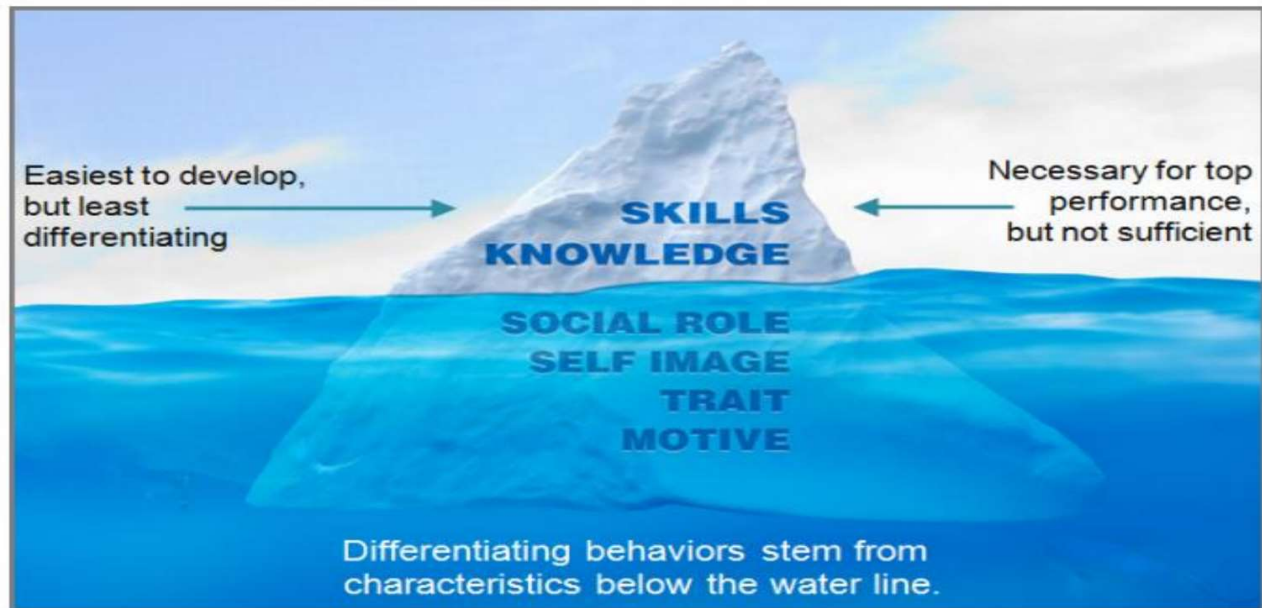Ongoing Hay Group research

HayGroup ®

Emotional Intelligence unlicking behaviors

Those things that contribute to a person's success (or failure) can be compared to an iceberg, with skills and knowledge forming the tip.

When assessing a person's effectiveness in a particular role, there are obviously technical skills, knowledge, and experience that are critical to be able to do a job and do it well. When you are hiring people and looking at their resumes, you can easily weed people out based on whether they have had the experience required.

To be really good at something, a person needs to have more than technical knowledge and experience. It's about more than just what's on the resume. It's about how they behave, think, and interact with others.
These behaviors, found below the water line, differentiate good from great rather than technical skills.

Easiest to develop, but least differentiating

SKILLS KNOWLEDGE

Necessary for top performance, but not sufficient

SOCIAL ROLE
SELF IMAGE
TRAIT
MOTIVE

Differentiating behaviors stem from characteristics below the water line.

