

FRONTFOOT Power, Influencing and Engagement – 2

Frontfoot Leadership – Dr. Leigh Kibby



11 November 2005

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Noetic Leadership

“There are two main leadership types:

1. IMMORAL or AMMORAL LEADERSHIP - such as Corrupt Leadership, Machiavellian, Manipulative authority and Absent Leadership;
or
2. NOETIC LEADERSHIP - values based leadership that enacts the principles of Servant-leadership, Spiritual leadership and Authentic Leadership creating true nobility born in the principles of noblese oblige.

True Leadership – sustainable and enduring leadership – is underpinned by morals and ethics. When practiced with skills that integrate the Physical, Intellectual and Emotional in order to create meaning, it becomes Noetic Leadership. The material in this manual and Frontfoot programs, plus those offered by Kinematic, adopt the Noetic Leadership Model.”

Dr. Leigh Kibby PhD; Grad Dip GW; BEd; Dip T
“Corporate Australia’s Dr. Leigh”

Please note that whilst the material here will stand alone, it is best when accompanied by a Kinematic training program.

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Publisher

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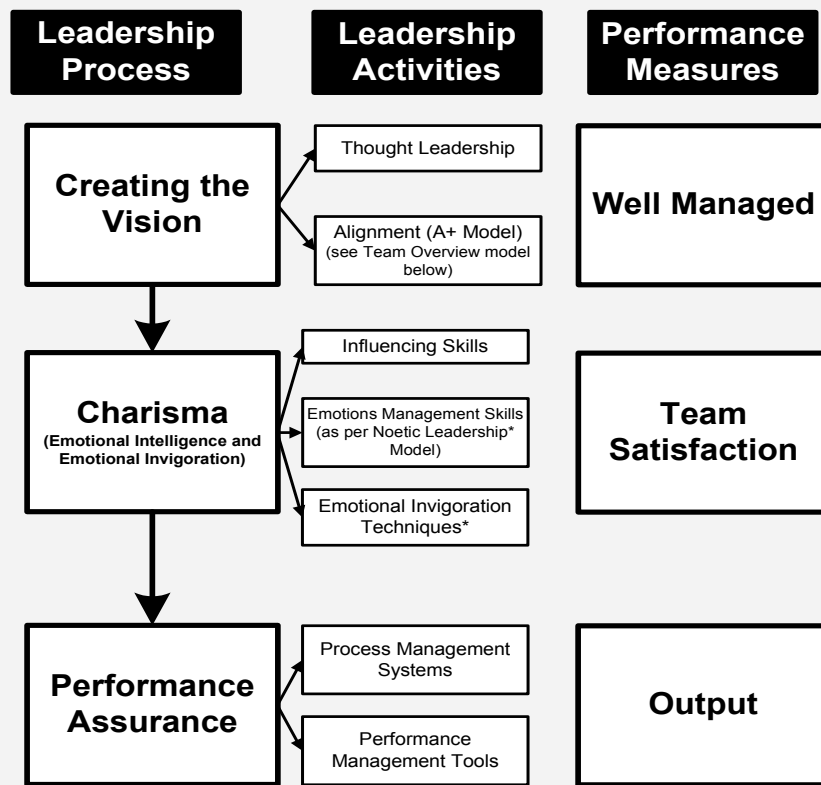
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Leadership and Key Performance Measures

Leadership and Key Performance Measures

Leadership comprises key processes which are enacted through key activities that can then be measured all of which are depicted below.



* seek advice from Leigh Kibby

Your Notes

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Controlling Communications to and from Leaders

Communication Controller

Do not CC for your comfort or out of habit or because someone else has CCed that person!

CCing Emails

Emails should be CCed on the following basis only:

1. The recipient is a member of either a working group or committee which is dealing with the contents of the CCed email;
2. You are taking action in conjunction with the recipient of the CCed email;
3. There is risk to an outcome, assessed as mid to high, and the recipient needs to be aware of this;
4. The email contains action required by the CCed recipient; or
5. The email contains information which will directly impact on the CCed recipient.

Advising Upwards

The following headings and key points should accompany ALL information sent upwards especially when action is needed.

1. **Heading/Title – one word or name of topic or subject**
2. **Purpose and Need – TA (Take Action) FAO (For advice only) I (Immediate) S (Soon) L (long-term)**
3. **Description – five key dot points only**
4. **Areas affected – tick box option here**

Outcomes		Risks		Clients / Customers		Quality		Timeframes	
Strategy		Perceptions		Networks / Relationships		Staff		

5. **Actions – include best possibilities in order accompanied by implications (see table below)**

Actions	Implications

6. **Recommendations – advise of best action and why**

Recommendation	Reason	Impact As per areas affected see four above

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Feedback FACTBACK Action

Feedback Planners

What to Say and When to Say it.

