



BUILDING A WINNING CULTURE: TWO ESSENTIAL LEADER SHIFTS

THE PROBLEM WITH TODAY'S LEADERSHIP PARADIGM

The typical way to change people's behavior is to reward or threaten them. Stephen R. Covey called this "the great jackass theory of human motivation — carrot and stick." The problem with this approach is that it treats people like animals, and it works only on the surface, and only temporarily. They will "work" for a company, but they will never give it their hearts. They will never speak honestly, contribute freely, or do more than is required.

They will never, ever tell you what they really think.

Yes, they will be motivated, all right — motivated to evade responsibility — but they will never be inspired. In today's workplace, so many workers are afraid, and it shows. They take little initiative, avoid responsibility, keep their thoughts to themselves — and bring as little as possible to the table so they won't get in trouble. You will never capture people's hearts by treating them like jackasses — yet that's how most leaders try to lead.

Similarly, to be "the leader" traditionally means to take the whole enterprise on your back. It's an exhausting prospect. It's also terribly ineffective, to say the least. Here you are, surrounded by people with enormous talent, capability, experience, insight, and ingenuity, while you pretend to be the sole source of those things.

TWO CRITICAL PARADIGM SHIFTS

We're still "leading" others as if we were back in an Industrial Age world. To succeed in the Knowledge Worker Age, we must change how we see leadership.

At FranklinCovey, we've had thirty years' experience with hundreds of thousands of people in great companies, schools, and whole departments of government. They come to us to learn how to become highly effective organizations. In our work with clients, we've pinpointed two critical shifts that leaders must make to meet the needs of today's workforce.

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THE FIRST SHIFT: YOUR LEADERSHIP PARADIGM

Think about leadership in two ways: formal authority that comes with a title, and moral authority that comes with your character. Your first steps to building a winning culture are to adopt the mindset that everyone on your team can lead, and accept that it's your job to make them leaders.

It's time for a totally new leadership operating system that frees everyone to lead. It's entirely possible to create the conditions where everyone can be a leader if you change your paradigm of what a leader is. When you no longer think of leadership as the sole province of a few select people, you realize that all people have primary leadership qualities that can be leveraged. Initiative, resourcefulness, vision, strategic focus, creativity — these qualities are in no way limited to the executive suite.

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— JACK WELCH

You could argue that the main job of leaders is to create other leaders. That's how Jack Welch saw his job at General Electric: “The challenge,” he said, “is to move the sense of ownership...down through the organization.” This demands that you “show up” and model

the culture rather than talk about it in generic terms (or worse yet, “talk at” team members about it).



What does it mean to have a culture where everyone is a leader?

It means that there's a common leadership operating system, a framework, that everyone in the organization shares. Your devices have an operating system that makes everything else run; without it your devices are just pieces of plastic. In the same way, your work has standard operating procedures, and your organization has a certain way of leading and behaving.

What is your leadership operating system? Does everyone in the organization know how to succeed? How to behave? How to problem-solve and innovate? A consistent operating procedure gives everyone a common language and a set of behaviors they can depend on as they work to achieve results year after year.

A great culture must be leader-led and designed intentionally. You must implement an established framework of behaviors and language that engages and aligns the performance of everyone in the organization. Everyone leads. Everyone knows how to win. Can you imagine if everyone in your organization behaved like a leader? What results would that enable?

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THE SECOND SHIFT: THE 6 KEY PRACTICE AREAS

An effective operating system is rooted in six key practice areas. These essential mindsets or paradigms will enable leaders to thrive. Contrasted with the common practices of the past, these six highly effective practices compose the jobs you as a leader must do now.

COMMON PRACTICES	HIGHLY EFFECTIVE PRACTICES
1. Create and post mission statement in all public areas.	1. Find and articulate the voice of the organization, and connect and align accordingly (a.k.a. “Lead with Purpose.”).
2. Develop a great strategy.	2. Execute your strategy with excellence.
3. Do more with less.	3. Unleash and engage people to do infinitely more than you imagined they could.
4. Become the provider/employer of choice in your industry.	4. Be the most trusted provider/ employer in your industry.
5. “Create value” for customers.	5. Help customers succeed by creating value.
6. Satisfy customers.	6. Create intense loyalty with customers.

Why these six practices in particular? Each is based on fundamental principles that never change. The principles of proactivity, execution, productivity, and trust underlie every great achievement: nothing of lasting worth has ever been accomplished in human

history without them. People who live by the opposite values — reactivity, aimless activity, waste, mistrust — contribute little to the success of the organization.

The principles of mutual benefit and loyalty also underlie every successful relationship. People who live by the opposite values — indifference to others and disloyalty, for example — create no goodwill and work against the good of the organization. The common ways of thinking are often reactive and counterproductive; instead, we need this new model.

Consider: What kind of leader would you be if...

