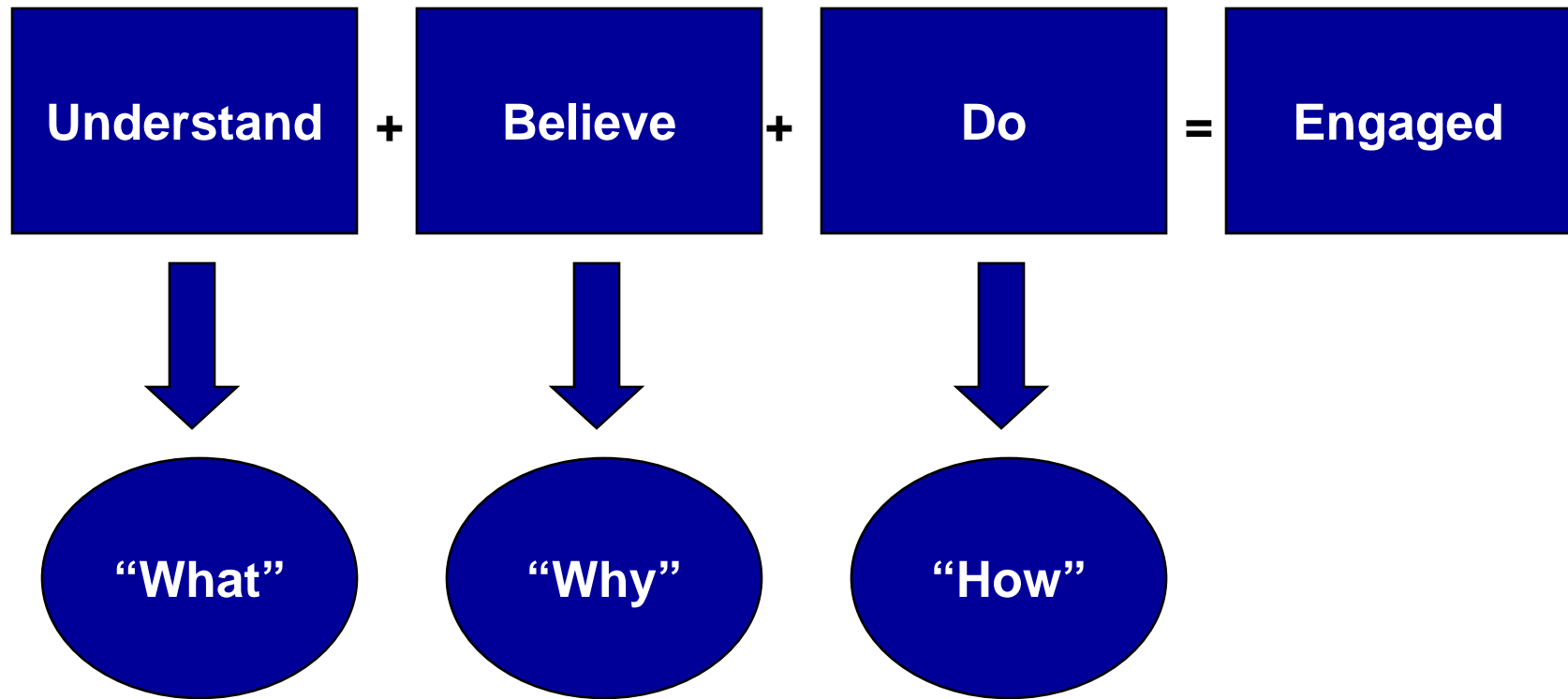


When Leaders Think Big (and act small)

