

VODITELJ PRIHODNOSTI, USTVARJALEC ZAVZETIH ZAPOSLENIH

Mednarodna konferenca

 27. marec 2018  Kongresni center Brdo



Začni s prihodnjimi razvojem,
inovacijami in učinkovitostjo
vlada Republike Slovenije



EVROPSKA UNIJA
EVROPSKI SKLAD
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SLOVENIJA ZA RAZVOJ POKRAJIN



ASI
Slovenska agencija za
inovativno gospodarstvo in
inovativne tehnologije



Državna agencija za
raziskave in inovacije



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REPUBLIKA SLOVENIJA
MINISTRSTVO ZA DELO,
SOCIJALNO ZAGOTOVITVO IN
DOLGOLETNO NEDELAVNOST



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA IZOBRAŽEVANJE,
ŠPORT IN ŠPORT

Leadership

Shining through your people

New Leadership & New Talent

Prof. Miquel Lladó

Brdo, March 27, 2018

mllado@iese.edu

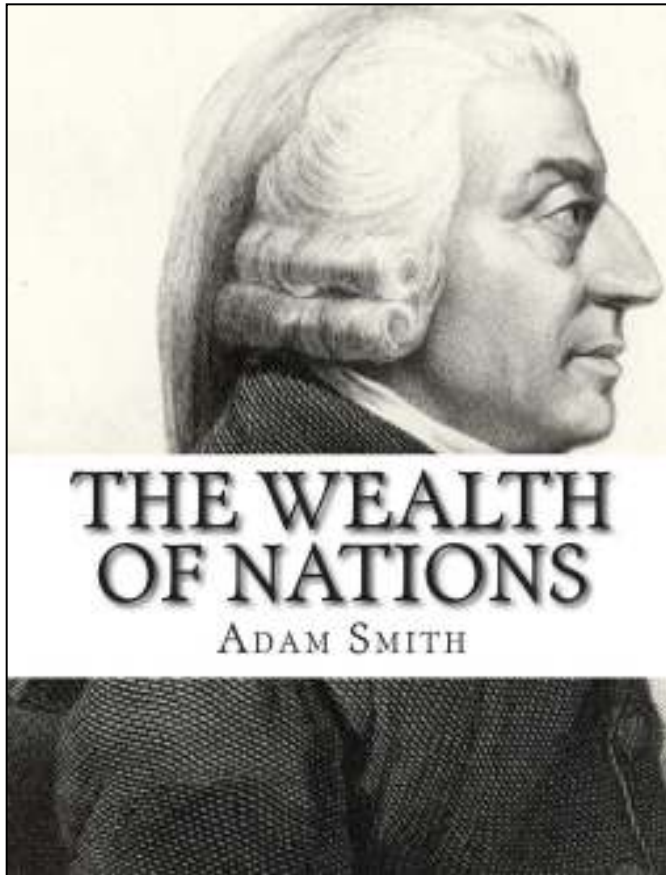


Miquel Llado

“I cannot teach anybody anything.
I can only make them think”

Socrates





Adam Smith

(1723-1790)



Alfred D. Chandler, Jr.

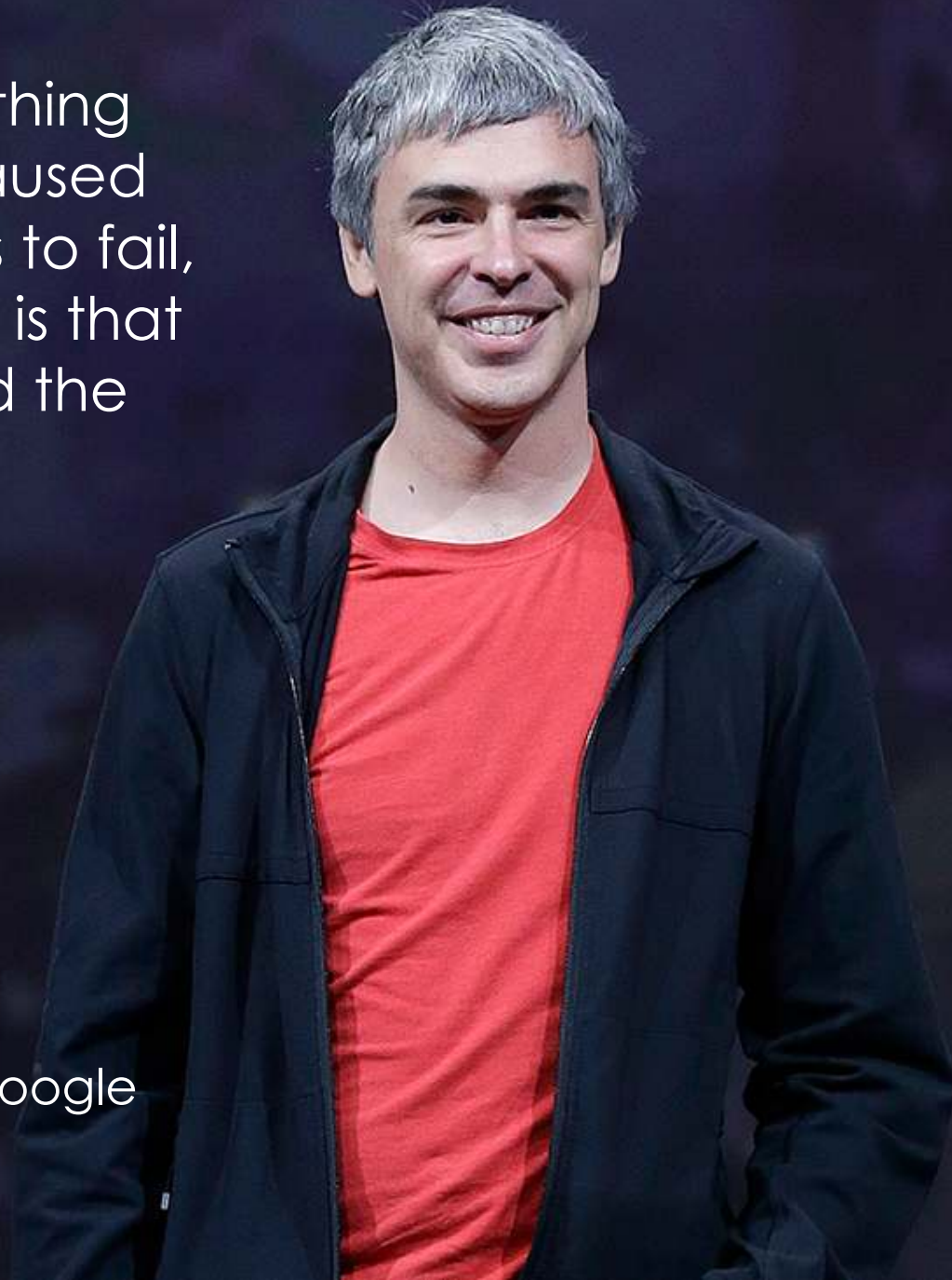
(1918-2007)

