

Innovation Leaders: Discover Their True North

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Leadership Is Changing . . . Dramatically

Hierarchical	>	Empowering
Bureaucratic	>	Interdependent Units
Limited Information	>	Transparency
Charisma & Style	>	Authentic & Open
Self-interest	>	Service to others and greater cause

Impact of:

- Globalization
- Technology & Social Media
- Millennials
- Diversity

Authentic Leaders versus Hierarchical

Hierarchical View

Maximize short-term value

Shareholder-driven

Multi-national structure

Tops-down leadership

Internal focus

Rules & processes

Authentic Leader's View

Build for long-term

Customer-driven

Global orientation

Leaders at all levels

External focus

Empowering culture

Your Leadership Challenges As an Innovation Leader

- #1: How will you discover your True North ?
- #2: How will you continue your development?
- #3: Are you operating in your Sweet Spot:
highly motivated & using your strengths?
- #4: Are you fulfilling your leadership purpose?

Why Leadership Matters

- Leadership makes the difference between success and failure of all organizations
- The root cause of numerous organizational meltdowns and failures in the last decade is failed leadership
- Many failed leaders focused on short-term over long-term, placing their self-interest ahead of their institution's interests

Why Leaders Fail

- Failed leaders did not fail due to lack of IQ
- Rather they lacked emotional intelligence (EQ)
 - Lacked self-awareness
 - Unable to face reality & admit mistakes
 - Lacked *passion* for company's mission & values
 - Lacked *compassion* and empathy for people
 - Lacked *courage* to transform organization

Warren Bennis' Leadership Premises

- The most dangerous leadership myth is that leaders are born. That's nonsense; in fact, the opposite is true. Leaders are made rather than born.
 - On Becoming a Leader, 1989
- Leadership is character. It is not just a superficial question of style. It has to do with who we are as human beings and the forces that shaped up.
- The process of becoming a leader is much the same as becoming an integrated human being.
 - Learning to Lead, with J. Goldsmith, 1997

Missing Element: Innovation Leaders

Today's world is filled with innovators.

What's missing are innovation leaders.

Some examples of innovation leaders:

From the Past:

Packard & Hewlett

Moore, Noyce & Grove

Jobs

Disney

Vagelos, Merck

Levinson, Genentech

Today:

Page & Schmidt

Zuckerberg & Sandberg

Cook & Ive

Iger, Catmull, Lassiter

Frazier, Merck

Martin, Gilead

Characteristics of Innovation Leaders

- “We Leaders, not I Leaders”
- IQ +EQ
- Possess: passion, compassion & courage
- Align teammates around mission & values
- Team leaders, drawing on talents of individuals
- Inspire, Empower & Support Innovators
- Support & protect mavericks
- Collaboration with others
- Not deflected by short-term pressures
- Long-term, sustainable results

I Versus We Leaders

I Leaders

- Get ahead
- Attain power & position
- Self-interested decisions
- Do it on my own
- I'm out front; Follow me
- Compliance with rules
- Arrogant
- Direct others
- Near-term results
- Loyal followers
- Leader gets credit

We Leaders

- Be authentic
- Serve others
- Purpose-driven decisions
- It takes diverse team
- Work together for mission
- Align through values
- Humble
- Coach & mentor others
- Serve customers
- Empower people to lead
- Team gets credit

Definition of Authentic Leaders

Authentic leaders *align* people around shared mission and values and *empower* them to lead, while *serving* all stakeholders, and *collaborating* with others to *sustain* superior results

“Authentic leaders are servant-leaders”

How Will You Discover Your True North?

“Your True North is the internal compass that guides you successfully through life. It represents who you are at your deepest level.

Your True North is based on what is most important to you, your most cherished values, your passions & motivations, and sources of satisfaction in your life.”

- *Discover Your True North*, Introduction

Staying on Course of True North

Your Most Deeply Held Beliefs, Values
and Principles

How do you stay on course in spite of
pressures and seductions to deviate?