Developing People
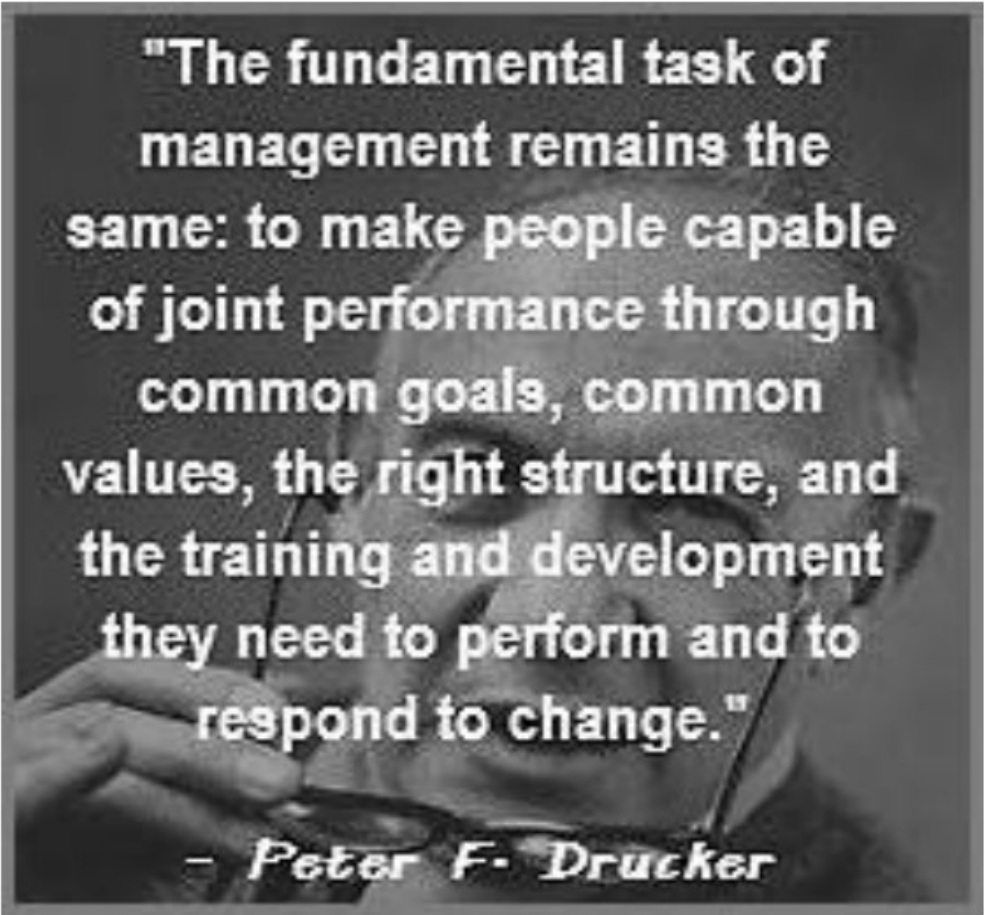
Building champions...

People Development

Giving & Receiving Feedback

Coaching

People and management

"The fundamental task of management remains the same: to make people capable of joint performance through common goals, common values, the right structure, and the training and development they need to perform and to respond to change."

– Peter F. Drucker

Why is it Important to Develop Employees?

≡ **Forbes**

1) **People care if you take a genuine interest in their future.** Emphasis here on "genuine." Developing employees should be something a manager takes a real personal interest in – not a mandate.

2) **It helps builds loyalty, and loyalty increases productivity.** Taking an honest interest in someone builds loyalty. Loyal employees are more engaged. Engaged employees are more productive.

3) **Good talented people naturally want to advance, and appreciate meaningful support in the process.** Capable ambitious employees *want* training, mentoring and coaching. They want to gain skills. They want to become more versatile and valuable to an organization.

Developing Others

➢ Attract and retain **talented employees**
➢ Maximize **performance**
➢ Keeping up with **change**
➢ Motivating
➢ Communicate **respect**
➢ Build **trust** and positive relationships
➢ Establish a culture of **ongoing learning**

Four elements of a good people development model

Effective skill development

- Identifying key skills needed based on immediate job requirements and long-term aspirations
- Supporting that development with coaching, training, and other available tools

Meaningful opportunity development

- Taking ownership for teams' development by finding opportunities for them to develop – not reactive
  - Creating opportunities for team members, including delegation of your responsibilities

Open, constructive communication

- Providing timely and useful feedback
- Seeking upward feedback
- Being actively engaged and available to teams when they need you

Positive, inspiring team environment

- Making your team a place where people want to work because it has a reputation for developing people
- Helping teams become people developers themselves

1
2
3
4

Guiding points for the 4 verticals

Effective skill development

- Discuss long term career aspirations
- Develop career plans
- Understand the gaps in skills / strengths
- Create individual development plans
- Encourage relevant training
- Look for opportunities for people to learn from outside experts
- Share information or approaches across the team

Meaningful opportunity development

- Look for opportunities for stretch projects
- Delegate some of your tasks
- Invite less experienced colleagues to work with you on projects
- Help team members build their internal and external networks

Open, constructive communication

- Provide regular feedback
- Weekly one to ones
- Regular discussions on team members interests, ideas etc
- Ask for 360 feedback about your own performance
- Respond in a timely way to requests for advice or support
- Be available / make time

Positive, inspiring team environment

- Create a positive environment
- Focus on strengths
- Don't have a blame culture
- Encourage open dialogue
- Build the visibility and credibility of the team
- Reward and recognize accomplishments
- 360 feedback

Feedback defines good leadership

Why is Feedback Important?