Mark Schumann, ABC

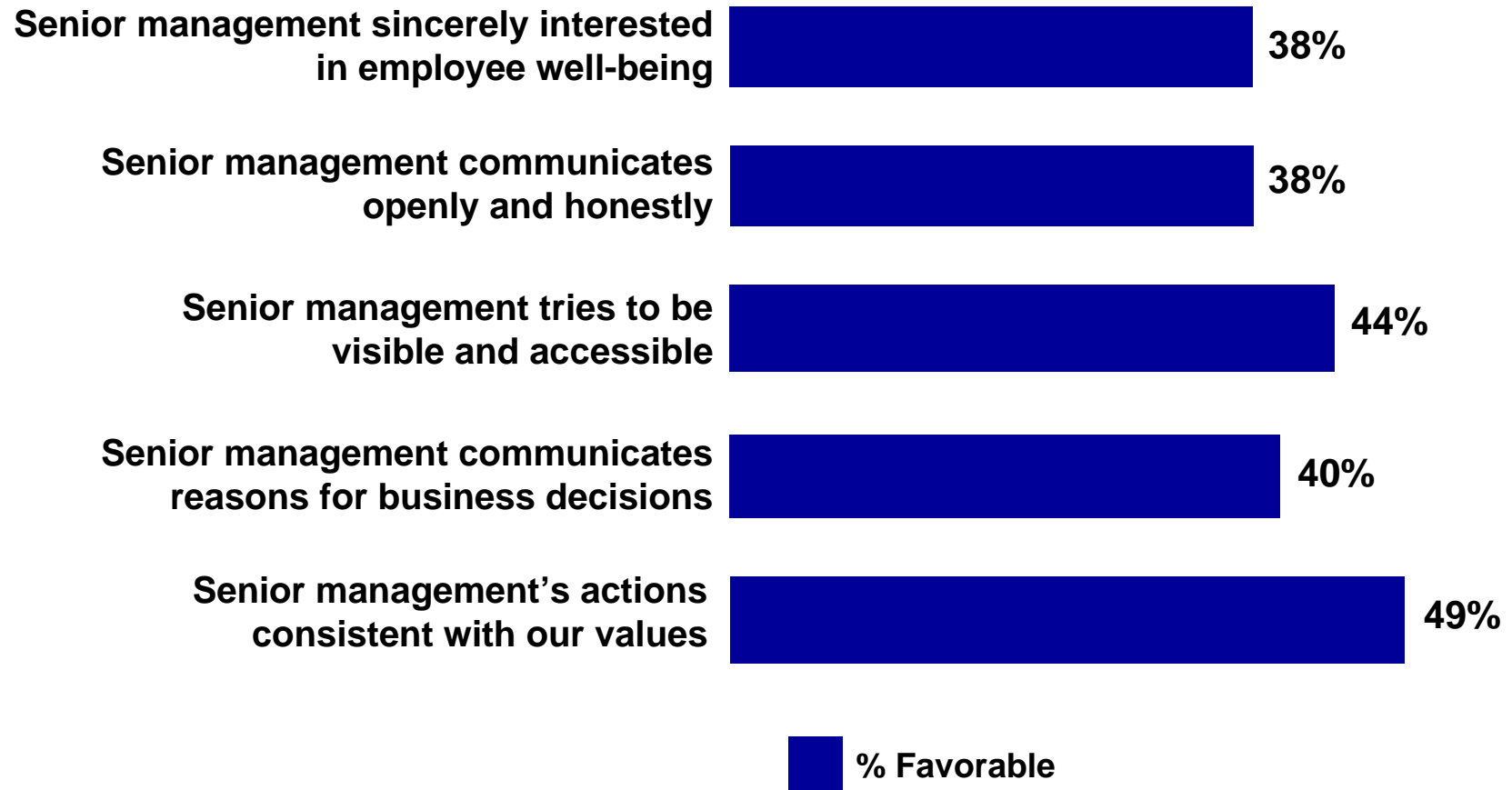
What We Need



Disappointment
gets in the way.

Leaders
can disappoint.

Are Leaders Credible?

