

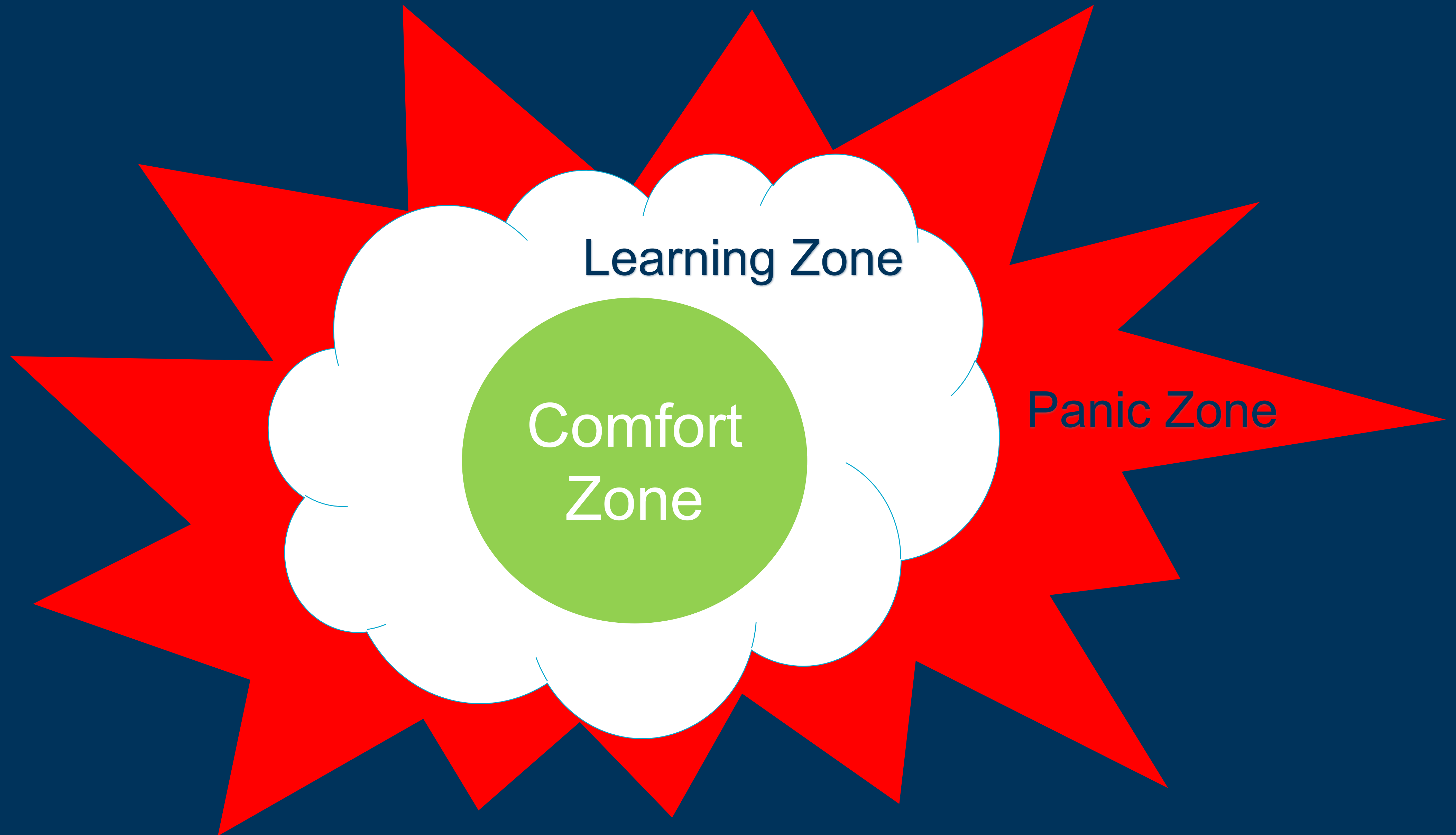
# Pioneering the Future: Leadership Hacks