> Feedback is a useful tool for **indicating when things are going in the right direction** or for **redirecting problem performance**.

> Your **objective in giving feedback** is to provide guidance by supplying information in a useful manner, either to support effective behavior, or to guide someone back on track toward successful performance – on an **ongoing**, **continuous basis**.

External research shows that employees want more feedback and are willing to provide it.

- 65% of employees **want more feedback**

- 69% say they **would work harder** if they felt their efforts were better recognized

- 73% prefer unsolicited **peer-to-peer feedback**

- 75% already give **crowd-sourced feedback** on consumer sites

Feedback on goals attained / skills developed nearly as motivating as incentives

Guidance for receiving feedback

- **LISTEN ATTENTIVELY** - Most people aren't skilled at giving feedback. They will express feelings, not objective assessment. Listen through the emotion for facts that may have merit, remaining as neutral as possible.

- **ASK FOR SPECIFICS** - Ask questions, including what you are doing well, to clarify fully and seek examples is useful.

- **REPEAT ONLY WHAT YOU HEARD** - Use feedback for learning about how others perceive you as the starting point for more research.

- **SAY "THANK YOU"** - Appreciate and acknowledge the time and courage it took to provide feedback. How you respond determines what kind of feedback you'll receive in the future.

- **REFLECT** - On why receiving the feedback was positive or negative, so you can use the knowledge in the future.

- **ASK IF YOU CAN CHECK BACK** – Shows you have listened and are taking the feedback seriously.
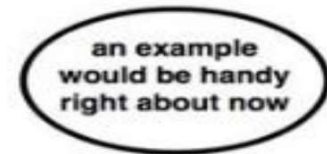
Entering into this level of dialogue is a significant achievement. Congratulate yourself!

Opportunities to provide Motivational Feedback

Review the list of opportunities to provide feedback below. As you do this, think about the specific situations or opportunities you currently DO and DO NOT take to provide feedback.

➢ **Consistently meets expectations** for job performance

➢ **Improves performance** on an area which needed improvement – even if performance isn't up to the desired level

➢ **Exceeds expectations** on any task

➢ **Goes above and beyond** the call of duty

➢ **Learns** a new skills

➢ **Mentors** someone else

➢ **Takes a risk** that pays off

➢ **Presents an idea** for needed change

➢ Offers **you** feedback!

EXAMPLE

- **1:1s**
  - *"I notice you've been juggling lots of work and haven't missed any deadlines, I appreciate the extra effort"*
- **IN THE MOMENT** *(link to competencies!)*
  - *"That was a great example of client focus, well done"*
- **AFTER MEETINGS**
  - *"Good meeting, your points were very concise and focused on the topic"*
  - *"You handled the unexpected questions well, the client was impressed"*

FAST feedback

Structure for providing general feedback - 'FAST':

The benefits of feedback occur when feedback conversations occur regularly—whenever an opportunity for praise or a development situation arises.

- **F**REQUENT—Managers should provide feedback on an ongoing basis so that employees have an accurate and up-to-date understanding of their performance strengths and development areas.

- **A**CTIONABLE—Feedback should help the employee to do their current job better, or recognize actions or work that were ideal for the current position.

- **S**PECIFIC—Managers should identify specific actions the employee took or specific things that were appropriate or inappropriate.

- **T**IMELY—Managers should give feedback as soon as possible to the action or event. This will maximize the impact of feedback on the employee's performance and minimize the chances of resentment.

> **Informal Feedback Drives Performance**
>
> Informal feedback that is fair and accurate can improve performance by up to 39.1%.
>
> **Provide Continuous Feedback**
>
> Regular feedback helps build a relationship of trust and solidifies the impression that performance management is consistent and fair.

Feedback Barriers and Guidance

Here's the paradox: People thrive on feedback, but research shows managers are uncomfortable giving it.

When Managers Are Uncomfortable Giving Feedback

PERCENTAGE WHO SAY THEY'RE UNCOMFORTABLE COMMUNICATING WITH EMPLOYEES WHEN...