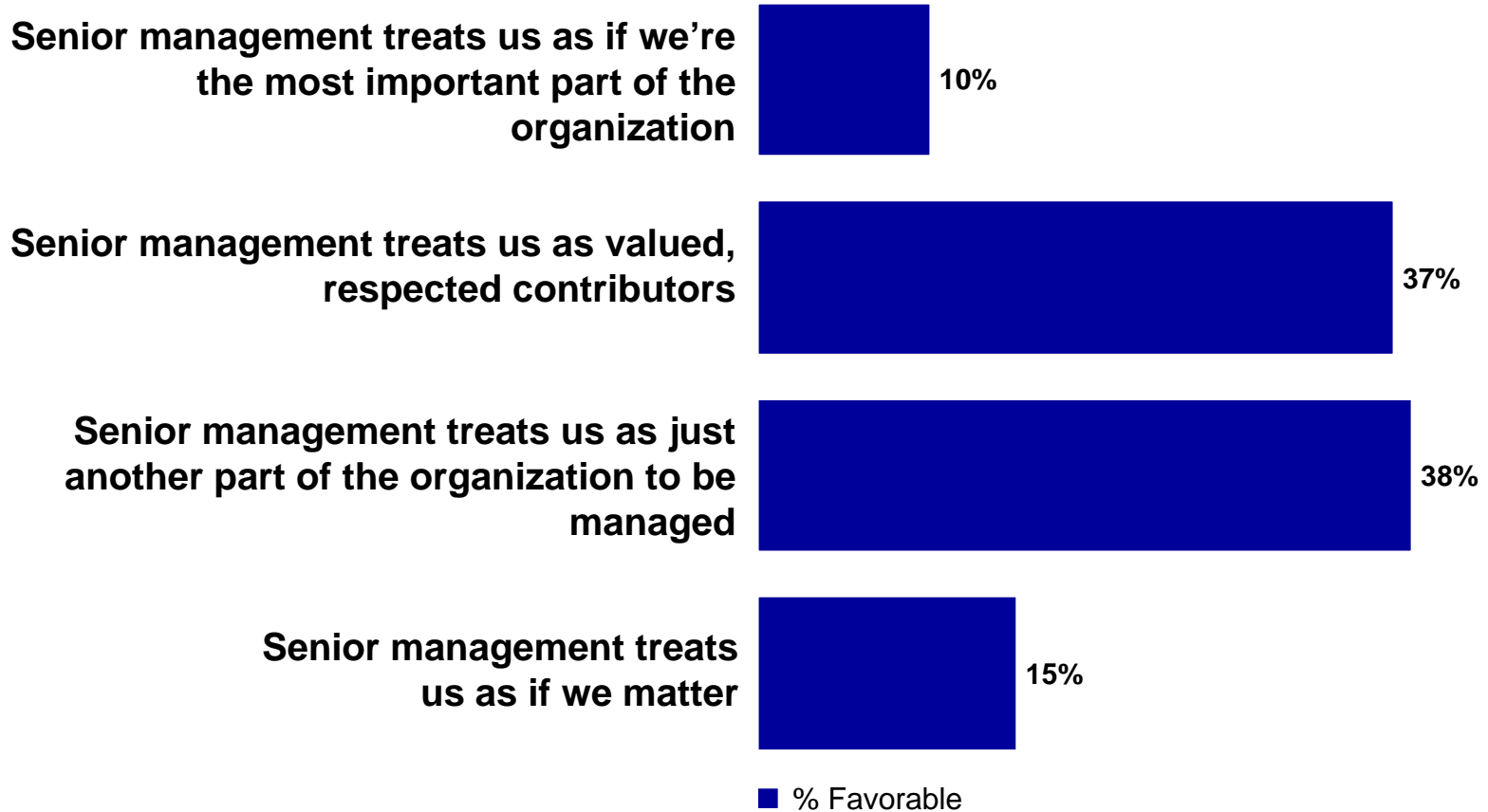


Source: *Towers Perrin 2007 Workforce Study* — Global

Leaders disappoint
if big thoughts
don't get through.

Leaders disappoint
if small actions
get in the way.

What Impacts Perceptions



Source: Towers Perrin 2007 Workforce Study — Global.

Big thoughts get lost
if they are not clear, consistent,
credible and candid.

Small actions get in the way
if behavior does not align
with big thoughts.

Employees disengage
if there are few ways
to talk about
big thoughts and small actions

The Basic Facts About Leadership

Think Big

Why we exist
What we value
What we must accomplish
