



Foundational Learning



Workflow Learning



Performance Learning

# Lesson 2: What's Different About Your Role as a Small Business Senior Leader?



Determine how to adapt to a senior leadership position



## Enabling Learning Objectives (1 of 2)

- Describe key variables that impact your role as a senior leader within your current assignmentDescribe how senior leaders think and act differently from other professionalsDescribe the skills that make senior leaders effectiveRecognize the unique role of small business senior leadership in your current assignmentIdentify approaches for running a small business effectively





## Enabling Learning Objectives (2 of 2)

- Identify effective approaches for solving complex problems and addressing complex situationsIdentify the skills necessary to build coalitions to get resultsIdentify the skills necessary to motivate and manage people to get resultsIdentify effective approaches for holding others accountable for achieving desired resultsIdentify critical thinking skillsCreate and communicate a statement





- If you are already in a leadership position, what were your greatest challenges in moving to that position? How did you overcome them? If you are pursuing a leadership position, what do you anticipate will be your greatest challenges? How might you overcome them?

# Overcoming Challenges





# What's Different in Senior Leadership Positions?



As a Small Business Senior Leader, you will have to wear many and more varied hats than as an SBP



# Small Business Senior Leader Leadership Cycle





# Thinking Like a Leader

**Critical Thinking**  
“Have I been clear, accurate, and precise? Is this relevant? Am I being fair?”

**Creative Thinking**  
“How can I look at this in a different way? What’s a different approach we haven’t considered before?”



**Strategic Thinking**  
“How does this connect with other initiatives? How does it affect us long term?”

# Thinking Like a Senior Leader





# Brainstorming

A way to generate a lot of ideas in a short period of time  
Guidelines: Encourage outrageous ideas  
Don't analyze or judge while generating ideas  
Record ideas as accurately as possible  
Allow wait time  
Three Styles: Structured, Freeform, Silent







## Activity 2.1: Brainstorming

### What's Different in Senior Leadership Positions

Brainstorm the differences between being an SBP and being a Small Business Senior Leader How are the roles different? How are the responsibilities different? This may include things that are also true for SBPs, but occur at a different level of complexity or intensity for senior leaders



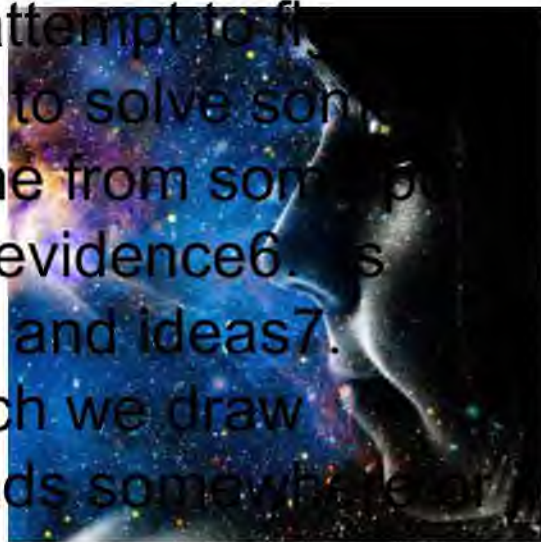






# Eight Elements of Thinking

All thought (reasoning): Has a purpose, an attempt to figure something out, to settle some question, or to solve some problem<sup>3</sup>. Is based on assumptions<sup>4</sup>. Is done from some point of view<sup>5</sup>. Is based on data, information, and evidence<sup>6</sup>. Is expressed through, and shaped by, concepts and ideas<sup>7</sup>. Contains inferences or interpretations by which we draw conclusions and give meaning to data<sup>8</sup>. Leads somewhere or has implications and consequences





- Clarity Accuracy Precision Relevance Depth Breadth Logic Significance Fairness





- Intellectual  
HumilityIntellectual  
CourageIntellectual  
EmpathyIntellectual  
AutonomyIntellectual  
IntegrityIntellectual  
PerseveranceConfidence  
in ReasonFair-mindedness

# Well-Cultivated Critical Thinker

- Raises critical questions in a clear, articulated manner  
Uses abstract ideas to effectively interpret relevant information  
Thinks open-mindedly, recognizing multiple kinds of thinking, and considering assumptions, implications, and consequences  
Effectively communicates as part of complex problem solving