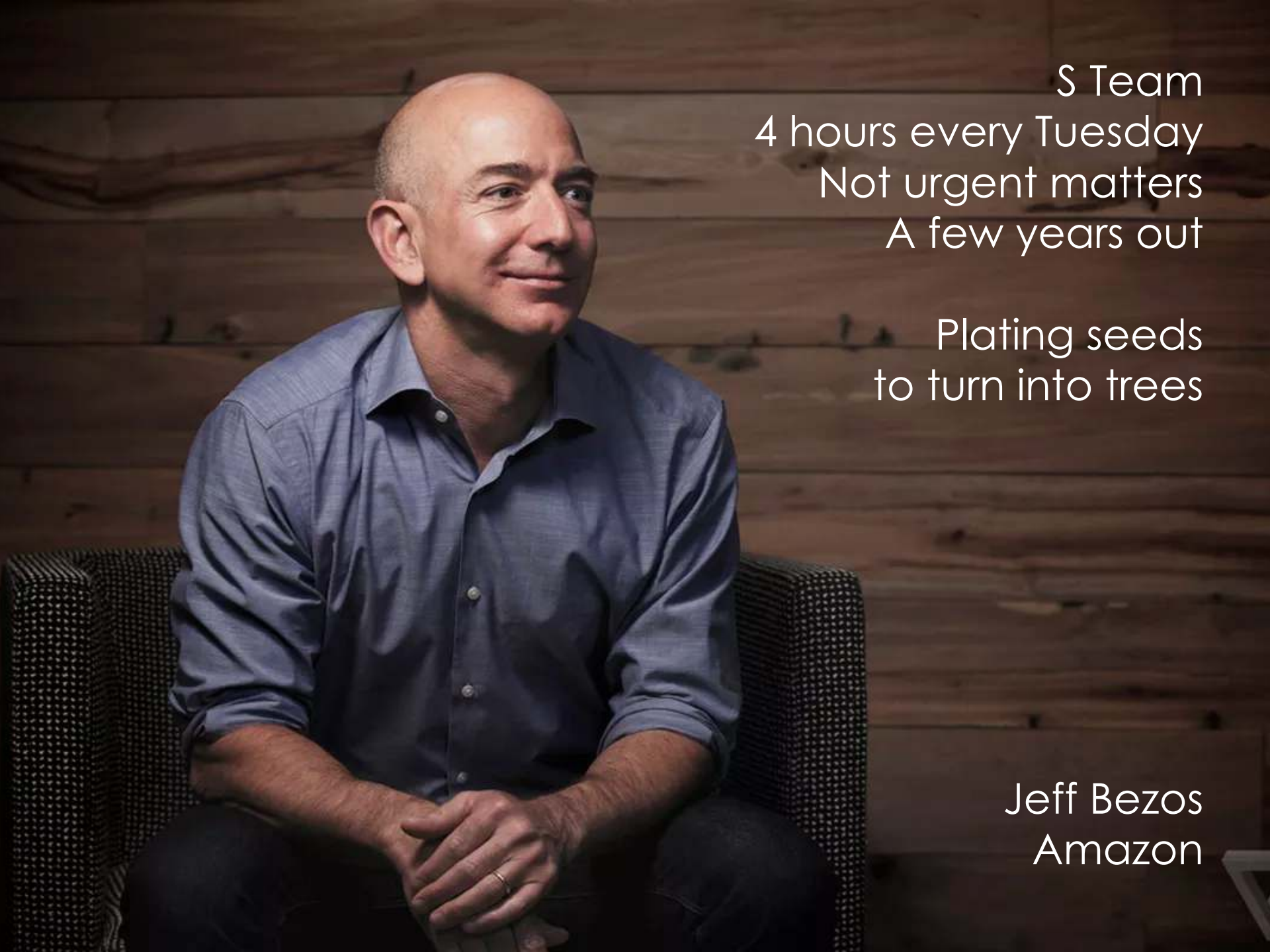


Fall in love with the Future,

“The main thing that has caused companies to fail, in my view, is that they missed the future”

Larry Page
Founder of Google





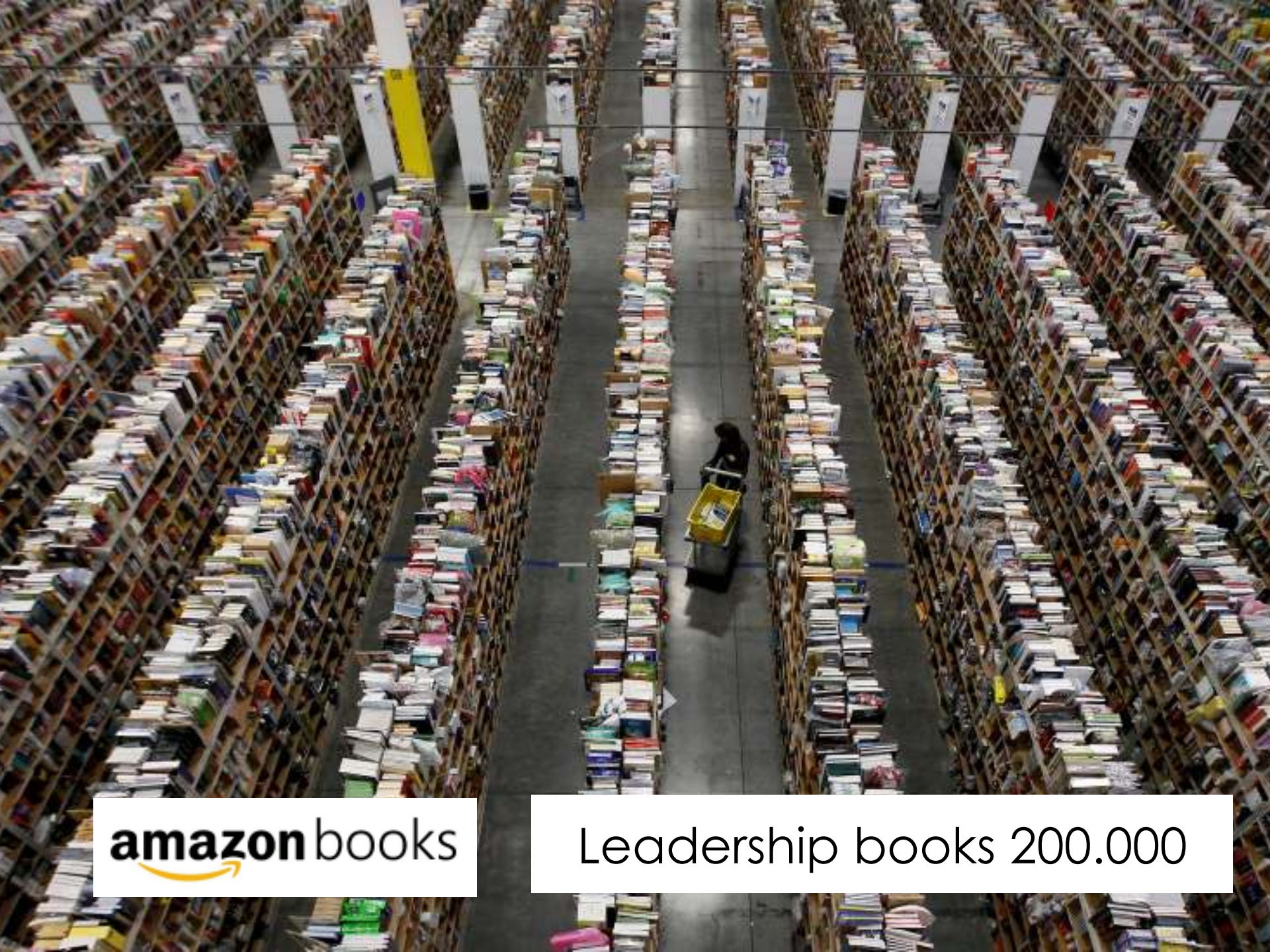
S Team
4 hours every Tuesday
Not urgent matters
A few years out

Planting seeds
to turn into trees

Jeff Bezos
Amazon



What's Leadership?



amazon books

Leadership books 200.000



amazon books

Appendicitis 474

Your own book.



My Notes

What's a Leader?

Anybody can be a leader, somebody that influences others, has followers, whom people follow because they want to, not because they have to

What's a Manager?

In business is a boss, somebody that has been appointed to get tasks done

Is a Manager a leader?

Not necessarily, you may get tasks done because people have to do it

When you match **Leader and Manager** it's magic, gets tasks done thru people that want to do it

Leadership

A leadership is a process of ability to motivate a group of people to organize a group of people to achieve a common goal through intentional influence.