Communicating in general	69%
Giving direct feedback/criticism about their performance that they might respond badly to	37
Demonstrating vulnerability (e.g., sharing mistakes you've learned from)	20
Recognizing employee achievements	20
Delivering the "company line" in a genuine way (e.g., company direction, change in plans)	20
Giving clear directions	19
Crediting others with having good ideas	16
Speaking face to face rather than by email	16

SOURCE INTERACT SURVEY OF 616 MANAGERS CONDUCTED BY HARRIS POLL

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Anticipating and Prioritizing

Governments leading the private sector

Anticipate Opportunities and Obstacles

Prioritize, Allocate Resources and Execute

Assessment Framework: External & Internal Elements

EXTERNAL:
- Look at your customers, competition, industry trends, new technologies

INTERNAL:
- The company's strategy, priorities and internal challenges / other functions and geographies

WHAT YOU NEED TO DO:
- Gather information
- Assess the information
- Determine changes that must be made today to move business forward to generate desired results tomorrow

External and internal scans

EXTERNAL SCAN

- *Purpose:*
    - More thoroughly understand external issues or customers
    - Benchmark against external best practices
    - Provide 3rd party endorsement
- **Possible Sources:**
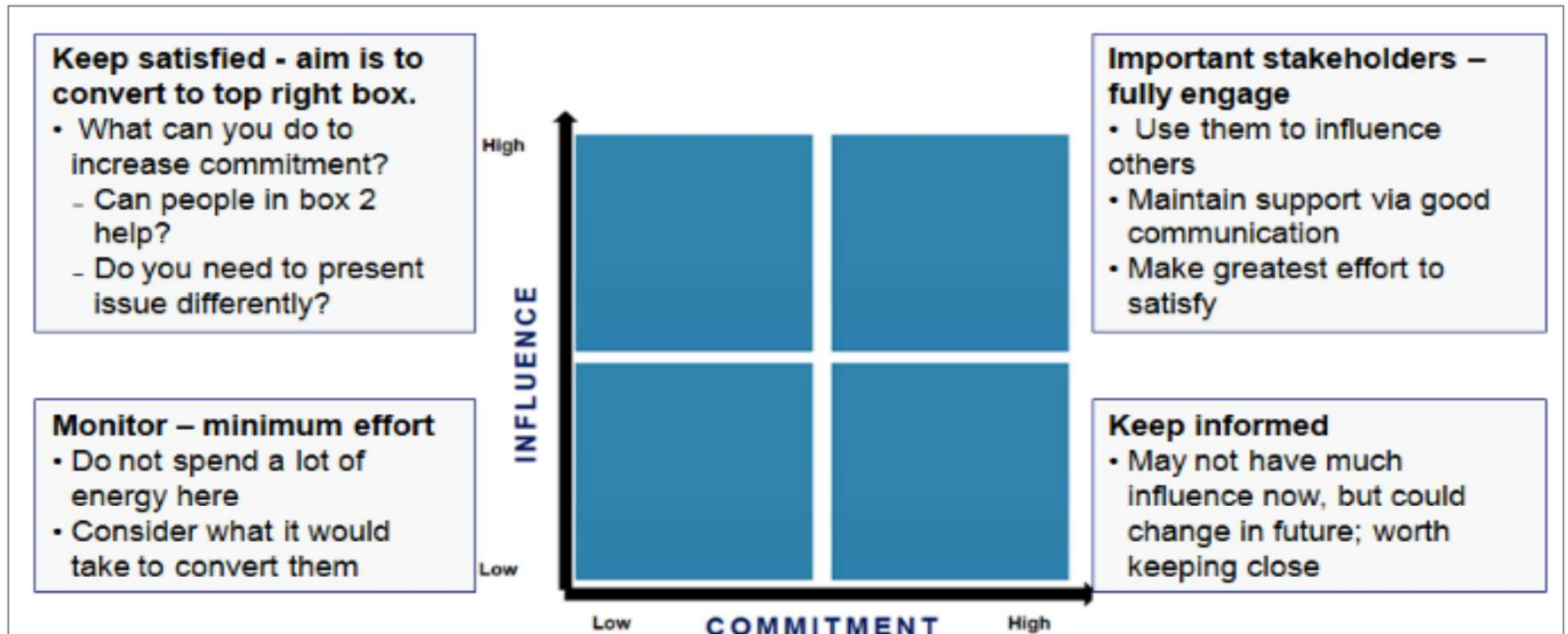   - Media, surveys, internet, interviews, etc.

INTERNAL SCAN

- *Purpose:*
    - Understand what has already been done, issues, & internal best practices
    - Validate real world utility
    - Identify enhancements, obstacles, etc
- **Possible Sources:**
    - Surveys, interviews, intranet, etc.

key POINT There is not a generic source for each of these areas. Sources vary based on your functional area.

TOOL: Stakeholder Map

Keep satisfied - aim is to convert to top right box.
- What can you do to increase commitment?
  - Can people in box 2 help?
  - Do you need to present issue differently?