Feedback Planner - Overview		
Feedback Phase Hierarchy of Needs	When Expressed as a percentage of time allocated to the task	Feedback Purpose
Task/Project Strategy Review	10% after the beginning of the task	<ul style="list-style-type: none"> ➤ (see Project Planner below) ➤ dates and outcomes ➤ stones and deliverables with key ownership
Key Agreements	Immediately after the date/time these were to be finalised	See the signed agreement
Project Deliverables – High Risk Critical Points and/or Key Deliverables	10% prior to the deliverable	Obtain confirmation that deliverable will be provided
Project Deliverables – Low Risk Points and/or Other Deliverables	Immediately after the date/time these were to be finalised	Obtain confirmation that deliverable has been achieved NOTE: Any non-delivery means that all other deliverables become HIGH RISK until 100% success
Final Outcome	Two meetings: 20% prior to completion and 10% prior to completion	Obtain confirmation and evidence that deliverable will be provided
Post Review	5% after completion	Review maps and identify compliance (predictions were accurate and steps occurred) and variation and determine reasons and responsibility.

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Feedback to Staff

Feedback - Staff Contact

This table advises when and what to talk to staff about with respect to feedback

Feedback Planner – Staff Contact			
Who e.g. The names of the person	When e.g. Fill in the dates	Purpose	How
		Try and ensure that all staff receive the following in a two to three month cycle	
		Touch Base (hello, what is happening) between 2-5 times	Ask
		Performance progress (five minute chat about tasks and priorities) x 2-3	Ask
		Performance progress (five minute chat about task delivery) x 2-3	Tell
		Behavioural Interaction (five minute chat about behaviours) x 2-3	Tell
		Performance Review - Informal (brief review of events) x 2	Ask
		Performance Review - Formal (brief review of events) x 1	Tell

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Project Planner

Project Planner

Project Name -----

Project Theme	Enter description here.			
Outcomes	What will be achieved? Provide measurable goals – quantifiable outcomes List Four or five			
Project Design				
Overall timeframes	Starting Date		Finishing Date	
Key Steps				
The step/action	What	How	Who	When – starting and finishing dates of action
Goals Set			Project Leader/Manager	
Goals Reviewed and Approved			Clients Stakeholders Leaders	
Dates Set Reviewed and Approved			Clients Stakeholders Leaders	
Action Steps (list individually)			Project Leader/Manager	
Critical (Risk) Points and Contingency Plans for such			Project Leader/Manager	
Action Steps Reviewed and Approved			Clients Stakeholders Leaders	
Evaluation Methods				
Report Delivery				

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Culture Creation – Behaviour Creation

Culture Creation – Steps 1 to 3

1. Behaviour Creation

Behaviour Mapping - Creation			
Value (List These) e.g. Care for People Care for Quality and Standards Community Sustainability	Behaviour that will enact e.g. Finding successes Social Contact	Who e.g. The names of your staff, colleagues and/or peers	When e.g. Fill in the date when completed

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Culture Creation – Behaviour Extinction

Culture Creation

2. Behaviour Extinction

Behaviour Mapping - Extinction			
Value (List These) e.g. Care for People Care for Quality and Standards Community Sustainability	Behaviour that will be extinguished e.g. Rumours Labelling (People and/or Process)	Who e.g. The person you spoke to	When e.g. Fill in the date when completed

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Culture Creation – Recognition

Culture Creation

3. Recognition

Recognition			
What e.g. Achievement Milestone Success Improvement Personal (Birthday, Academic, Sporting, Cultural, Community)	How e.g. 1-2-1 Personal Acknowledgement OR Group Acknowledgement (Direct Manager and/or next one or two levels up)	Who e.g. The person or team	When e.g. Fill in the date when completed