8 Leadership approaches

1

Leadership

Transactional

Exchanged based
Clarified goals
Punish
Reward

Transformational

Change the status quo
Moving the follower
Help people to grow
Individualized consideration
Inspire
Intellectual stimulation

Dimensions of Leadership

Single

Two

Three

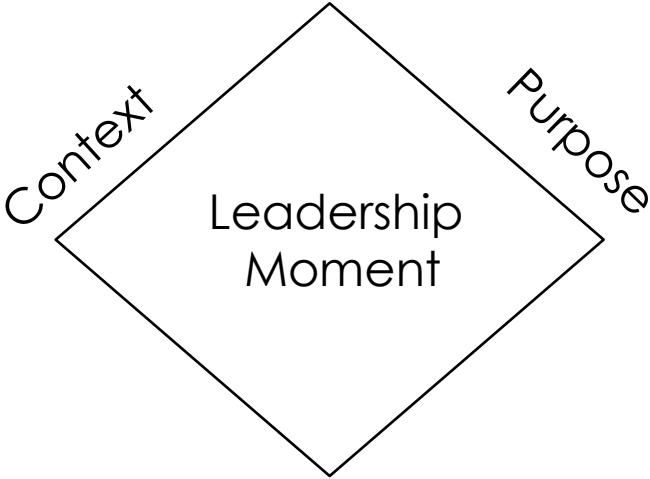
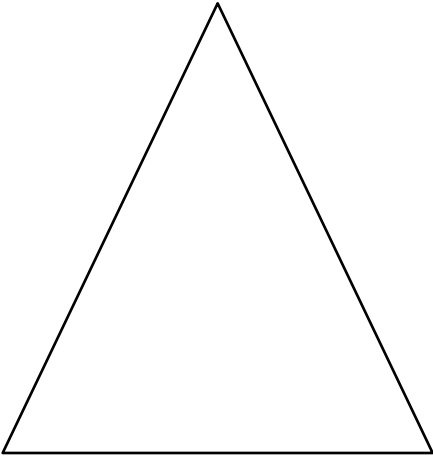
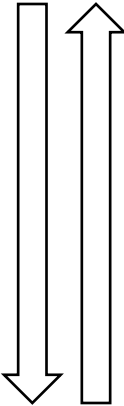
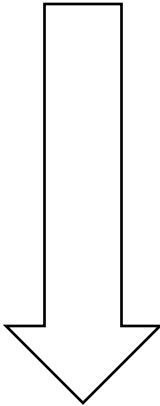
Four

