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 **Raj Ramachandran, Partner, Leadership Advisory, WittKieffer**
Family & Memorable Moments Education & Work

What drives you? What are you passionate about?

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Journaling/Self-Reflection

Take 2 minutes to jot down your response to the following:

Think back in your career and describe 2-3 characteristics of the best leaders you have worked with or have come across in your life.

- 1) What makes the best leaders more impactful?
- 2) How can you become a more impactful leader?



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Context & Background



1990s



2000s



2010s



2020s




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The Lenses of Impactful Leadership – WittKieffer PoV


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The Lenses of Impactful Leadership




Visionary Leaders see beyond what is, to what might be.

They develop a vision of the future creating, selling and driving the strategy. They are visionary thinkers and agents of change and innovation.




Relational Leaders are the glue who hold together every organization and team.

They harness the energy and talent of others by finding the right people, enlisting their support, building and motivating teams, and resolving conflicts.



Operational Leaders excel at getting results.

They are highly organized individuals who bring structure to organizations in which they work. They create systems and processes through which the strategies can be implemented, and the goals achieved.



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Breakout 1 – Visionary Leadership

Instructions:

- Spend 2 minutes on your own thinking about your responses to the questions (on the next page)
- Spend 5 minutes as a table group comparing responses

Remember to:

- Assign 1 person at your table to lead the **group discussion**



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Questions To Be Addressed



Visionary Leaders see beyond what is, to what might be.

They develop a vision of the future creating, selling and driving the strategy. They are visionary thinkers and agents of change and innovation.

Competencies are a set of demonstrable characteristics and skills that enable and improve the efficiency or performance of a job.

1. What competencies do you think are required to be successful in this lens?
2. How can you apply this lens to yourself, your team, and your organization?



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Lens: Visionary

Competency Name	Competency Definition
Develops a Vision	Strategically grows the organization by anticipating industry demands, market changes, and evolving external trends and internal trends.
Makes Sound Decisions	Effectively leverages information and considered multiple factors (financial, ethical, cultural, political) to create value for the enterprise.
Facilitates Innovation	Implements new and creative ways to achieve organizational goals.
Cultivates Purpose	Ignites passion, purpose, and enthusiasm about where the organization is headed.
Champions Customer-Centricity	Has a clear definition of who the customer is for the individual, team, and organization and delivers customer-focused solutions.

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Breakout 2 – Relational Leadership

Instructions:


- Spend 2 minutes on your own thinking about your responses to the questions (on the next page)
- Spend 5 minutes as a table group comparing responses

Remember to:

- Assign 1 person at your table to lead the **group discussion**



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Relational Leaders are the glue who hold together every organization and team.

They harness the energy and talent of others by finding the right people, enlisting their support, building and motivating teams, and resolving conflicts.

Questions To Be Addressed


1. What competencies do you think are required to be successful in this lens?
2. How can you apply this lens to yourself, your team and your organization?



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Lens: Relational

Competency Name	Competency Definition
Creates Alignment	Engages and influences others to gain traction for ideas across and outside the enterprise.
Fosters Relationships	Understands the people and organizational dynamics for “how things get done”.
Develops Talent and Teams	Ensures the organization has the right talent, in the right roles, with the right skills to meet strategic priorities.
Builds an Inclusive Culture	Champions inclusion and fosters an environment where individuals feel valued and respected.



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Breakout 3 – Operational Leadership

Instructions:

- Spend 2 minutes on your own thinking about your responses to the questions (on the next page)
- Spend 5 minutes as a table group comparing responses

Remember to:

- Assign 1 person at your table to lead the **group discussion**



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Questions To Be Addressed



Operational Leaders excel at getting results.

They are highly organized individuals who bring structure to organizations in which they work. They create systems and processes through which the strategies can be implemented, and the goals achieved.

1. What competencies do you think are required to be successful in this lens?
2. How can you apply this lens to yourself, your team and your organization?



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Lens: Operational

Competency Name	Competency Definition
Owens Results	Demonstrates a tenacious attitude to deliver against organizational goals.
Drives Accountability	Enables and holds teams accountable to achieve results.
Executes Efficiently	Puts the structure and plans in place needed to accomplish goals.
Optimizes Processes	Drives continuous improvement through effective and efficient processes.




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To become a more impactful leader, it all begins with self-awareness




Self Aware Leaders see themselves for who they truly are.


They are self aware and able to regulate and manage their actions and emotions through a variety of situations. They look for development and growth opportunities.




VISIONARY LEADERSHIP
focuses outward to create a future quite different than today's and long-term strategic thinking. We call this the "telescope" lens of leadership.



OPERATIONAL LEADERSHIP
looks inward to ensure execution by bringing structure, systems and processes through which strategies can be implemented, and goals achieved. Think of this as the "microscope" lens of leadership.



RELATIONAL LEADERSHIP
focuses on others, bringing connections, and unleashing people's energy. Winning hearts and minds, enlisting collective intelligence, and creating teams — within and beyond the organization's walls — to make the impossible possible. This is the "stethoscope" lens of leadership.