How we get it done
What's in it for me

Act Small

If personal priorities rule
If egos get too big
If there are too many mirrors
When listening ends

Can't Hide

Credibility can quickly end
People feel before they hear
People watch before they feel

New Consumer

Less patient
More judgmental
Less trusting
Forever hopeful

Employees demand that
leaders be flawless.

Employees dismiss leaders
who are distant, irrelevant.

Employees fear what
leaders may do.

Employees ignore most of
what leaders formally say.

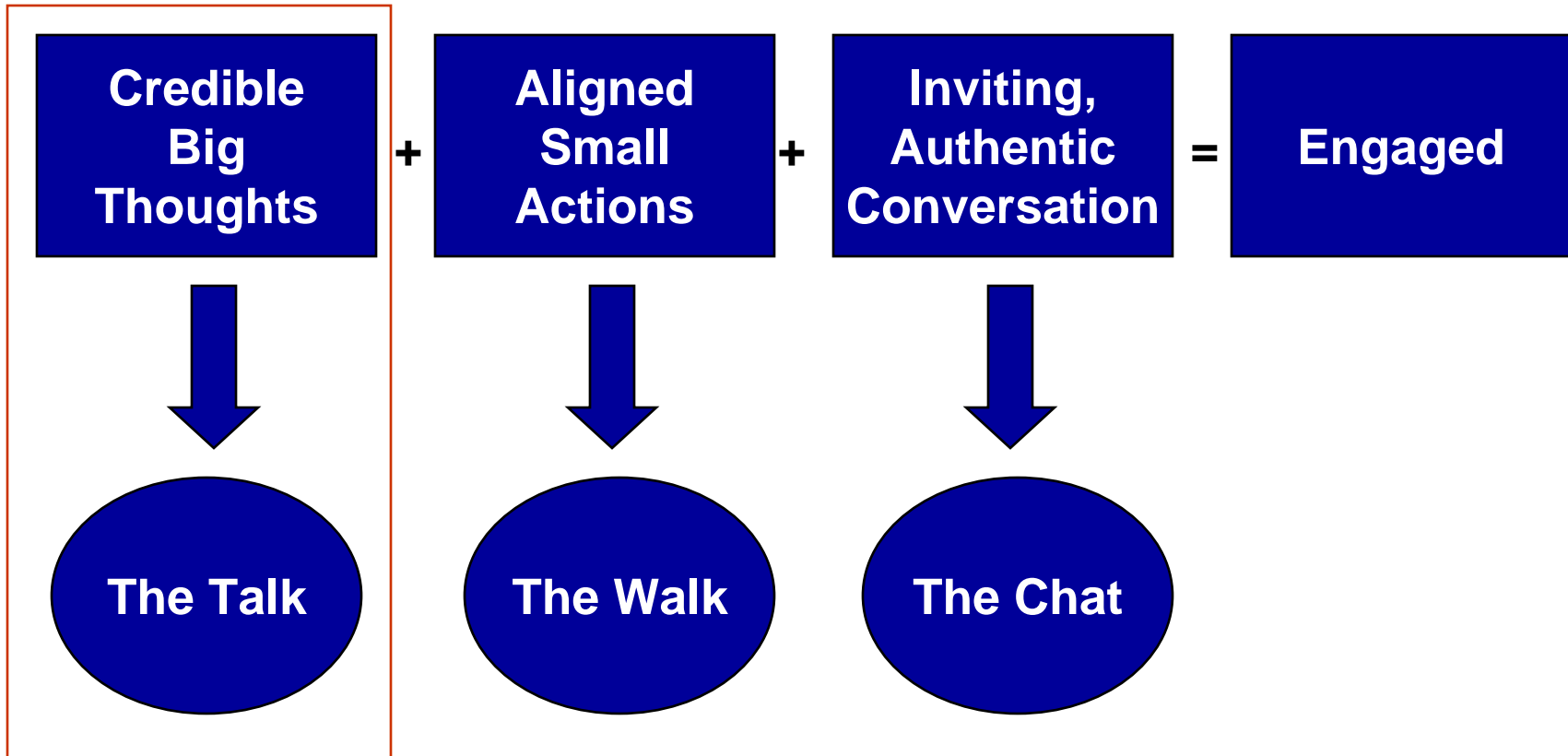
Employees demand truth,
honest, accountability.