Leader

Leader

Leader

Leader



Follower

Follower

Context

Follower

RELATIONSHIP

SPACE

TIME

Great Man Theory

Interaction

Kellerman

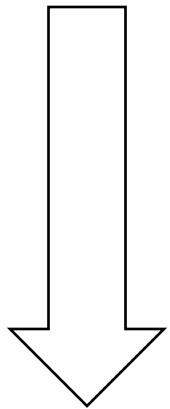
Ladkin, experience & moment

Dimensions of Leadership

2

Single

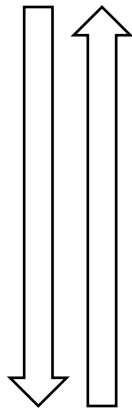
Leader



Great Man Theory

Two

Leader



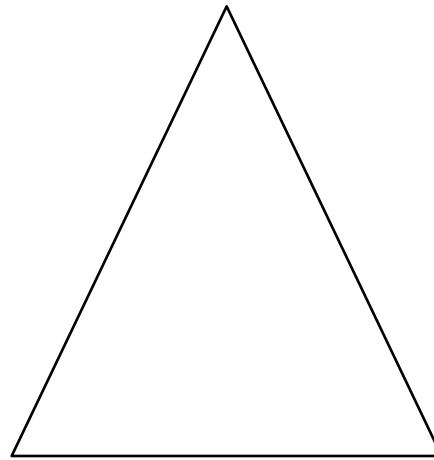
Follower

RELATIONSHIP

Interaction

Three

Leader



Follower

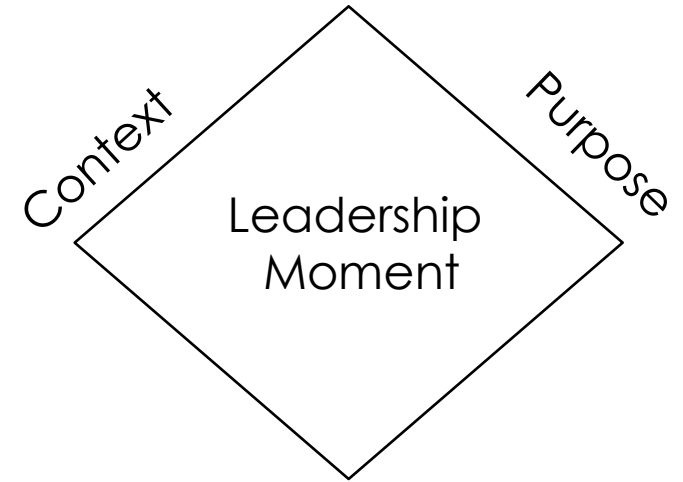
Context

SPACE

Kellerman

Four

Leader

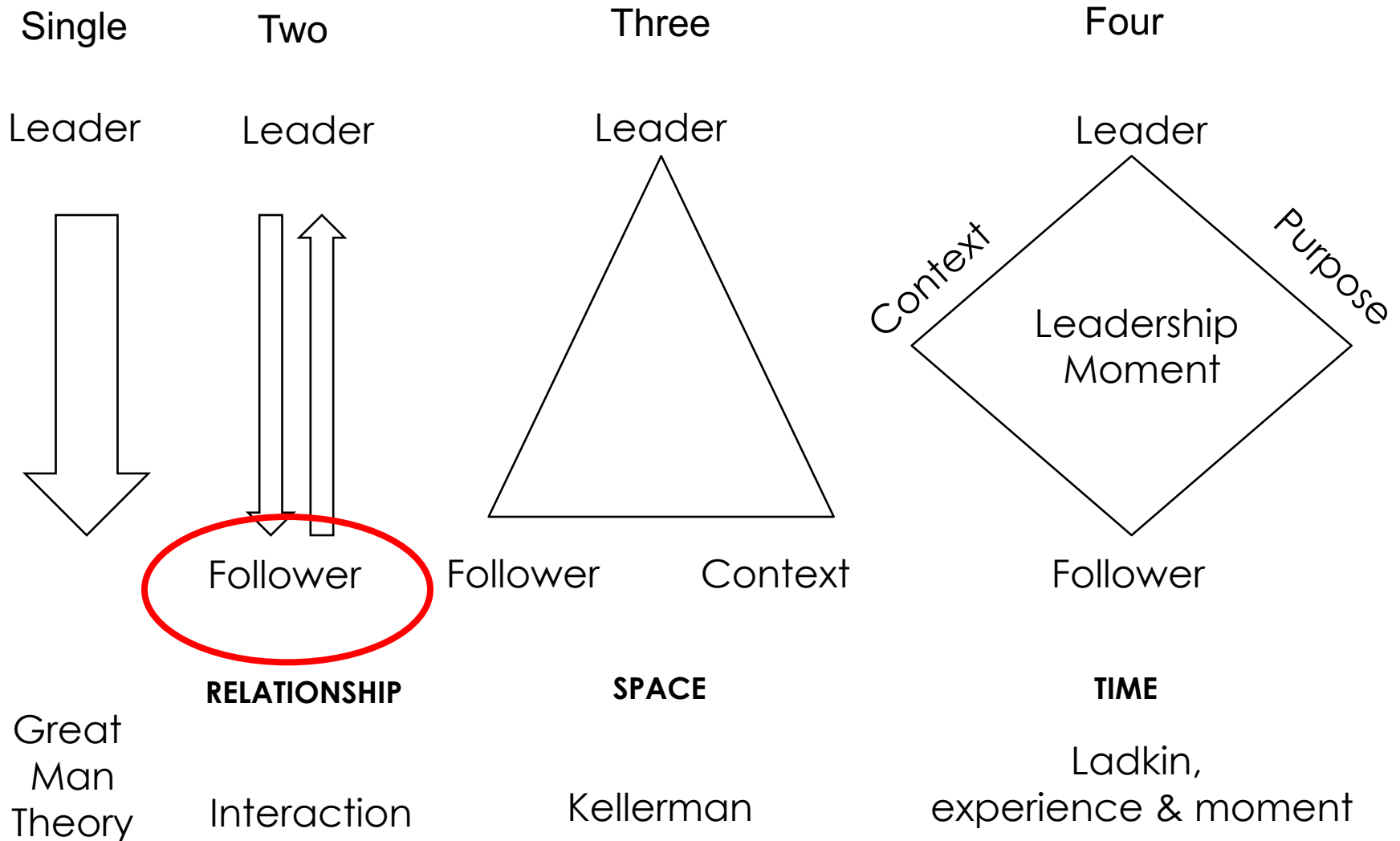


Follower

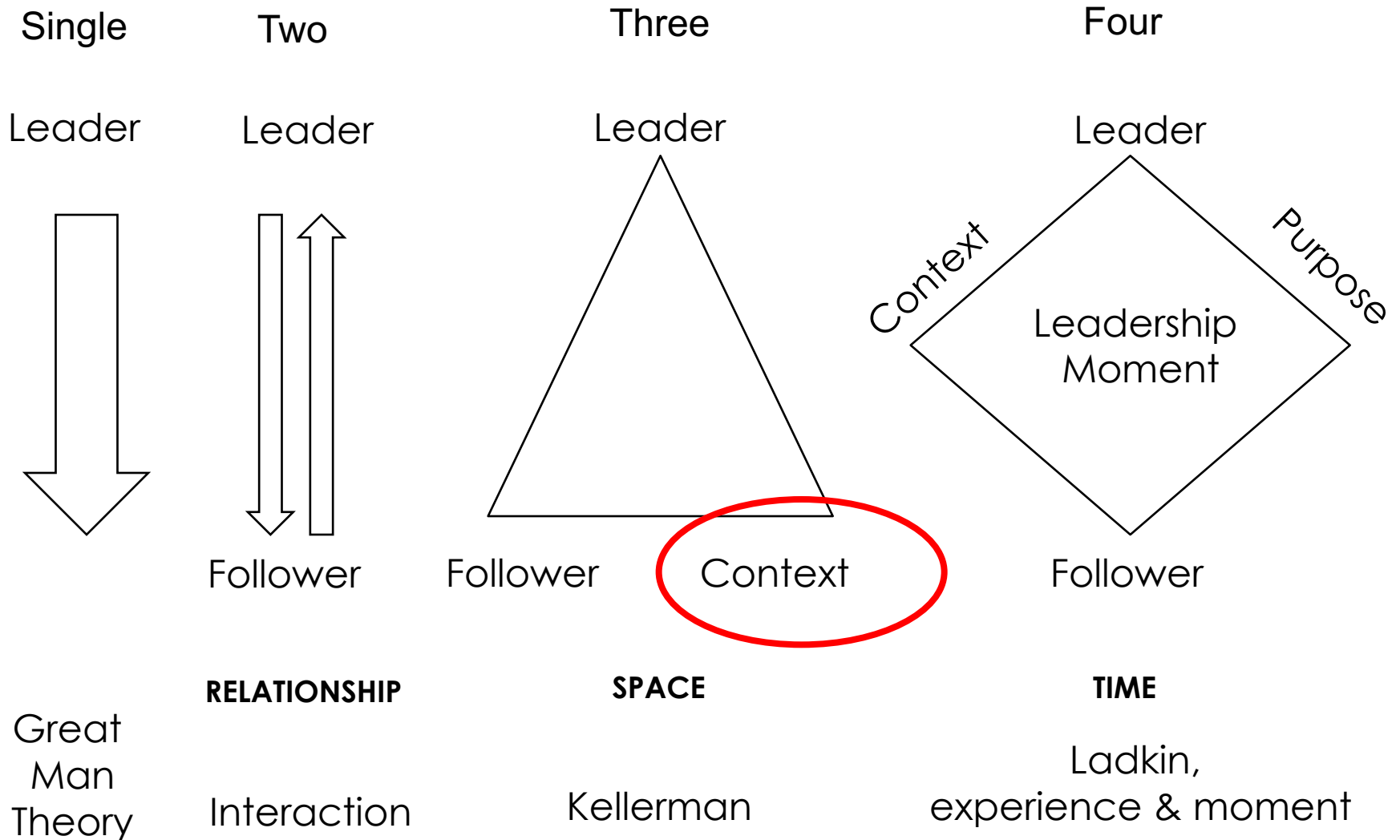
TIME

Ladkin,
experience & moment

Dimensions of Leadership



Dimensions of Leadership



Dimensions of Leadership

5

Single

Two

Three

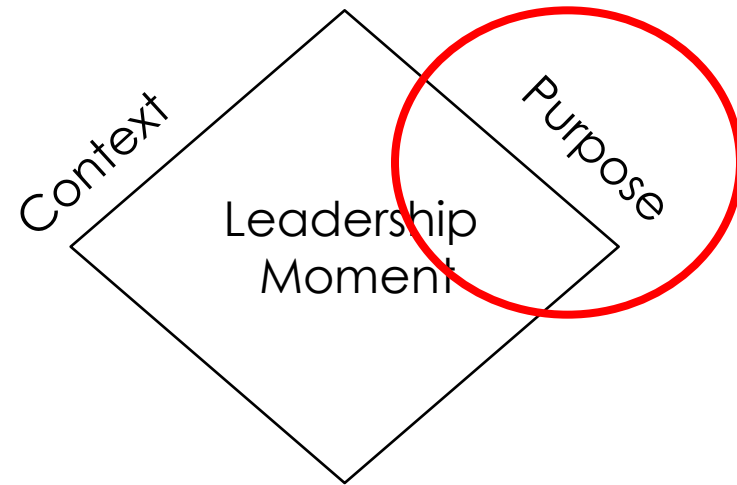
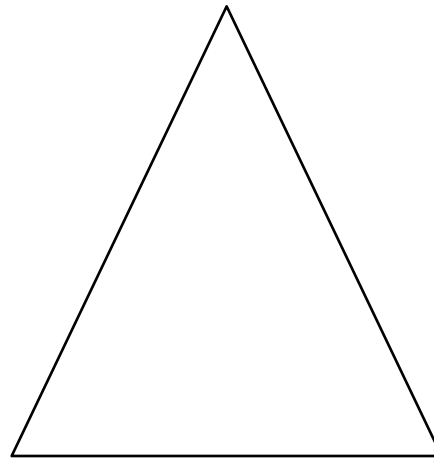
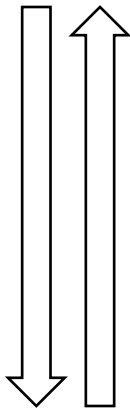
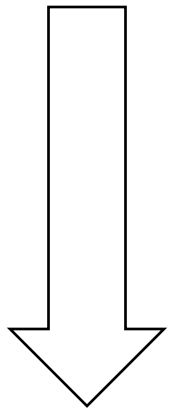
Four

