

# Radiant Leadership: A Consultant's Guide

## Introduction

Developing leadership capability has become an increasingly urgent focus in today's business environment. Traditional management structures are under constant pressure to change and to adapt to meet business needs. Rapidly changing technologies call for new skills at all levels of an organization. In order to overcome these challenges an increasing value is placed on creativity and innovation in the workplace. In short, new approaches to leadership are required to meet the workforce challenges of the 21<sup>st</sup> century.

Hemsley Fraser's Radiant Leadership Model provides a clear and compelling image of an alternative approach to leadership. The model is based on extensive review of the most influential research on contemporary leadership. This secondary research combines both theoretical knowledge and practical insight into a definite point of view on the approaches and techniques which will lead to the greatest success in today's rapidly evolving marketplace.

The Radiant Leadership Model provides an organizing framework for learning experiences. This framework maps out a progressive development pathway for one-time and life-long learners. As an overall story line it guides course developers, consultants and coaches in building clear and consistent leadership messages for individuals, teams and entire organizations.

## Our Approach

There are several principles that have guided the development of the Radiant Leadership Model. These principles are core to a point of view on learning and course development that will be applied to all Hemsley Fraser leadership and management content. The principles include:

**Secondary research based.** Hemsley Fraser's business strategy is built upon providing high quality solutions for our clients and ensuring some measure of consistency from engagement to engagement. As such, we do not seek to



position ourselves as primary researchers/innovators in a particular field, but rather will seek to develop and portray our own point of view through packaging and contextualizing existing market research and contemporary practice – both from a content and delivery perspective.

**Story line grounded.** Design “packaging” and quality of delivery services will be primary sources of competitive advantage for Hemsley Fraser. As such, any Hemsley Fraser learning solution will be organized around a story line and that story line will be linked to an overall corporate point of view. The presentation of multiple theoretical models in a solution, for purely academic or background reasons, is not viewed as a value-added solution for most of our customer engagements. Having a strong point of view on a preferred model of thinking and representing that point of view in a meaningful and balanced learning experience is the desired approach. This means that we will have an opinion on topics such as coaching, leadership, problem-solving or project management and that opinion will be reflected in all of our offerings. For leadership content, our storyline will be rooted in the Radiant Leadership model.

**Best practices focused.** The model is based on a definition of best practices that is derived from review of many existing leadership and leadership competency models. The leadership roles, competencies and best practices have not been independently validated as part of this research. Instead they have been reviewed to be consistent with leading research and to express a point of view that is consistent with current thinking in the leadership field, as well as with best practice as experienced by leaders in everyday life. The goal of the model is to create a consistent and compelling vision of leadership action that will be interesting and engaging to leaders seeking to improve their own leadership capabilities.



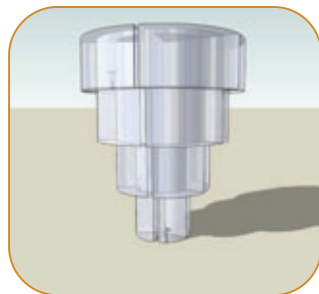
## Our Underlying Premise



In contemporary organizations, influence is just as important as the traditional hierarchy when considering impact on organizational effectiveness.

Research on social and organizational change suggests that key influencers will have a “radiating” effect throughout the organization and can have impact regardless of their stated role or position and title. If those individuals with the greatest influence can be aligned for a common purpose, organizational breakthroughs can be expected. Alignment of the organization’s strongest talent into positions of influence will have an exponentially positive impact on the business. This concept of “radiating leadership” by which leaders at all level of the organization can exert powerful influence on organizational direction and results is the core insight of the Radiant Leadership Model.

## Radiant Leadership



The Radiant Leadership Model is an organizing framework for various competencies and best practices. These elements provide a logical and coherent approach and form the foundation of the Hemsley Fraser leadership curriculum. This model describes a clear and consistent story line that can be shared and supported with learners and with client companies.

Radiant Leadership is a model of leadership and management best practices derived from secondary research into the core roles and actions of an effective leader / manager. The model captures the concept of “radiating” influence at all levels of an organization and uses this concept to guide the definition of best practices in a variety of leadership roles and at a range of developmental levels. The model includes:

- The Idea to Action Cycle

- Five distinct leadership roles
- Four developmental levels
- Best Practices that guide learning at each level



## The Idea to Action Cycle

The Idea to Action Cycle defines a sequence of leadership action from Imagining to Achieving. It serves as the core organizing element of the Radiant Leadership Roles and Best Practices.

