

# LEADERSHIP... Driving Performance Through Diversity

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How Today's Leaders Achieve Results  
Through Teams, Transformation and  
Change Management

# PANEL DISCUSSION

## TABLE SETTER

“I’m your waitress  
tonight. My name  
is Tiffany”



In 2018  
**diversity** is a  
challenge and  
an opportunity

## DRIVERS

- ***diversity of markets***: Demand is shifting to emerging markets. With their growing middle class, these new markets represent the single biggest growth opportunity in the portfolio of many companies around the world.
- ***diversity of customers***: Empowered through technology and with greater choice, an increasingly diverse customer base expects better personalization of products and services.
- ***diversity of ideas***: Digital technology, hyper-connectivity, and deregulation are disrupting business value chains and the nature of consumption and competition.
- ***diversity of talent***: Shifts in age profiles, education, and migration flows, along with expectations of equality of opportunity and work/life balance, are all impacting employee populations.

# Bangladesh leaders

240 leaders  
60 CEOs

“The economy has been growing\* steadily and it is time for Bangladesh to **develop** corporate leaders to face future challenges”

**A clear signal from current business leaders that Bangladesh has to do better.**

\*GDP= 6.9% / Inflation+ 6.4%= Net Growth+ 0.5%

# Today's conditions demand effective leaders in Bangladesh

- **SUMMARY**
- **GLOBALLY AND IN BANGLADESH ... EXTERNAL PRESSURES ARE GROWING..**
  - ✓ DIVERSE MARKETS CREATED BY A GROWING MIDDLE CLASS
  - ✓ CONNECTED CUSTOMERS WHO ARE EMPOWERED BY TECHNOLOGY
  - ✓ INNOVATIVE TECHNOLOGIES THAT ARE DISRUPTING TRADITIONAL WAYS OF DOING BUSINESS
  - ✓ TALENTED, EDUCATED, MOTIVATED YOUNG EMPLOYEES WHO WANT TO FIND OPPORTUNITY...HERE OR ABROAD... INCLUDE THEM OR LOSE!!!

# WHAT IS IT?

**Leadership** is the quality of assuming responsibility on behalf of others for the success – or failure – of an endeavor where the objective (**WHAT**) is clear but the pathway to its achievement (**HOW**) is not defined.



# What Research Has Indicated Makes a Great Leader

## Evolution of the Leadership Theory

- **TRAITS**

The Great Man (Bangabundha)

- **STYLES**

The Charismatic Leader (Mandela)

• -----

- **SKILLS**

Technical genius (Gates)

- **COMPETENCIES**

Tonight's Focus (Obama)



Four Key  
Competencies  
are Evident in  
Today's Best  
Leaders

“+ +”

- Inclusive... performance through **diversity** “+ +” - strategic delivery
- Collaborative... building a **diverse** team
- Transformative... empowering and mentoring **diverse** team members...values
- Adaptive.... managing **diverse** risks