Your True North

- Your Life Story
- Your Crucibles
- Your Defining Leadership Experience

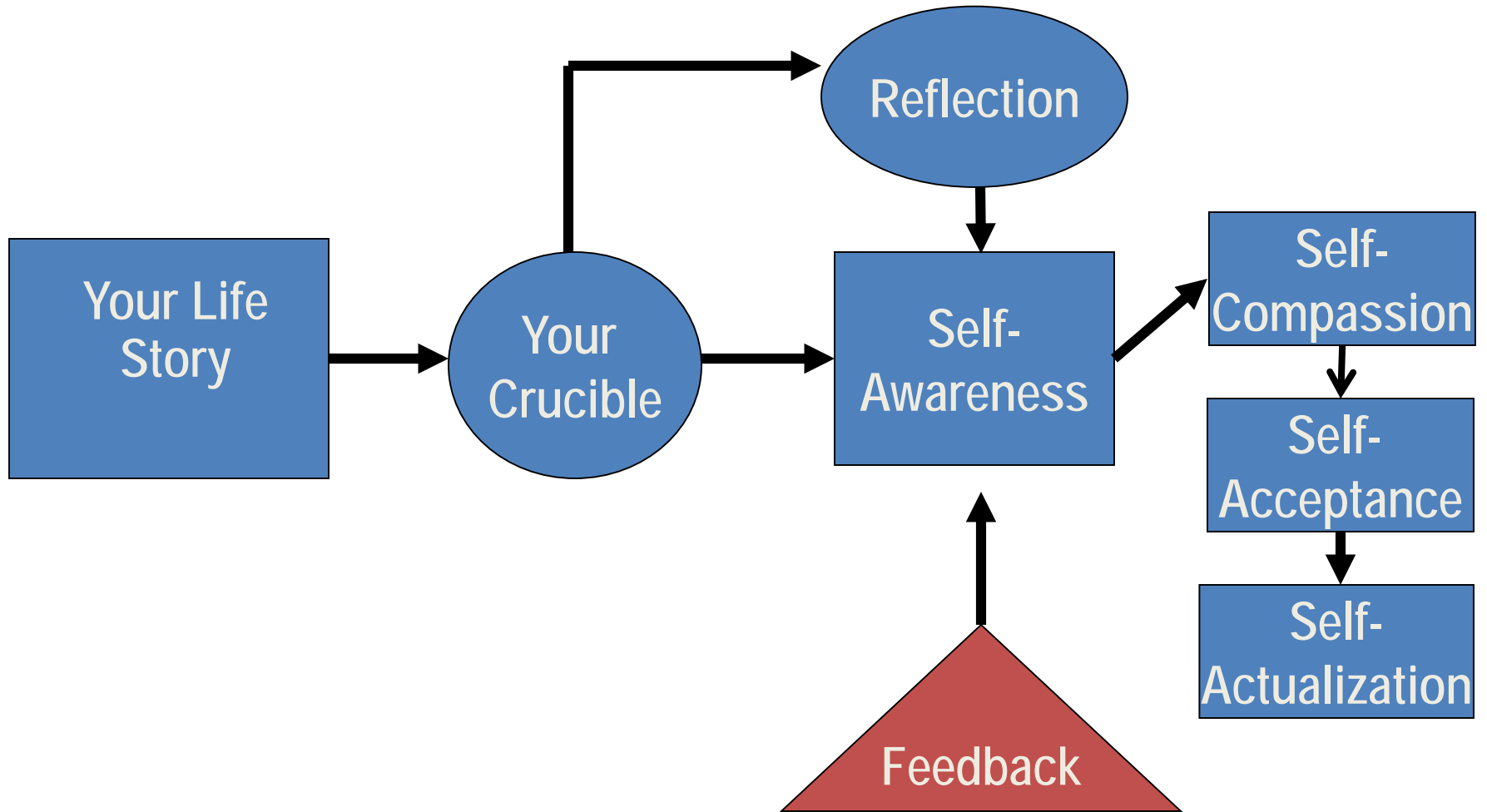
Steve Jobs' Best Advice

- You cannot connect the dots of your life looking forward, but you must connect them looking back.
- Your time is limited, so don't waste it living someone else's life.
- Don't let the noise of others' opinions drown out your inner voice.
- Most important, have the courage to follow your heart and intuition.

