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The Leadership Power Skills You Need to Shape a Culture of Excellence

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Kevin Smith

Sr Director Analyst



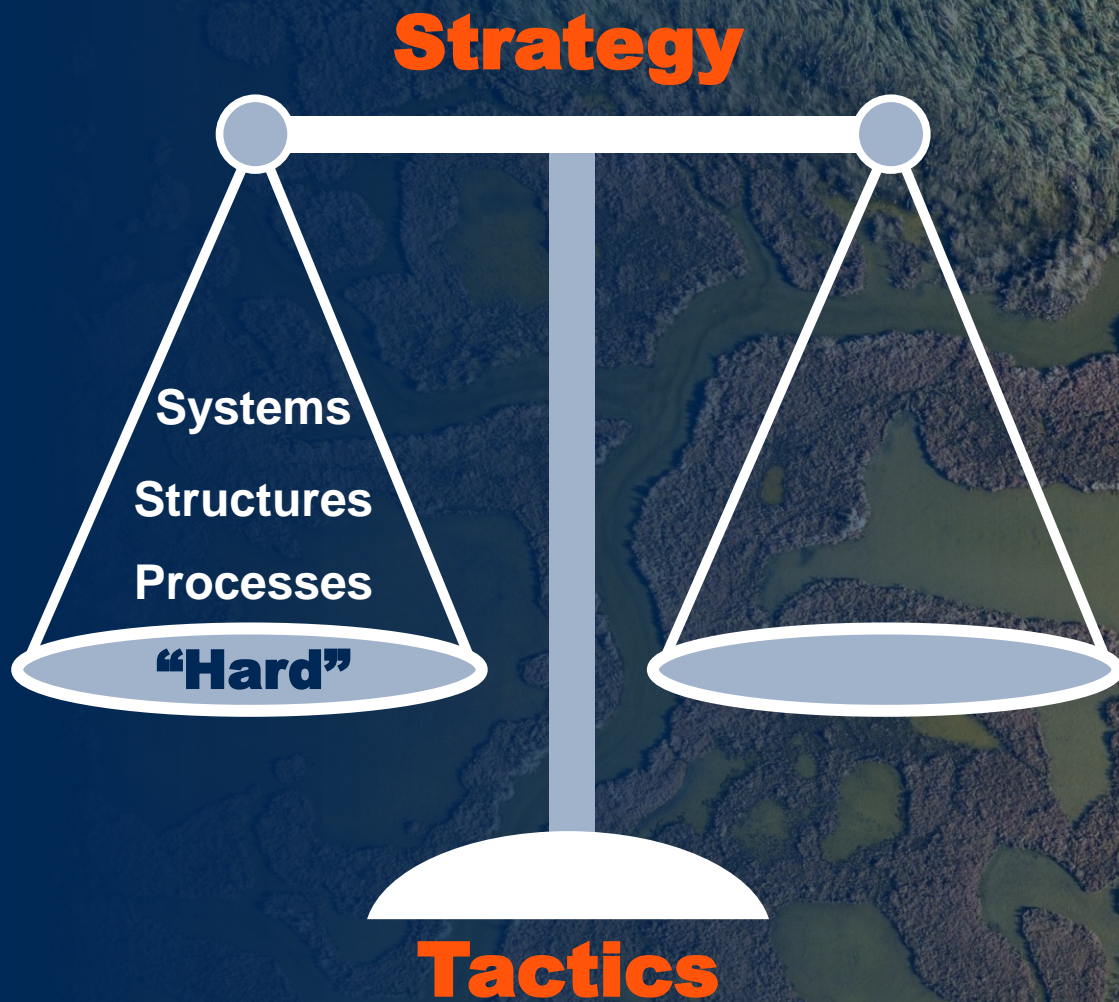


Strategy



Tactics









Execution

X

Culture

**Sustained performance
and engagement**



Execution

Culture

**Highly effective
leadership**



**Leadership
power skills**



**Performance
culture**



**Tools and
action**



**Leadership
power skills**



**Performance
culture**

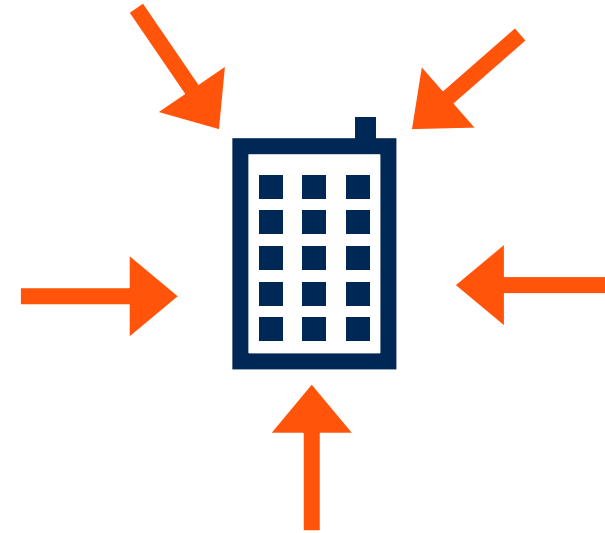


**Tools and
action**

Your Leadership Power Skills



vs.



**Working “in” the
organization**

**Working “on” the
organization**

Your Leadership Power Skills

Business leader responsibilities



Technology leadership accountabilities

Your Leadership Power Skills

Business leader responsibilities



Highly valued expertise



Technology leadership accountabilities

Your Leadership Power Skills

Business leader responsibilities



Highly valued expertise

Powerful relationship engagement



Technology leadership accountabilities

Your Leadership Power Skills

Business leader responsibilities



Highly valued expertise

Powerful relationship engagement

Transformation execution



Technology leadership accountabilities

Your Leadership Power Skills

Business leader responsibilities



- **Business acumen**
- **Market intelligence**

Highly valued **expertise**

- **Social intelligence**
- **Strategic thinking**

- Brand and presence
- Conflict management
- Executive communications

Powerful relationship engagement

- Negotiation
- Politics/political capital
- Cultural intelligence

- Change leadership
- Decision making

Transformation execution

- Delegation
- Prioritization and focus



Technology leadership accountabilities

Your Leadership Power Skills

Business leader responsibilities



- Business acumen
- Market intelligence

- **Brand and presence**
- **Conflict management**
- **Executive communications**

- Change leadership
- Decision making

Highly valued expertise

Powerful relationship engagement

Transformation execution

- Social intelligence
- Strategic thinking

- **Negotiation**
- **Politics/political capital**
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- Prioritization and focus