*Leadership and management are two distinctive and complementary systems of action.*  
-John Kotter



As Small Business Senior Leaders, you will have to constantly balance your roles as managers and leaders



# Tactical vs. Strategic Thinking







# What Leaders Really Do

Functions	ManagementTactical Thinking	LeadershipStrategic Thinking
Deciding what needs to be done	Planning and budgeting	Setting a direction
Building relationships and networks of people to accomplish an agenda	Organizing and staffing	Aligning people
Ensuring that those people do the job	Controlling and problem solving	Motivating and inspiring

## Activity 2.1: Debrief

- Were there a lot of variables on the handout that were not on your initial list? Were there any on the handout with which you disagreed? Does your list focus more on management/tactical thinking or leadership/strategic thinking? Once you added variables from the handout, did the focus change? What other observations do you have about your list?



- How you fit into your organization  
Span of control  
Span of influence  
Constituency management  
Leading from the middle  
Leading when you're not in charge





## Activity 2.2: Organizational Chart Review

- What is your role within the organization? What is your role as a leader? As a senior leader? Are you already a senior leader or are you working to become one? What is the role of small business in your organization? What is your span of control? What is your span of influence?



The background of the slide is a photograph of Earth taken from space, showing the curvature of the planet and the blue atmosphere. Below the horizon, city lights are visible on the dark surface of the Earth.

Seers  
Contrarians  
Architects  
Mentors

Connectors  
Bushwhackers  
Guardians  
Citizens

# Leading When You're Not in Charge







# Leadership Toolkit Presentations

Resources and tools for the new and unique situations you might encounter as small business leaders and senior leaders.

Tools for:

- Executive leadership
- Critical thinking and complex problem solving
- Strategic planning
- High-visibility activities
- Enhanced communication and advocacy
- Manpower and resource management
- Business analysis
- Building relationships and teams



Consider the things that contribute to or distract from a high-quality presentation. Be prepared to discuss your ideas at the end.







**Building Effective Teams**  
**Characteristics of Effective Teams** by Frank LaFasto and Carl Larson  
**The Five Dysfunctions of Teams** by Patrick Lencioni