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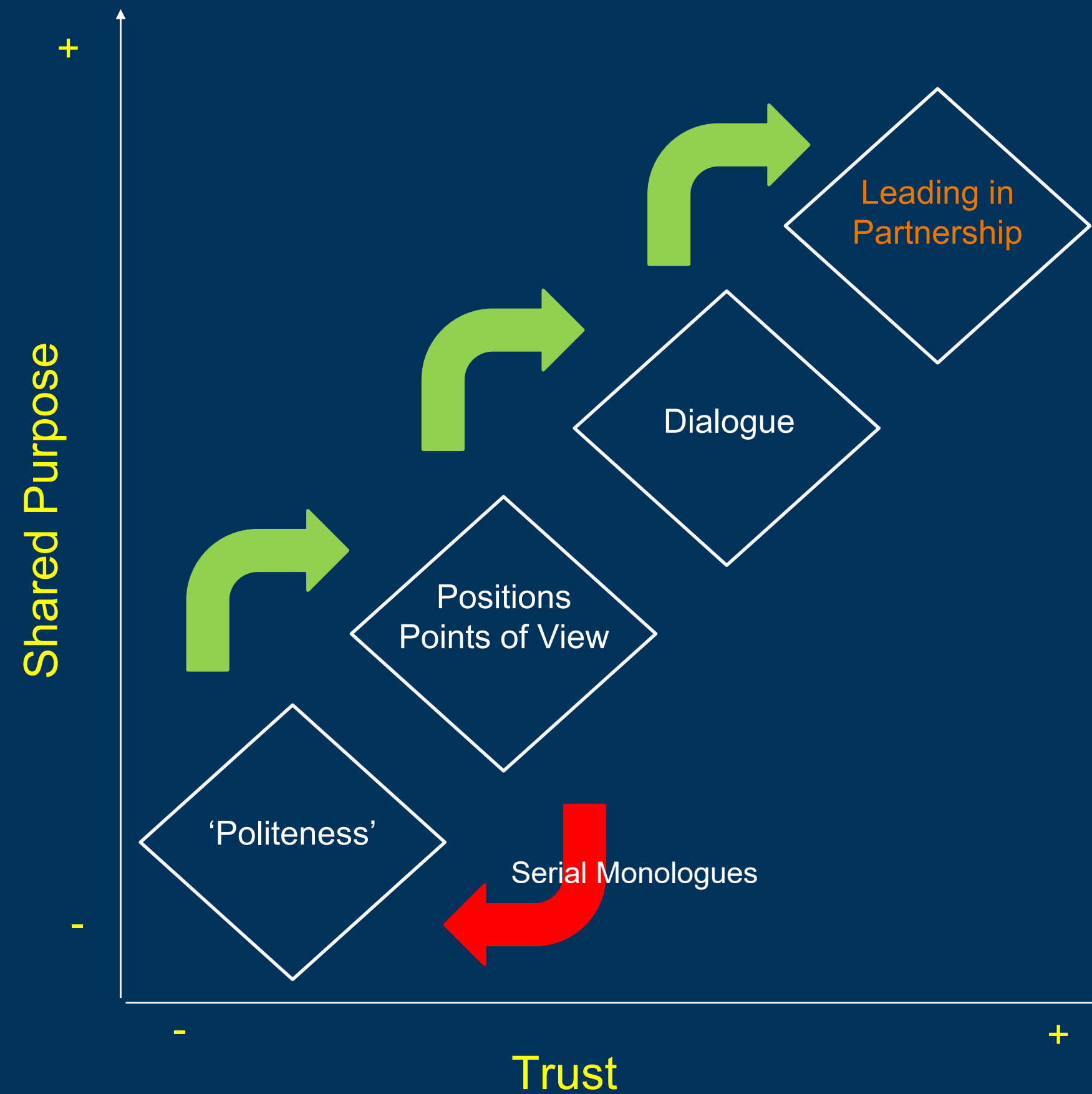
# Today

- Pioneering the future: Leadership Hacks
  - Building trust
  - Creating space for others
  - Creating impact

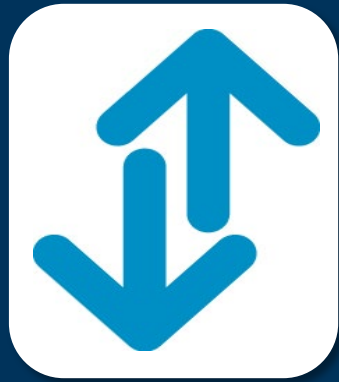


# Leading in Partnership

How to create requisite variety in practice



# Leadership Boundaries



## Vertical

across levels & authority



## Horizontal

across functions & expertise



## Stakeholder

across external groups & interests



## Demographic

across diverse groups & cultures



## Geographic

across markets & distance



# Trust Equation

What is your trust score?

$$\text{Trust} = \frac{\text{Credibility} \times \text{Reliability} \times \text{Intimacy}}{\text{Self-orientation}}$$

# Building Trust

How do the elements work together?