Technology leadership accountabilities

Your Leadership Power Skills

Business leader responsibilities



- Business acumen
- Market intelligence

- Brand and presence
- Conflict management
- Executive communications

- **Change leadership**
- **Decision making**



- Social intelligence
- Strategic thinking

- Negotiation
- Politics/political capital
- Cultural intelligence

- **Delegation**
- **Prioritization and focus**



Technology leadership accountabilities



**Leadership
power skills**



**Performance
culture**



**Tools and
action**

Culture as a Catalyst

**Culture eats strategy for
breakfast (or lunch).**

Culture as a Catalyst

Culture **does not eat strategy
for breakfast (or lunch).**

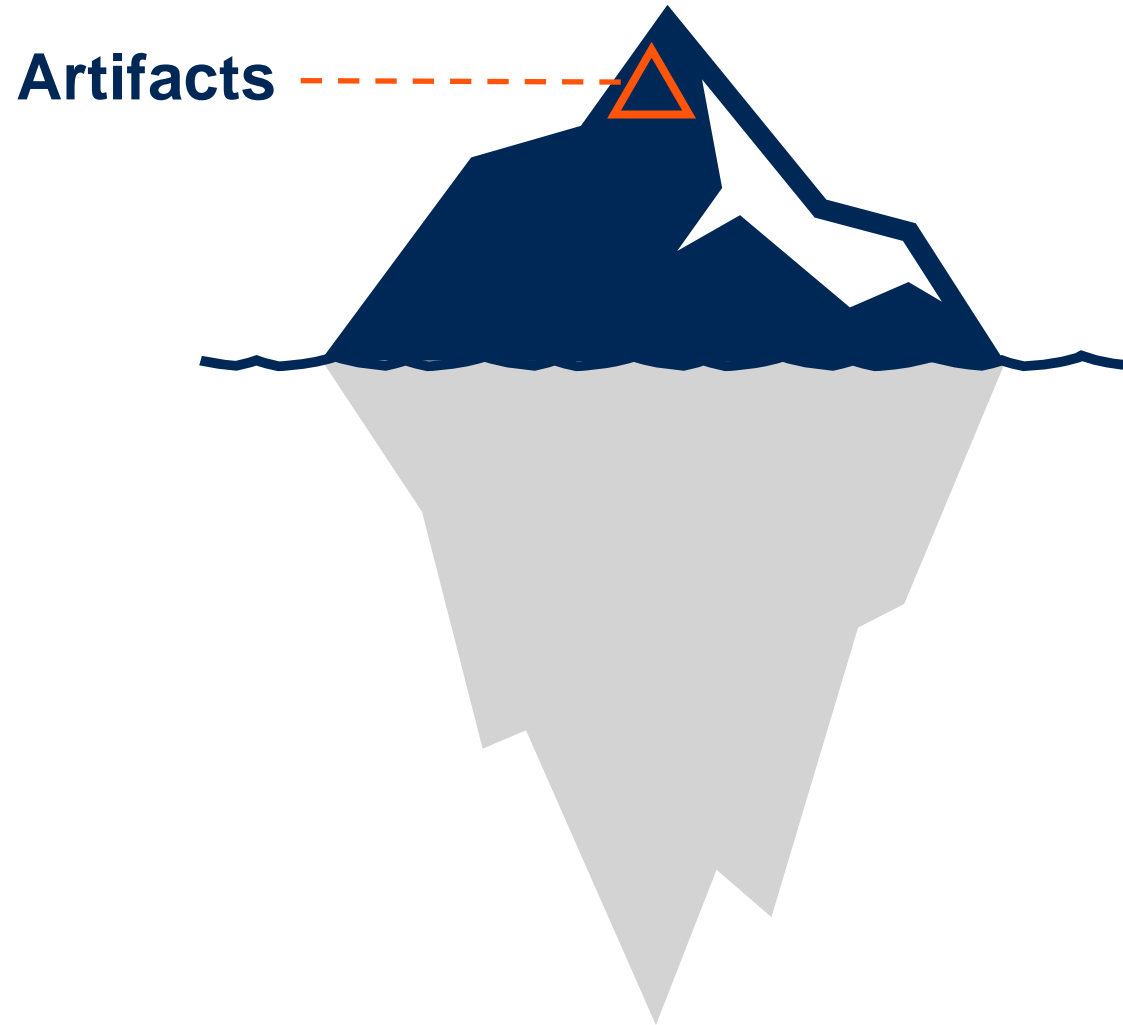
Culture **serves
strategy.**

Culture as a Catalyst



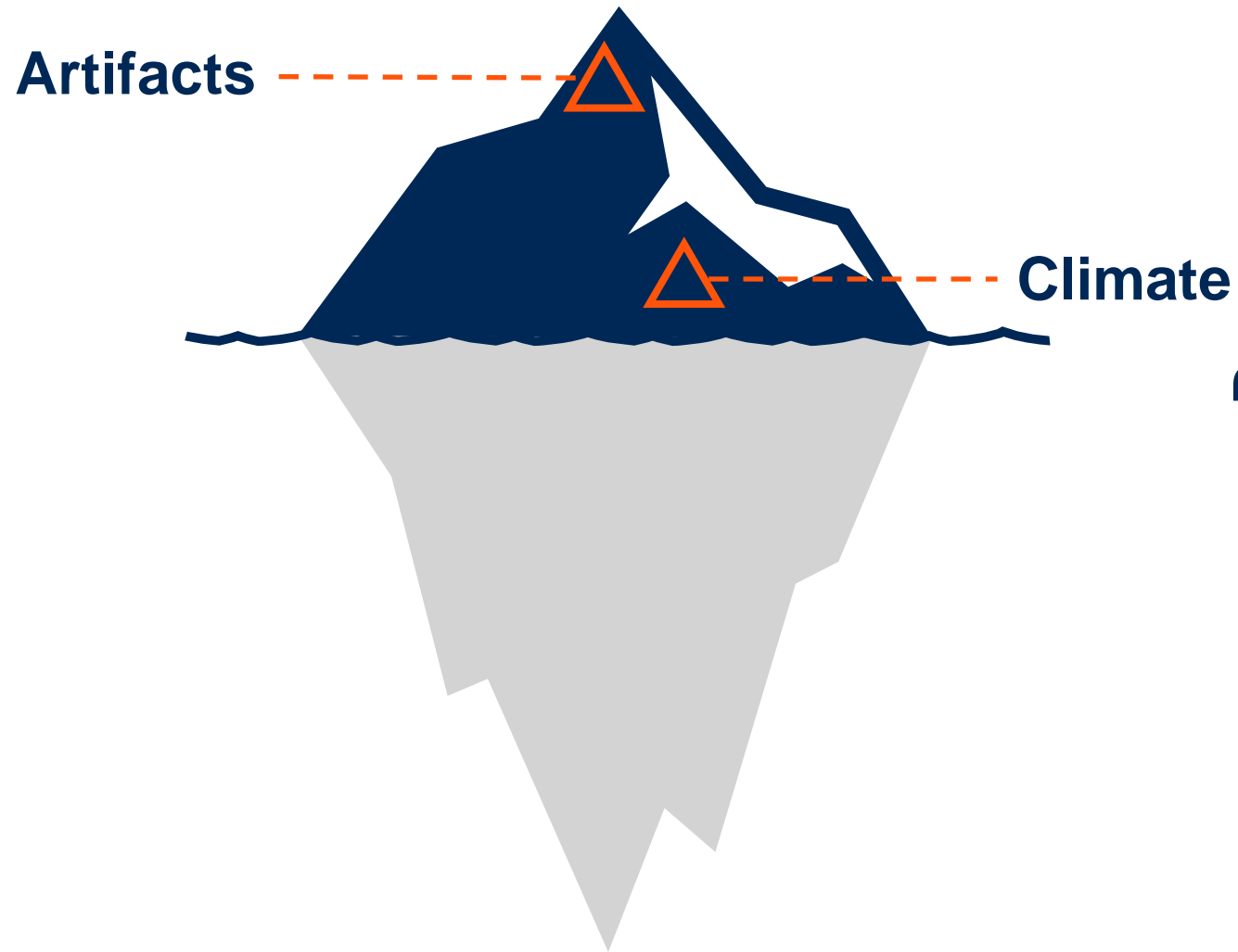
**“How we do things
around here”**

Culture as a Catalyst



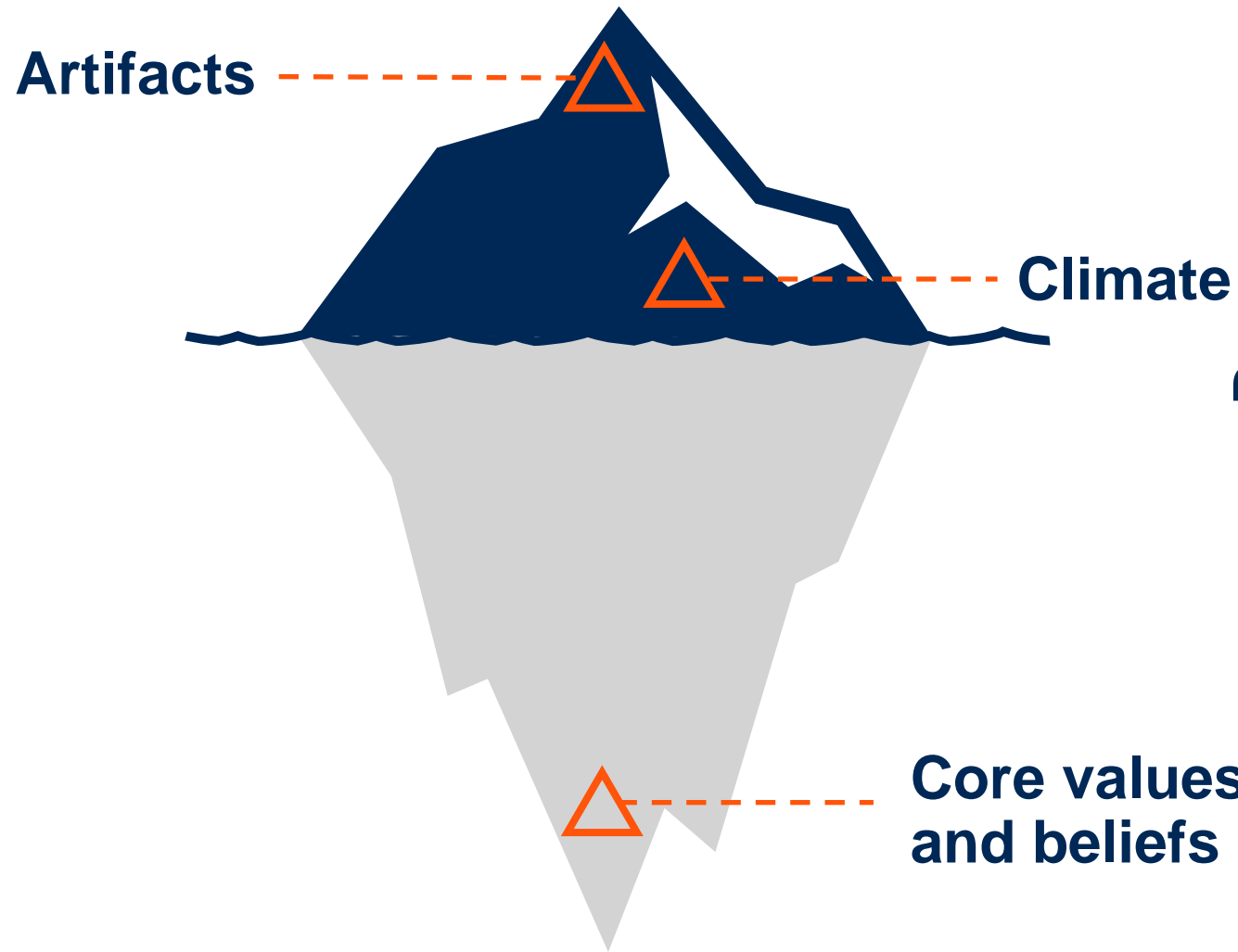
**“How we do things
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Culture as a Catalyst



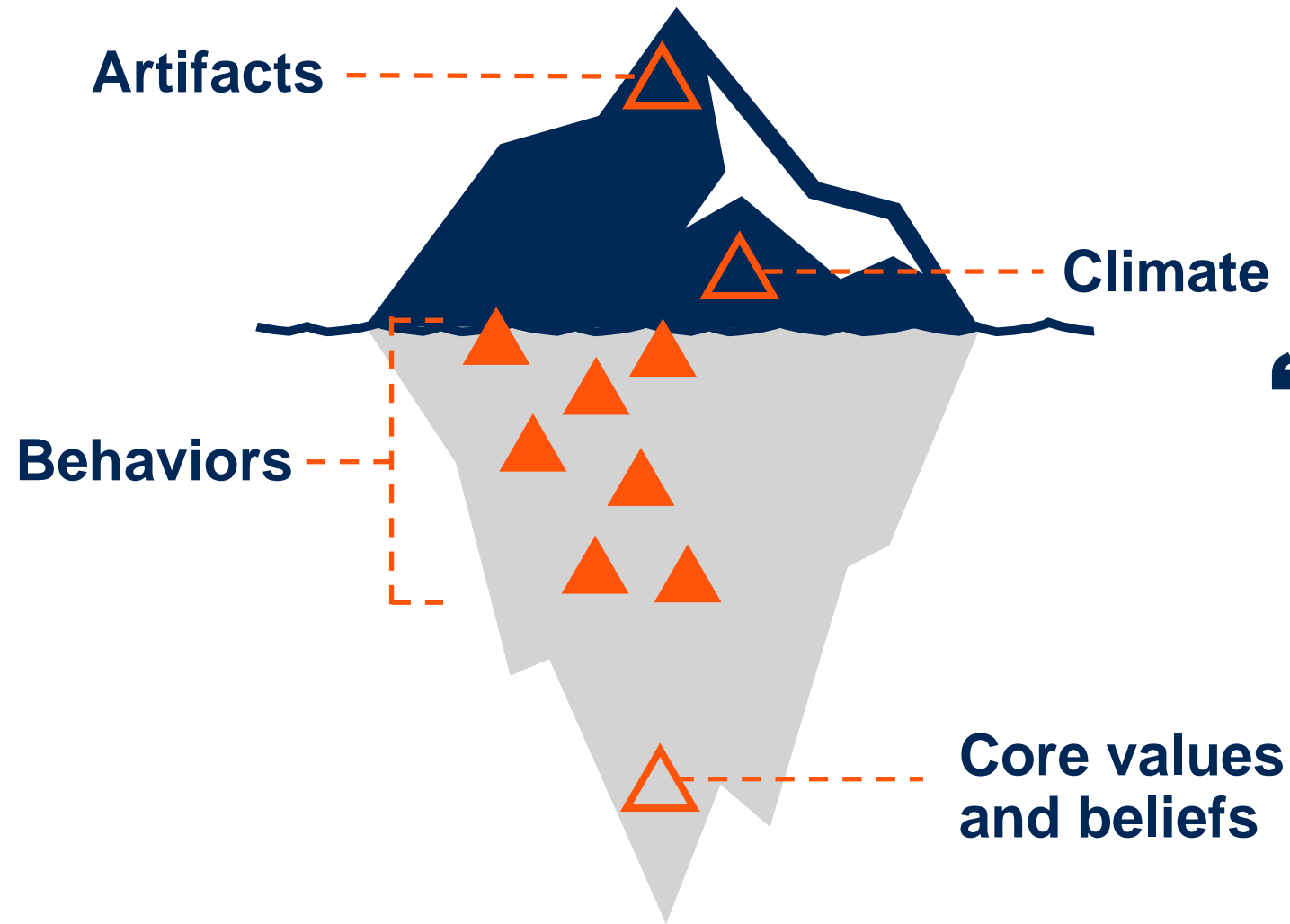
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Culture as a Catalyst