Employees expect authentic
social responsibility.

Employees anticipate connection.

Employees tune out quickly.

What We Need



What is "Big Thinking"?

Giving

Simple

Memorable

Meaningful

Distinctive

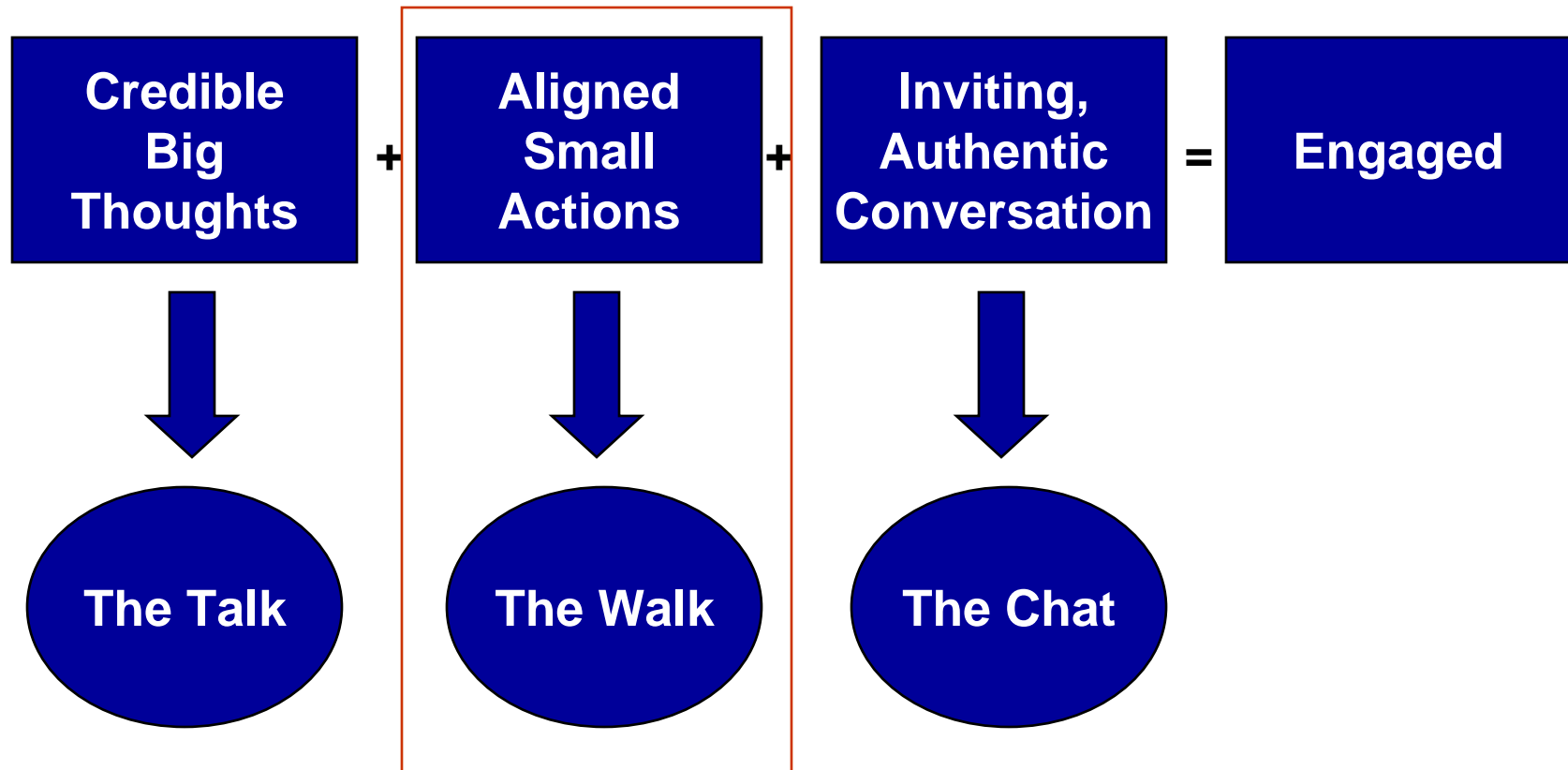
Actionable

Personal

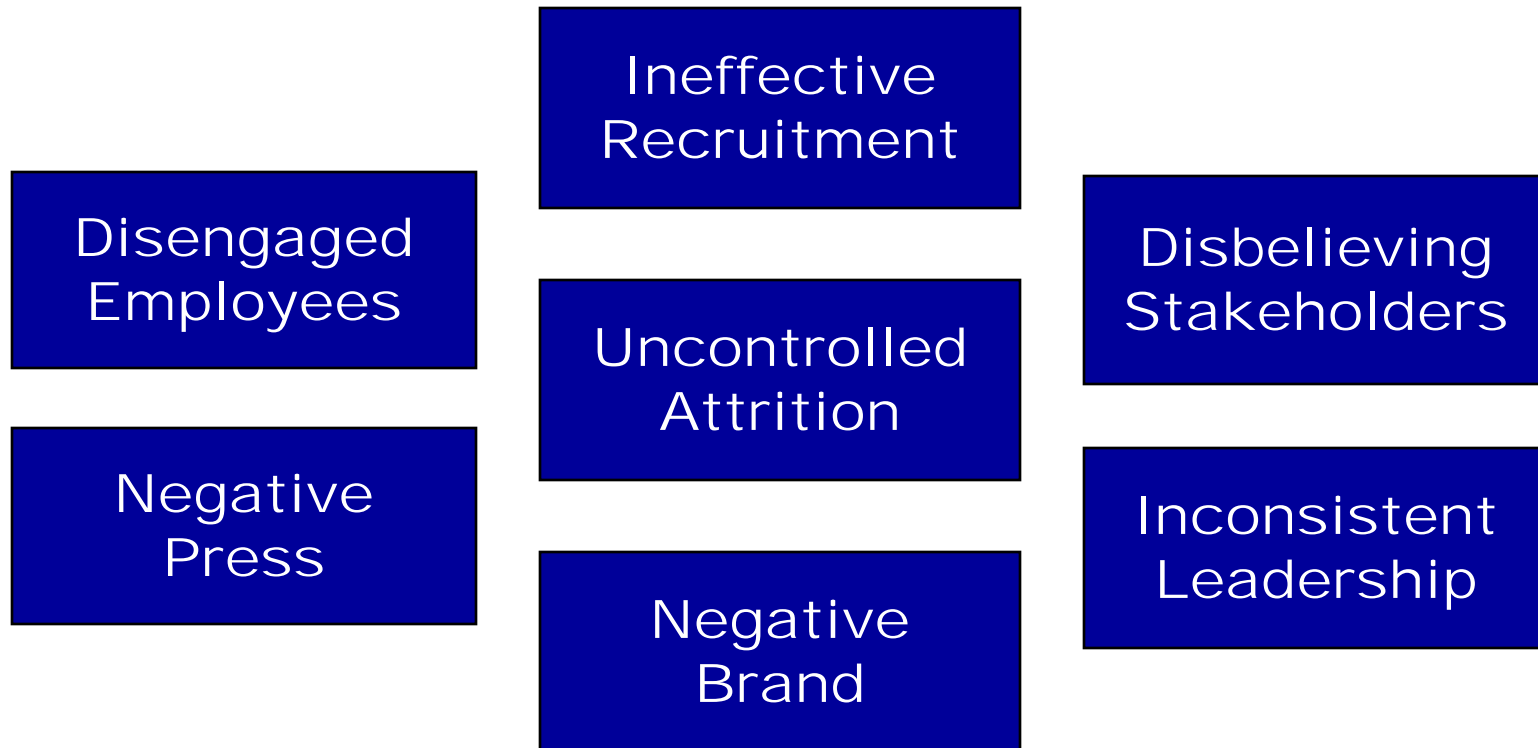
Social

Measurable

What We Need



How Small Actions Impact



What is "Small Acting"?

Petty

Political

Personal

Superficial

Careless

Memorable

Unbelievable

Public

Newsworthy

#1

Stop the wreck before the collision.

#2

Clean up the mess.

#3

Divert the attention.

#4

Try to explain.

#5

Attempt to spin.

Small actions
get in the way because
behavior does not align.

Organizations can address behavior
by clarifying competencies,
and setting examples.

While clarifying competencies
cannot change behavior alone
they help organizations
frame the consequences.

#1

Denial only works in families.

#2

Two cans and a string.

#3

Illusions are for magicians.

#4

We are as we lead.

#5

We need discipline.

#1

Small acts are quickly shared.

#2

Small acts are slowly forgotten.

#3

Small acts are easily misunderstood.