Developing as an Authentic Leader

- Develop your self-awareness
- Test your values under pressure
- Find your “sweet spot”
- Build your support team
- Integrate all aspects of your life

Gaining Self-Awareness



Reflection and Introspection

Create a daily practice of taking 20 minutes away from your 24/7 world for:

- Meditation or mindfulness
- Prayer
- Walking or jogging
- Journaling
- Deep, intimate discussion
- Reflecting in a quiet space

Feedback: “Breakfast of Champions”

Seek honest feedback from subordinates, peers, mentors, advisors and bosses

- Open up your hidden areas
- Discover your blind spots
- Use 360 Feedback
- Invite difficult conversations
- Address conflict and sensitive subjects

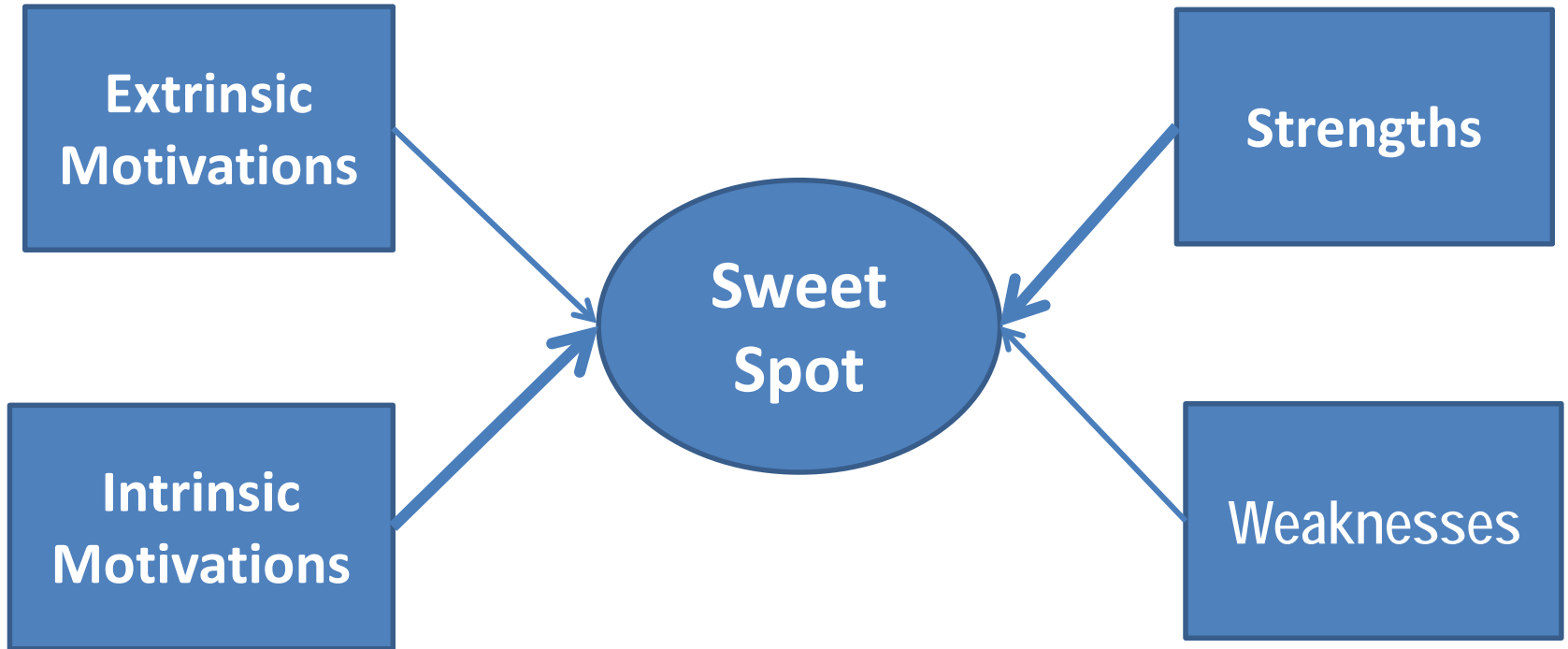
“One of the hardest things to do is to see ourselves as others see us”

Values are what you do
when no one is looking

***New York Times* Transparency Test**

Prior to taking an action, ask yourself:
Would you feel comfortable if a
transcript of this conversation was
published in the *New York Times*?