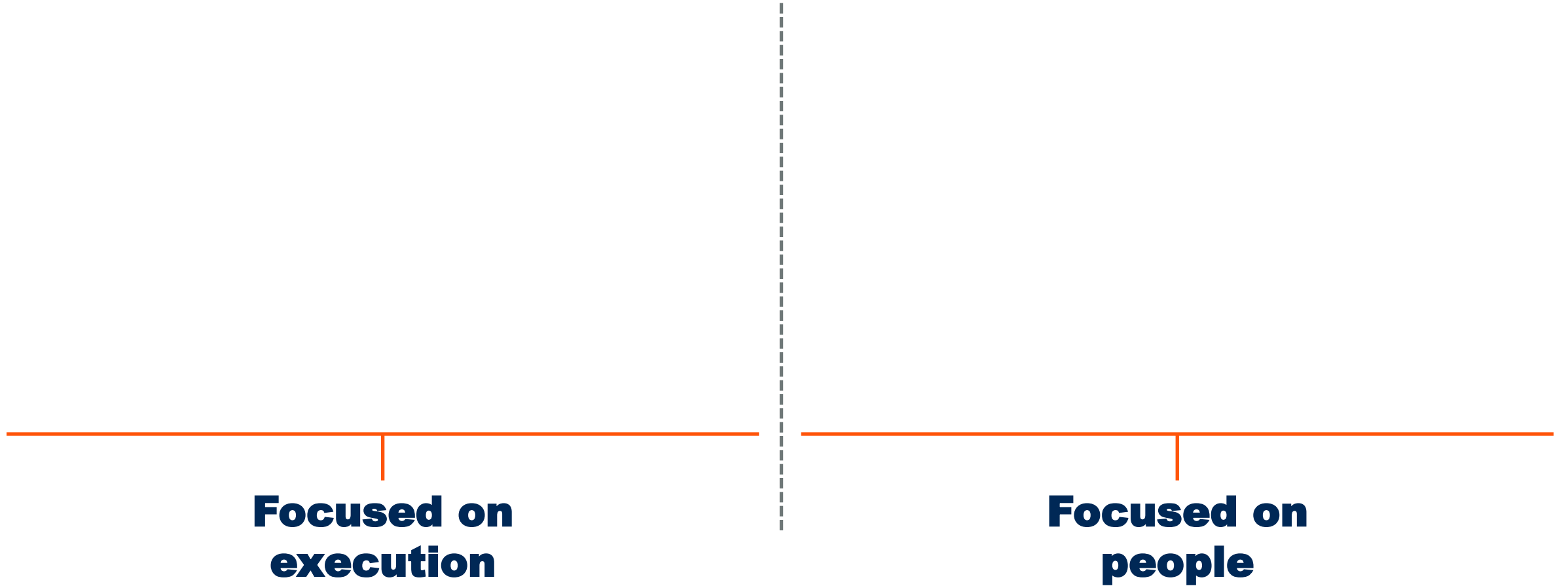
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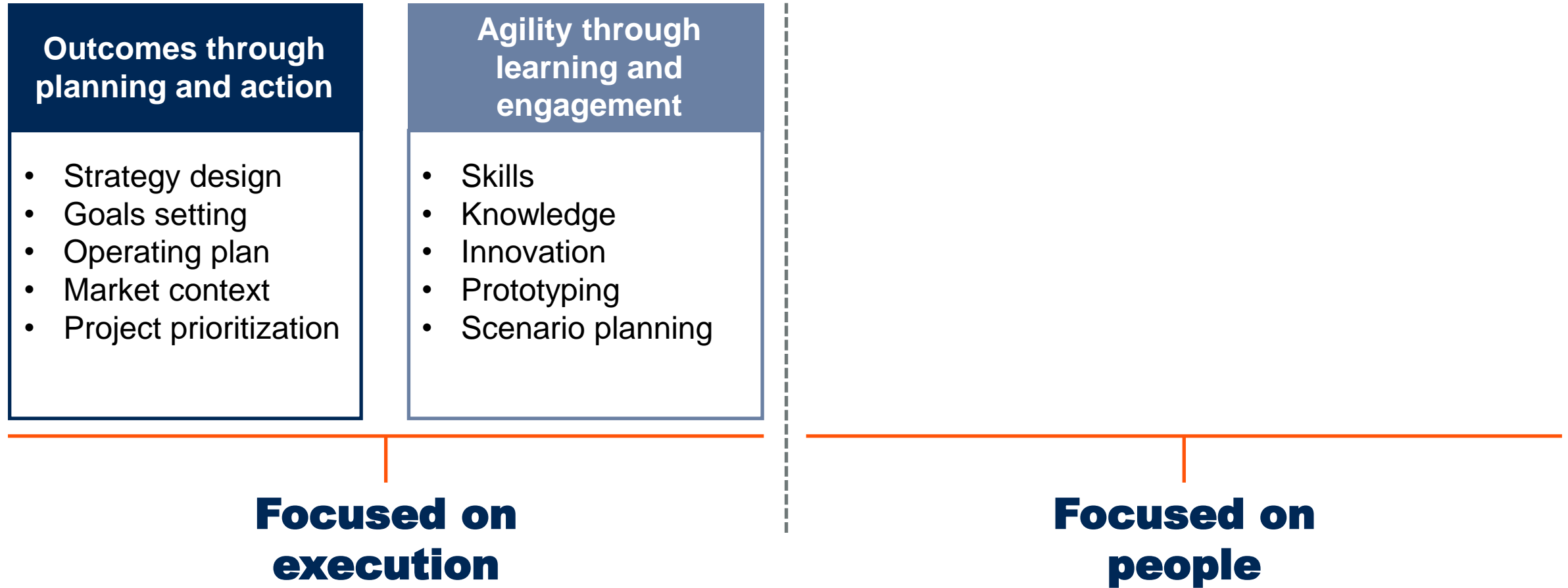
**“How we do things
around here”**

