



Level 29, Chifley Tower
2 Chifley Square,
Sydney, NSW, 2000, Australia

t. +61.2.9293.2983

The Leadership Capacity Program™

A Decision-Oriented Evaluation Approach
to Shaping Leadership Identity,
Behavior and Performance.

LEADERSHIP IDENTITY AND BEHAVIOUR

Systems and organizations play a powerful role in shaping leadership identity. As significant as this truth is, understanding the extent to which they influence the behavior of leaders, their life trajectory, philosophy or ideals to be pursued, was for many years considered to lack the rigor of science and relegated to the realm of mystery.

More specifically, as science has sought to understand leadership identity and how beliefs, assumptions, and behaviors are shaped and transmitted by different systems and institutions, organizational culture has emerged as a critical player.

It is critical, not so much because it is singularly dominant, but because our workplaces can become pervasive in contrasting ways. They can both enable and empower human development by helping us to achieve significant life goals or, from their demands and stresses create conflicts that prevent us from experiencing success in other important areas. What we are learning is that the goals of succeeding at work and outside of work should not be mutually exclusive. In fact, in a competitive market, there is a growing body of evidence that suggests organizations and leaders place themselves at great risk if these contrasting goals are not respected or ignored.

From ideation through to its development and implementation, validating the efficacy of LCP® against its primary objective to increase and *transform leadership capacity*, has been a major goal. Program pilots conducted with leadership teams in the U.S, South East Asia, and Australia, have helped us to identify five anchor points that provide leaders with a foundation for their leadership identity and behavior, giving rise to questions such as: Where have I come from? Where am I at? How did I get here? How do I make decisions? What motivates me? What hinders me or constrains me from achieving my goals? How can I perform better?

These anchor points provide leaders with a baseline of what key decisions and behaviors continue to influence their role, leadership style, and the outcomes they are responsible for. More specifically, these anchor points focus on a dynamic interaction that defines the importance of leadership identity, how it is shaped, and the behaviors that result from it.

LEADERSHIP IDENTITY MECHANISMS

There are three key components involved in this interaction:

1. A focus on the content of the leader's identity.
2. Consideration of the channels and processes (or modes of transmission) that manage and shape the leader's development.

3. The collective actors who ultimately influence the leader's identity and behaviour. These include family, kinship, teachers, mentors, coaches, and membership of a specific group, network or profession.

By understanding the interplay of these three components, leaders can embark on creating meaningful goals that do not have to be in conflict and compete for limited time, energy and emotional resources.

PRIMARY ANCHOR POINTS

Adapted from the work of Kellerhals, Ferreira and Perrenoud, and informed by the seminal works of Edgar H. Schein in *Organizational Culture and Leadership* and Manfred Kets De Vries in *The Leadership Mystique: Leading Behavior in the Human Enterprise*, we have refined these five primary anchor points asⁱ:

(1) A leader's external relationships – Building Relational Currency

These represent the key relationships in a leader's world in which he or she interacts with, belongs to, identifies with, is influenced by, and that give greater context to a leader's identity and experience. Anchor points that emerge from this typically reveal a leader's occupation, position, status, his or her political and religious affiliations, and scope of influence.

(2) A leader's symbols of success – Understanding Motivational Drivers

How leaders define success influences how they see themselves in relation to the groups they lead; other leaders, and how they want other leaders to view them. The symbols give meaning to the relationships they are engaged in and which ones they consider to be more important than others. Symbols of success take many forms: it might be a university degree framed on an office wall, a business card that shows professional memberships, a school tie, or the letters after/in front of a person's name. It might be a picture of a family on their desk, a collection of items or trophies revealing significant achievements and travels, or the prestige and status communicated by an expensive pen.

(3) A leader's value code – Building Resilient Character

A leader's value code is a set of intrinsic values that influence a leader's behavior and informs the decisions that are made. It represents how leaders want to be recognized and what they want to be known for. At a deeper level, there is a question about the resiliency of a leader's intrinsic values, particularly when they are applied inconsistently across different contexts. In response to this concern, we recognize the work of Alexandre Havard on virtues and how these provide a stronger foundation for a leader's identity and behavior and the implications for leading othersⁱⁱ.