Your “Sweet Spot”



Extrinsic and Intrinsic Motivations

Extrinsic Motivations

- Money
- Power
- Titles
- Public recognition
- Social status
- Acclaim from peers
- Defeating others

Intrinsic Motivations

- Personal growth
- Cherishing family
- Satisfaction of doing well
- Helping others develop
- Finding meaning in work
- Being true to one's belief
- Making difference in world

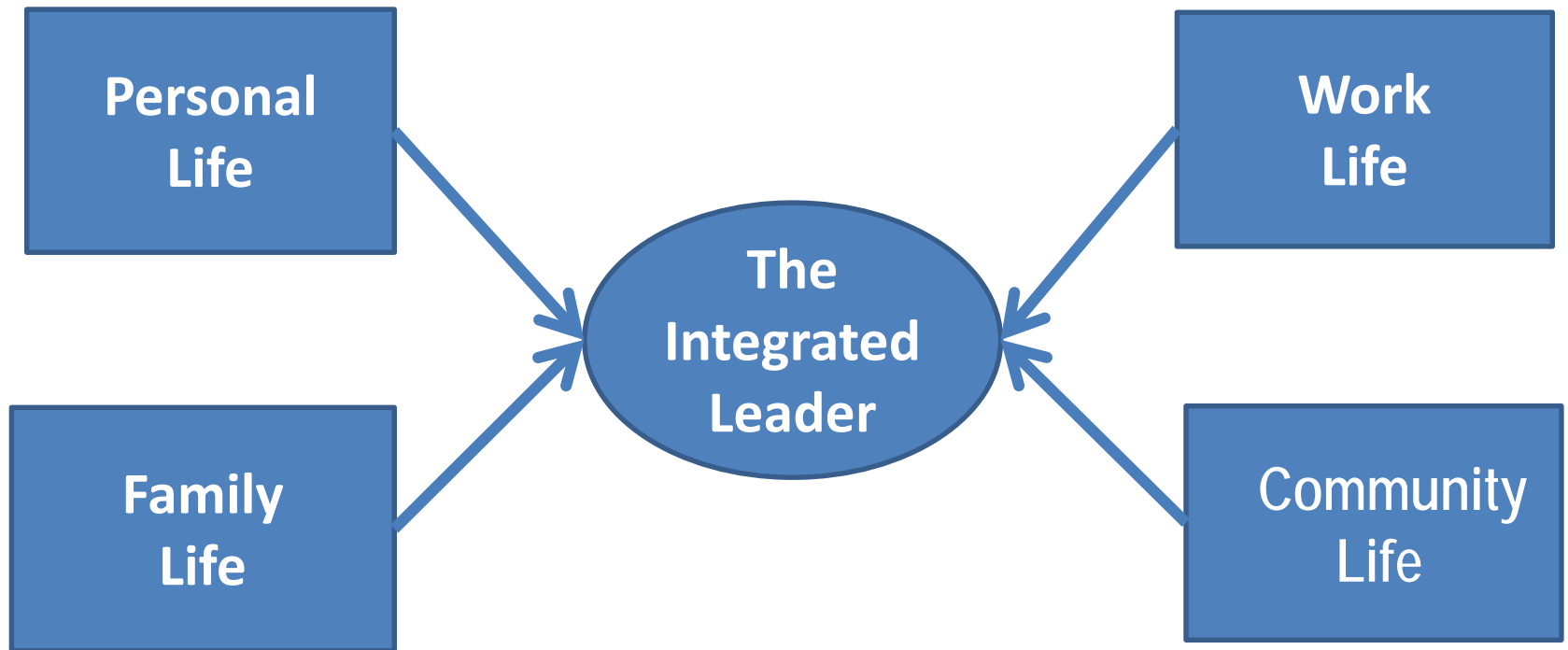
Strengths and Weaknesses

- Often, your strengths and weaknesses are two sides of the same coin
- Build on your strengths & minimize your weaknesses with people more capable
- Acknowledge your weaknesses & ask for help
- “Vulnerability is power”
- You are in your “sweet spot” when you are:
 - Motivated intrinsically
 - In a job that utilizes your strengths

Your Support Team

- Your support team consists of the following:
One person in your life with whom you can be completely open: your spouse, significant other, best friend, or therapist
- Mentor(s) who can guide and counsel you and keep you from going off-track
- A support group of your peers

The Integrated Leader



A Daily Checklist

Today, am I:

- Following my True North?
- Taking time for introspection & reflection?
- Aware of my vulnerabilities & weaknesses and ameliorating them?
- Getting honest feedback from others?
- Balancing my extrinsic & intrinsic motivations?
- Acting in my “sweet spot” – authentically?
- Using my support team?
- Pursuing my leadership purpose?
- Empowering others to step up and lead?
- Being mindful, coping with stress, and keeping my body, mind & spirit healthy?

Nobel Peace Prize Albert Schweitzer

“I don't know what your destiny will be,
but one thing I do know:

The only ones among you who will be
really happy are those who have
sought and found how to serve”