Leader

Leader

Leader

Leader



Follower

Follower

Context

Follower

RELATIONSHIP

SPACE

TIME

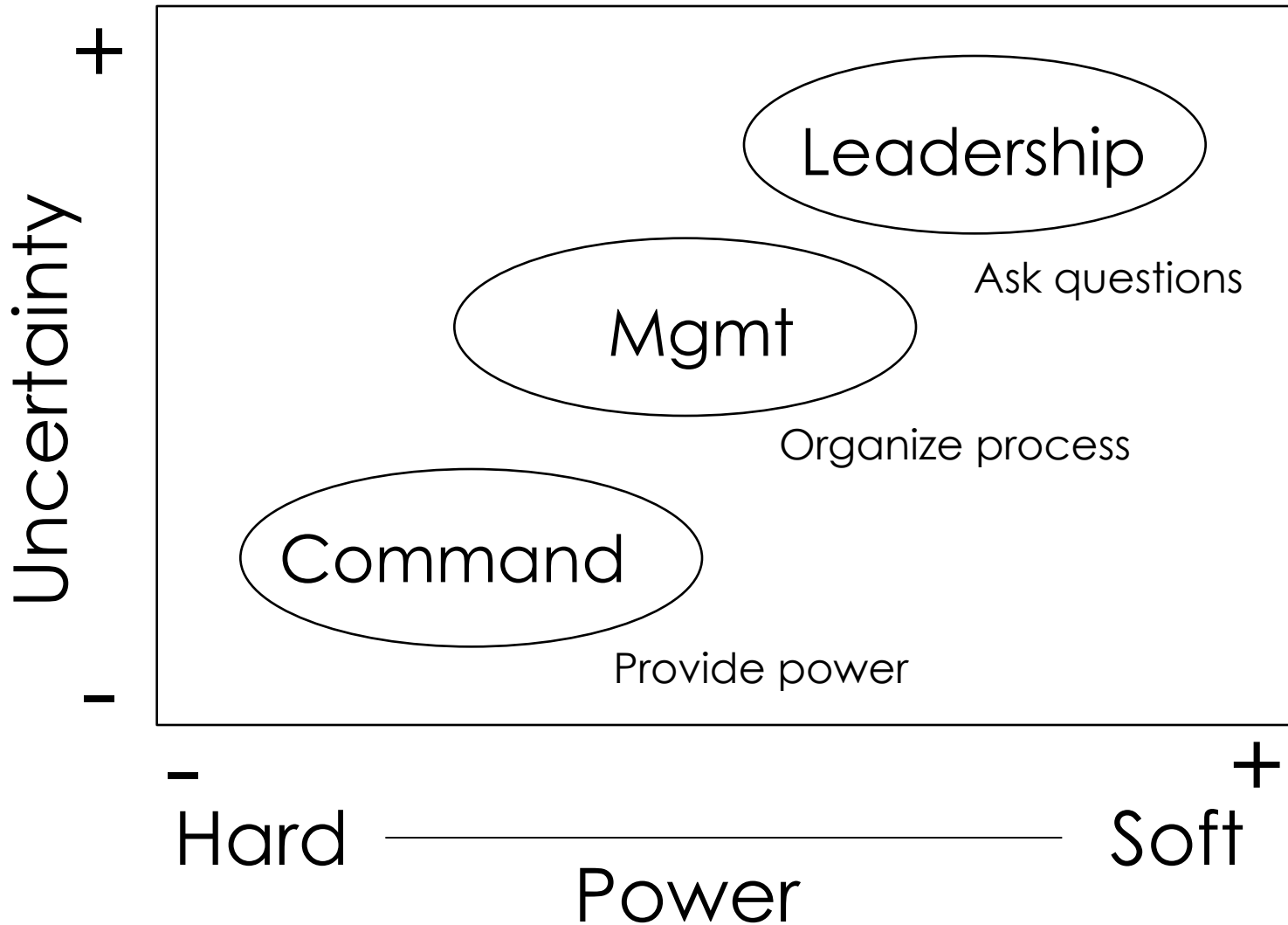
Great
Man
Theory

Interaction

Kellerman

Ladkin,
experience & moment

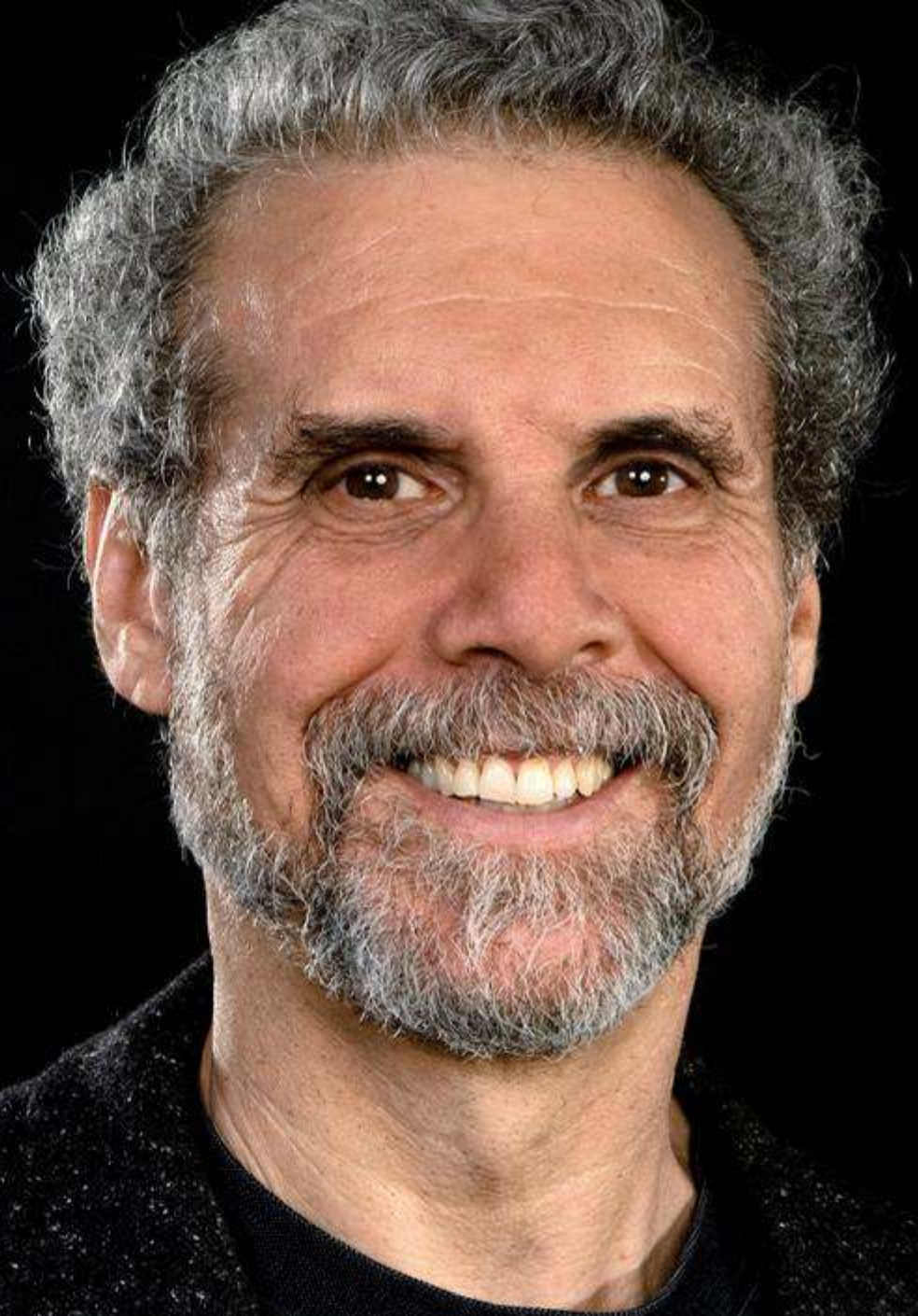
6 The Social Construction of Leadership



What makes
a leader?

7

Daniel Goleman



What makes a Leader?

