



**HARVARD CLUB
OF MALAYSIA**

Leadership Sustainability: Turning Leadership Aspirations into Actions

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University of Michigan

March 22, 2012

G Tower Hotel, Kuala Lumpur

HRDF: SBL Claimable up to RM1,300, subject to PSMB terms and conditions

**LEADERSHIP SUSTAINABILITY:
TURNING LEADERSHIP ASPIRATIONS INTO
ACTIONS**

This is a one-day workshop, built around interactive conversation between Prof Dave Ulrich and participants.

Most appreciate *why* leaders' actions impact employees, customers, investors and communities. Almost any good leader knows *what* to do to be better (e.g., set a vision, execute strategy, engage employees, act with authenticity). We find that even when leaders know how, why and what they should improve, it does not always happen.

This day long workshop will primarily focus on *leadership sustainability*, or *how* leaders actually do what they intend. Leadership sustainability has to show up not only in personal intentions, but also in observable behaviors. Environmental sustainability is about caring for the earth's resources by reducing our carbon footprint. Leadership sustainability is about caring for the organization's resources by adapting and changing leadership patterns so that they are consistent with shifting requirements. Social sustainability is giving back to the community through corporate social responsibility initiatives. Leadership sustainability occurs when leaders take personal responsibility to ensure that they do what they say they will do. Corporate sustainability is a long term commitment to changing the world in which we live and work. Leadership sustainability is a lasting and durable commitment to personal change.

By synthesizing research on change, self-discipline, influence, habits, and leadership development, we will discuss 7 factors for how leaders can sustain what they intend:

- Simplicity: how can I focus on a few key actions and behaviors that have the highest impact?
- Time: how can I make sure that my aspirations show up in my calendar?
- Accountable: how can I ensure that I am accountable for making my change happen?
- Resources: how do I resource (through coaching and HR practices) the ability to sustain change?
- Tracking: how do I measure my progress?

- Meliorate: how do I continually learn and grow?
- Emotion: how do I bring personal emotion and passion to my work?

Leadership sustainability occurs when leaders master these seven principles for themselves and when they help those they lead masters them as well.

Leaders matter. Leadership matters more. Leadership sustainability matters most.

DETAILED PROGRAM

8.30am - Registration

9.00-10.30am

Session 1

Why leadership matters: we will discuss the unique business challenges for your organization and review why leadership is key to responding to those challenges.

What is leadership: we will briefly review the requirements of being an effective leader, with a focus on the unique opportunities and challenges of Asian leaders.

10.30-11.00am - Coffee Break

11.00-12.30pm

Session 2

How do we create leadership sustainability?

- Why sustainability matters?
- What we mean by sustainability?
- Overview of tools for sustainability?

Tool 1: Simplicity

Simplicity means that the leaders focus on a few key behaviors that have high impact on the most important issues. Leaders have to cope with complexity not only in the world around them, but also in their personal leadership style. We will discuss how leaders can find simplicity in the face of complexity and replace concept clutter with simple resolve.

Tool 2: Time

We often ask leaders we coach to tell us their priorities, which most can do. Then we ask them to review their calendar for the last 30 or 90 days and show us how much time they spent on these priorities. Leaders put their desired behaviors into their calendar and this shows up in how they spend their time. Employees see what leaders do more than listen to what they say. Leadership sustainability shows up in who we spend

time with, what issues we spend time on, where we spend our time, and how we spend our time. When leaders invest their time as carefully as their money, they are more likely to make change happen.

12.30-2.00pm - Lunch

2.00-3.30pm

Session 3

Tool 3: Accountable

A cycle of cynicism occurs when leaders announce wonderful aspiration statements (vision, mission, strategy), but fail to deliver. Over time, this cycle of failure breaks down trust and erodes commitment. We will discuss what actions leaders need to take to ensure that they do what they say.

Tool 4: Resources

Leaders dedicate resources in order to support their desired changes with coaching and infrastructure. Resourcing implies institutionalizing. We will discuss how leaders can gain support from coaches and how leaders can build the desired changes into the organization fabric.

Tool 5: Tracking

The maxims are true: we get what we inspect not what we expect; people do what they are rewarded for; and you shouldn't reward one thing while hoping for a different outcome. Effective metrics for leadership behavior need to be transparent, easy to measure, timely, and tied to consequences. We will discuss how leaders can measure their behavior and results in specific ways to monitor how they are doing.

