

1

What one thing, more than anything else,
do great leaders do?



1

What is the opposite?





Demands of a VUCA world

V olatility	sudden change requires a rapid response; well-honed skills are easier to deploy	S peed
U ncertainty	inability to know for sure what will happen requires patience and a contingency plan	F lexibility
C omplexity	many distinct but interconnected variables requires a broad range of response options	V ariety
A mbiguity	circumstances with multiple meanings require objectivity, without projecting biases	S elf-awareness

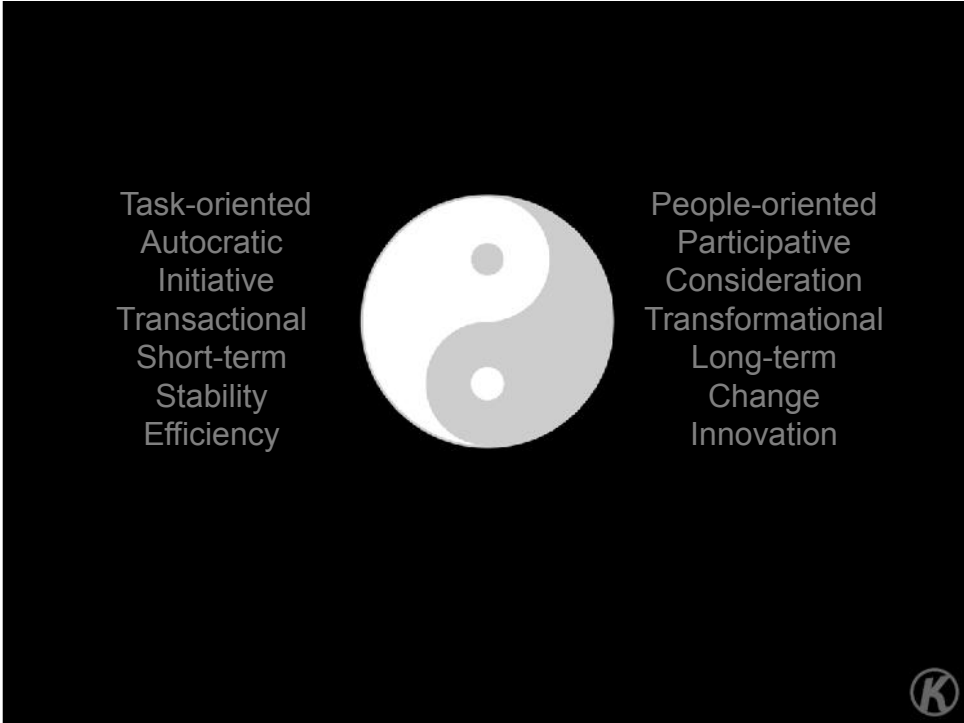


Versatility

the ability to read and respond to changing conditions with a full range of motion; able to freely use opposing approaches, unlimited by bias in favor of one and prejudice against the other.

Kaplan & Kaiser (2003) Developing versatile leadership. *MIT Sloan Management Review*





9%

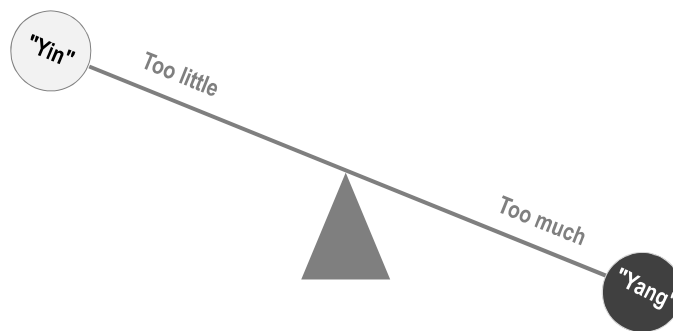
Global base rate
of versatile leaders



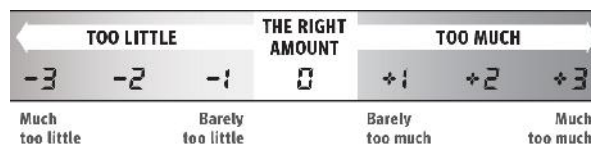
Why?



Lopsided leadership



Kaplan & Kaiser (2009) Stop overdoing your strengths. *Harvard Business Review*



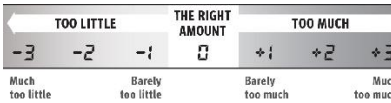
Kaiser & Kaplan (2005) Overlooking overkill. *Human Resources Planning*