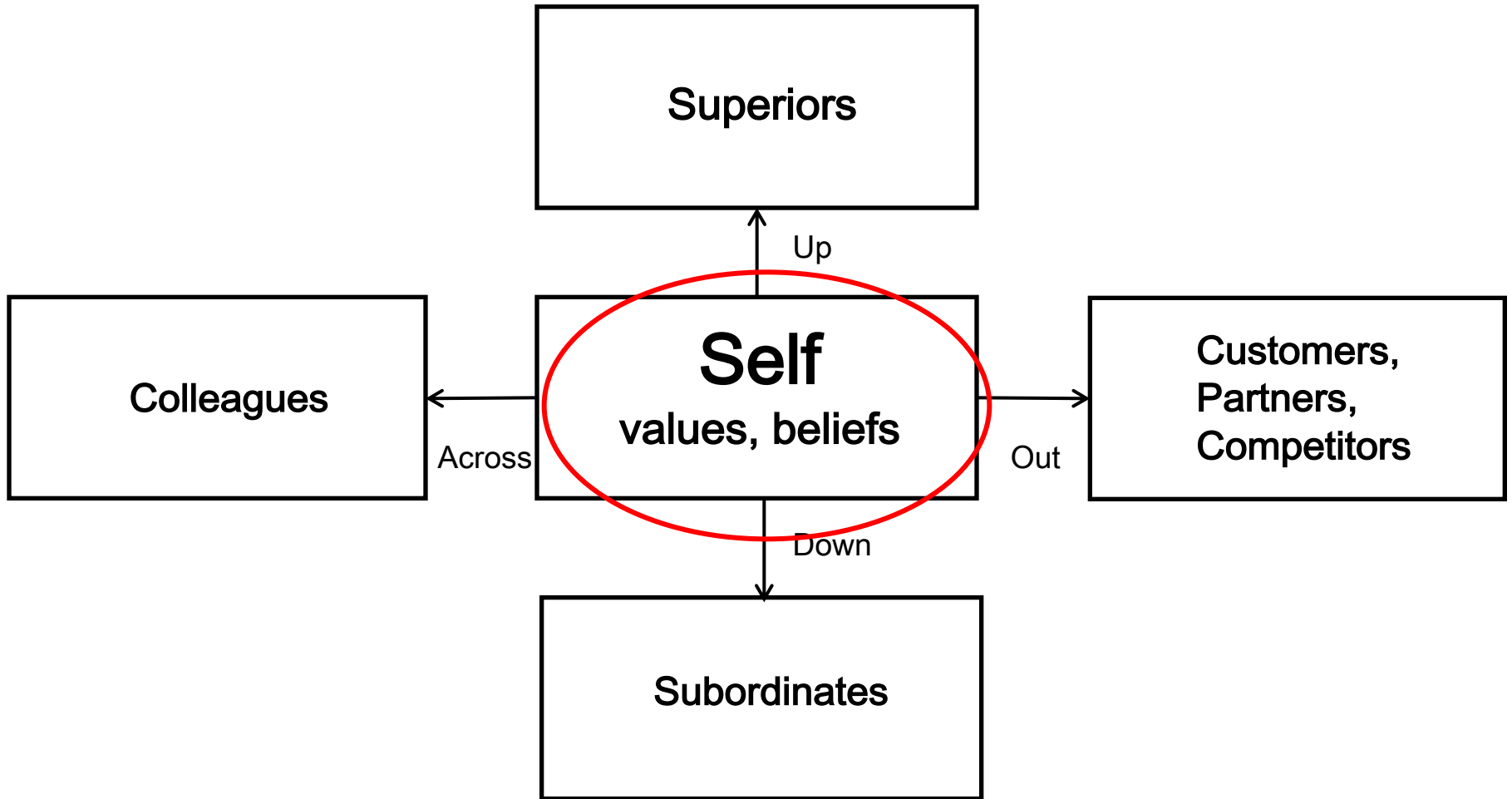
Daniel Goleman

- **Self – Awareness**, understand your emotions
- **Self – Regulation**, think before acting
- **Motivation**, passion, energy
- **Empathy**, understand other people
- **Social Skill**, managing relationships

The most challenging for you?

Leading Five Forces Analysis

8



Source: Barlett, Harvard

We need others
It's about developing others



If you don't like
people, don't stay
in business





If you don't like developing people don't stay in management

**Harvard
Business
Review**

Ron Carucci
October 26, 2016

years 10

2700

newly appointed
executives

67%
struggled
with letting
go of work
from
previous
roles





50% plus felt they were involved in decisions that those below them should be making

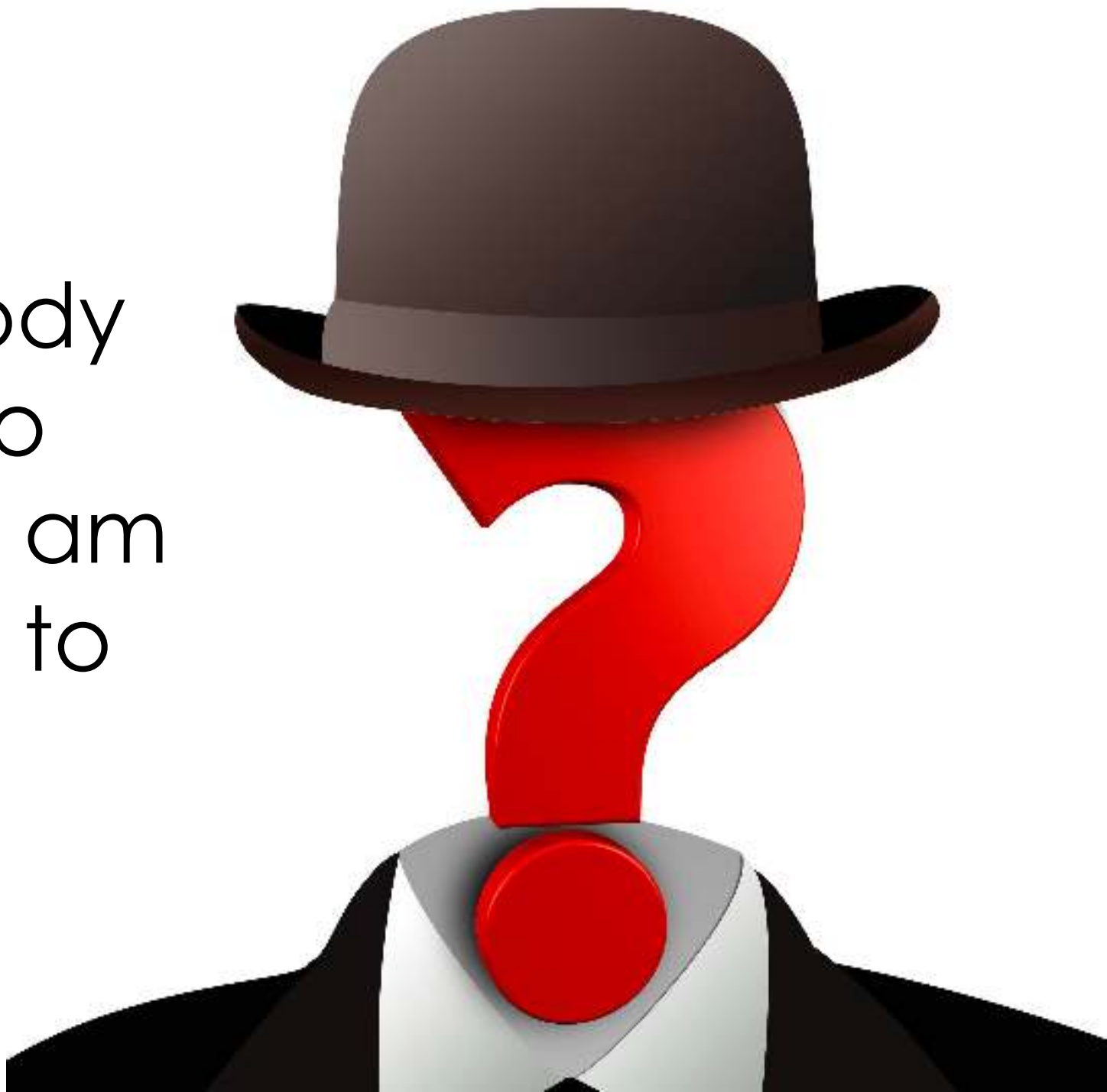
44% of managers spent most of their time firefighting in cultures that rewarded reactivity and discouraged thoughtfulness





96% claimed they
lacked time

Can
anybody
else do
what I am
about to
do?



“We all have two great gifts: our mind and our time. It depends on us, what we do with them”