Important stakeholders – fully engage
- Use them to influence others
- Maintain support via good communication
- Make greatest effort to satisfy

Monitor – minimum effort
- Do not spend a lot of energy here
- Consider what it would take to convert them

Keep informed
- May not have much influence now, but could change in future; worth keeping close

High

Low

INFLUENCE

Low **COMMITMENT** High

TOOL: Stakeholder Map

Stakeholder	What you need	Power / Influence (H,M,L)	Likely point of view / receptivity (++...--)	*Influence Strategies	Existing relationship (+,0,-)	Actions

SEE STAKE-HOLDER'S AS POTENTIAL ALLIES → CLARIFY YOUR GOALS & PRIORITIES → DIAGNOSE THE STAKE-HOLDER'S WORLD → WHAT CAN YOU DO TO INFLUENCE? → DEAL WITH RELATIONSHIPS

*INFLUENCE STRATEGIES: What can you use to influence them, think about *their agenda,* do you have:
- Seniority?
- 'Expert power' influence through your knowledge
- Can you make them look good by being associated with something that helps the firm/ is high profile
- Can you offer them help or resources?

Importance of Prioritization

SIMPLE PRIORITIZATION

- At a simple level, you can prioritize based on time constraints, the potential profitability or benefit of the task you're facing, or on the pressure you're under to complete a job.

- Prioritization based on project value or profitability is probably the most commonly-used and rational basis for prioritization.

- Time constraints are important where other people are depending on you to complete a task, and particularly where this task is on the critical path of an important project.

Do you truly understand how you spend your time?

- Most people assume they dedicate more hours to strategic work than they actually do.
- Look back on the past month in your calendar. Add up the time you spent on your strategic priorities. *Was it enough? It's likely less than you thought?*
- That's because most people tend to do the most urgent things instead of the most meaningful things.

Adapted from "Make Time for Time" by Anthony K. Tjan.

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Benefits of Prioritization

There are only so many hours in a day, days in a week, weeks in a month. Prioritizing helps you select the work that will have the most meaningful outcome for the business and your team's development.

- Deliver on the **priorities of the organization** to meet our strategic goals
- **Decrease stress** - if you aren't constantly bouncing around and reacting to 'urgent' issues
- Improved **job satisfaction** — employees are engaged when they are working on meaningful work that contributes to the success of the team and organization.

A Simple Prioritization Tool - Action Priority Matrix

The Action Priority Matrix
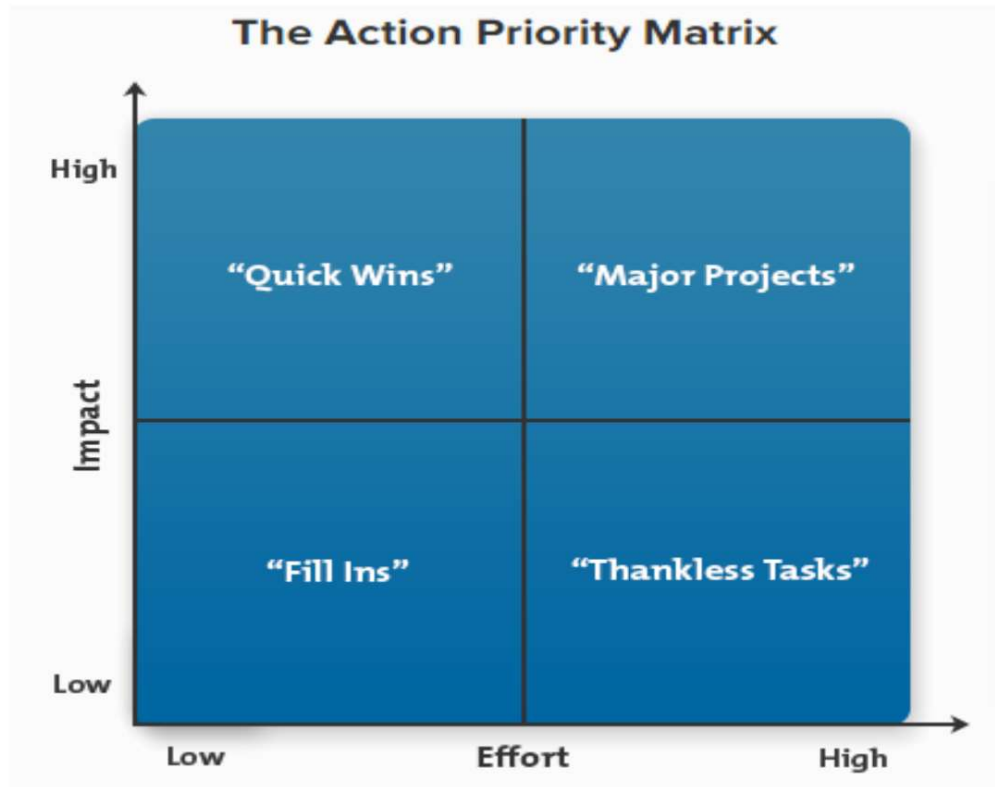
Quick Wins (High Impact, Low Effort)

Quick wins are the most attractive projects, because they give you a good return for relatively little effort. Focus on these as much as you can.