# Inclusive

## 6 "C's"

- cognizance
- curiosity
- cultural IQ
- commitment
- collaboration
- courage

**Cognizance**  
Because bias is  
a leader's  
Achilles' heel

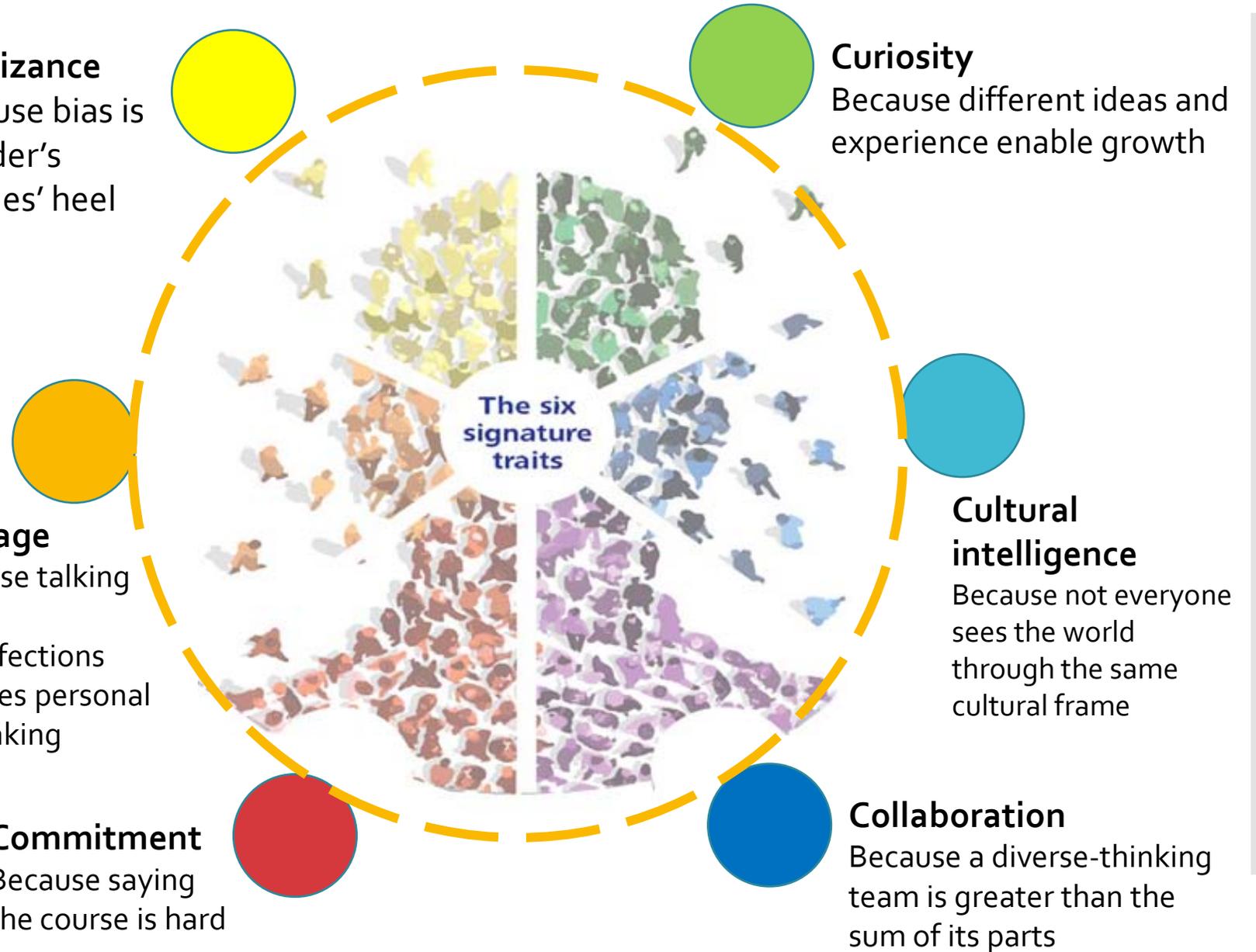
**Courage**  
Because talking  
about  
imperfections  
involves personal  
risk-taking