High-Performing Cultures

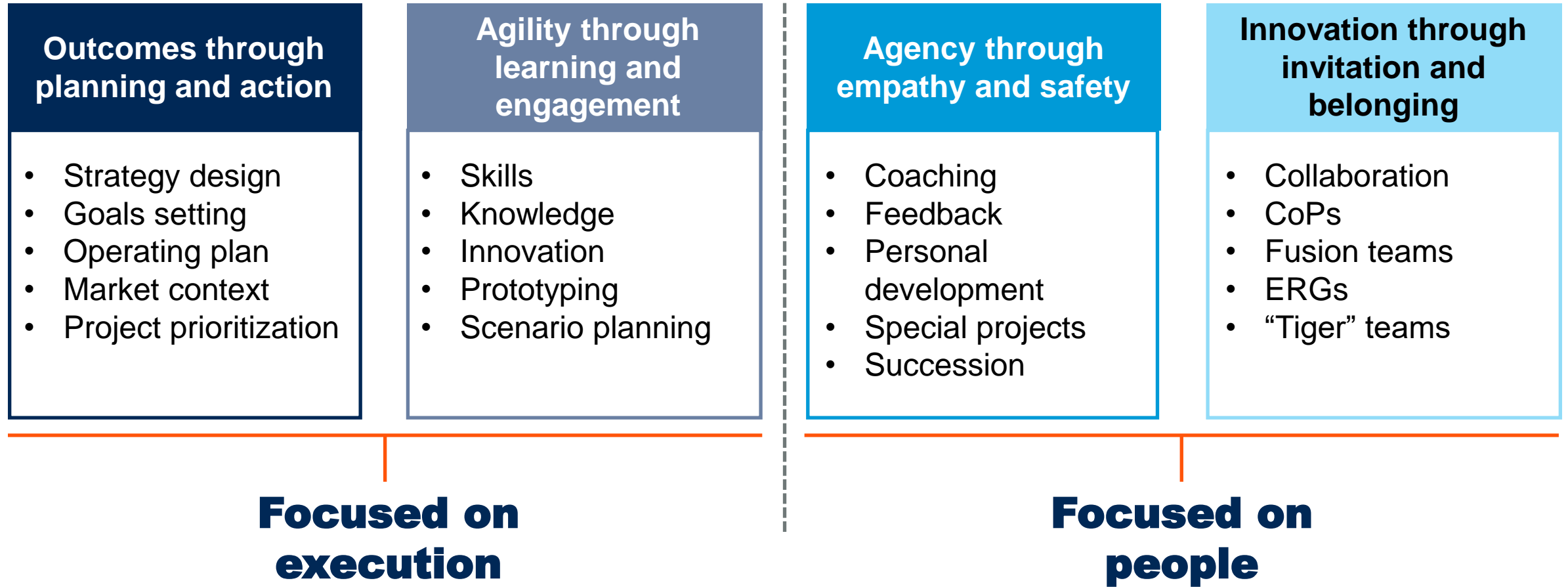


Source: [Organizational Culture Inventory Research](#), Human Synergistics

High-Performing Cultures



High-Performing Cultures





**Leadership
power skills**

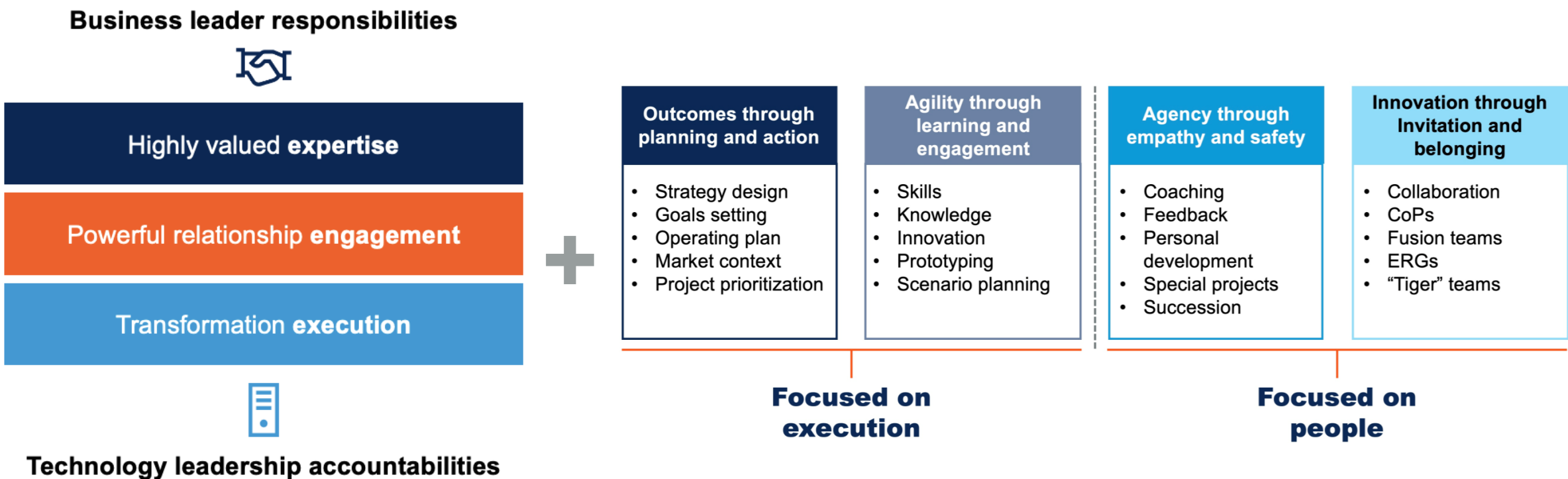


**Performance
culture**

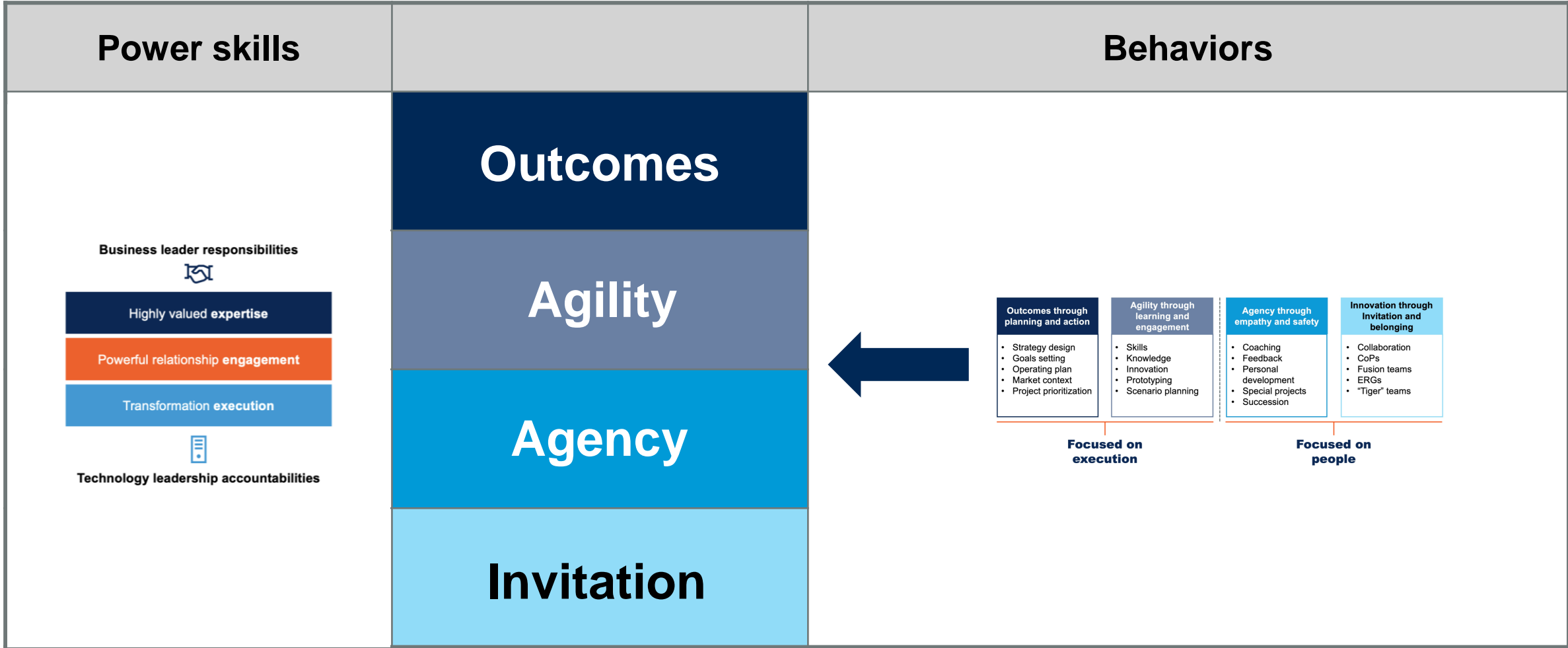


**Tools and
action**

Maximize Your Leadership Impact



Combine Power Skills With Behaviors



Source: [Organizational Culture Inventory Research](#), Human Synergistics

Combine Power Skills With Behaviors

Power skills		Behaviors
Choose your power skill	Outcomes	Choose your behaviors
	Agility	
	Agency	
	Invitation	

