



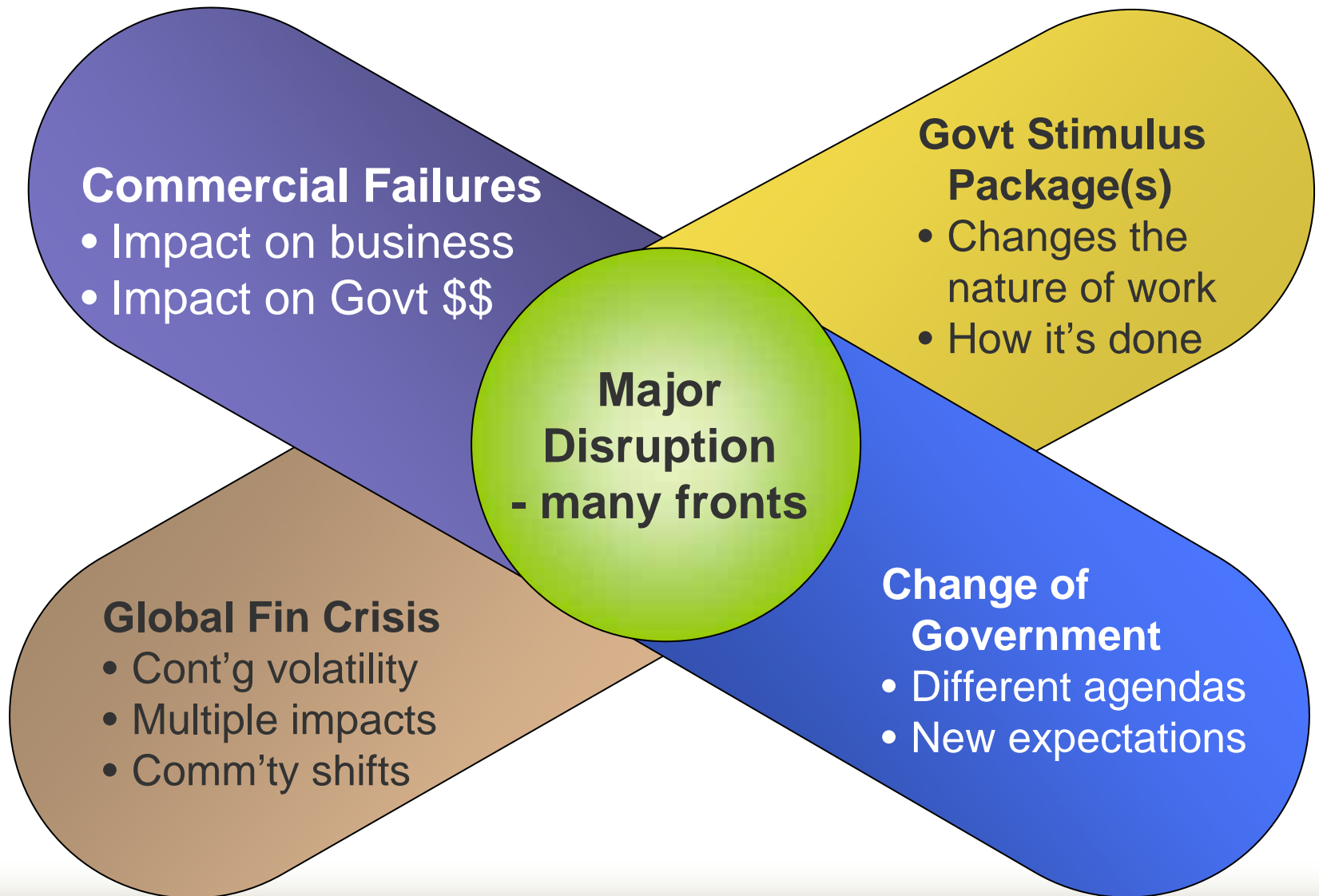
EWK International

Investing in a Downturn
Reflection, Resilience, Renewal

SES Breakfast Series
APSC Programme

June 2009

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EWK International



**It's not so hard to be perceived
as a good leader in good times**

**It's much harder in more difficult circumstances
... 'Experience' isn't what it used to be
... Necessary capabilities, skills needs change**

**Don't waste a good crisis
... Think short *and* longer term**

**There are plenty of opportunities
... For both you and your organisation**

**Capitalise on disruption to build bench-strength
... Implement your 'people stimulus package'
... Build in greater resilience and agility**

Investing in a Downturn

Strategies being put in place -

1. Recalibrating the Performance Baseline

. . . Think through what great future performance now looks like

2. Clarifying Future Capabilities Needed

. . . Build in agility for new demands, different challenges

. . . Recognise that your environment needs different strengths

3. Investing in People and Team Capabilities

. . . Know what makes a difference, reward high performers

. . . Continue to refresh and strengthen your workforce /capabilities

4. Addressing Capabilities that are now more important

. . . Some observations from the field

5. Leading by Example

. . . Your behaviours are noticed. Actions speak louder than words.

