Leadership Co-Hackers Needed, Please!

HBR have just published "Almost All Managers Have at Least One Career-Limiting Habit" where Joseph Grenny states that 97% of all managers fail due to one or more personal habits.

Most have been aware of the habit(s) for several years without getting around it or in some other way manage to handle it.

Back in 2009 Robert Kegan and Lisa Lahey released "Immunity to Change" highlighting how doctors would tell heart patients they would die if they didn't change their habits.

Only one in seven would be able to follow through successfully.

Take it into leadership - 4 of 5 young leaders fail in their leadership mission, they get demoted, dismissed or even promoted away - a terrible waste of talent, time and money.

Some ends don't seem to meet here...

The idea that people will change themselves to serve a purpose - be it in their careers or personal lives – or in a company for that matter – seems to be more rose-red theory than practical reality – worded only too well by Tolstoy "*Everyone thinks of changing the world, but no one thinks of*

changing himself".

I'm beginning to think that the way we do leadership training and personal development are due for some kind of overhaul. Not because what we do isn't well-intended, but the amount of change – impact - doesn't quite justify the ROI because <u>the world isn't getting more graceful with remarkably better leaders and people who can offer extraordinaire results</u>.

To me - we have been very kind – somewhat <u>too kind</u> - in expecting people to come around themselves thru reflection, self-development and mindful coaches. But as investments in people must be considered thru the same lenses as most capex – something should tell us that current leadership developments aren't offering a compelling case for creating wider and deeper leadership benches.

Shareholders should be shaking their heads.

We need a <u>hack</u>* of some sort.

- A hack of <u>leadership practices</u>. We must go from hoping for change - 'good luck with luck' – to a pre-designed process with a pre-designed destination.

- We must hack the <u>ownership of change</u>. Clearly personal ownership of change yield too little of new convictions, attitudes and behaviors, thus ownership should change hands to companies to ensure coverage of costs and risks.

- A hack of <u>norms</u> must be considered. Until you 'leave home' social norms will indicate what 'standard maturity' is, teachers' set
  expectation of learnings, social circles help with characters of friendships and courtship, parents do their thing – but ask yourself – what is the norm for how a 28-year-old leadership talent must look like in your company?

- Hacking is required of <u>KPI's and process</u>. No development will initiate without a target – a detailed design of maturity and performance 3-5 years from now – which in turn must be nurtured thru deep personal intervention of process and follow up. In the military, I know of, they measure you on promotability two levels above as a guide for which behavioral KPI's to fulfill, and thus which glass ceiling to break.

- <u>Perception</u> hacks are needed. Leadership investments are exactly that – <u>investments</u>- and not staff frills or rewards. As a company you are placing significant bets in a person thru salaries, training, your time etc – so a similar significant return is required. I'm not sure how much personal growth and change a MBA buys you – but considered time and costs spend it has to be outrageous, at least.

- And, a hack of <u>bosses</u> would do too. Your people need co-hackers. At all ages they need you to take them under your wings. To speak frank. To take ownership of the process and follow up on their behalf. To (dare to) draw consequences from unacceptable performance, mediocrity – and top performance. And to be professional about it – leadership is an equal fundamental in business to management and operation – we don't need to love our colleagues, but to care deeply for them. To grow people.

  <u>Do you dare to be great boss?</u>

Evidence suggests that personal change and development rely more on 'good luck with luck' than as a designed process towards future maturity and performance levels. We need a hack of some form of the 'system' – and you are required to help co-hack.

Step forward co-hackers, please!

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* 'Hacking' – in context of the urban dictionary - is be to get authorized access to a place without the intention to cause damage – and to me it's about using the access to re-direct intentions, attitudes and behaviors towards new spheres where we couldn't get to ourselves.