Source: [Organizational Culture Inventory Research](#), Human Synergistics

Maximize Your Leadership Impact

Tool: CIO “power skills” assessment

**Priority
to develop**

Business leader responsibilities



Highly valued expertise

Powerful relationship engagement

Transformation execution

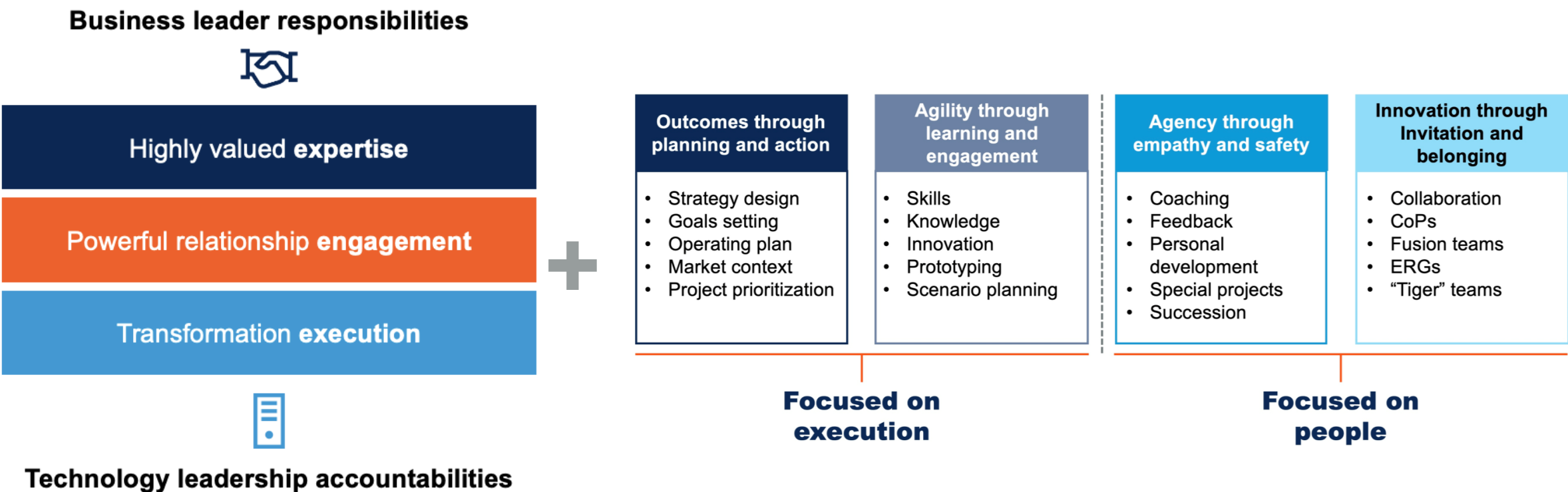


Technology leadership accountabilities

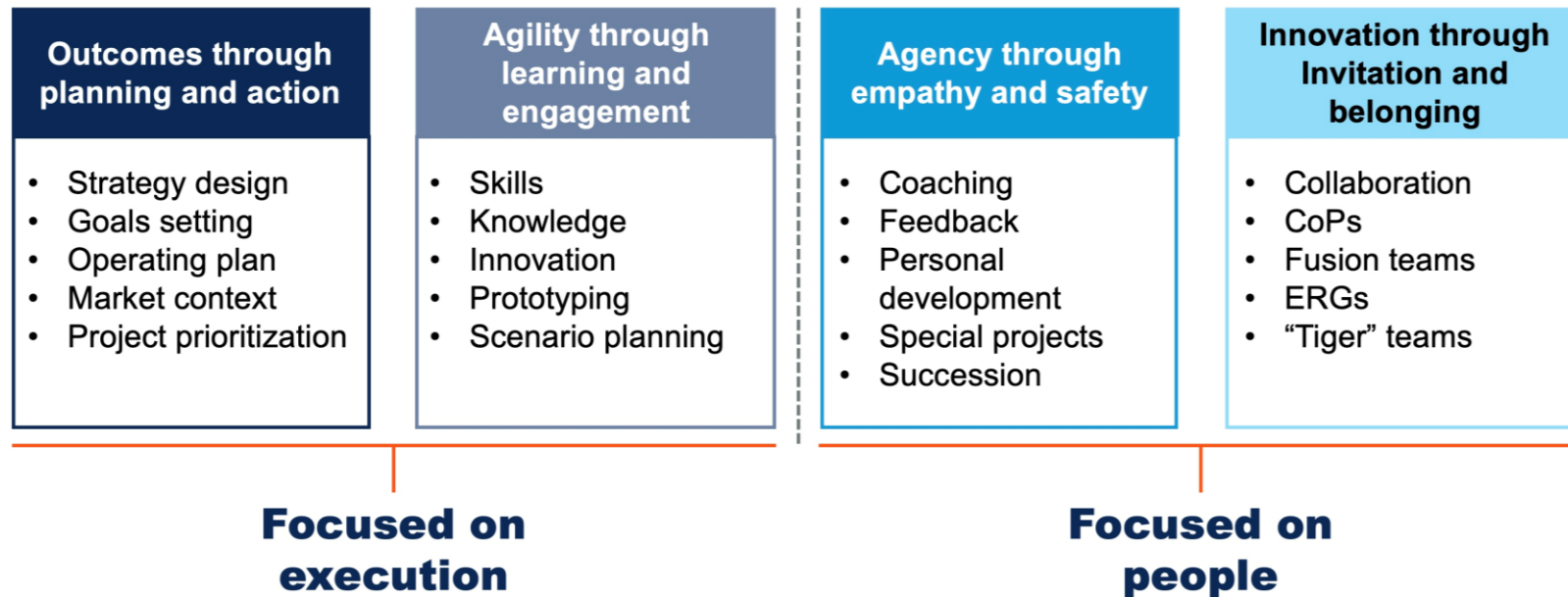
**Ready
to leverage**

Priority to develop	Power skill	Attainment
1	Market intelligence	4.00
2	Strategic thinking	5.00
3	Executive communications	5.00
4	Change leadership	5.00
5	Prioritization and focus	5.00
6	Business acumen	8.00
7	Social intelligence	8.00
8	Conflict management	8.00
9	Negotiation	12.00
10	Politics and political capital	12.00
11	Brand and presence	13.00
12	Decision making	17.00
13	Delegation	20.00
14	Cultural intelligence	25.00

Maximize Your Leadership Impact

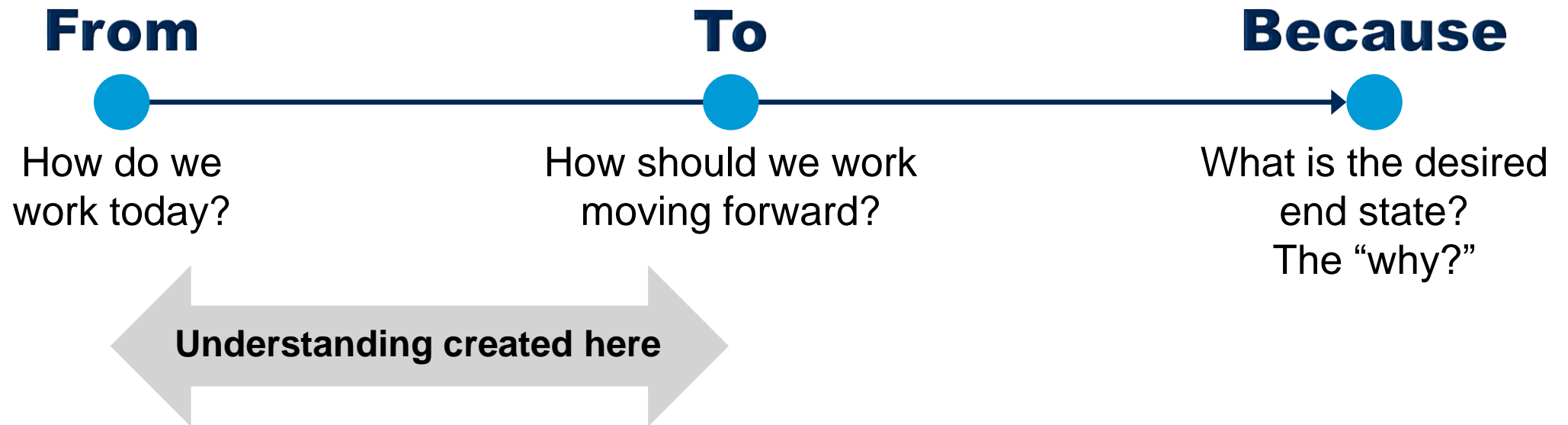


Maximize Your Leadership Impact



Maximize Your Leadership Impact

Tool: From/To/Because



Power Skill Example: Market Intelligence

From	To	Because
		<ul style="list-style-type: none">Collectively understand market forces and competitionIncrease team understanding of how outputs add valueEvolve the team to be more innovative amid disruption

Behaviors

Power Skill Example: Market Intelligence

From	To	Because
Delivering team strategy	Including team in strategy design	<ul style="list-style-type: none">Collectively understand market forces and competitionIncrease team understanding of how outputs add valueEvolve the team to be more innovative amid disruption
Distributing team objectives	Co-creating team objectives	

Behaviors

Power Skill Example: Market Intelligence

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Delivering team strategy	Including team in strategy design	<ul style="list-style-type: none">Collectively understand market forces and competitionIncrease team understanding of how outputs add valueEvolve the team to be more innovative amid disruption
Distributing team objectives	Co-creating team objectives	
Distributing market information	Delegating market research	
Solely owning competitor insights	Assigning competitor coverage	

Behaviors

Power Skill Example: Market Intelligence

From	To	Because
Delivering team strategy	Including team in strategy design	<ul style="list-style-type: none">Collectively understand market forces and competitionIncrease team understanding of how outputs add valueEvolve the team to be more innovative amid disruption
Distributing team objectives	Co-creating team objectives	
Distributing market information	Delegating market research	
Solely owning competitor insights	Assigning competitor coverage	
Determine group knowledge	Learn as a group	
Focus on outputs and KPIs	Focus on outcomes	

Behaviors

Combine Power Skills With Behaviors

Power skills	Culture component	Behaviors
Market intelligence	Outcomes	<ul style="list-style-type: none">• Co-create group’s strategic process• Share understanding of the market landscape
	Agility	
	Agency	
	Invitation	

Combine Power Skills With Behaviors

Power skills	Culture component	Behaviors
Market intelligence	Outcomes	<ul style="list-style-type: none">• Co-create group’s strategic process• Share understanding of the market landscape
	Agility	<ul style="list-style-type: none">• Build skills using strategy tools• Facilitate sensing disruption
	Agency	
	Invitation	

Combine Power Skills With Behaviors

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	Agency	<ul style="list-style-type: none">• Assign SMEs• Get reverse mentors from specialists
	Invitation	

Combine Power Skills With Behaviors

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	Agility	<ul style="list-style-type: none">• Build skills using strategy tools• Facilitate sensing disruption
	Agency	<ul style="list-style-type: none">• Assign SMEs• Get reverse mentors from specialists
	Invitation	<ul style="list-style-type: none">• Maximize diverse input in planning• Structure group intelligence efforts (competitive, innovation, product)

Recommendations

- ④ Pick one power skill.
- ④ From/To/Because with the team.
- ④ Map the behaviors to skills.
- ④ Look for places to apply the new behaviors and skills.