HOW YOU LEAD



WHAT YOU LEAD



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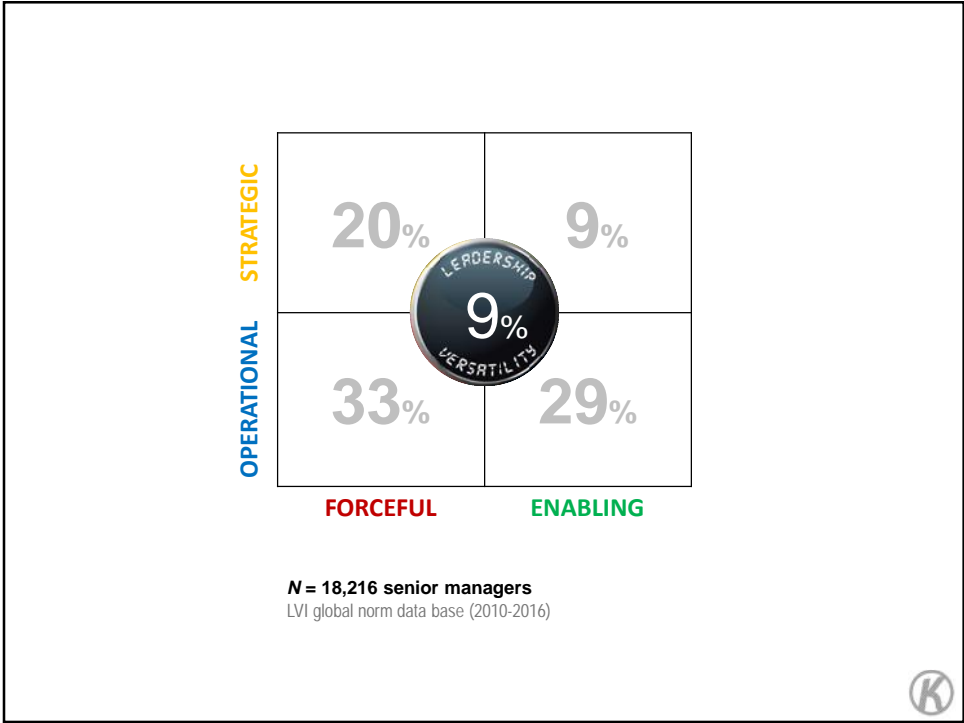


Out of balance

Of those who do "too much"		do "too little"
FORCEFUL	97%	ENABLING
ENABLING	86%	FORCEFUL
STRATEGIC	67%	OPERATIONAL
OPERATIONAL	94%	STRATEGIC

Kaiser & Kaplan (2009) When strengths run amok. *Perils of Accentuating the Positive*





Why?

“The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.”

F. Scott Fitzgerald



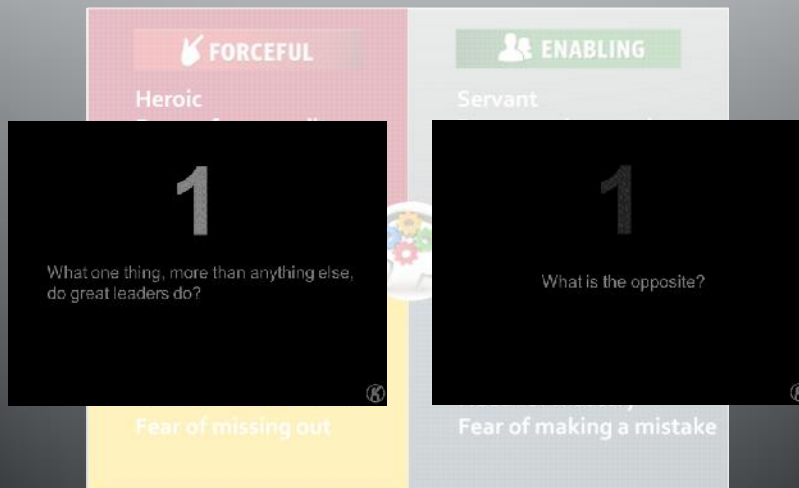
Mindsets



Kaplan & Kaiser (2013) *Fear Your Strengths* (Berret-Koehler)
Kaiser & Kaplan (2006) *The deeper work of exec development. Academy of Management*



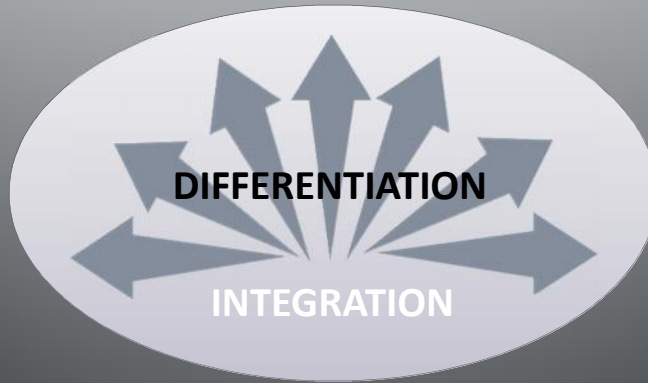
Mindsets



Kaplan & Kaiser (2013) *Fear Your Strengths* (Berret-Koehler)
Kaiser & Kaplan (2006) *The deeper work of exec development. Academy of Management*



Development as becoming
a more complex and mature person



SELF-ABSORBED → SELF-AWARE



The existential question



SELF-ABSORBED → SELF-AWARE



Development

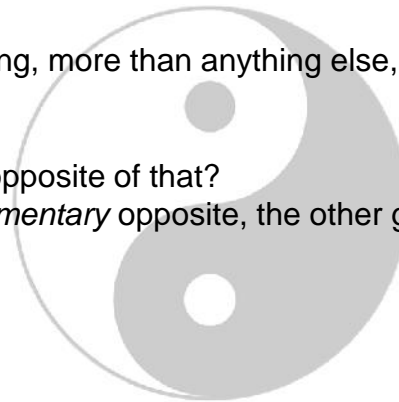


Kaiser & Kaplan (2006) The deeper work of exec development. *Academy of Management*



Coaching technique I

1. What one thing, more than anything else, do you think great leaders do?
2. What is the opposite of that?
(The *complementary* opposite, the other good thing to do)



Kaplan & Kaiser (2013) *Fear Your Strengths* (Berret-Koehler)



Coaching technique II

Too much?

What compels you—what's driving you overboard?
What's the worst that could happen if you did it **less**?

Too little?

What inhibits you—what's holding you back?
What's the worst that could happen if you did it **more**?

Kaplan & Kaiser (2013) *Fear Your Strengths* (Berret-Koehler)