Major Projects (High Impact, High Effort)

Major projects give good returns, but they are time-consuming. This means that one major project can "crowd out" many quick wins.

Fill Ins (Low Impact, Low Effort)

Don't worry too much about doing these activities – if you have spare time, do them, but drop them or delegate them if something better comes along.

Thankless Tasks (Low Impact, High Effort)

Try to avoid these activities. Not only do they give little return, they also soak up time that you should be using on quick wins.

TOOL: SWOT

- This is a deceptively simple tool, but do not be fooled! It's one of those tactics that has been around for years because it works and has stood the test of time. You have probably seen it before – but are you using it regularly? As a leader, it is important to regularly take time out to review where you are and what's coming, and what you need to adjust going forward. Most leaders do not spend enough time on strategic thinking, it's easy to get bogged down on delivering the day to day. And yet it is these activities that differentiate the leader from the manager.

- *As a refresher here's an overview of the SWOT process:*

Strategizing with Blue Ocean approach

Blue Ocean Strategy

- **Blue Ocean Strategy was developed by W. Chan Kim and Renée Mauborgne.** They observed that companies tend to engage in head-to-head competition in search of sustained profitable growth. Yet in today's overcrowded industries, competing head-on results in nothing but a bloody 'red ocean' of rivals fighting over a shrinking profit pool. Lasting success increasingly comes, not from battling competitors, but from creating 'blue oceans' of untapped new Market spaces ripe for growth.

- **In blue oceans, demand is created rather than fought over.** There is ample opportunity for growth that is both profitable and rapid.

Blue Ocean Strategy

"Innovate & Pursue New Opportunities" Perspective

- Create uncontested market space
- Make the competition irrelevant
- Create and capture new demand
- Break the value–cost trade-off *(high value at lower costs)*
- Align the whole system of a firm's activities in pursuit of differentiation and low cost

Blue ocean strategies are developed by thinking through 4 lenses, what to:
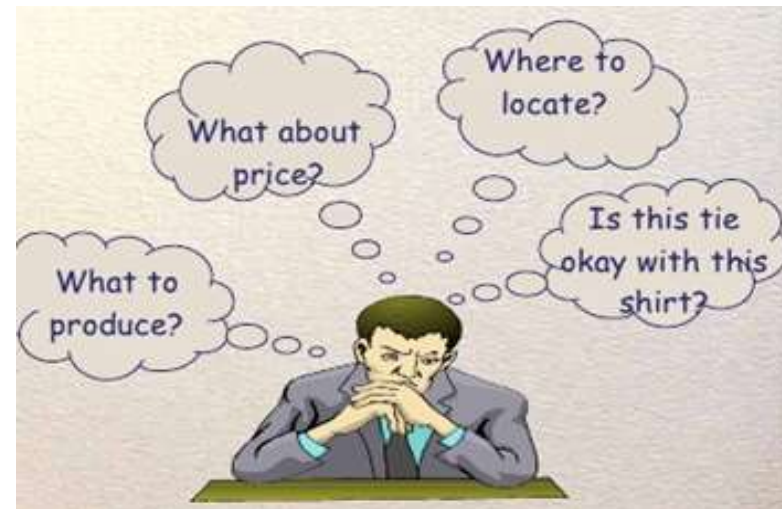*ELIMINATE, RAISE, REDUCE or CREATE*

Decision Making

The art of influence

Making Decisions

Managing Risk

The Psychology of Decision Making

➢ Involves choice

➢ Is necessary to solve problems

➢ Involves risk

➢ Involves the ability to be courageous
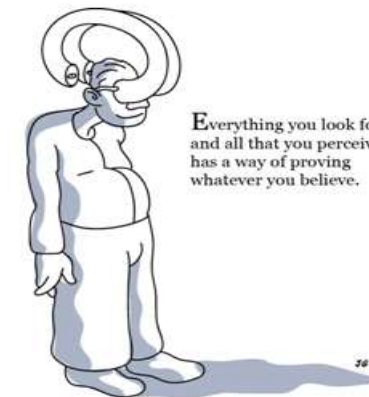
➢ Is an essential management task