Q & A

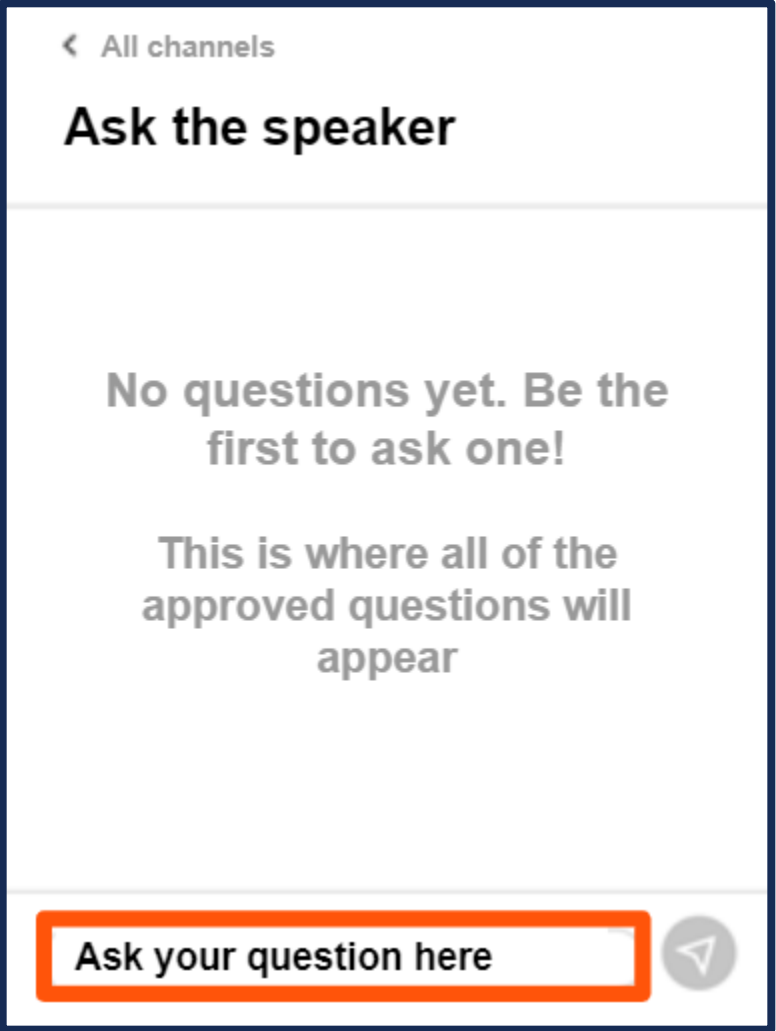
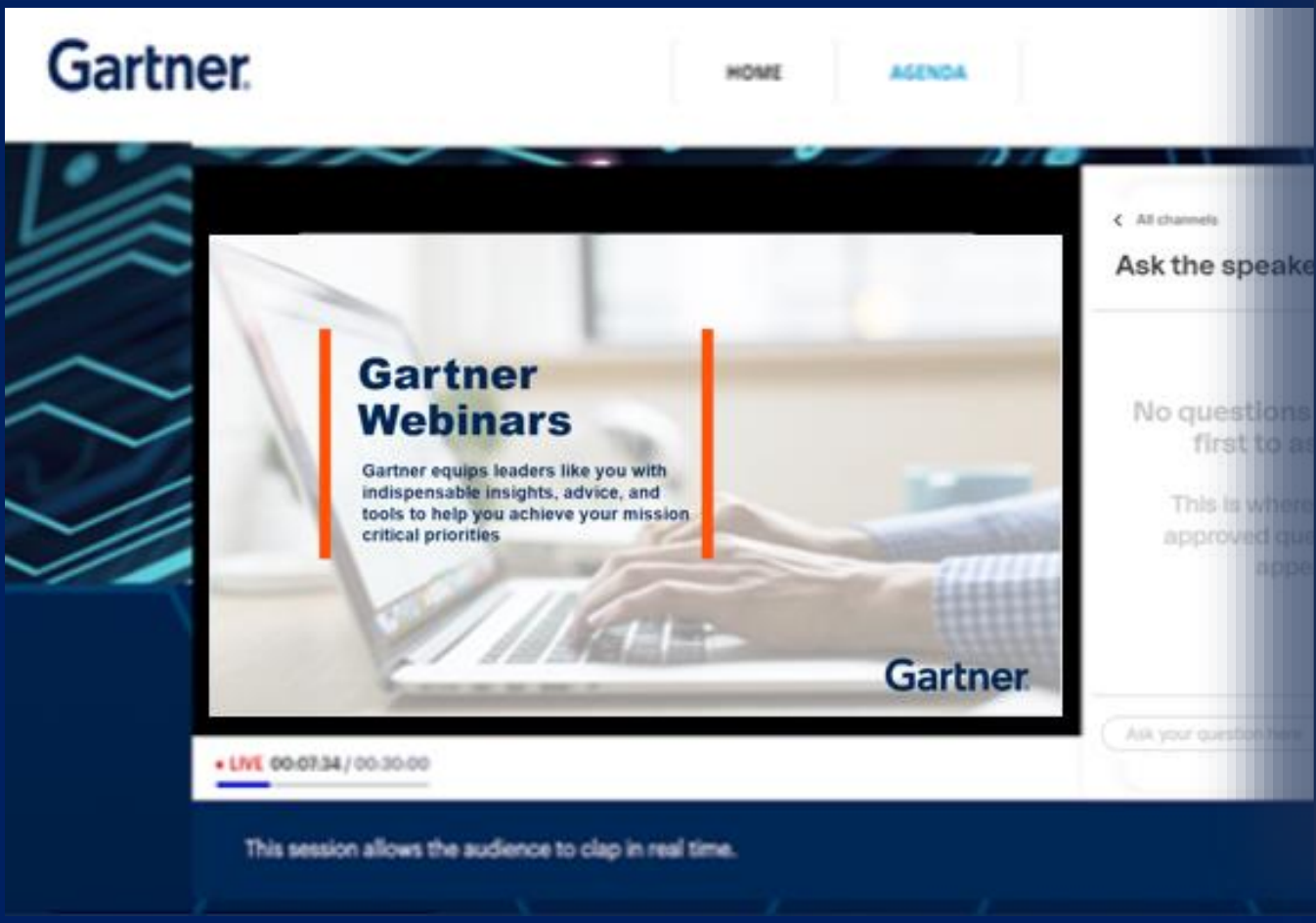
High-Performing Cultures

Power skills	Culture component	Behaviors
Conflict management	Outcomes	<ul style="list-style-type: none">Assure goals are clear and the team is aligned.Understand the different outcomes being pursued.
	Agility	<ul style="list-style-type: none">Learn and empathize with peers.Discover options together.Cultivate trust in the group.
	Agency	<ul style="list-style-type: none">Clearly understand your and your peer's authority.Challenge opinions fairly and with respect.
	Innovation	<ul style="list-style-type: none">Co-lead toward resolutions.Remain open to new ideas and approaches.Cultivate psychological safety.