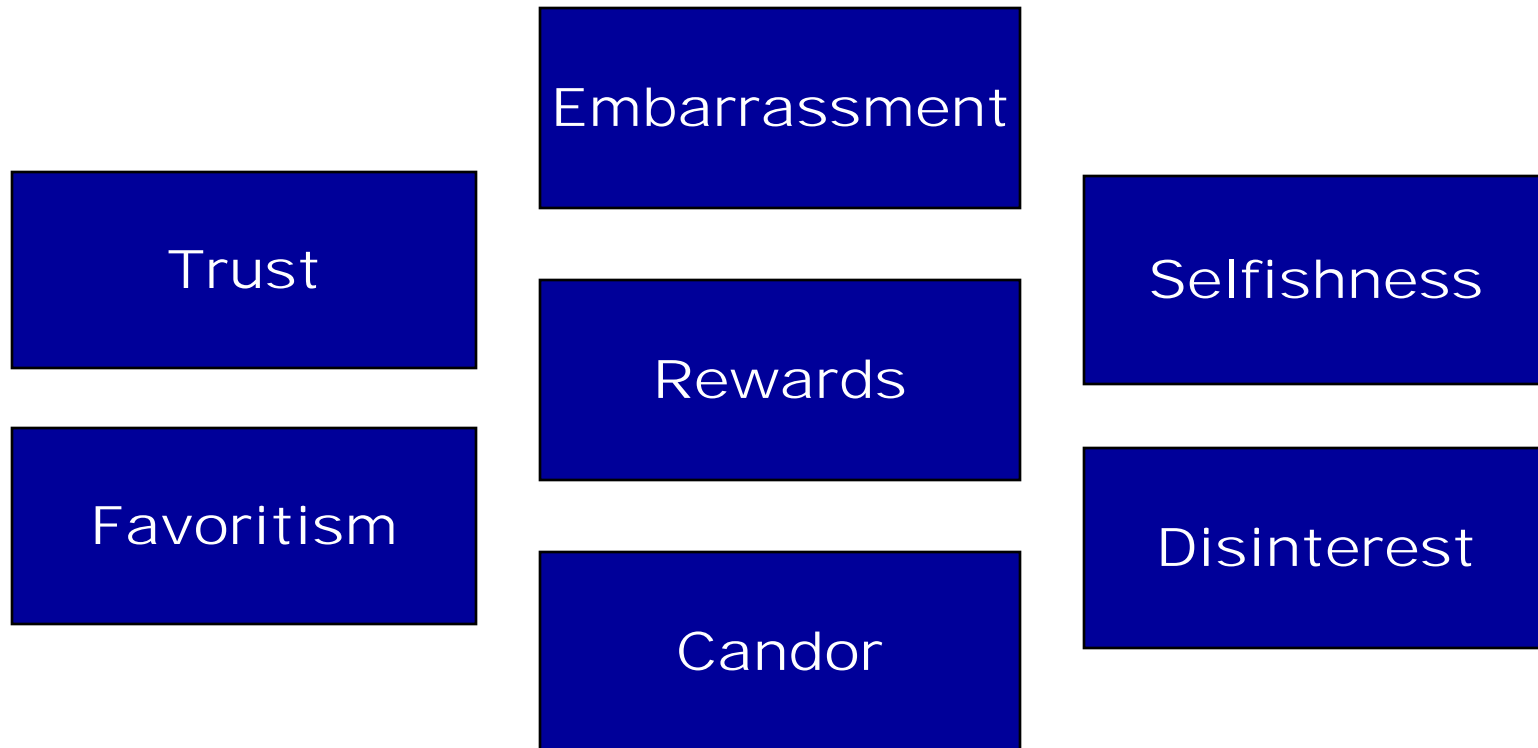
#4

Small acts may have explanations.

#5

People rarely tolerate explanations.

What Disappoints?



What people expect
from leaders.

How people
form perceptions.

How people
resolve action.

What can influence.