Decision Biases

Studies show that people **tend to have a common set of psychological biases** that can affect their decision making. Here is a summary of the ones most commonly seen in business.
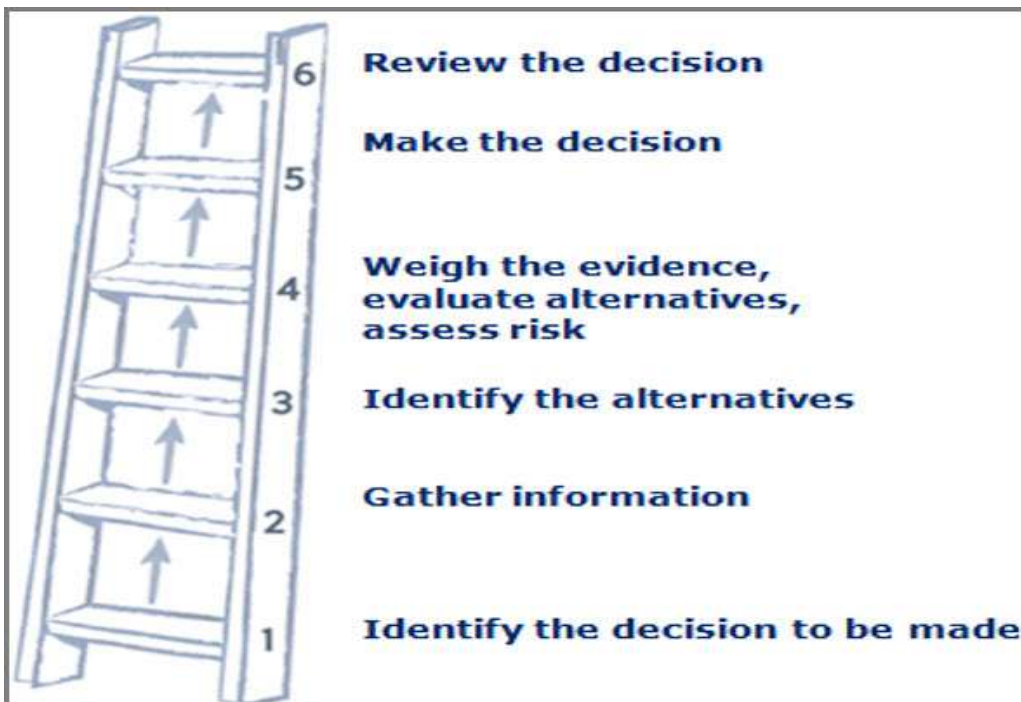
Read through these - which apply to you? To QuintilesIMS culture?

- **ANCHORING** - tendency to jump to conclusions, to base your final judgment on information gained early on in the decision-making process. Think of this as a "first impression" bias.

- **CONFIRMATION** - you look for information that supports your existing beliefs, and reject data that go against what you believe. This can lead you to make biased decisions, because you don't factor in all of the relevant information.

- **SELECTIVE PERCEPTION** - only perceive what you want to and set aside or ignore other perceptions or viewpoints. Tend to "see things" based on their particular frame of reference.

- **RISK AVERSION** - This is the tendency to prefer a sure thing over a risky outcome. When a risky investment isn't paying off, most people would rather play it safe and cut their losses, but if they think the outcome is a sure thing they'll keep escalating.

- **HALO EFFECT** - assuming that a person, organization, or approach that is successful in one area will be just as successful in another.

- **OVER CONFIDENCE** - you place too much faith in your own knowledge and opinions. You may also believe that your contribution to a decision is more valuable than it actually is.

- **AVAILABILITY** - tendency to base judgments on information that is readily available. The easier something is to recall, the more important it seems.

- **SELF SERVING** - people attribute successes to internal or personal factors but attribute failures to situational factors beyond their control.

MIND NARROWS AHEAD

Everything you look for and all that you perceive has a way of proving whatever you believe.

BIAS
ON
OFF

A Simple Decision Making Framework

- **Using a process helps us make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives.** This approach enables us to better ensure the chances of choosing the most satisfying alternative possible.

6 Review the decision

5 Make the decision

4 Weigh the evidence, evaluate alternatives, assess risk

3 Identify the alternatives

2 Gather information

1 Identify the decision to be made

When you work through this process, think about the following:

❑ What steps are most important?

❑ What steps are hardest / most frequently missed?

❑ What are the implications?