3.30-4.00pm - Coffee Break

4.00-5.00pm

Session 4

Tool 6: Meliorate

Leaders meliorate when they improve by learning from mistakes and failures and demonstrate resilience. Change is not linear. We don't often start at point A and end up in a logical and smooth progression to point Z. Most of the time, we try, fail (or succeed), try again, fail again, and so forth. When we learn from each attempt, the outcomes we intend will eventually come to pass. Leadership sustainability requires that leaders master the principles of learning.

Tool 7: Emotion

Leaders who ensure sustainability have a personal

passion and emotion for the changes they need to make. Sustained change resides not just in the head with an intellectual agenda, but also within the heart with a strong emotional agenda. Action without passion will not long endure, nor will passion without action. Leadership sustainability occurs when leaders not only know, but feel what they should do to improve.

5.00-5.15pm

Q & A , Conclusion and application

INSTRUCTOR



PROFESSOR DAVE ULRICH

is Professor of Business at the University of Michigan and a partner at the RBL Group, a consulting firm focused on helping organizations and leaders deliver value. He studies how organizations build capabilities of speed, learning, collaboration, accountability, talent, and leadership through leveraging human resources. He has helped generate award winning data bases that assess alignment between strategies, organization capabilities, HR practices, HR competencies, and customer and investor results.

Prof Ulrich has published over 200 articles and book chapters and 23 books: Among them are:

- *Asian Leadership* (2010)
- *The Why of Work* (2010)
- *Leadership in Asia* (2009)
- *HR Transformation* (2009)
- *Leadership Code* (2008)
- *Companion for Strategic Human Resources* (2008)
- *HR Competencies* (2008)
- *Leadership Brand* (2007)
- *Human Resource Value Proposition* (2005)
- *The Future of Human Resource Management* (2005)

He edited Human Resource Management 1990-1999, served on editorial board of 4 Journals, on the Board of Directors for Herman Miller, and Board of Trustees at Southern Virginia University, and is a Fellow in the National Academy of Human Resources.

Some of his recent Honors include:

- 2011 : *Ranked #1 most influential international thought leader in HR by HR Magazine
*Ranked #23 in Thinkers 50 as a management thought leader
- 2010 : *Nobels Colloquia Prize for Leadership on Business and Economic Thinking
*Lifetime Fellowship in Australia Human Resources Institute (AHRI)
*Ranked #1 most influential international thought leader in HR by HR Magazine
*Kirk Englehardt Exemplary Business Ethics Award from Utah Valley University
**Why of Work* (co-authored with Wendy Ulrich) was #1 best seller for Wall Street Journal and USA Today
- 2009 : Listed in Thinkers 50 as a management thought leader
*Ranked #1 most influential person in HR by HR Magazine
- 2008 : *Ranked #1 most influential person in HR by HR Magazine
- 2007 : *Lifetime Achievement Award from American Society of Training and Development (ASTD)
*Honorary Doctorate from University of Abertey, at Dundee Scotland
- 2006 : *Ranked #1 most influential person in HR by HR Magazine in vote by influential HR thinkers
*Dyer Distinguished Alumni Award from Brigham Young University, Marriott School of Management
- 2005 : *Ranked #2 management guru by Executive Excellence
*Named by Fast Company as one of the 10 most innovative and creative thinkers of 2005

Prof Ulrich has consulted and done research with over half of the Fortune 200

PROGRAM FEE

RM2,950 per participant

RM2,900 for participants or participating organizations of past HCM / CRC programs

- For Government agencies:
Direct Purchase is available through **eperolehan**

EARLY REGISTRATION REQUESTED

Early registration is requested. Admission is on first come, first served basis.

ADMISSION

You can register for the program

- By internet: www.charlesrivercentre.com or
- By fax: 603-6211 2919; or
- By post:
Charles River Centre Sdn Bhd,
Suite B-09-06, Plaza Mont'Kiara,
2 Jalan Kiara, Mont'Kiara,
50480 Kuala Lumpur, Malaysia.
- For further information:
Call: 603-6201 7248, 603-6201 9248
(Stephanie/ Choi Lin / Chow Hui)

CANCELLATION AND REFUND POLICY

All cancellation must be submitted in writing to CRC prior to commencement of program to receive a full refund and subject to the following:

- 30 days prior to commencement – full refund
- Less than 21 days prior to commencement – 50% refund
- Less than 14 days prior to commencement – no refund, substitution is allowed provided CRC is notified in writing

FILMING, RECORDING AND PHOTOGRAPHY

Filming, recording and photograph-taking while the program is in session are strictly prohibited.