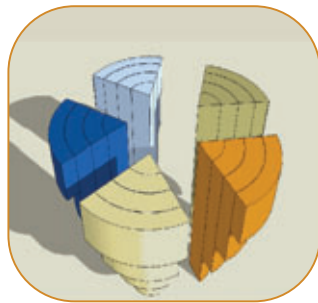


The Idea to Action Cycle suggests that effective Leadership Actions begin with an *Idea* which, if successfully carried out in an organization will lead to *Action*. Effective Radiant Leaders *Imagine* alternatives and outcomes then *Plan* to carry these out. They *Engage* individuals both within and outside of the organization and manage relationships to maintain engagement and negotiate potential conflicts. They *Empower* individuals on their team and within their sphere of responsibility in order to *Achieve* results. Evaluation of these results against a balanced set of measures enables leaders to *Imagine* new possibilities and *Plan* their next set of actions to build on results in a

continuing cycle of business improvement. A balance of all behaviors is necessary in order to achieve business results.

Although these steps are iterative and never occur in a simple step by step sequence, they serve as a logical organizing framework for leadership roles that helps to organize and rationalize a wide variety of leadership accountabilities. The framework provides a consistent and clear organizing principle that helps trainers and learners develop a coherent story for a wide variety of best practices and leadership learning that might otherwise seem disjointed and somewhat overwhelming.

## Leadership Roles



The five steps of the Idea to Action Cycle serve as a logical organizing base for Leadership Roles that leaders at any level of the organization must carry out in order to be effective. These roles are experienced in simple tasks like planning projects or basic management tasks and are also required for much more complex initiatives such as managing long-term corporate change efforts. The roles are not mutually exclusive – in fact they work together as a system, each part of which informs the application of the other. For logical purposes, however, it can be useful to identify primary roles and best practices that can be consistently applied to implement each role. These five roles, based on the five steps of the Idea to Action Cycle, include:

### **Pacesetter (*Imagine*)**

Innovation and creativity begin with an act of imagination. Leaders in today's rapidly evolving organizations set the pace for change by envisioning a clear path to the future. The best leaders, according to research, also provide the template and energy for managing change within their organization. Pacesetting leaders are comfortable with change themselves and provide a model of effective change within their organizations. They also define the parameters of new initiatives and use effective techniques to manage change within their organizations.



**Strategist (*Plan*)**

Even the most inspiring visions need a clear plan and strategy to accomplish them. Effective leaders know how to articulate a vision and identify the strategies and tactics which are necessary to achieve it. Translating strategy into effective goals and tactics is a critical part of leading organizations in a way that leverages both the energy and the motivation of others. Radiant leaders are able to make clear plans for themselves and help others in the organization connect their actions to the overall strategy, creating alignment among actions that produce real results.

**Collaborator (*Engage*)**

Influencing others in the organization is emerging as one of the key capabilities of effective leaders. Managing up, down and across the organization, as well as creating and maintaining key relationships outside the organization are hallmarks of today's truly effective leaders. This relationship building is proactive and leaders seek ways to extend and build relationships that support business objectives. Effective collaborators have strong conflict management and negotiation skills and are often able to avoid potential conflict by taking an active role in building win-win relationships.