Robert Kiyosaki



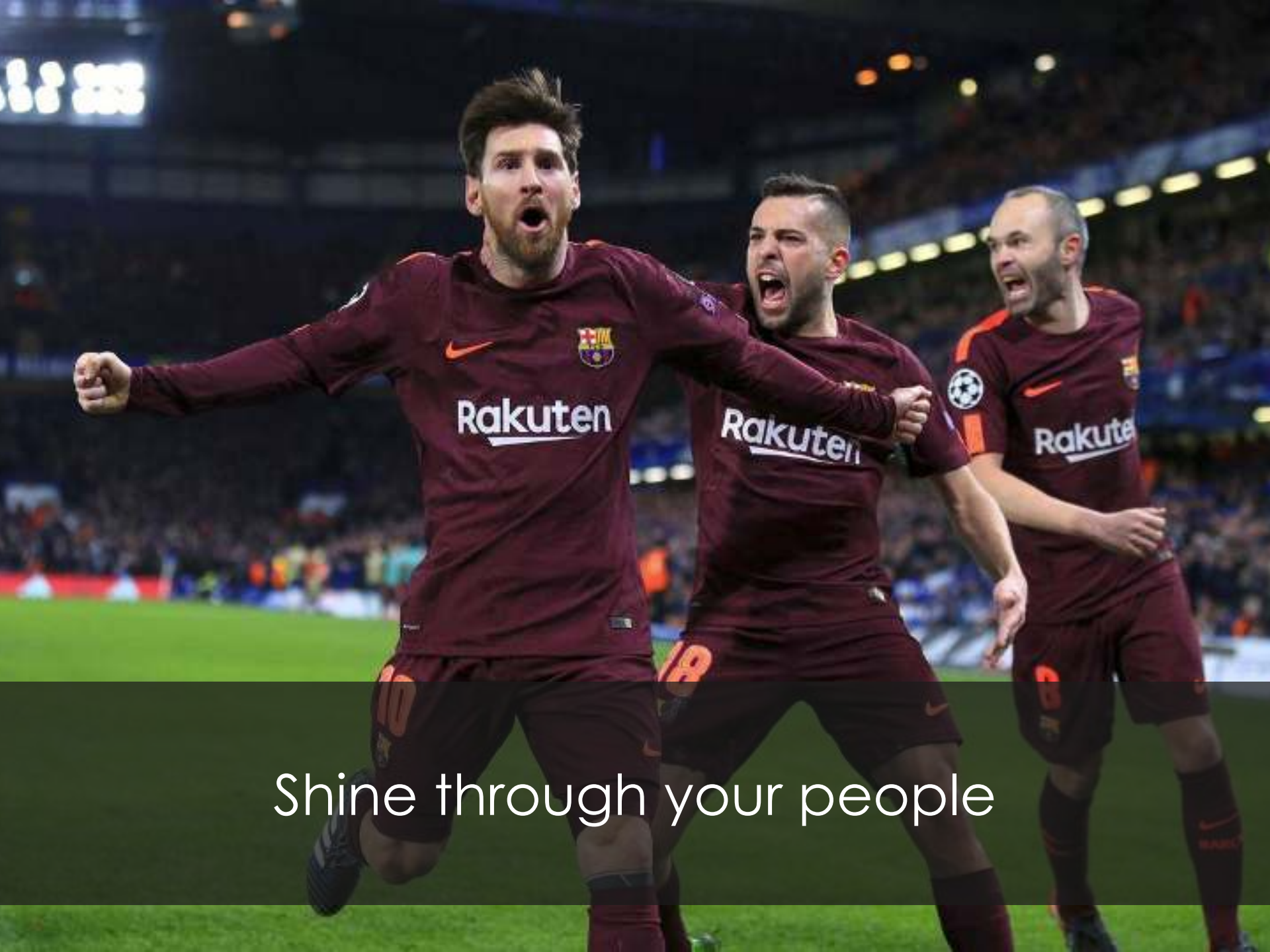




“The Coach no longer plays the ball”



Needs, style, system, positions, capabilities



Shine through your people

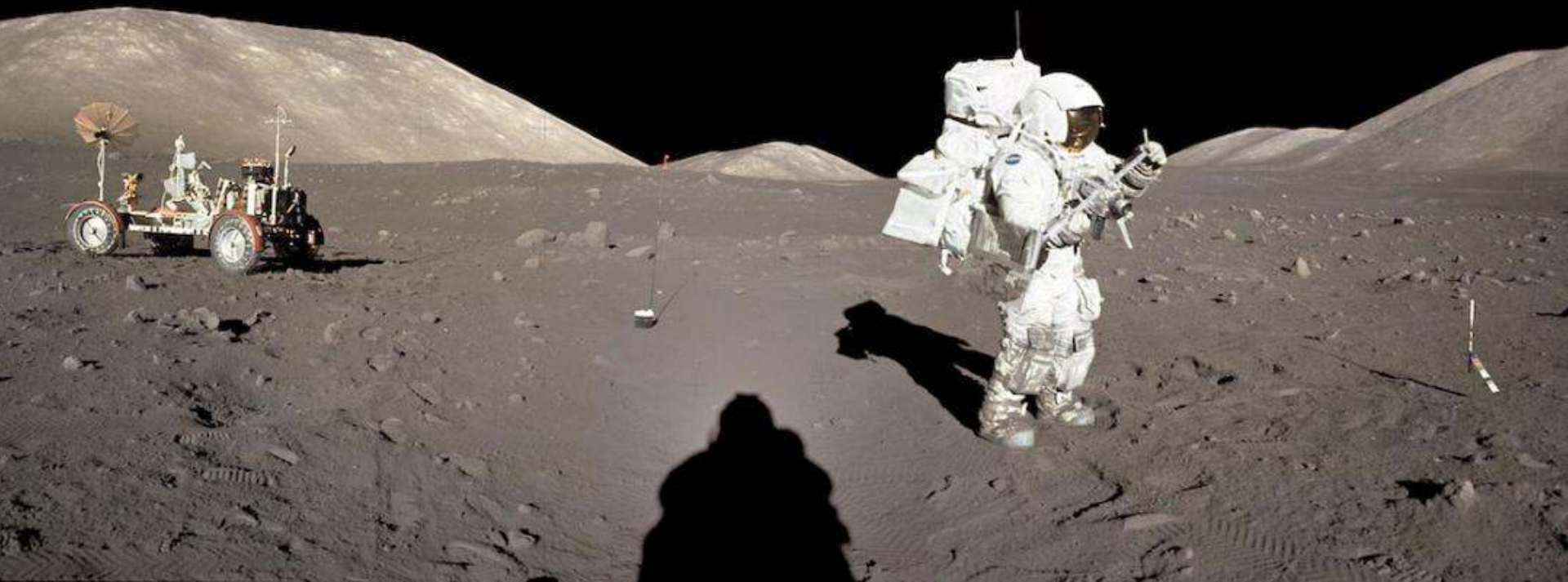


Delegation
Developing others' wings



Faster

Farther away



Feedback Conversation



It's Art

Honest & Clear

What was done well (or badly) and why

Where there is room for improvement, be specific, describe the situation, and why is good to do it better

What steps to take to improve



About Senior Workers
my own reflections



Scott McClellan
President HEB

Why the system need people to work more years?

Work force-Pensions-Taxes

Different environments

White collar & Blue collar

Small & Big companies

Sectors

Why people do not want to work more years?

Underground economy?

Why people behave in a certain way?

Lack of abilities? Lack of interest?

Why companies are reluctant to have Senior Workers on board?