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Failure Mitigation Model

Failure Mitigation Model

This approach helps prevent failure – follow steps 1 to 5



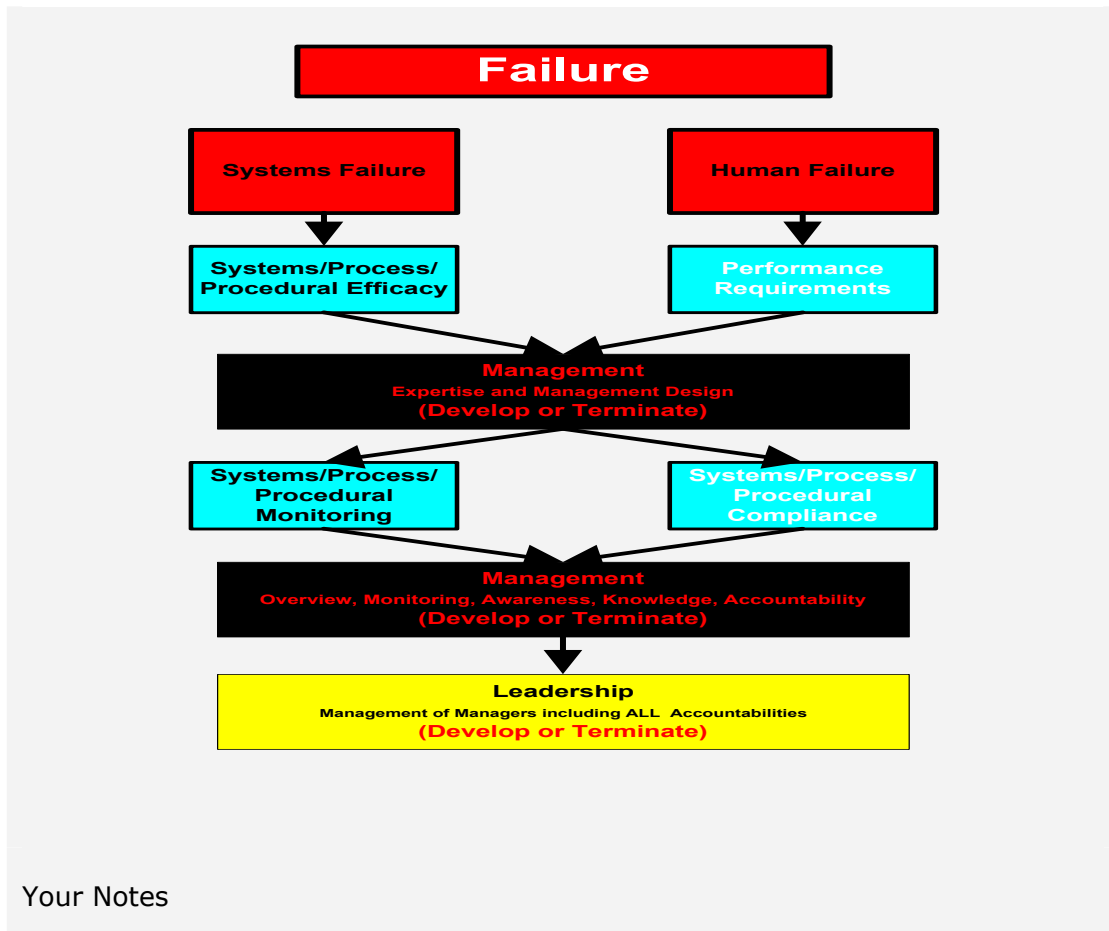
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Failure Management

Failure Management

Follow these steps when addressing failure



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Project Planning Template

Project Planning

This template has the key elements required of a Project Plan

Project Name				
Outcomes (Describe the purpose and benefit)		What will be achieved? (Provide measurable goals – quantifiable outcomes List Four or five)		
Overall timeframes		Starting Date	Finishing Date	
Key Steps				
The step/action	What	How	Who	When – starting and finishing dates of action
Goals Set			Project Leader/Manager	
Goals Reviewed and Approved			Clients Stakeholders Leaders	
Dates Set Reviewed and Approved			Clients Stakeholders Leaders	
Action Steps (list individually)			Project Leader/Manager	
Critical (Risk) Points and Contingency Plans for such	(list individually stating why each is a risk and why contingency plan will mitigate the risk)		Project Leader/Manager	
Action Steps Reviewed and Approved			Clients Stakeholders Leaders	
Evaluation Methods				
Report Delivery				