**Commitment**  
Because saying  
the course is hard

**Curiosity**  
Because different ideas and  
experience enable growth

**Cultural  
intelligence**  
Because not everyone  
sees the world  
through the same  
cultural frame

**Collaboration**  
Because a diverse-thinking  
team is greater than the  
sum of its parts



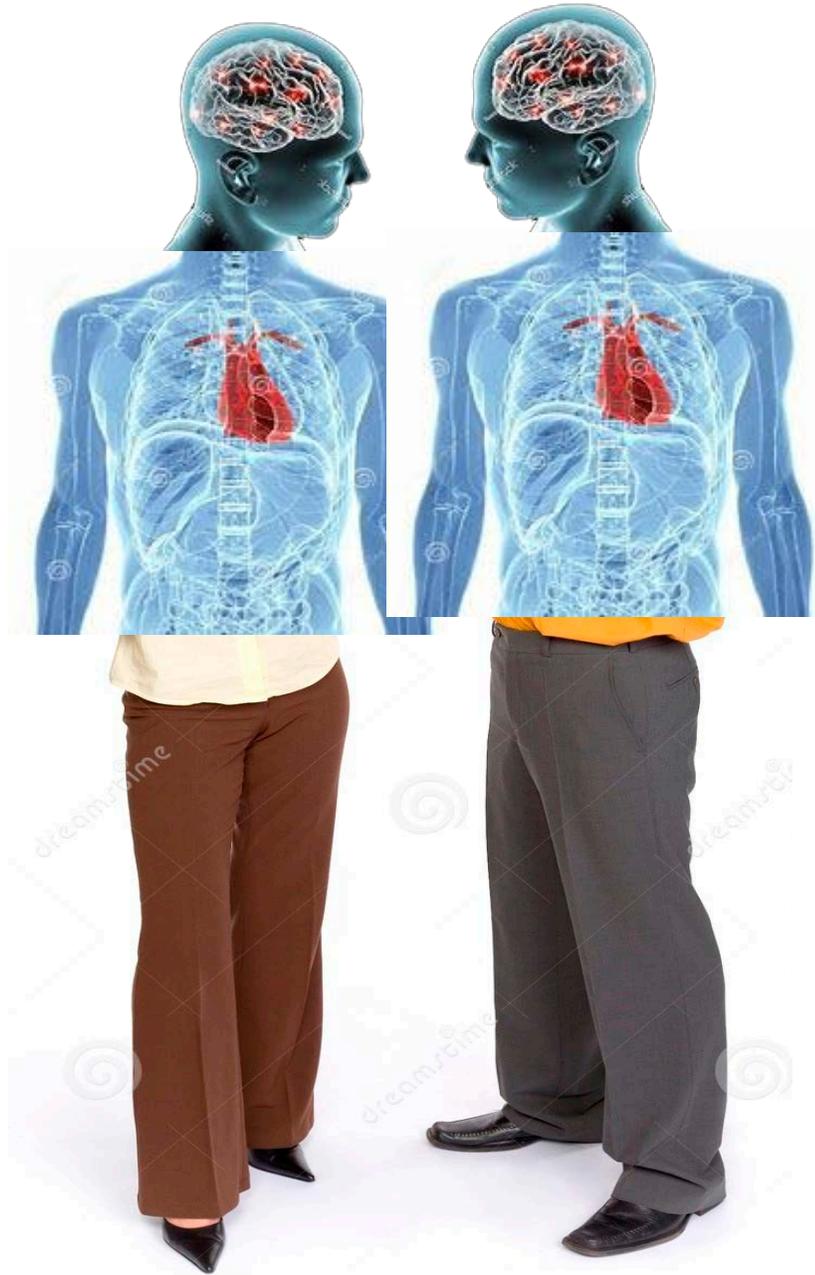
# Inclusive

## Below the Belt?



# Inclusive

The Diversity of  
the Whole  
Person



# Inclusive

1. An **Inclusive leader** is an individual who recognizes and embraces the idea that different backgrounds and diverse opinions add value to business strategies...eliminate group think and tunnel vision
2. An **inclusive leader** believes that inclusion can be used to secure a comparative advantage in the marketplace. Diverse = the business case
3. In summary: an **inclusive leader** understands that inclusion adds value and positively impacts the bottom line. McKinsey...top quarter=outperform 20%