What Has Changed

From

1. Internal Media

2. External Media

3. Formal Appearances

4. Informal Observation

To

1. Informal Observation

2. Rumor

3. Formal Appearances

4. External Media

Commitment to Collaboration

Clarity in Communication

Catalyst for Social commitment

Participant in Conversation

Consistency in Recognition

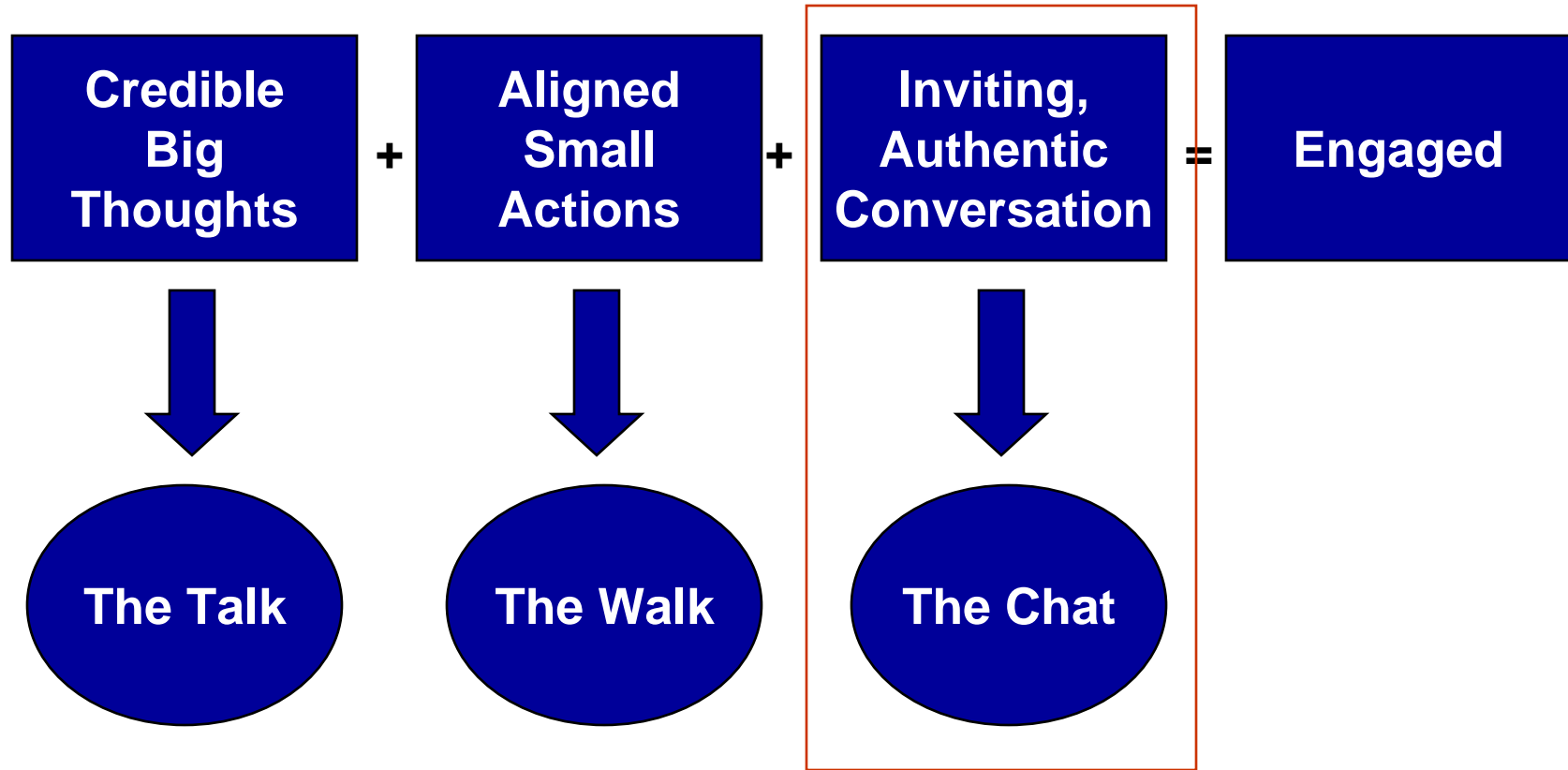
Advocate for People

The competencies,
by themselves,
won't create change.

First, they must be
embedded into the processes for
selection and performance.

Second, they must be reinforced
by leadership behavior
on every day
in every location.

What We Need



When leaders act small,
stakeholders disengage, and a
communicator is caught in the middle

As communicators,
our work isn't simply to craft words,
we must coach the behavior

We must frame the conversations
in which leaders can
authentically speak and
stakeholders can be heard

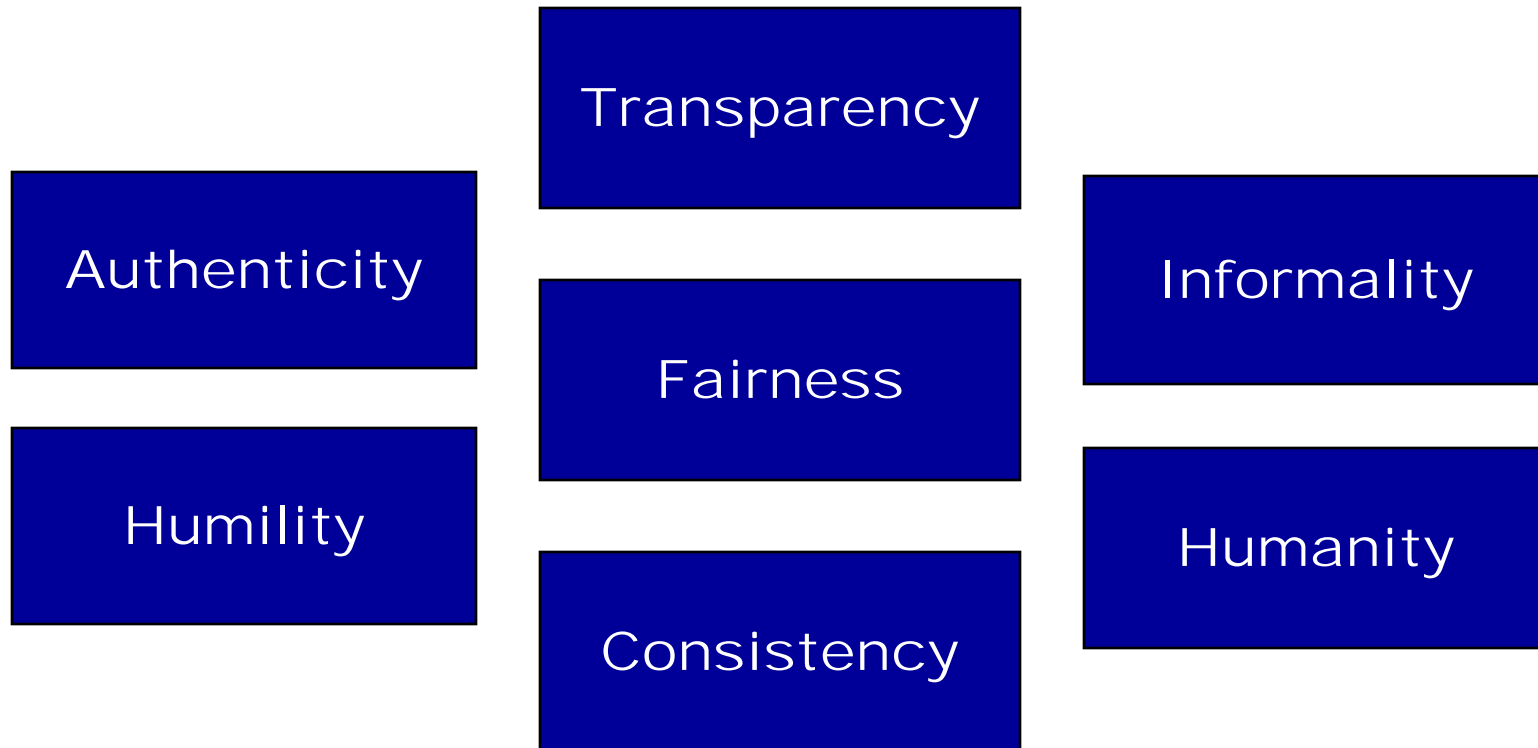
Leaders who think big
share the thought process.