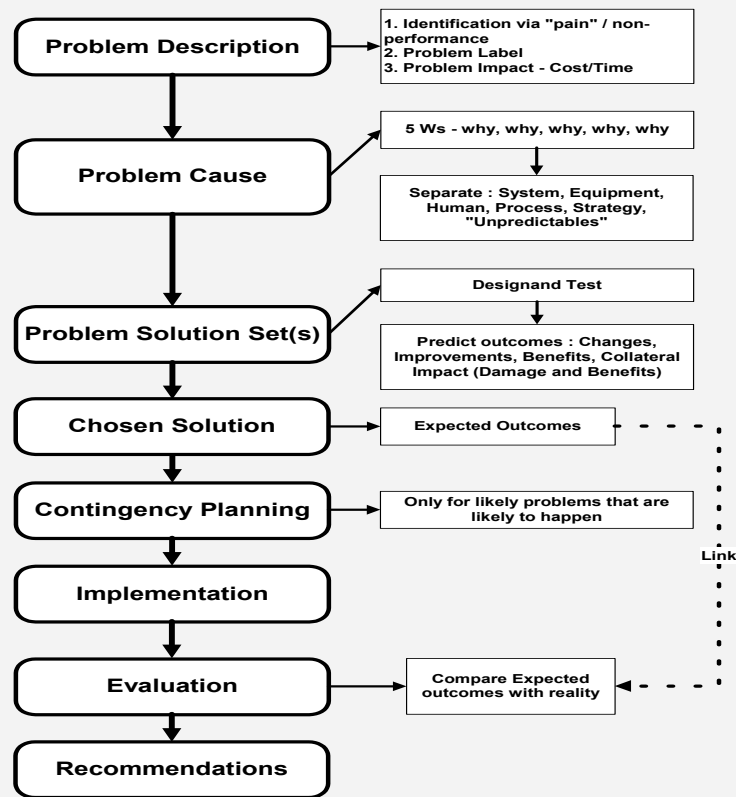
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Problem Analysis

Problem Analysis

When analysis problems, follow this series of steps



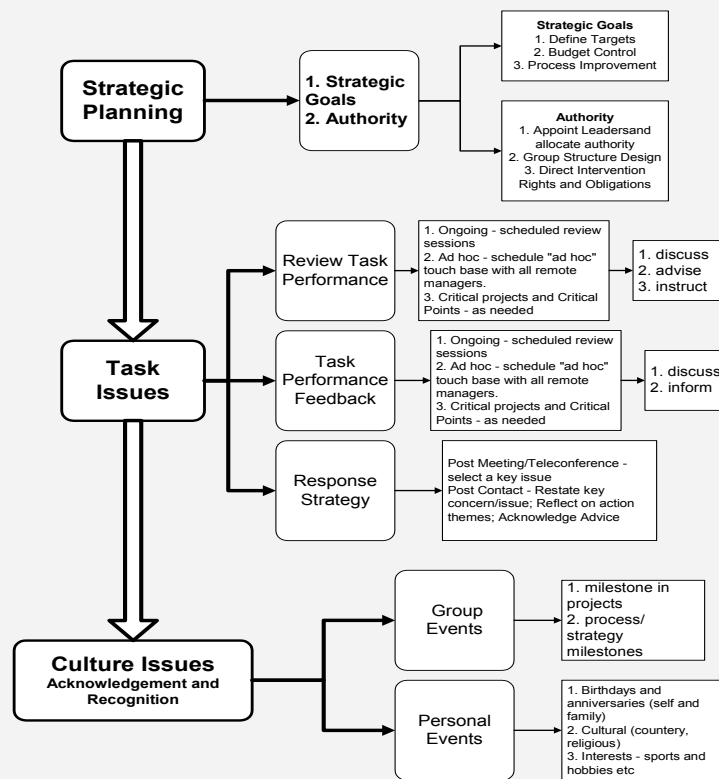
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Managing Virtual Teams

Managing Virtual Teams – Key Steps

The approach below will help you address the key **TASK** and **CULTURAL** needs of virtual and distant teams



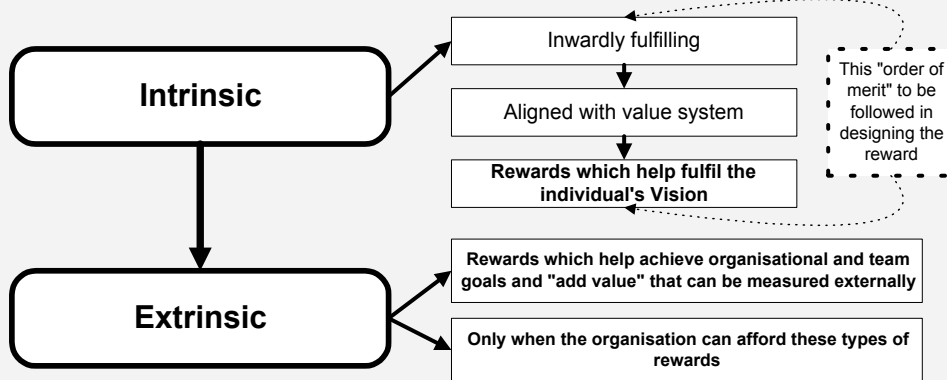
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Recognition and Rewards – 1