High-Performing Cultures

Power skills	Culture component	Behaviors
Prioritization	Outcomes	<ul style="list-style-type: none">• Understand the enterprise’s strategy.• Establish ODMs.• Understand OKRs.
	Agility	<ul style="list-style-type: none">• Understand project and leader outcomes.• Analyze resource allocation.• Challenge unknowns.
	Agency	<ul style="list-style-type: none">• Grow values for business acumen/case.• Master receiving feedback and hearing others.• Grow a personal brand of transparent feedback.
	Innovation	<ul style="list-style-type: none">• Co-create a progress review process and governance.• Test and task with out-of-team stakeholders.

Ask the speaker



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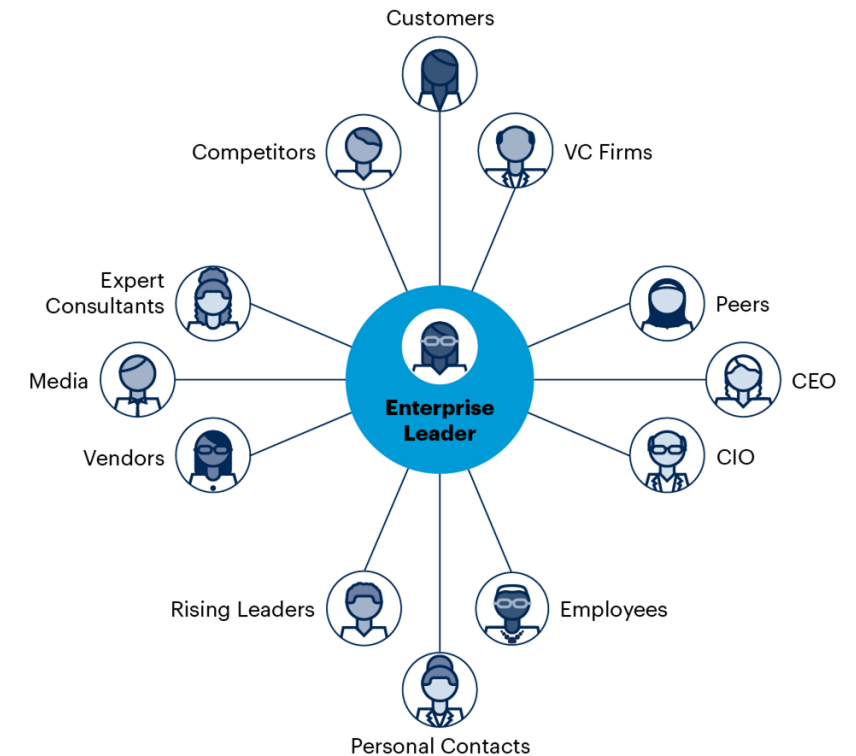


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Influence on Enterprise Leaders' Digital Dexterity

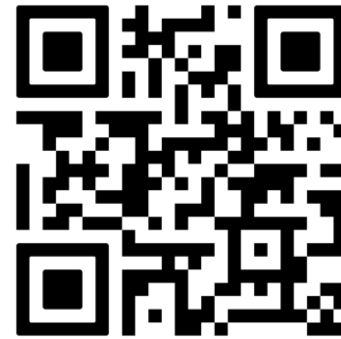


A wireframe figure of a person running, composed of a mesh of lines. The figure is positioned on the left side of the image, running towards the right. The background is a solid yellow color. The figure's lower body and legs are highlighted with a red-to-orange gradient. The figure is running through a field of small, dark, irregular shapes that resemble data points or particles.

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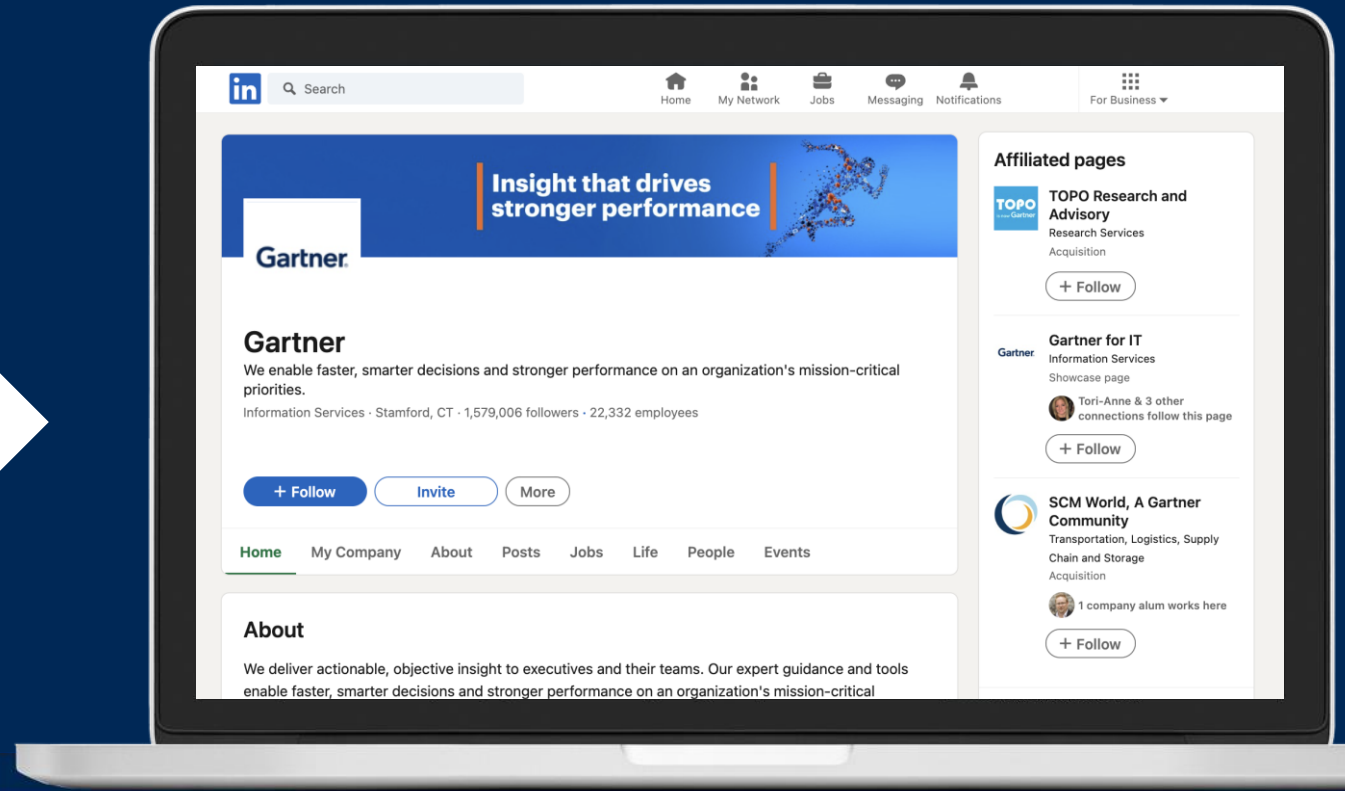
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LIVE 00:32:32 / 01:00:00

This session allows the audience to clap in real time.

All channels

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This is where all of the approved questions will appear

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The Future of Cloud in 2027: From Technology to Business Innovation

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LIVE Tue Nov 15, 11:00 AM - 12:00 PM EST (1 Hour)

As cloud computing evolves from technology enabler to business disruptor, IT leaders must ensure they understand their organization's business strategy. Only then can they seek opportunities to leverage new and emerging cloud capabilities to accelerate that strategy. This free webinar reveals Gartner's top predictions for where cloud computing will be by 2027, and explores how these predictions will shape your cloud value proposition.

- Explore what cloud computing will look like in 2027
- Discover how multi-cloud and cloud native can affect organizations' cloud efforts
- Ensure a successful cloud journey for your organization

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Speakers