- No one but you felt a sense of responsibility for results?
- You didn't understand your own unique competitive advantage — the combined power of your team?
- You failed to execute some of your most important goals?
- You didn't fully leverage the genius, talent, and skill of your team?
- There was a lack of trust in you, between teammates, or in the organization?
- Your customers had no clear idea of the unique value you bring to them?
- There was little loyalty on your team to you, each other, or the organization?

You can see for yourself why these paradigm shifts and new practices are vital. You can come up with many other success factors, but these six are inviolable. Leaders must be able to:

1. Find and articulate the “voice” of the organization.
2. Execute with excellence.
3. Unleash the productivity of people.
4. Inspire trust.
5. Help their customers succeed.
6. Engender loyalty in all stakeholders.

These paradigm shifts and related practices are absolutely fundamental to success now. Each requires changing people's hearts and

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minds in fundamental ways, and changing behavior is about the hardest challenge anyone ever faces (if you don't think so, just consider how hard it is for you to change your behavior). It's a great challenge, but the shift must be made if you want to lead your people to success.

A LEADER WITH TRUE AUTHORITY

Sue recently encountered an extraordinary leader, Captain Denny Flanagan of United Airlines, who exemplifies the paradigm that everyone can be a leader and the key principles that lead to great performance. "At the end of a miserable twenty hours at the Chicago airport, he was the captain who would either get us to Orange County before the airport closed for the night—or not. The timing was critical and really tight. I was mesmerized when he took the microphone and rallied all the passengers. He told us he knew we had experienced a horrible day full of delays, and he wanted to keep the airline's promise to get us to California; but he would need all of our help if we were to take off before the window closed.

"The next thing I knew the passengers were lining up, helping each other with kids, strollers, and walkers. The plane was boarded more efficiently and cheerfully than I have ever seen. The flight attendants saw the captain holding babies, helping passengers get on, and loading their luggage, and they followed suit. About two hours into the flight, I received a personal note from him thanking me for my loyalty. I still have it today.

"In years of flying and millions of miles, I have never seen another airline pilot do what he did that night. I stayed on the plane after landing to thank Captain Flanagan for the best flight of my life. He told me that he discovered that his job was to 'create a culture' every three to six hours. He knows that every time he walks onto an airplane, he has the opportunity to commit, model, and demonstrate what excellence looks like. He

also has a firm belief that his team members willingly want to do the same. He loves what he does, and it is contagious.



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"Later I discovered this is typical of Denny Flanagan. If there's a delay, he orders pizza or McDonald's hamburgers for everybody on the plane. While they eat, he explains in detail why there's a delay and jokes around with them. Captain Flanagan raffles off prizes for his passengers. He calls parents of unaccompanied children to let them know their kids arrived safely. He takes photos of pets in the cargo area with his phone and shows them to their owners so they know that their pets are safe and comfortable. He personally helps passengers in wheelchairs board the plane. Nobody requires him to do any of these things. But in true proactive form, he says, 'Every day I work from the heart and choose my attitude.'"

Captain Flanagan knows the difference between a leader and a person who has

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merely formal authority. Anyone can choose to be a leader, and the organization that helps everyone make that choice will have an unbelievable competitive advantage. An organization full of people like Denny is unstoppable.

A CULTURE OF LEADERSHIP

The secret to building a winning culture is to replace unproductive paradigms with inspirational new paradigms and corresponding practices that will unleash

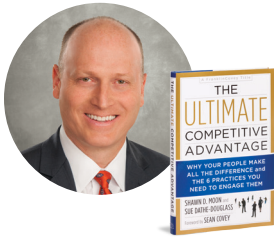
extraordinarily productive behavior. That's the job that you must do now.

This job, while challenging, can be done, and the results are dramatic. FranklinCovey has helped hundreds of organizations reach that ultimate competitive level, and we can help you, too.

Learn more about the first key practice to engage your people in our next whitepaper, *Building a Winning Culture: Lead with Purpose*.

Ready to build a winning culture in your organization? Contact us at 1-888-868-1776 or visit franklincovey.com.

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Shawn D. Moon oversees FranklinCovey's Government Practice, the Sales Performance Practice, the Customer Loyalty Practice, and the Global 50 initiative. Shawn has nearly 30 years of experience in leadership and management, sales and marketing, program development, and consulting services in both the private and public sectors. Shawn is the author or co-author of several books, including *Talent Unleashed: 3 Leadership Conversations for Tapping the Unlimited Potential in People* and *The Ultimate Competitive Advantage: Why Your People Make All the Difference and 6 Practices You Need to Engage Them*.



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Sue Dathe-Douglass draws on more than 30 years organizational and leadership experience and is a catalyst for high performance and engagement at all levels of the organization. Sue joined FranklinCovey in 1996 as a Leadership Delivery Consultant responsible for designing, developing, and delivering customized leadership engagement solutions that met the unique needs of her many clients. Sue is the co-author of *The Ultimate Competitive Advantage: Why Your People Make All the Difference and 6 Practices You Need to Engage Them*.