(4) A leader's personal script – Empowering Effective Decisions

Every person enters adulthood with thought processes and behaviors learned and adopted from childhood. Some of them stem from positive experiences, while others may have resulted from more painful and hurtful encounters. What we do know is that they contribute significantly to the development of a person's 'script' or internal wiring that determines how a leader thinks, and ultimately behaves. Simply, this script provides a structure for a leader's beliefs, assumptions, and behaviors. This script is written from more than an accumulation of experiences; it is reinforced through family stories and narratives that have emerged from countless human interactions from diverse contexts. This is one of the reasons Appreciative Inquiry is foundational to the LCP[®] executive coaching framework.

(5) A leader's life trajectory – Transforming Goals and Outcomes

A leader's identity is indelibly linked to examples of leadership they have been exposed to and have made an impression. Consequentially, each leader presents a model of leadership that

becomes an important reference point to those they lead and to those who watch from a distance - either positively or negatively. Leaders, therefore, make impressions in the eyes of others, and in their respective contexts. These impressions are not the result of any one leader's behavior, but much more profound - a leader's life trajectory, a philosophy, a "way of being with others that embodies an ideal to be pursued." (Kellerhals et al, 215). Exploring different ways to achieve goals challenges more traditional methods of goal-setting practice and what has previously been modelled.

MONITORING AND EVALUATION PROCESS

LCP® uses a strengths-based and decision-oriented evaluation approach in constructing a personalized leadership development framework that measures change and results in terms of intellectual capital and connectivity with a built-in feedback mechanism.

This approach monitors performance of outputs and evaluates outcomes that reflect change of trend or behavior (goals). This requires setting goals and working rearward to activities when seen in the context of the logical framework below:

Activities > Outputs > Outcomes > Goals

The interdisciplinary nature of expert recommender systems is in line with the decision-oriented approach adopted by LCP® in regards to a monitoring and evaluation frameworkⁱⁱⁱ. Artificial intelligent recommender systems assist organizations seeking to effectively connect employees who seek knowledge with those who have the necessary knowledge. Value through sharing essential knowledge within the organization is embodied through the concept of connectivity. Locating and measuring expertise is the challenge, as expert systems draw upon one's social network in a people-centric approach^{iv}.

A key attribute of a decision-oriented evaluation approach is that its organizer is, decisions. Its sole purpose is to provide a knowledge and value base for making and defending decisions. Its strength is that it encourages the use of reflection and evaluation to plan and implement strategies to achieve desired outcomes. It helps justify decisions and requires a necessary collaboration between an independent evaluator (coach) and decision-maker to avoid blind spots, bias, and influence of external pressures.

Therefore, the LCP® approach measures the value and connection of a person's **intellectual capital** against their behavior and desired outcomes; and ultimately, their performance. Intellectual capital is comprised of four types of capital –

- **Human capital** can be described as comprising of tacit social capital (*organizational memory*), tacit structural capital (*learning organizational contribution*), tacit relational capital (*knowledge tied to the individual rather than the position*). It represents one's expertise, competence and experience.
- **Structured capital** is codified knowledge.
- **Relational capital** represents the nature and purpose of relationships and the significance of how they interact.
- **Social capital** looks at one's social status and reputation, indicating that it's not just what you know but who you know.

LCP® captures and distills its clients' intellectual capital and presents it in a personalized journal that is foundational to the 90-Day coaching engagement cycles used by certified LCP® executive coaches.

ⁱ Jean Kellerhals, Cristina Ferreira, and David Perrenoud, "Kinship Cultures and Identity Transmissions," *Current Sociology* 50, no. 2 (March 2002): 214-217; Edgar H. Schein, *Organizational Culture and Leadership*, 4th ed (San Francisco, CA: Jossey-Bass, 2010); Manfred Kets De Vries, *The Leadership Mystique: Leading Behavior in the Human Enterprise*, 2nd ed (Harlow, England: Financial Times Prentice Hall, 2006).

ⁱⁱ Alexandre Havard, *Virtuous Leadership: An Agenda for Personal Excellence* (New York: Scepter Publications Inc., 2007).

ⁱⁱⁱ Tim Reichling and Volker Wulf, "Expert Recommender Systems in Practice: Evaluating Semi-Automatic Profile Generation," *CHI 2009-Expertise/People Finding*, (April 2009): 59-68; Systems used by recruitment agencies have yet to reach the same level of sophistication as other industries, as they are more reliant upon their consultant's intuition.

^{iv} Richards, D., et al. (2009). A Knowledge Mapping Approach to Facilitate Strategic Human Resource and Knowledge Management. 20th Australasian Conference on Information Systems. Melbourne, University of Wollongong Research Online: pp. 712-721.