Recognition and Rewards

Firstly, address intrinsic needs of human beings through RECOGNITION, Then REWARD



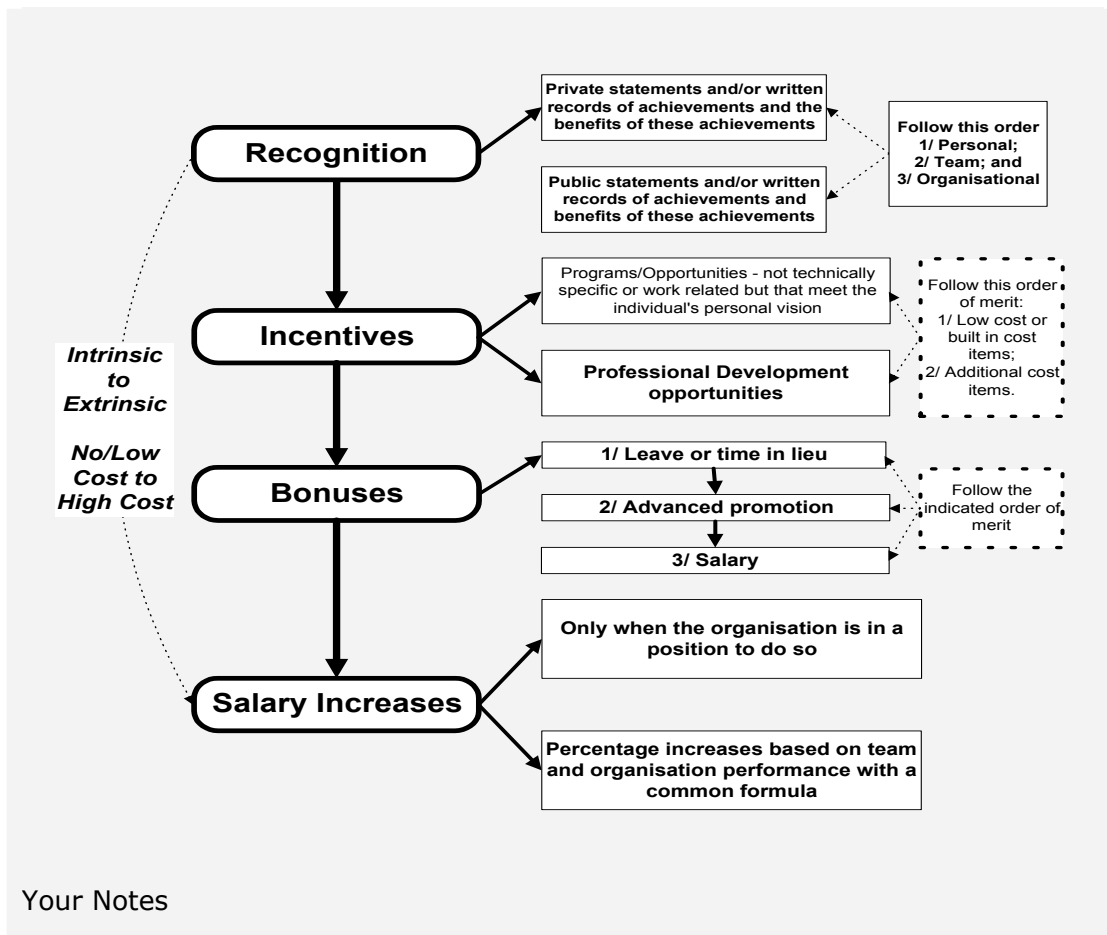
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Recognition and Rewards – 2