And finally a word about timing...

DELAYING A DECISION INVOLVES SEVERAL RISKS:

- **Slowly** assessing information in lieu of making a decision introduces opportunity costs and new sources of ambiguity and risk.

- The decision maker might **become overwhelmed** with too much information and either make a poorer decision or face **decision paralysis**.

- Some **alternatives might become unavailable** because of events occurring during the delay.

- In a competitive environment, **a faster rival might make the decision and gain advantage**. Another manufacturer might bring a similar product to market before you.

If you're deliberate in your decision-making process & understand these tradeoffs explicitly, you'll be able to make better decisions faster & with less fear of being wrong.

Driving Business Results

Value driven leadership

Setting Inspiring Goals

Tracking and Motivating

Why Goals Matter?

Goal setting, given high priority & approached consistently throughout the organization, is the mechanism by which a business **delivers results against its strategy & directs** activity.

Research indicates that goals can increase performance up to 25% and up to 11% without monetary incentives. This means that goals are a tool even in the absence of monetary incentives.

Goals can increase performance up to **25%**

DID YOU KNOW **?**

Even without $ incentives... up to **11%**

8 Factors that drive effective goals

1 I can vividly picture how great it will feel when I achieve my goals.
- *Digs into peoples motivation, "what am I going to be proud about doing at the end of the year?"*

2 I will have to learn new skills to achieve my goals.
- *Brings the "what" and "how" back together; stretch and develop me as a person and not just as an objective.*

3 I actively participated in creating my goals for this year.

4 My goals are absolutely necessary to help this company.

5 My goals for this year will push me out of my comfort zone.
- *Need to strike a balance between setting challenging but attainable goals.*

6 My goals are aligned with the organization's top priorities.

7 I have access to training that I will need to accomplish my goals.

8 My goals will contribute to the greater good (for example, company, customers).

It is important it is to choose the right metrics to track.

Do you want motivated employees working for you who are committed to giving you their best?

If so, you'll need to give them more than money and benefits. Intrinsic rewards are a critical part of any employee engagement effort.

DEFINING INTRINSIC REWARDS

➢ Intrinsic rewards are ones that come from **within the employee**.

➢ An employee who is motivated intrinsically **is working for his/her own satisfaction and may value challenging work he/she perceives to be meaningful to the company**.

➢ By having **regular communication** with an employee, a manager can learn about the employee's motivations and learn creative ways to reward him or her.

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4 Intrinsic rewards that drive employee engagement

MEANINGFULNESS

- **Non-Cynical Climate** - Encourage employees to care about their work
- **Identifying Passions** - Find out what employees care about
- **Build a Vision** - Provide a vivid picture of what can be accomplished
- **Outcome Oriented** - Enable employees to take responsibility for tangible outcomes
- **Purpose** - Connect work to the company's vision

EMPLOYEE VIEW: Feels like they are on a path that is worth their time and energy, giving them a strong sense of purpose and direction

CHOICE

- **Delegated Authority** - Give employees the right to make decisions and act on them
- **Trust** - Show confidence in an individual's ability to self-manage
- **Security** - No fear of punishment for honest mistakes
- **Clearly Defined Purpose** - Understand what one is trying to accomplish
- **Information** - Provide access to relevant facts and sources

EMPLOYEE VIEW: Feels ownership of their work, believes in the approach they are taking, and they feel responsible for making it work.

4 Intrinsic rewards that drive employee engagement

COMPETENCE

- ➢ **Knowledge** - Share insights from education and experience
- ➢ **Positive Feedback** - Provide information on what is working
- ➢ **Skill Recognition** - Give due credit for one's part in successes
- ➢ **Challenge** - Delegate tasks that fit (and challenge) abilities
- ➢ **Non-Comparative Standards** - demanding standards that don't force rankings

EMPLOYEE VIEW: Feels like they are handling their work activities well—that their performance of these activities meets or exceeds personal standards, and that they are doing good, high-quality work. Feels a sense of satisfaction, & pride.

PROGRESS

- ➢ **Collaboration** - Encourage co-workers to help each other succeed
- ➢ **Milestones** - Provide reference points to mark accomplishments
- ➢ **Celebrations** - Recognize and share personal and team milestones
- ➢ **Access to Customers** - Enable employees to see those who have benefited from their work
- ➢ **Measure Improvement** - Clearly define benchmarks against which to judge performance

EMPLOYEE VIEW: Feels that their work is on track and moving in the right direction. See's convincing signs that things are working out, giving them confidence in the choices they have made and confidence in the future.

Thank you!
Let's Connect

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