# Inclusive



# Inclusive

INCLUSIVE  
LEADERS



**70%  
CAPTURE  
NEW  
MARKETS**



**PLUS**



**45%  
INCREASE  
MARKET  
SHARE**

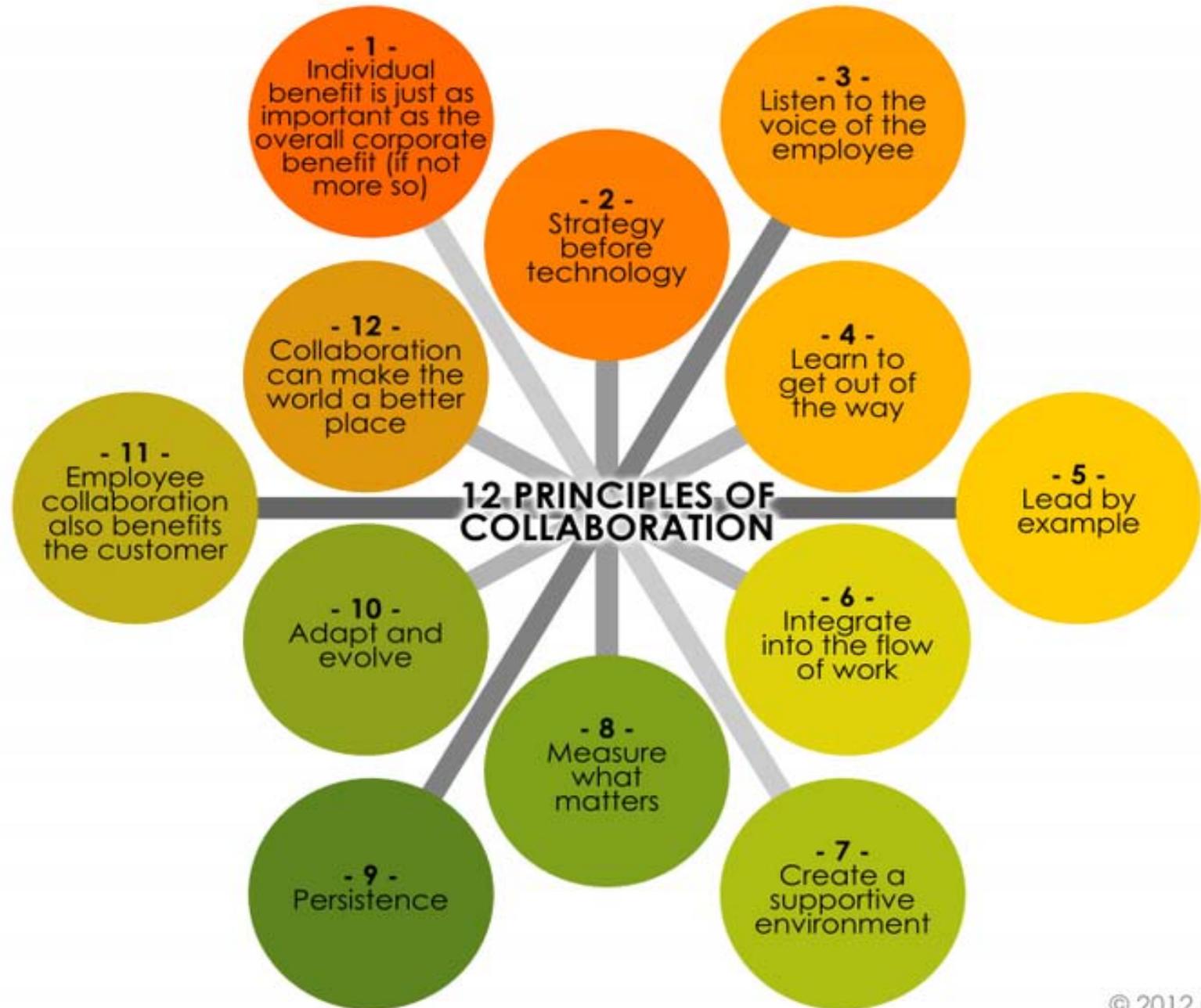
## REAL CASE

### Northrup Grumman

A leader in  
aerospace  
industry and a  
huge US defense  
contractor

- **VISION** – “Leveraging a diverse and inclusive workforce to achieve superior business results”
- **MISSION** - “To build and leverage a diverse and inclusive workforce and workplace by building leadership capability and organizational capacity”
- **STRATEGIC OBJECTIVES**
  - Diversity
  - Inclusion
  - Communications
  - External Relations
  - Accountability