Recognition and Rewards – 2

Follow this pattern of Recognition to Reward



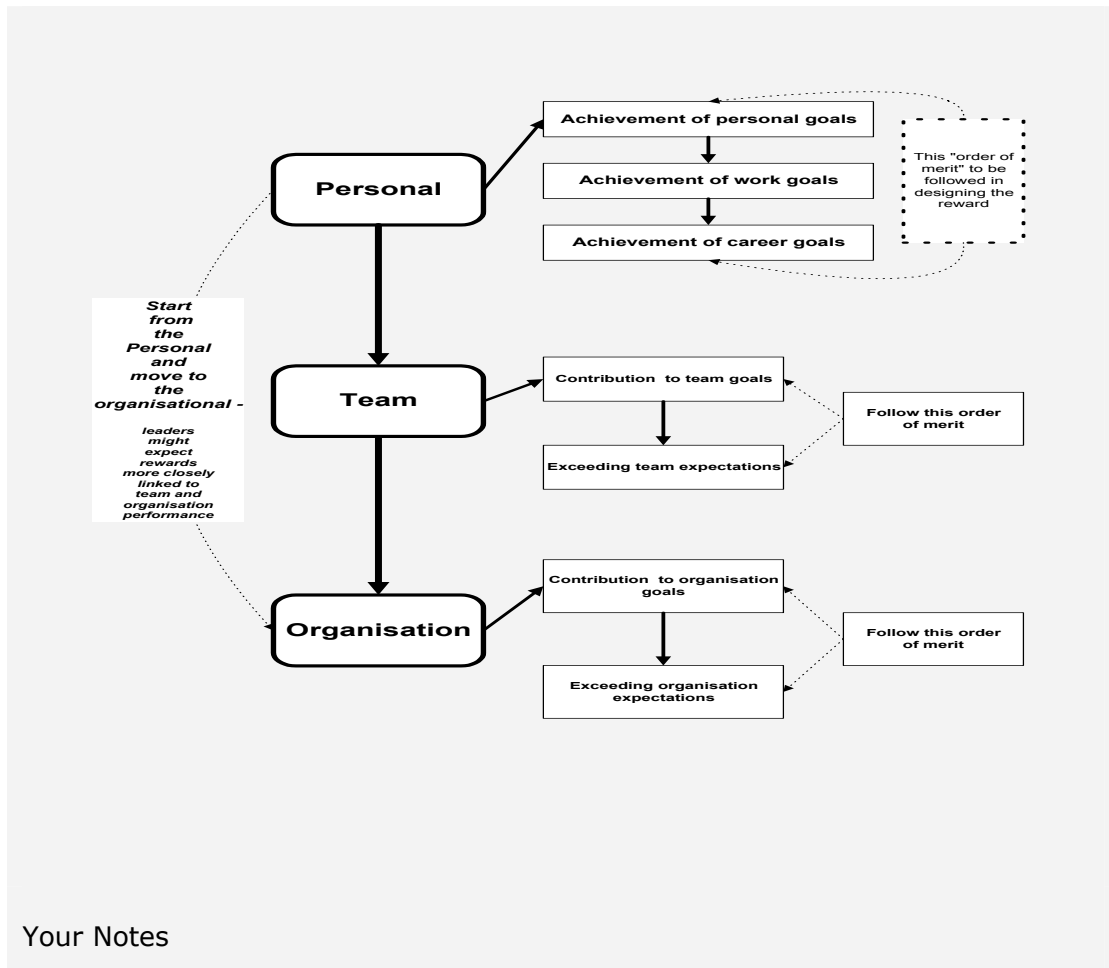
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Recognition and Rewards – 3

Recognition and Rewards – 3

The PTO approach is a goal attainment methodology that should govern reward attainment

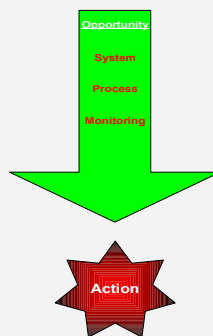
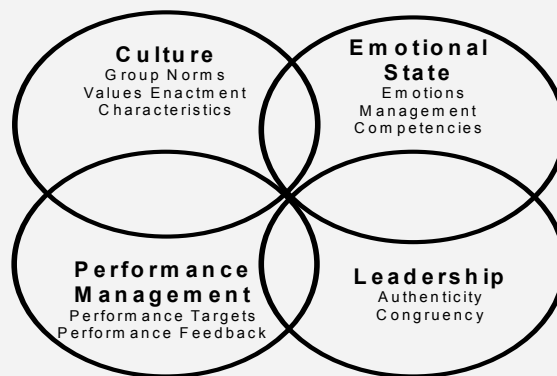


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Behaviour Risk Management

Behaviour Risk Management – the 4 Elements that foster Behavioural Risk

Non-compliant, illegal and risky behaviour can be stimulated by failure to set a context that prevents enacting opportunity risk. The following model depicts the 4 key elements that mitigate or stimulate behavioural risk and adverse behaviour.