Leaders who think big
dare to simplify.

Leaders who think big
avoid hearing themselves speak.

Leaders who think big
rely on communicators.

What People Must Experience With Leaders



“In”



“Out”



#1

You are being watched.

#2

You are not alone.

#3

You only have a moment.

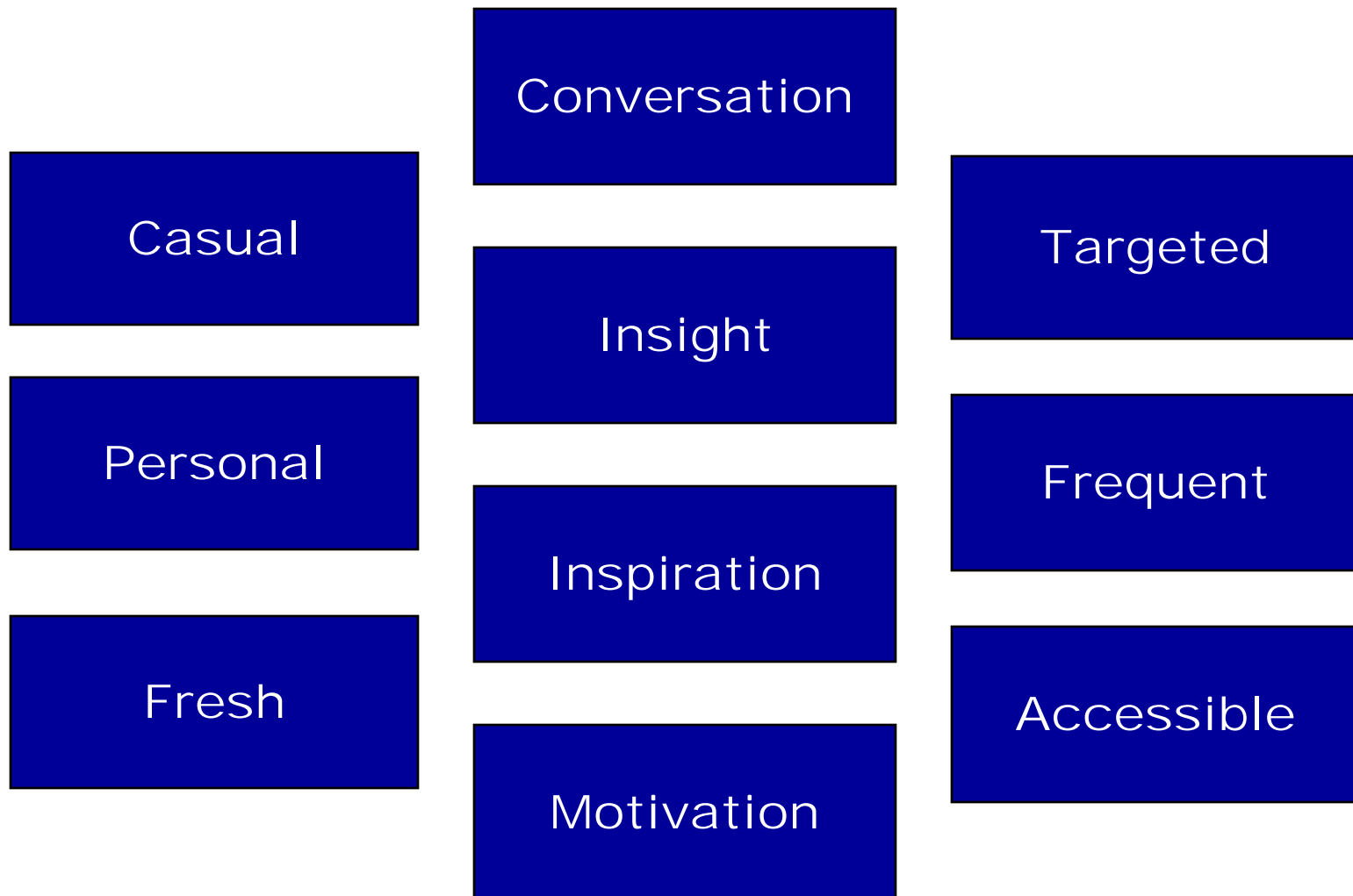
#4

You cannot hide.

#5

You are remembered.

Social Media



A communicator
must collaborate.

A communicator
must coach.

A communicator
must protect.

A communicator
must believe.

#1

Find what disappoints.

#2

Look people in the eyes.

#3

Use technology to personalize.

#4

Balance functional and emotional.

#5

Focus on what you can control.

We can create
global conversations
that absorb
big thoughts and
small actions