# Collaborative



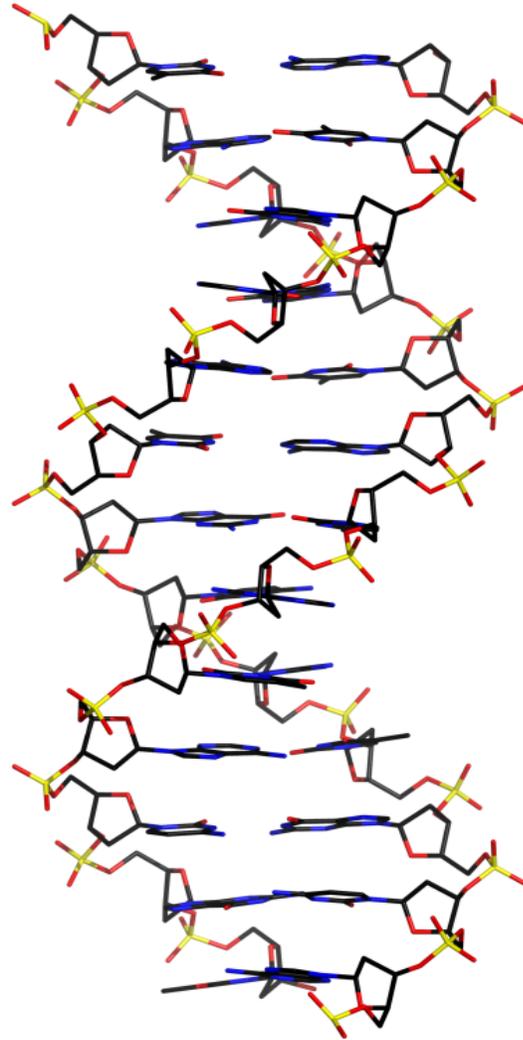
Collaborative

English + American

Molecular Biology

+

Geneticist



- “The Double Helix”
- Crick and Watson

Collaborative



Collaboration



## REAL CASE

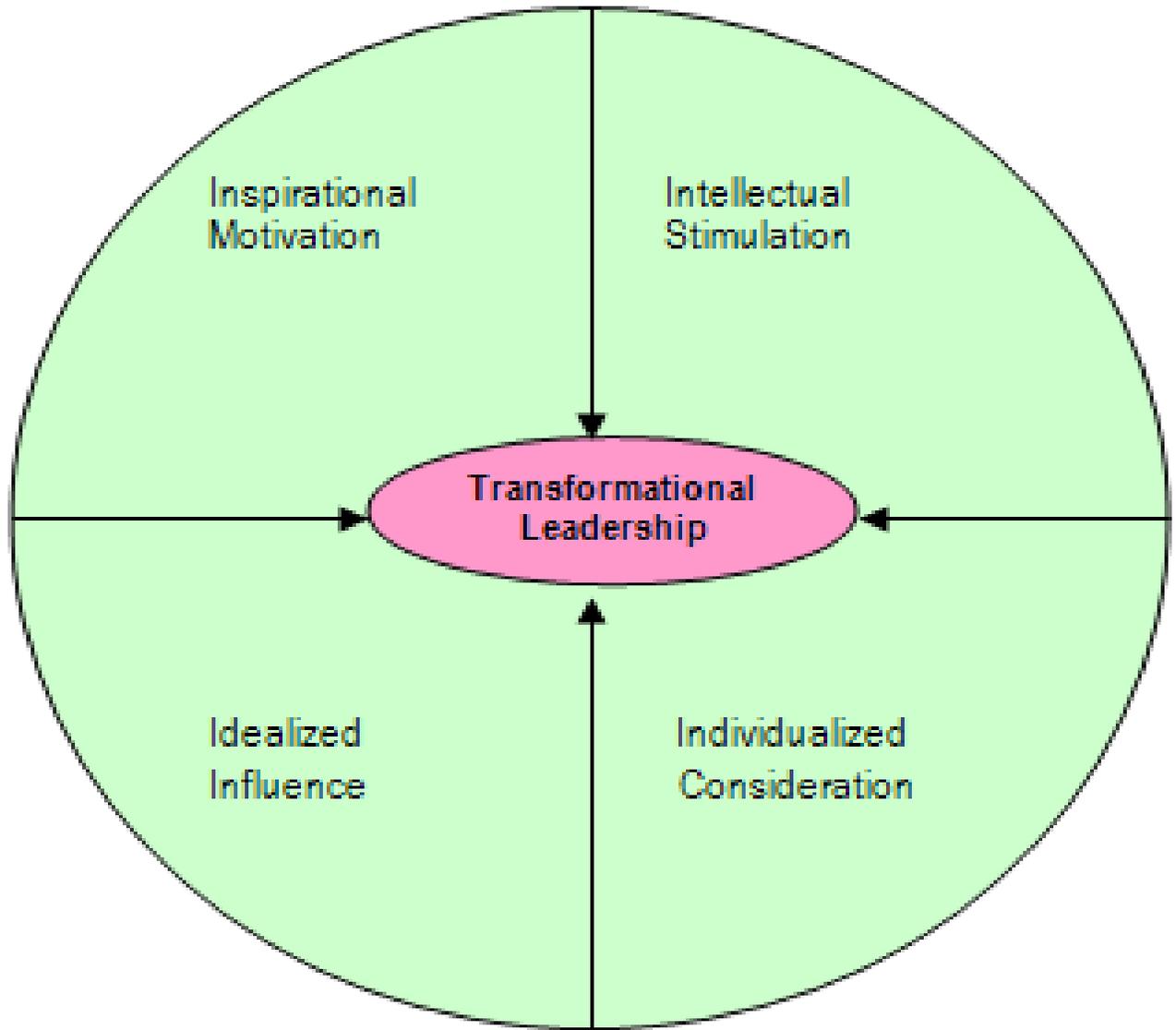
NASA and LEGO

Space Agency  
+  
Toy Company

- An excellent case study in collaboration where:
- Each party is independently owned and managed
- The individual leaders were thinking out of the box
- The value for each is multiplied by the collaboration
- The pieces fit together because they have unique “edges”

NOT COOPERATION, NOT COORDINATION

# Transformation



## Transformative

- **Transformational Leadership** introduced the principle that a transformational leader could inspire followers to join in a collaborative venture based on trust, respect, and integrity in which the only promise – the only transaction - was that the followers would be transformed through the journey toward the stated goal.