Component	Realm	Example
<b>Credibility</b>	Words	I can trust what they say about .....
<b>Reliability</b>	Actions	I can trust them to .....
<b>Intimacy</b>	Emotions	I feel comfortable discussing this.....
<b>Self-orientation</b>	Motives	I can trust that they care about.....

# Exercise

What would your clients say about you?

- Consider your important relationships at work.
- Consider those that are working well and those that need some attention.
- Pick **one** – you don't need to disclose who it is.
- If we asked that person to rate you out of 10 for each element, what would they say?
- **The scale for Credibility, Reliability and Intimacy is that 10 is high, but the scale for Self-Orientation is reversed.**



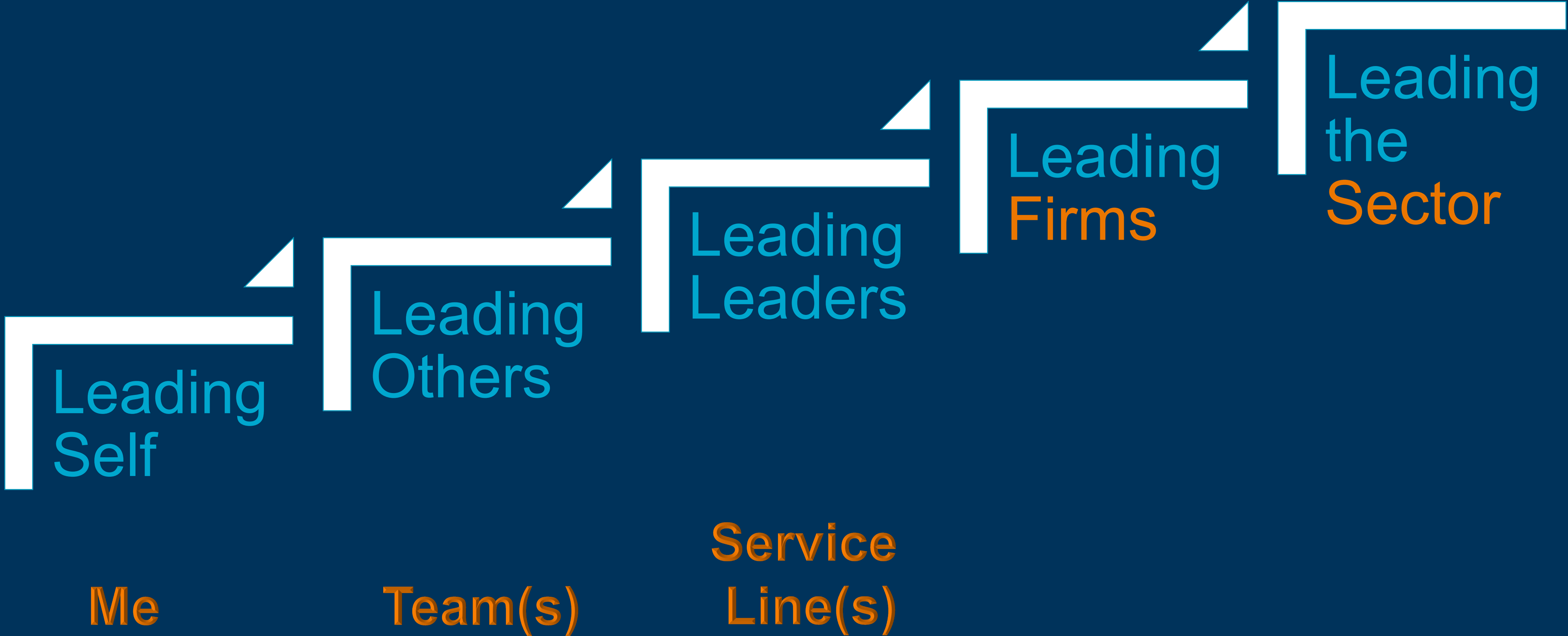
# Trust Exercise

## Examples

Name	Credibility	Reliability	Intimacy	Self Orientation	Action to be taken
Marketing Manager	6	7	4	5	Increase my intimacy score by being willing to share what matters to me and what I am feeling
Leadership Peer	7	8	6	8	Get really curious about my peer's point of view and let go of the need to be on my agenda all the time. Reduce SO score
Direct Report	8	3	6	6	Don't over promise – manage expectations, even if I don't have an answer yet report back

# Creating value

Clarity of unit of performance



# Leadership Transitions



# Creating Value – what do you trade on?

## In the here and now