**Times have changed. Conditions have changed.
Expectations have changed. Deal with it . . .**

It's about living with volatility

Rethink the baseline for organisational performance

- What will great performance in the future look like?
- What will it take to get there? What is expected of leaders?
- What attributes of leaders and managers become more critical?
- What range of capabilities / experiences will be important? How should they be rewarded?
- To what extent is your team modelling good behaviours?

Know your key risk factors

Build in Agility - Identify and describe the capabilities needed to thrive in the future

- Clarify the *leadership, management* and *technical* capabilities that will really matter in your organisation
- Continuing change and the current environment requires greater strengths in:
 - Tolerance for ambiguity
 - Agility and adaptiveness
 - Deeper understanding /appreciation of political contexts
 - The ability to shape and manage expectations
 - Alertness to shifts in the citizen expectations

Case 1 - Global Energy Company

Building in Agility for New Demands and Capabilities

2007-2008 Strategic Refocus on Core Businesses

- Maintain limited core of top level functional teams
- Use Service Provider Partnerships as new systems in place
- Better coordination, streamlining, cost reductions

Q2-3 2008 Leadership Review: Capability & Development

- Focus: Retain, assess and develop critical key people
- Assessed global Leadership, Managm't, Technical Capabilities
- Identified practical and simple individual Development Plans

Q4 08 – Q1 09 Move with agility in difficult financial situations

- Great knowledge of full range of capabilities, attributes
- Dynamic action shifting people into different roles quickly

2. Clarifying Future Capabilities Needed



Building in Resilience – Continue to invest in people capabilities. Know what makes a difference

Prepare and position your people to withstand challenges

Know who your high performers are

- They contribute disproportionately more to achieving outcomes
- The quality of assessment does matter
- Talent will go to where it is appreciated and acknowledged

Continue to refresh your workforce

- Continue graduate intakes
- Take advantage of market conditions
- Take bold steps when necessary

Case 2 - Regional finance company
Building in Resilience for Challenging Futures

2006-2008
Completed multiple acquisitions

- Successful integration of systems
- 20% cost reductions

Q3-4 2008
Negative Financial impacts

- Technology group streamlined itself
- Simplified structure, roles, job families
- 30% fewer managers

2009+
Positioning for a challenging future

- Clarifying the Capabilities that really matter
- Implement practical pragmatic Leadership Excellence Program
- Priority: 'Know and Grow' teams

Sample Leadership Development Summary Matrix

Participant	A	B	C	D	E	F	G	H	I	J
Personal Support										
Coaching	X				X					
Mentoring Support		X	X		X					X
Shadowing							X			
Manager Feedback								X		
Networking	X			X						
Mentoring Others		X	X			X	X			
Role Enrichment/Secondment										
Role Expansion						X				
Line of Business Role						X				X
Secondment Short term										X
Promotional Offer										
Greater Responsibility/ Promotion									X	X
Executive Education										
Short Courses		X	X							
Exec Education			X	X			X			
Skills Development				X					X	

High performers are more productive. They generate more effective and better outcomes faster than others



Case 3 - Australian GBE

Proven ROI - Identifying capabilities, Implementing executive development over a 2 year period

- Greater % succession from internal talent pool
- Accelerated succession – reduced time to promotion
- Faster to contribute - Reduction in transition time
- Measured productivity improvement through application of better management principles

Observations from the Field**Some Capabilities are now critical for top level leaders**

- Curiosity – with a contagious passion for learning
- Diverse experience . . . Enabling more ‘degrees of freedom’, balanced with informed risk management for action
- Both Policy AND Delivery experience
- Evidence of working effectively with multiple stakeholders . . . The ability to shape and manage informed expectations
- Experience in giving and receiving honest, constructive feedback . . . Which resulted in changed behaviours
- A varied repertoire of behaviours - to use appropriately
- Effective Team Membership . . . Respectful and generous collaboration . . . Leading by example

Remember that Actions Speak Louder than words

Good people, great performers and real outcomes do matter

- How are they acknowledge and rewarded?
- Remember that these are the people with real options

Leaders have followers

- Why would anyone want to follow you?

Your executive behaviour does matter and it is noticed

- How would your peers describe the level and quality of your collaborative behaviours?
- How would those who report to you describe this?
- Commercial sector leaders are 'sharing the pain'

Some final thoughts . . .

Remember that what motivates you isn't what motivates most of your staff

80% of your message doesn't tap into about 80% of your staff's primary motivation (Aiken & Keller, 2009)

From Ford CEO, Alan Mulally's Leadership advice -

Expect the very best of yourself and others.