## Transformative

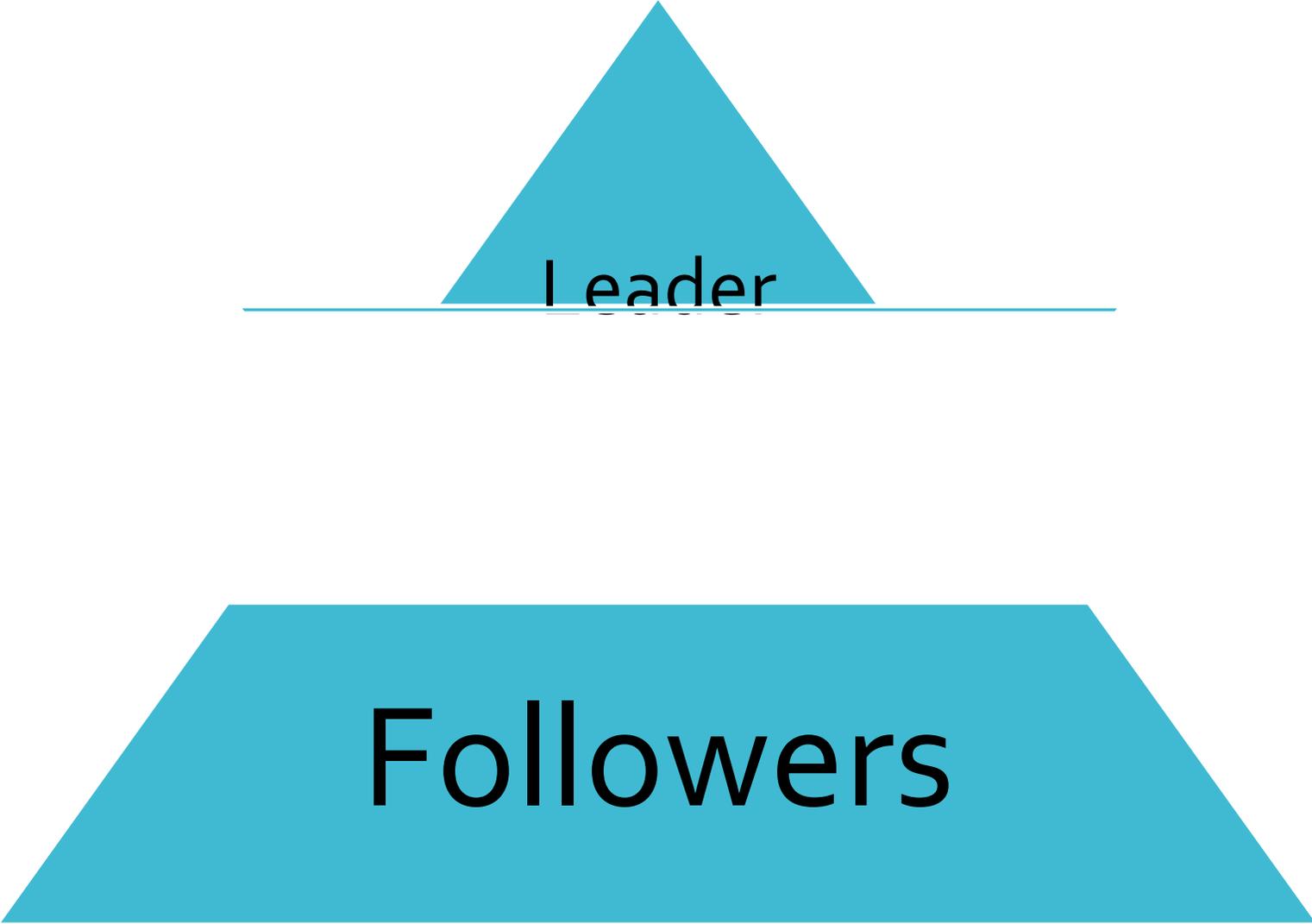
- Transformational leaders **enable others** to grow into their full potential, by establishing a caring relationship based on trust and respect.