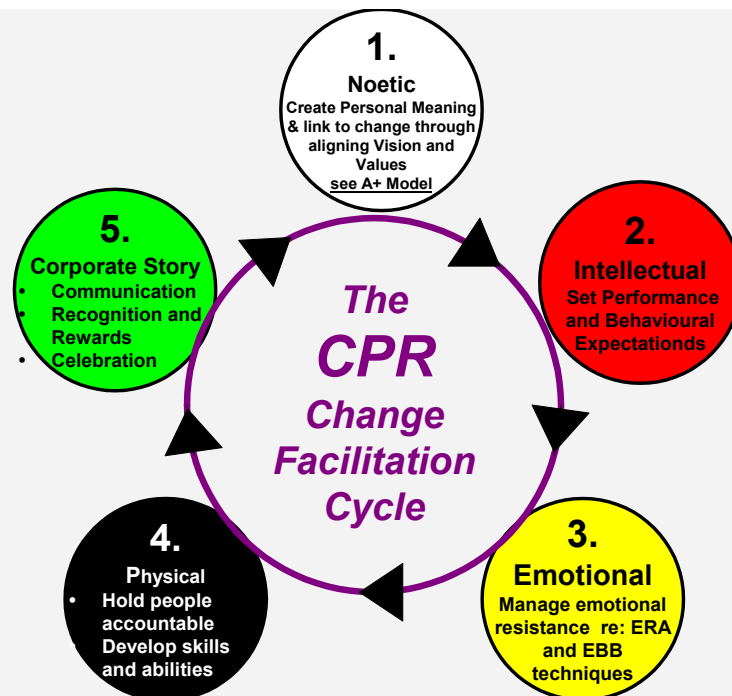
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Change and Performance Realisation

Change and Performance Realisation

The following model depicts the 5 components of change and performance facilitation.



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Culture Creation – 1 of 4 : Behaviour Creation

Behaviour Creation

This tool helps track behaviour that Leaders want to sustain and build within cultures.

Behaviour Creation			
Value (List These) e.g. Care for People Care for Quality and Standards Community Sustainability	Behaviour that will enact e.g. Finding successes Social Contact	Who e.g. The names of your staff, colleagues and/or peers	When e.g. Fill in the date when completed

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Culture Creation – 2 of 4 : Behaviour Extinction

Behaviour Extinction

This tool helps track efforts to extinguish unwanted behaviours.

Behaviour Extinction			
Value (List These) e.g. Care for People Care for Quality and Standards Community Sustainability	Behaviour that will be extinguished e.g. Rumours Labelling (People and/or Process)	Who e.g. The person you spoke to	When e.g. Fill in the date when completed

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Culture Creation – 3 of 4 : Behaviour Recognition

Behaviour Recognition

This tool helps ensure recognition of people and behaviours that build the desired culture. The recognition helps imbed the behaviour within the culture.

Recognition			
What e.g. Achievement Milestone Success Improvement Personal (Birthday, Academic, Sporting, Cultural, Community)	How e.g. 1-2-1 Personal Acknowledgement OR Group Acknowledgement (Direct Manager and/or next one or two levels up)	Who e.g. The person or team	When e.g. Fill in the date when completed

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Culture Creation – 4 of 4 : Ritual and Celebration

Ritual and Celebration

This tool helps ensure Leaders undertake the ritualistic steps that build cultures and (Corporate) Social Capital

Ritual and Celebration			
Event e.g. Birthdays Birth of Child(ren) Team Milestones Project Completion Significant “fire fighting”	Type of Celebration e.g. End of Meeting Coffee Break In public domain Restaurant	Who e.g. The person or team	When e.g. Fill in the date when completed

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Culture re-Creation

Culture re-Creation

When cultures are suffering from long-term neglect or anti-social behaviours demonstrated by “counter organisational citizenship,” then more dedicated and diligent efforts are required. These efforts ought use hierarchical and charismatic authority to build new behaviours. The table below helps achieve this.

Name of Person OR Group To be contacted	Personal Ritual Events (e.g. Birthdays, Marriages etc)	Group Ritual Events (e.g. Time together, Group “Fun” days or activities etc)	Person to Deliver Message Direct “Boss” OR Next Level Above Direct “Boss” OR Senior Executive	Date and Place to Formally Acknowledge	Name of Person OR Group To be contacted	Personal Task or Learning Achievements	Group Task or Learning Achievements	Person to Deliver Message Direct “Boss” OR Next Level Above Direct “Boss” OR Senior Executive	Date and Place to Formally Acknowledge

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Critical Management Matrix

Critical Management Matrix

This tool helps managers and leaders focus on key programs or projects that are, or might be, at risk. It helps focus attention to key risk reduction thinking and related activities..

Name of Project / Process	Manager	Delegate in Charge	Deliverables	Value Add of deliverable Internal Customer	Value Add of deliverable External Customer	Pain Avoidance Internal Customer	Pain Avoidance External Customer	Risks to Deliverables	Timeframes Required	Risks to Timeframes	Contingency Plan How? Why? How do you know?

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Managing Meetings

Managing Meetings

This tool helps meeting Chairmanagers (the title from which Chairman evolved) run meetings more effectively.

