Standing Alone?
Strengthening Your Courage to Lead

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Objectives

• Identify your current competency level – skilled, unskilled, or overused – for “standing alone” within your organization or work world

• Identify specific strategies for strengthening, redirecting, or compensating the courage competency of standing alone

• Apply individual reflections to select an upcoming workplace or work world opportunity for standing alone
What Does Great Leadership Take?

• Korn/Ferry has spent 40+ years researching the characteristics and skills needed for great leadership of self, others, and organizations
  ➢ What are the key experiences needed for growth?
  ➢ What do people learn on the job, through coaches/mentors, and/or through study?
  ➢ What contributes most to effective leadership?
Leadership Architect® Library Structure

- 8 Factors
- 26 Clusters
- 67 Competencies
- 19 Stallers/Stoppers
- 365 Behavioral Aspects

Greatness Cultivated

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Leadership Architect® Competency Library
Factor III. Courage

• Cluster H. Dealing with Trouble
  - Command Skills
  - Conflict Management
  - Confronting Direct Reports
  - Managerial Courage
  - Standing Alone

• Cluster I. Making Tough People Calls
  - Hiring and Staffing
  - Sizing Up People
Standing Alone: “Skilled” Definition

• Will stand up and be counted
• Doesn’t shirk personal responsibility
• Can be counted on when times are tough
• Willing to be the only champion for an idea or position
• Is comfortable working alone on a tough assignment
Quiz Game: Standing Alone
• Of the 67 Leadership Architect® competencies, Standing Alone is ranked ____ in average skill level.

- 11th
- 23rd
- 45th
- 61st
2) 

- On average, **men** are more skilled at Standing Alone than **women**.

- **True**
- **False**
• How is Standing Alone rated in developmental difficulty?

- Easiest
- Easier
- **Moderate**
- Harder
- Hardest
• Of the 67 Leadership Architect® competencies, Standing Alone is ranked ___ in perceived importance.

- 9th
- 21st
- 40th
- 59th
• In which **region** does Standing Alone rank highest in **importance**?

- North America
- **Europe**
- Australia/New Zealand
- Asia
- South America
- Africa
Questions for Discussion

• What are your reactions to this research?

• In what types of situations do you believe Standing Alone is most important?

• In what types of situations do people tend to be less skilled in Standing Alone?
## Standing Alone

### Self-Assessment

**Behavior / Preferences**
Select the summary that best describes you in your primary work role. Before making a final selection, consider if your selection is one co-workers also would select as a best fit for you. Remember, not every descriptor may be a perfect fit. Select the summary that is the best fit.

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<tbody>
<tr>
<td>1.</td>
<td>I may be a loner and not a good team player or team builder. I may not give appropriate credit to others. To others, I may be seen as too self-centered. Also, I may not wear well over time.</td>
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<td>2.</td>
<td>I am a shining example of how to take personal responsibility and be responsible for an outcome. I step forward whenever I am involved in a failure and demonstrate appropriate humility when I am wrong. When things get tough, I am there – immediately on top of problems, ready to collect information, and provide advice and guidance about what needs to be done. I will speak confidently with a lone voice and am willing to take the buffeting that comes with it. I have no fear being out front. I am considered by others as a model of taking personal responsibility for tough assignments; I will work on them alone, deal with whatever criticism comes my way, and keep my eye on the goal, no matter what. I get passionate when I champion an idea.</td>
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<td>3.</td>
<td>I accept personal responsibility for mistakes and failures. I respond well during tough times. I take tough stands when necessary and present my view with confidence and authority. I work alone competently. When I do not have support available, I am able to move out on my own. I step up to the plate to champion an idea.</td>
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<td>4.</td>
<td>When it is clear that I am wrong, I accept failure and use it as a learning experience. I can be counted on to respond well under the pressure of tough times. If an important issue needs to be addressed, I speak up. I can work alone. I will first look for supporters to join me, but if I cannot find any, I still proceed with reasonable confidence. I will champion an idea when necessary.</td>
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<td>5.</td>
<td>I do not accept a fair share of personal responsibility for failures and mistakes. I usually stay away from difficult or tough situations. I tend to avoid conflict and usually only weigh in once consensus has been reached. I prefer to be one of many rather than work alone. Given the choice, I let others be out front on a new idea.</td>
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<td>6.</td>
<td>I do not take personal responsibility for failures. I offer many reasons for why I was not wrong and blame everyone and everything but myself. I do not handle pressure, difficulty, or conflict well, withdrawing completely. I avoid controversial issues at all costs. I lack the confidence to stand alone and am not comfortable in a leading role. I avoid taking a stand on new ideas at all costs. Given an opportunity to lead on my own, I duck the limelight.</td>
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Human Histogram
Peer Coaching

**Overusing Standing Alone?**

- In what circumstances do you tend to overuse Standing Alone?
- Which causes seem to influence your tendency to underuse Standing Alone?
- With what competencies might you compensate when your tendency is to overuse Standing Alone?

**Underusing Standing Alone?**

- In what circumstances do you tend to underuse Standing Alone?
- Which causes seem to influence your tendency to underuse Standing Alone?
- What competencies might you substitute when your tendency is to underuse Standing Alone?

**My Personal Challenge / Commitment**

- In the next 30 days, I will practice the following remedy in order to strengthen my skill in Standing Alone:

- In the next 30 days, I will initiate the following “develop-in-place” assignment:
Standing Alone in Teams

• Team Architect®: 7 research-based factors and 20 dimensions of team effectiveness

• #4. Trust in Truthful Communication
  ➢ Says what’s on minds
  ➢ Understands differences
  ➢ Open with one another
  ➢ Improving process

• How does members’ capacity for Standing Alone improve overall team effectiveness?
Standing Alone in Organizations

- Strategic Effectiveness Architect®: 8 research-based dimensions and 20 clusters of strategic capability
  - F. Innovation Leadership
  - G. Organizational Learning
  - K. Leveraging Culture
  - M. Collaborating Across Boundaries
  - T. Managing in the Best Way

- How does individuals’ capacity for Standing Alone improve organizational effectiveness?
Questions?

“Never, for the sake of peace and quiet, deny your own convictions.”

Dag Hammarskjöld
Former U.N. Secretary-General
For More Information…

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