**Integrity + Humility**

Transformative

This was the  
common  
perception prior  
to 1978

THE EXECUTIVE  
SUITE



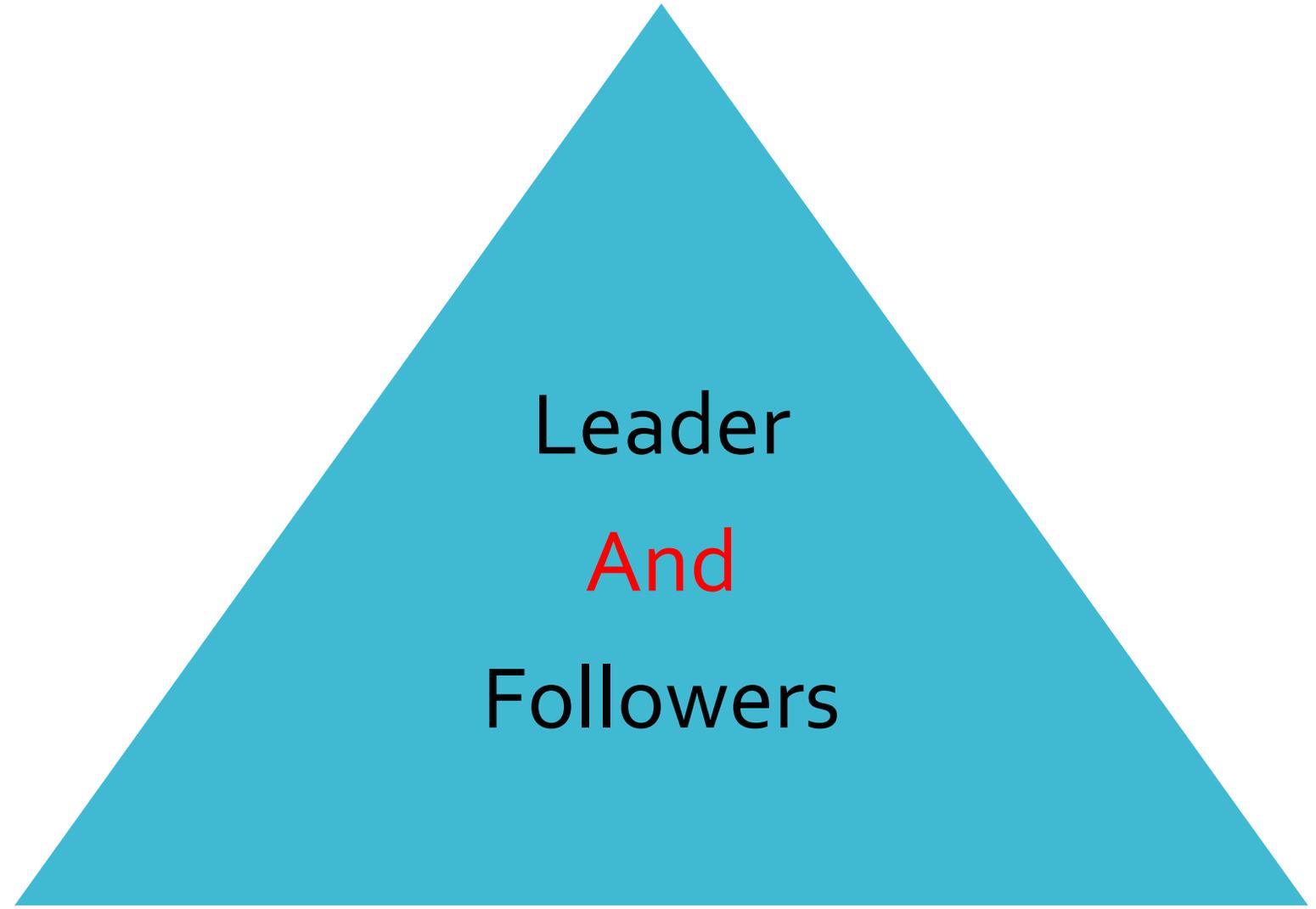
Leader

Followers

Transformative

Now the leader  
is part of the  
team ... sets the  
example

**THE SWEET  
EXECUTIVE**



## REAL CASE

### NOKIA

From mobile phones to network services

- Nokia lost the battle of mobile phones to Apple...Nokia did not produce a smart phone and was struggling. Share value fell from \$40 to \$2
- Transform or die!
- The company transformed...went into network technologies and other support services and has rebounded with a much leaner structure led by its top management team. Employee engagement – and shared belief in the transformation - was key.

# Adaptive

Adopted from science...like many other leadership and management theories.



# Adaptive

Recognizing  
and responding  
to “signals”  
with  
confidence

FAST or FAIL



Adaptive  
leaders are  
looking for  
signals that  
trigger  
managed  
change



Using the four new competencies, each with a commitment to diversity has led companies to success...BUT



# 10 Great Business Leaders

2017-18

1. Tim Cook.... Apple
2. Jeff Bezos...Amazon
3. Jack Ma.... Alibaba
4. Melinda Gates...Gates Foundation (hubby is OK too)
5. Larry Page... Google
6. Mark Zuckerberg...Facebook
7. Indra Nooryi...Pepsi
8. Warren Buffett....Berkshire Hathaway
9. Howard Schultz... Starbucks
10. Richard Branson....Virgin

Leaders Take  
Risks... and  
They Often  
Fail.

## FIVE KILLERS

- **LACK OF TEAMWORK**
- **ARROGANCE/MICRO-MANAGEMENT**
- **RESISTANCE/RELUCTANCE TO CHANGE**
- **LACK OF TRUST**
- **POOR EMOTIONAL INTELLIGENCE**

# DISCUSSION

- AND NOW FOR THE PANEL...
- I WILL BE THE MODERATOR

# TABLE CLEARER