Meeting Manager Checklist

Meeting Phase	Chairperson Action Steps	Comments to make Material to mention	Tick when done
Pre-meeting	<ol style="list-style-type: none"> 1. Write down purpose of meeting 2. Write down key elements 3. Prioritise key elements 4. Write agenda 5. Allocate times for each component 6. Distribute Agenda 		
Meeting – Beginning	<ol style="list-style-type: none"> 1. Welcome 2. State meeting name and number 3. Read agenda 4. State timeframes for each component 		
Meeting – Body of the meeting	<ol style="list-style-type: none"> 1. Name Item 2. Seek input OR Present Issue/comments (if leadership comment required) 3. Summarise Comments 4. State action 5. Seek endorsement / acknowledgement 6. Allocate roles / duties / responsibilities for action 		
Meeting – Closing the meeting	<ol style="list-style-type: none"> 1. Summarise key actions and responsibilities 2. Highlight how these steps contribute to the team and organisational goals 3. Thank people for attendance and provide date or timeframe for next meeting 		

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Interview (Engagement) Information and Data Collector

Interview Data Collector

Use this template to manage the data around issues or activities of interest, it will help transform data into information.

Interview Data Collector									
Summary of Issue OR Key Question	Rating	Evidence	Assessing the Evidence <small>Fact/Fiction Task/Culture (Performance and People)</small>						
	1 to 5		<small>Fact based on specifics Fiction a possibility to be investigated If Fact- when, where, how</small>	<small>Tick if Task problem re goal Outcomes</small>	<small>Tick if Culture problem re relationships</small>				
<small>Issues Assessor – Rate as either Management in terms of task process – Place T next to summary of Issues</small>							<small>Total T Issues -----</small>		
<small>Issues Assessor – Rate as either Leadership and Peopleskills in terms of culture - Place C next to summary of Issues</small>							<small>Total C Issues -----</small>		

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Leadership Charter

Leadership Charter

Leadership ought have a p[remise which is the agenda for action. That premise, or foundation statement can be captured in a Leadership Charter like that below

Leadership Charter Summary Statement	Consequences of Non-Compliance
<p>In this box you should write a five to six line summary about your:</p> <ol style="list-style-type: none">1. Values;2. Power;3. Responsibility;4. Authority; and5. Accountability <p>Now, write examples of the behaviours that will enact each attribute described above.</p>	<p>In this box you should write a summary about the consequences you should expect if you do not behaviourally comply with the charter.</p> <p>The behaviours you ought adopted are those listed under Assessing Your Leadership Charter</p>

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Team Plan 1 of 3

A+ Team Plan – Vision and Values

Successful teams have a plan that is succinct and readily understood. The Alignment Plus approach (A+) links Vision, Values, Goals and Processes and hence covers the essential intellectual, emotional and spiritual dimensions consistent with Noetic Leadership. The first two components of the plan appear below.

Team Plan - Overview				
Vision				
your Team "cloud nine" - the dream you will make real as a Team				
Commitments				
the fundamental principles and beliefs that will guide your Team's decisions and how you will act - list five				
(insert capability name here)	(insert capability name here)	(insert capability name here)	(insert capability name here)	(insert capability name here)

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Team Plan 2 of 3

A+ Team Plan – Goals

Whilst the Vision sets the direction and values are the foundation, goals are the stepping stones toward the “Cloud 9” which is the Vision. Set goals clearly and well and they enable adoption, achievement and celebration of success based on objective truth.

Goals					
the real achievable outcomes - simply list these					
Time Frames	KRAs / Measurables / Deliverables				
	(insert KRA name here)	(insert KRA name here)	(insert KRA name here)	(insert KRA name here)	(insert KRA name here)
3 Month					
6 months					
One Year					
Two Years					
Five Years					

Your Notes

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Team Plan 3 of 3

A+ Team Plan – Processes

Processes enable goal attainment. Get the process “write and right” and success can follow if you have the right skills, attitude and ideas. It is key to list the key processes so that people can be enlisted, and enrol themselves, in the team vision.

Processes	
List the things you will do as a Team - the plans you have in place or need to put in place	
Project / Process Description	

Your Notes

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The Right Stuff

The ASK Assessment Tool

Do you have the right people? What do you most need? This tool helps answer both questions. Firstly it helps determine what is most needed for roles and once this is established, team members can be assessed against the criteria recorded in the template.

Level	Talent		
	Attitude	Skills	Knowledge
	Behavioural Enactment of Values	Technical and Task Proficiency	Theoretical and Practical Knowledge
Doer			
Manager			
Leader			

Your Notes