

# 1

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



# 1

What is the opposite?





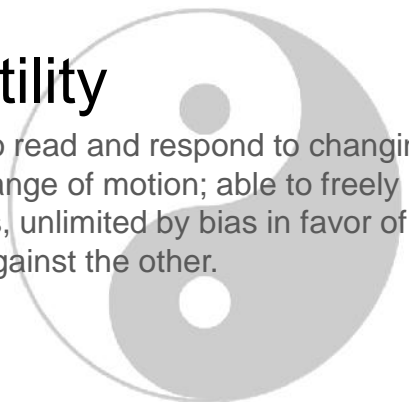
## Demands of a VUCA world

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



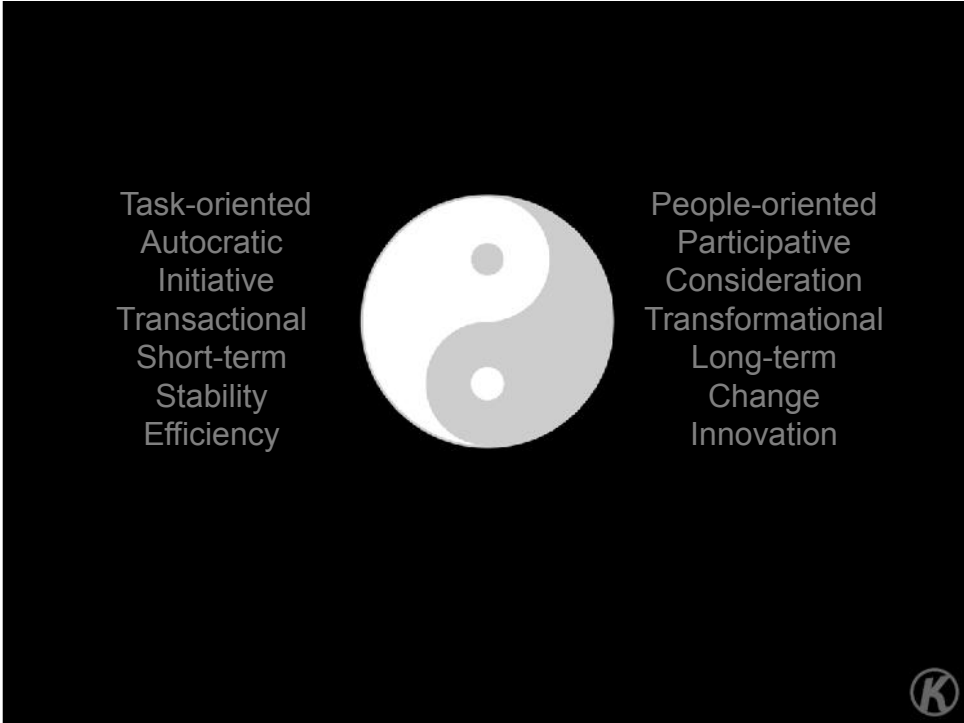
## Versatility

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%

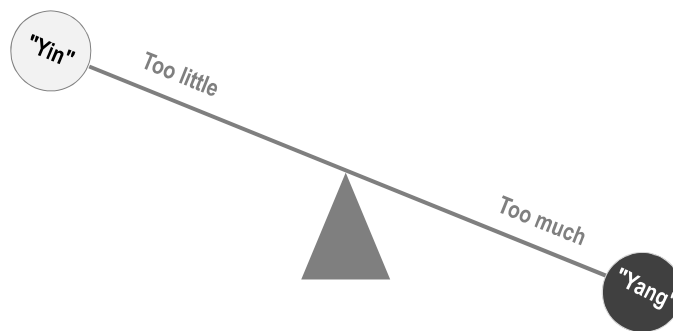
Global base rate  
of versatile leaders



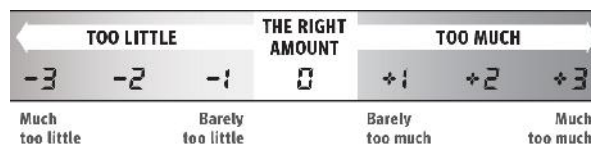
Why?