Seek to understand, rather than to be understood

(Fortune, May 25, 2009)

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EWK EDU

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About EWKi

Brief Biographies

Mark Lelliott

Marianne Broadbent

Making the Difference to your Leadership Team

- Who we are** A global leadership consultancy created by some of the world's most experienced and respected search, assessment and capability development consultants
- Where are we** 18 offices in 14 countries with 2 in Australia
- What we do** > Advocacy > Identification > Selection >Development
- How we do it** Leadership insights are supported by **ARBITER** Leadership Technologies™ : Unique approach to matching internal and external talent with client requirements, managing risk and assessing Executive & Leadership Talent
- How we work** Truly collaborative with clients and one another, bringing together specific market, cultural, domain & functional expertise
- Market Strengths** Particular focus on commercial and public sector organisations in dynamic, growing and changing environments and on emerging markets for internationally operating firms



Mark Lelliott, Melbourne

Managing Partner

Leadership Capability and Executive Search Experience

- Mark Lelliott is a founding Partner of EWK International and Principal of EWK International Australasia and is its Managing Director. Mark has over the past decade focused on developing a Leadership and Management Assessment Framework which focuses on objectivity, consistency and sustainability in evaluating organisational leaders both for the global market and within a firm's strategic significant executive population.
- This approach also underscores the EWK search offerings in assisting Boards and Executive Management in ensuring they have leadership and management skills aligned with and capable of delivering the group's strategic goal and satisfying shareholders and stakeholders expectations.
- In addition Mark co-leads the Global Technology Officers CIO Practice which focuses on the management of applied information and communication technology in the enterprise space.
- With over 15 years of executive search experience, Mark has completed numerous corporate assignments within Australia and the Asia Pacific region, including CEO, CIO, CFO, CTO, COO and Board appointments. His management consulting experience covers public and private sector companies including ASX Top 50, Fortune 500, through to early stage/post IPO businesses, service providers and professional services firms.

Education

- Mark holds business qualifications from Monash and Stanford Universities.

Other Experience

- Prior to joining EWK International, Mark was Managing Partner of Highland Partners Asia Pacific. Before Highland Partners, Lelliott spent five years with Korn/Ferry International where he launched their Executive Selection business and subsequently built the Technology Offices Practice. He had spent the previous five years with an Australian search and selection company with responsibility for the Sydney and Melbourne markets.
- **Professional Achievements and Activities**
- Mark's earlier career encompassed 20 years in accounting, sales, marketing and general management roles in divisional and subsidiary operations of Australian, Scandinavian, British and American enterprises concluding with the Gulf and Western Group where he was Australian President and CEO for their subsidiary activities in this market. His geographic experience covers the Asia Pacific region.
- Mark is a regular speaker at industry and corporate conferences, where his knowledge and experience in the fields of leadership assessment information systems management, executive leadership and Board accountability are highly regarded. He has co-authored international studies in technology management with Gartner, the world's leading information technology research organisation.
- Mark is an active promoter of greater engagement between business and the arts through his involvement with the Australia Business Arts Foundation, and as a Trustee of the Australian Centre for the Moving Image Foundation.



Marianne Broadbent, Melbourne

Senior Partner

Leadership Capability and Executive Search Experience

- Marianne is currently a Senior Partner at EWK International, leading the global CIO Centre of Excellence, with a lead role in the Leadership Insights practice and a participant in the Education and Public Sector practices.
- Prior to joining EWK, Marianne held global executive positions with Gartner, Inc., the world's leading information technology research and advice organisation, and with Melbourne Business School.
- Marianne has been working in the leadership, management and strategy areas for over 20 years, particularly advising executives and facilitating executive teams.

Education

- Bachelor of Arts, Diploma of Education, University of Sydney
- Master of Arts, Macquarie University
- PhD, Melbourne Business School, University of Melbourne

Other Experience

- For Gartner, Inc., Marianne was most recently global Senior Vice President for New Product Development and was a leading force in the turnaround of Gartner's Research business. Previously, she led the global team developing practice-based advice and research for Gartner's Executive Programs. During that period, that business sustained growth of 25-50% per year for five years. Earlier, she led services in the APAC region.
- Marianne was Associate Dean at Melbourne Business School, working extensively on talent management and succession planning with the School's industry clients, executives and managers. Concurrently, she held the Chair of Management (Information Systems). Prior to that she was a professor and the foundation Director for the Key Centre for Technology Management, during which time she led much of the School's executive education. She has also been a Visiting Researcher at Boston University's School of Management, and she completed ground-breaking research work on governance jointly with faculty at MIT's Sloan School of Management.

Professional Achievements and Activities

- Marianne is co-author of two Harvard Business School Press best sellers, including most recently *The New CIO Leader: Setting the agenda and delivering results*. She has an extensive publication record, ranging from regular columns about leadership and management in *CIO Insight* and *CIO* magazine, *Sloan Management Review* articles, commentaries in *The Financial Times (UK)* and the *Australian Financial Review*, through to major 'A' list academic journals.
- Marianne is a sought after speaker at industry and corporate conferences around the world. She is the founder of Gartner's CIO Academy, now held about 6 times per year in North America, Europe and Asia.
- Marianne has led her own consultancy company specialising in business and technology governance, and the integration and execution of corporate, business and functional strategies.
- Marianne is a Board member of the Victorian College of the Arts and a Fellow of the Australian Institute of Company Director.



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**Making your Leadership Team the Best it Can Be
Multiple markets. Multiple industries.**