# Characteristics of Effective Teams

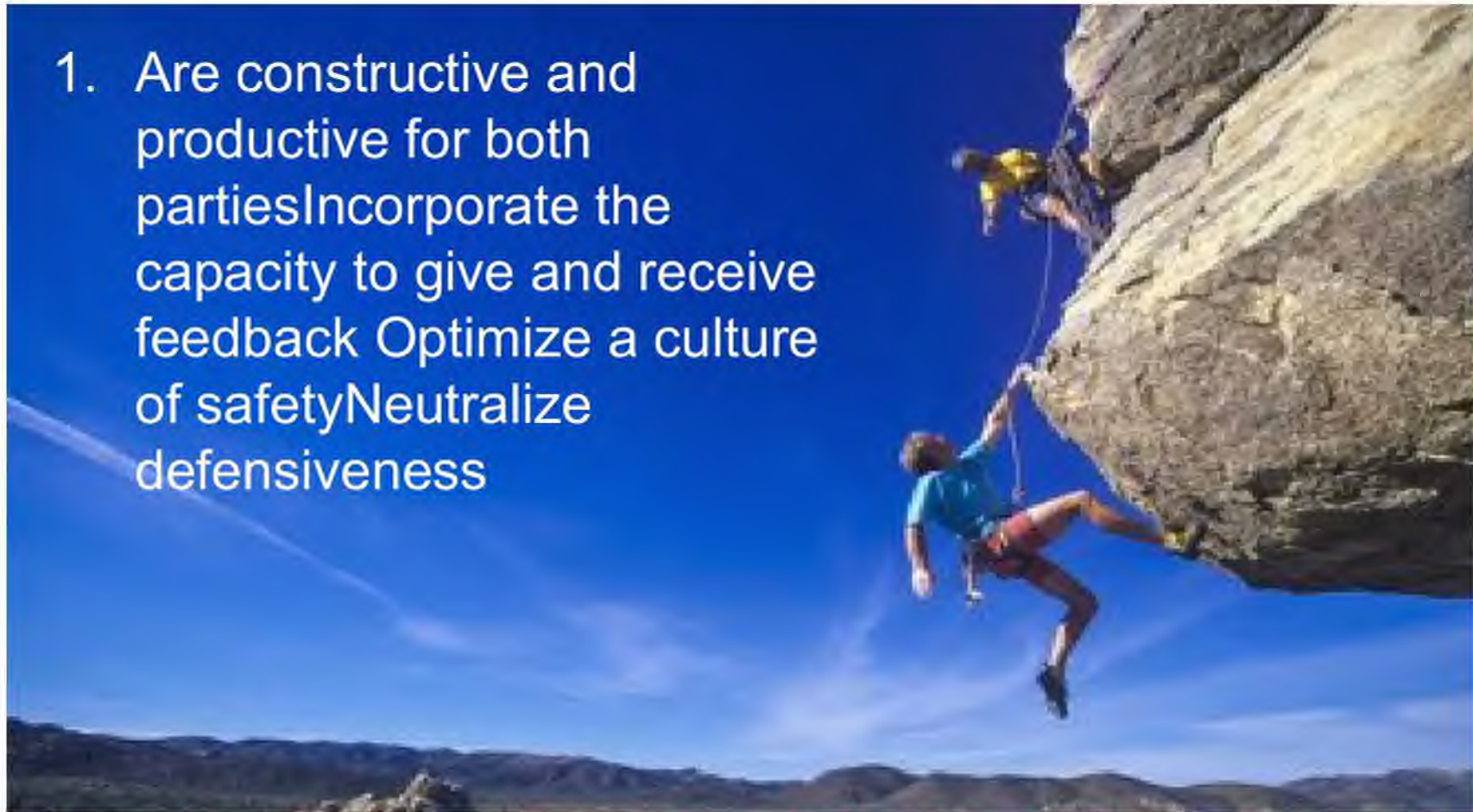


Frank LaFasto and Carl  
Larson  
Team Members  
Team  
Relationships  
Team Problem  
Solving  
The Team Leaders  
The  
Organizational Environment

1. ExperienceProblem-Solving  
AbilityOpennessSupportivenessAction OrientationPersonal  
Style



1. Are constructive and productive for both parties Incorporate the capacity to give and receive feedback Optimize a culture of safety Neutralize defensiveness





1. The team's ability to focus clearly on the specific task at hand  
The degree to which the team members foster a positive environment and avoid personal agendas  
The team's capacity for open communications  
A solid process for solving problems that includes:  
Identifying the problem  
Creating a collaborative setting  
Identifying and analyzing the issues  
Identifying possible solutions  
Resolving a single question



- Focus on the objectiveEnsure collaborationPromote confidence Are knowledgeableSet appropriate prioritiesAdd performance issues



1. Management practices align with the team goals  
Decisions can be made quickly by the right people  
The team has access to accurate data  
Team rewards are greater than individual rewards





# Five Dysfunctions of Teams

Patrick Lencioni  
Absence of Trust  
Fear of Conflict  
Lack of Commitment  
Avoidance of Accountability  
Inattention to Results



## Five Dysfunctions

Five Questions to Ask About Your Team

Do team members speak up and voice their opinions openly and readily?  
Do team members disclose their opinions?  
Are team meetings compelling and productive?  
Does the team make decisions quickly and without being bogged down in consensus?  
Do team members confront one another about their shortcomings?  
Do team members sacrifice their own interests for the good of the team?



Consider the things that contributed to or distracted from the example presentation





## Activity 2.3: Toolkit Presentations - Graded Activity

- Work in your teams to create a 5-minute PowerPoint presentations about your assigned resources and tools Use the Leadership Toolkit to guide the development of your presentation Include enough information so that your fellow students can apply the resources and tools during the activities Consider how they could be applied in the work of a Small Business Senior Leader





## Activity 2.3: Grading Rubric

Presentation Element Demonstrated	Points
The content was clear and concise.	1 points
The information was logical, structured, and well organized.	1 points
There was enough information to apply the resource.	1 points
The presentation provided a context for the resource and identified how it could be applied.	1 points
The PowerPoint acted as a guide to the presentation rather than a script.	.5 point
The slides were helpful without being busy or overwhelming.	.5 point



We have all met or know of exceptional leaders—inspiring leaders who appear to have extraordinary qualities and who seem to be natural leaders. What are the characteristics that set these people apart from other leaders?