## Lopsided leadership



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



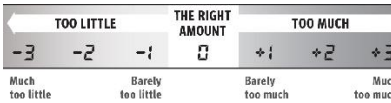
Kaiser & Kaplan (2005) Overlooking overkill. *Human Resources Planning*



**HOW YOU LEAD**



**WHAT YOU LEAD**



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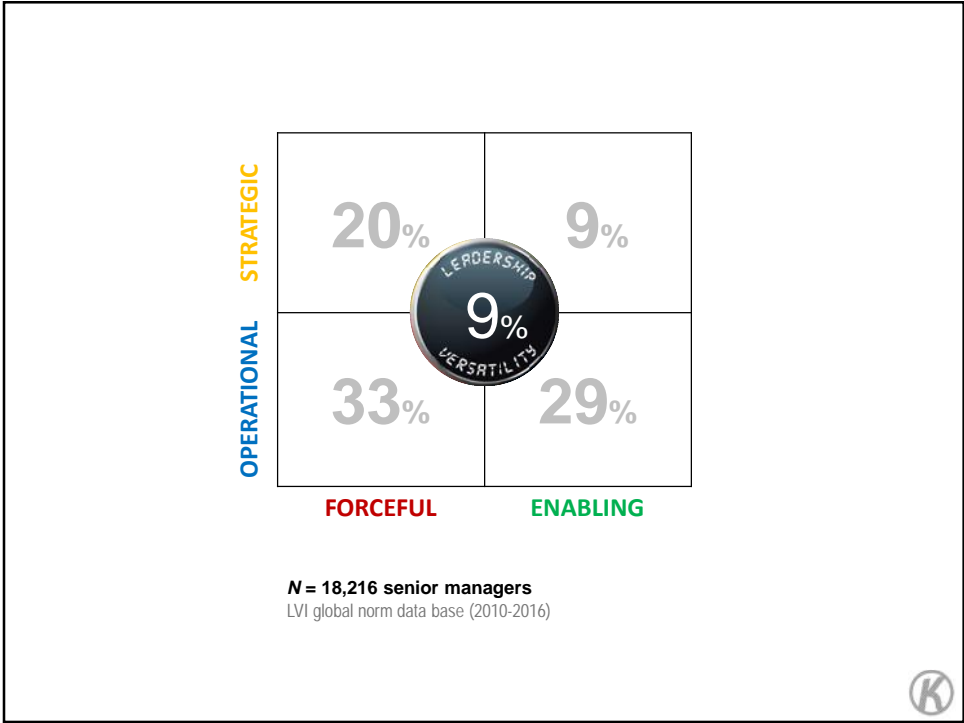
**Out of balance**

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

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**



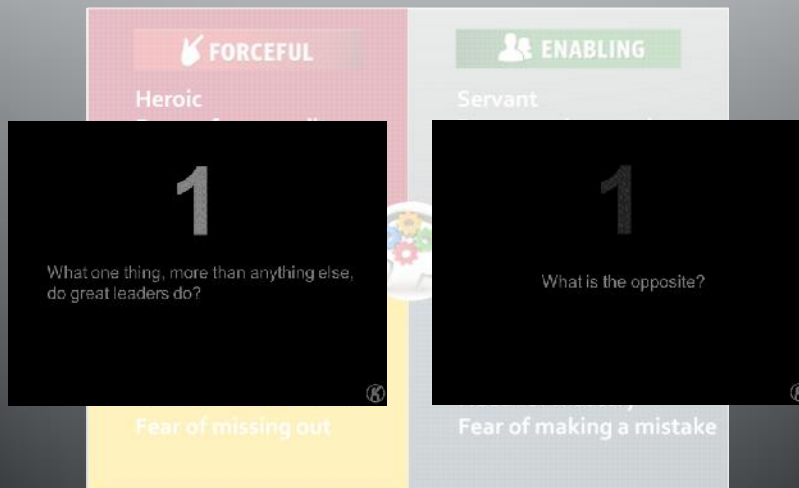
## Mindsets



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



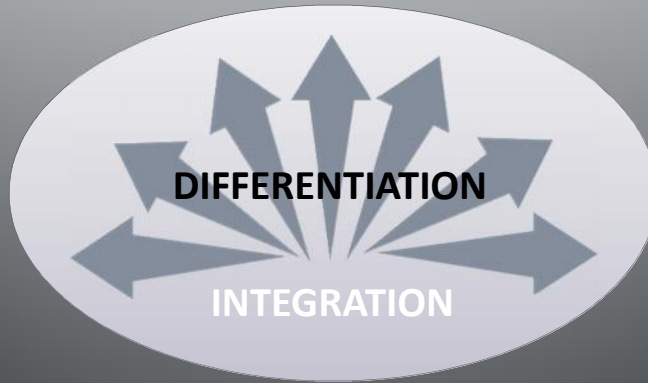
## Mindsets



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

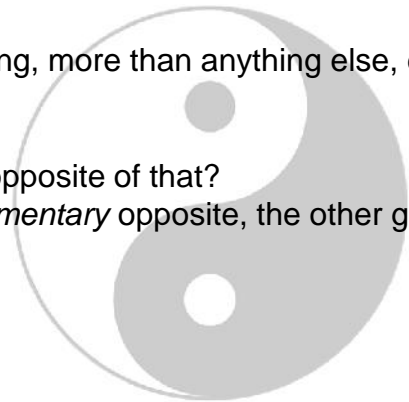


Kaiser & Kaplan (2006) The deeper work of exec development. *Academy of Management*



## 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)