Experience is a value and you cannot buy it

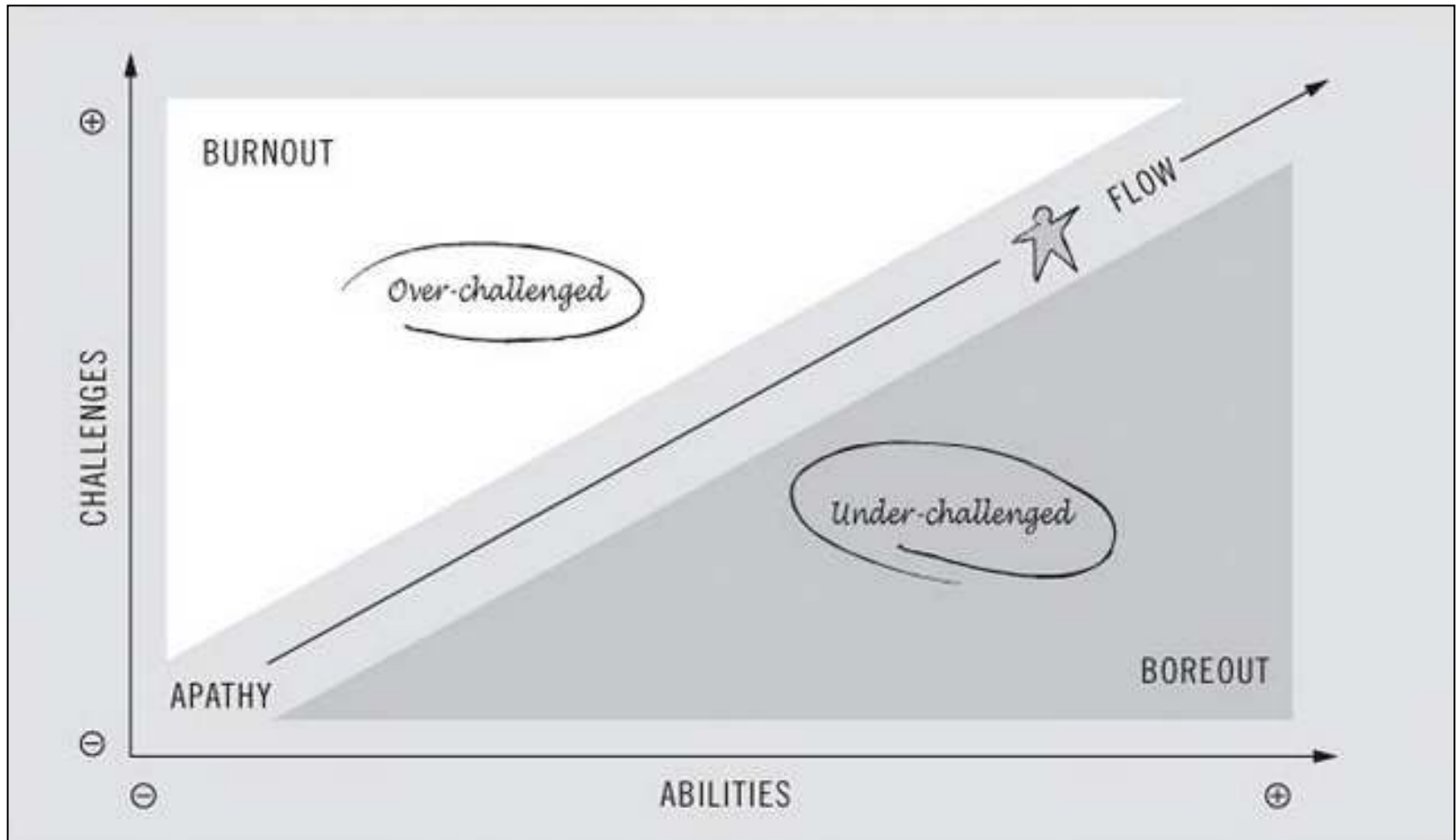
Individuals & Team

Communicate, Motivate, Make responsible,
Commitment, Enthusiasm, Delegate,
Recognize, Team Building, Sense of belonging

Involve everybody towards a common goal
Give recognition and attention



The Flow Theory



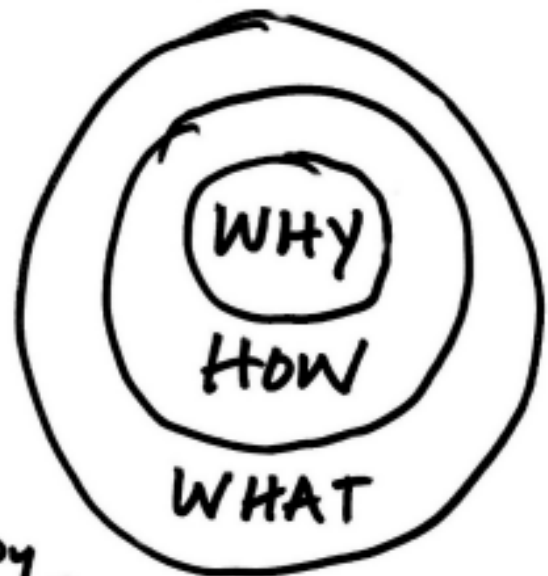
By Mihaly Csikszentmihalyi, 1975-2004



Give me a reason
Give me a shirt



THE GOLDEN
CIRCLE



by
SIMON SINEK

The background features a complex network of glowing lines and squares. On the left, a series of bright blue dots and lines form a path that leads towards the right. On the right side, a dense network of red and pink lines and squares is visible, with some points appearing as bright, glowing nodes. The overall effect is that of a digital circuit or data flow.

Future
New Talents will be
required

From Physical to Digital



From Tires
to Fleet
Solutions



From
Bulbs to
Domotics

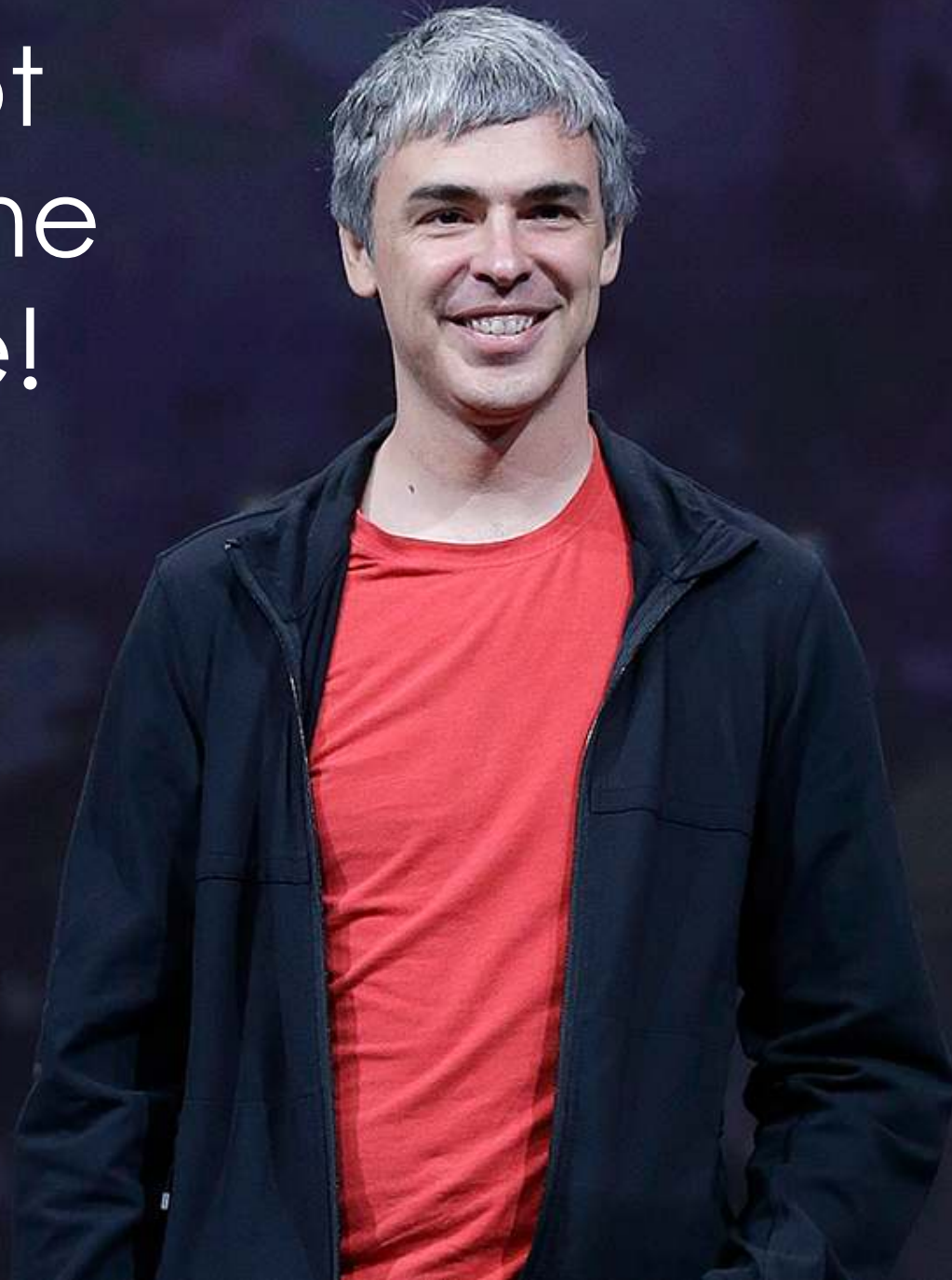
RICOH
imagine. change.

From Printing
to Digital
Information

Digital Culture The Challenge



Do not
miss the
Future!





Think of
the Future!

Three Final Thoughts

1

No Fear



2

When you go,
you go!



Peter Prevč



3

Be Bamboo!



The Visible Hand

mllado@iese.edu



Miquel Llado

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