These lenses are underpinned and enabled by a leadership "innerscope" through which leaders draw on emotional intelligence to leverage their strengths and manage their shadows in order to lean into the lens most needed by their team, organization, and constituencies in the moment.



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Why Start with Self-Management (Awareness)?

“Self-awareness is foundation of Emotional Intelligence. If you’re aware of your own emotions and the behaviors they trigger, you can begin to manage these emotions and behaviors” – Margaret Andrews, MIT Sloan School of Management.*

- Self-awareness is the ability to identify and understand your own emotions and the impact we have on others. It’s the cornerstone of emotional intelligence (EI).
- Our emotions impact our mood, behaviors, performance, and interactions with other people. **“We are all having emotions all the time,”** says Andrews. “The question is whether you are aware of these emotions and the impact they have on your behavior – and other people.”
- According to organizational psychologist Tasha Eurich, **people who are self-aware tend to be more confident and more creative.** They also make **better decisions, build stronger relationships, and communicate more effectively.****

* <https://professional.dce.harvard.edu/blog/how-to-improve-your-emotional-intelligence/>

**Eurich, Tasha. *Insight: The surprising truth about how others see us, how we see ourselves, and why the answers matter more than we think.* New York: Currency, 2018.



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Breakout 4 – Self-Managed Leadership

Instructions:


- Spend 2 minutes on your own thinking about your responses to the questions (on the next page)
- Spend 5 minutes as a table group comparing responses

Remember to:

- Assign 1 person at your table to lead the **group discussion**



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**Self-Managed (Self Aware)
Leaders see themselves for
who they truly are.**

They are self aware and able to regulate and manage their actions and emotions through a variety of situations. They look for development and growth opportunities.

Questions To Be Addressed


1. What competencies do you think are required to be successful in this lens?
2. How can you apply this lens to yourself, your team and your organization?



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Lens: Self-Managed Leadership

Competency Name	Competency Definition
Establishes Trust	Gains trust through honesty, genuineness, and a care for the needs of others.
Exhibits Adaptability	Adjusts and perseveres in the face of change, uncertainty and adversity.
Leads with Courage	Makes challenging decisions, even when faced with difficult choices or conflicting interests.
Practices Self-Development	Demonstrates a commitment to self improvement through feedback and personal reflection.



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BONUS: How can you cultivate greater self-awareness?

1. Write down your key plans & priorities
2. Take psychometric tests
3. Ask trusted friends
4. Get regular feedback at work
5. Reflect / Journal (asking yourself why?)



SOURCE: <https://hbr.org/2015/02/5-ways-to-become-more-self-aware>



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Journaling/Self-Reflection Session Closing Exercise

Take 2 minutes to jot down your response to the following:

1. Write down two action items/learnings from this session and include:

2. On a scale of 1-10 how self-aware would you rate yourself NOW?

- 1-2: Derailing – Pretty much clueless
- 3-4: Lagging
- 5-6: Steady
- 7-8: Advancing
- 9-10: Accelerating – Highly self-aware

Reflect: did your rating change from the beginning of the session, why or what not?

3. Share with a table partner your responses to 1 & 2



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Appendices



Who We Are: WittKieffer at a Glance

Who We Are

We are mission-driven experts in **delivering impactful leadership solutions** to organizations dedicated to improving quality of life. As a result, we understand the opportunities and challenges distinctive to organizations committed to improving lives and serving the community. Through unique insight, we enable our clients to address forces of transformation by identifying talent and building and enhancing leadership teams.

Values

PURPOSEFUL

You're on a mission. So are we.

HUMANITY

It's personal.

INSIGHT

No one knows the quality of life ecosystem better.

IMPACT

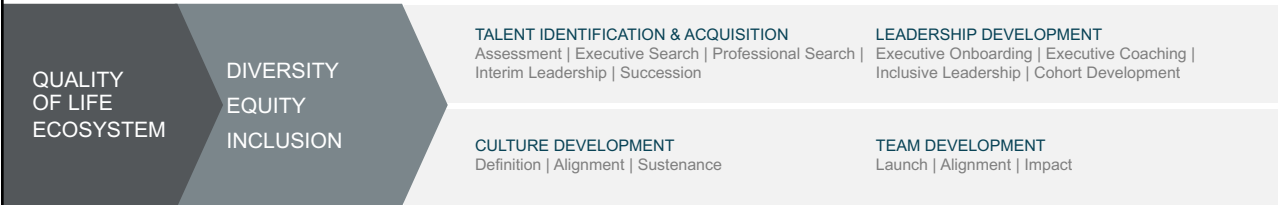
We strengthen the organizations that improve the world.

Mission

Our mission is to **improve quality of life** through providing outstanding leadership solutions for organizations within the intersection of healthcare delivery, science, and education.



What We Do: An Integrated Lens on Impactful Leadership



What We Do:



Leadership Lenses



These lenses are underpinned and enabled by a leadership "innerscope" through which leaders draw on emotional intelligence to leverage their strengths and manage their shadows in order to lean into the lens most needed by their team, organization, and constituencies in the moment.