# Mears' Six Steps to Great Leadership



James Kouzes and Barry Posner: What do you look for and admire in a leader? The most common answer after honesty was forward thinking.





## Commander's Intent

- Admiral Lord Nelson, Britain's famous naval leader, owed his enviable record of victories to the ability of his officers to make synchronized decisions in the heat of battle without communicating directly. These commanders, personally trained by Nelson, he called his "band of brothers" and they made the right decisions because they knew what he would do in their shoes. By projecting his key principles of decision making and his strategy out to the front line, Nelson created a faster and more adaptable Royal Navy that regularly overwhelmed far larger enemies. Chris Zook, 2012



# Simon Sinek: The Golden Circle



What should it LOOK  
like when you achieve  
your vision?



1. Use the sample vision statements to identify characteristics of high-quality vision statements





2. Analyze the vision statement for ***your*** functional organization



3. Consider your OSBP Analyze and revise your current OSBP vision statement Or Write a new vision statement for your OSBP

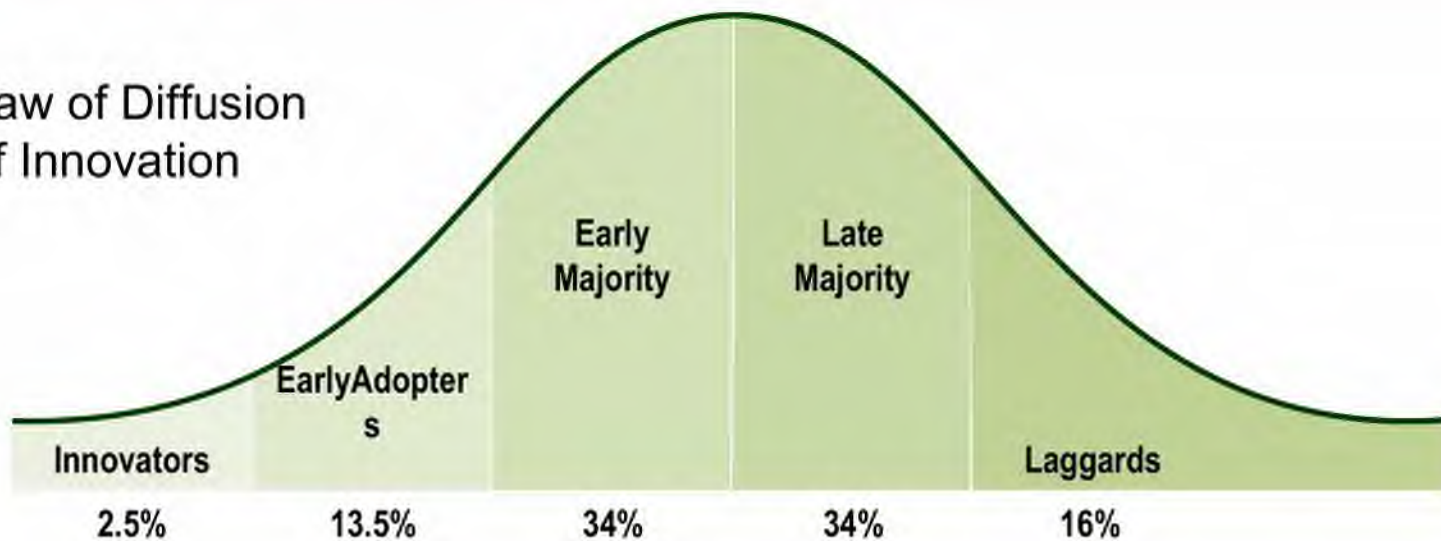






# Starting With “Why”

Law of Diffusion of Innovation



Receptivity of Change Within an Organization

The Big Picture  
Your role and the role of  
your OSBP in your  
organization



What's Different About Your  
Role? Management vs.  
Leadership  
Spans of Control  
and Influence  
Leadership  
Toolkit  
Universal Intellectual  
Standards  
Brainstorming  
Characteristics of Effective  
Teams  
Creating a  
Vision  
Qualities of Exceptional  
Leaders  
Starting with  
“Why”  
OSBP Vision Statements