**Supporter (*Empower*)**

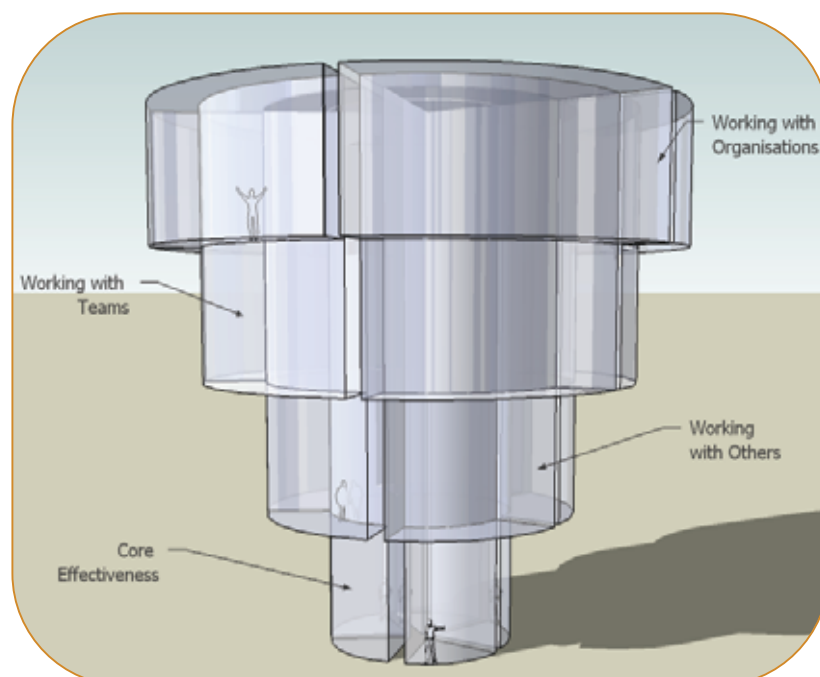
Strong leaders are also able to provide support to the people working within their organization – both those who they directly manage and those with whom they have a critical performance management relationship. Effective leaders serve as powerful coaches and mentors, providing assistance that is needed and removing roadblocks and obstacles to effective action. By becoming deeply attentive to the needs of individuals in their organizations, effective helpers have a keen sense of when to provide support, when to ask questions and when to leave people on their own. This kind of helping leadership has been shown by research to be one of the primary keys to retention, motivation, engagement and loyalty.

**Implementer (*Achieve*)**

No matter how keen the vision or clever the strategies and regardless how strong the relationships or how insightful the feedback, effective leaders are ultimately required to maintain an excellent record of results. Businesses are ultimately results driven – even though in today's economy these results are defined much more broadly than financial returns. Today's leaders are accountable not only for financial returns but for a full balanced scorecard of achievement that encompasses customer value creation, employee learning and growth and, increasingly, environmental and social impact. Achievement in this environment requires a strong attention to values of integrity and ethics as well as a broad and long-term view of the impact of achievement on both the corporation and society as a whole. Radiant Leaders achieve not just by driving for results but by modeling in their organizations the kind of balanced implementation that is required to be effective in achieving sustainable, long-term growth.

## Developmental Levels

Leadership roles emerge and develop over time as leaders grow in their skills and take on increasing levels of responsibility within their organizations. All leaders are ultimately responsible for their own learning and development and for maintaining a strong core of personal skills and values. This core continues to develop and strengthen as leaders assume increasing levels of accountability for managing others, managing teams and ultimately leading and influencing networks of relationships within and beyond their organizations.



The Radiant Leadership model uses these levels of increasing complexity as a way to organize course content and experiences to meet the challenges of differing levels of leadership. For purposes of course design and development, four levels of leadership development are defined:

### **Core**

At the base of all effective leadership is a strong core of personal skills that provide a foundation for all leadership tasks. The leadership roles each have a basic component of core skills that leaders need to develop including managing their own ability to deal with change as a Pacesetter for the organization and their own ability to achieve results. The core skills provide a base for further development and also become more complex as leaders take on new roles and responsibilities. For this reason even leaders in advanced courses will need to continue to develop their own core skills.

### **Working with Others**

Leaders at the first level of managing people need to develop the skills of working with others both as team members and as employees they directly manage or supervise. These roles may be primarily project based or might be on-going performance management roles. Courses at this level focus on the basic management skills leaders need to be effective in initial management jobs that involve direct management of others.

### **Working with Teams**

As leadership jobs become more complex, leaders begin managing several teams and often managing other managers who manage teams of their own. At this level of complexity leaders need more than basic management skills. Understanding and being able to use patterns of influence, juggling multiple priorities and balancing outcomes, responding to a complex web of requirements and providing effective support are all part of leadership at this level. Courses at the team level reflect this degree of complexity and provide learning experiences that help leaders understand and deal with the shifting priorities of multiple accountabilities.

### **Working with Networks**



Contemporary organizations are extremely complex and are fundamentally made up of intricate systems of networks that involve people both inside and outside the organization. Today's senior leaders need to have a sufficient understanding of the functioning of complex systems and be able to adapt their visioning and planning to the requirements of multiple stakeholders with multiple requirements. They also need to be able to take a strong stand in terms of values and manage results to balance a wide range of competing priorities. At the network level, courses provide leaders with insight into the complexity of organizational systems and provide opportunities for action and reflection using case studies, action projects and opportunities for dialogue and best practice sharing with peers.

Underpinning each of these dimensions of leadership is a mastery of individual technical skills. Research suggests that while technical skills continue to be essential, the leadership skills included in the Radiant Leader Model become increasingly important as the scope and complexity of leadership jobs increase.

