



قطره دانش که بخشیدی ز پیش

متصل گردان به دریاهاى خویش



عبدالرضا حافظی

۰۹۱۲-۱۰۸۲۴۸۰

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HRsolutions.ir

CEO@HRsolutions.ir

Hafezi.HRM@gmail.com



دکتر مدیریت و توسعه منابع انسانی DBA : Human Resource Development

مدرس MBA Program و DBA Program دانشکده کارآفرینی دانشگاه تهران



عضو مرکز بهره وری و کیفیت امریکا APQC



عضو انجمن مدیریت منابع انسانی آمریکا SHRM



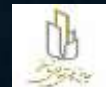
عضو کمیته علمی و داوری جایزه تعالی منابع انسانی ایران
عضو کمیته راهبری گواهی نامه حرفه ای منابع انسانی



عضو افتخاری انجمن مدیریت منابع انسانی ایران



عضو کمیته علمی جایزه ملی تعالی سازمانی EFQM



مدیرعامل مؤسسه مطالعات و توسعه مدیریت و سرمایه انسانی پاسارگاد



Leadership Development

References

Society for Human Resource Management

American Productivity & Quality Center

The Ken Blanchard Company

Human Resources for Canadian Professional

Center for Creative Leadership

تعاریف رهبری

رهبری توانایی اعمال نفوذ بر گروه، در جهت تأمین اهداف و جهت دادن به افراد است.

رهبری هنر نفوذ در دیگران؛ یعنی تاثیرگذاری بر افراد در انجام وظایفشان بامیل و علاقه است.

رهبری فراگرد نفوذ اجتماعی است که در آن رهبر مشارکت داوطلبانه کارکنان را در تلاش برای کسب هدف‌های سازمانی طلب می‌کند.

رهبر شخصی است که مؤثرترین تغییر را در عملکرد گروه پدید می‌آورد.

- رهبری در قدرت ترغیب دیگران به تعقیب اشتاقانه هدفهای معین خلاصه می شود.
- رهبری ، آینده را برای افراد تعریف می کند با کمک چشم انداز آینده افراد را با یکدیگر متحد می کند و انگیزه ای را در آنها بوجود می آورد که علیرغم موانع به آن دست یابند.
- تحول موفقیت آمیز ، ۷۰ تا ۹۰ درصد رهبری است و فقط ۱۰ تا ۳۰ درصد مدیریت

رهبر فضائی خلق می کند که در آن همزمان ۳ موضوع تحقق یابد:

1. *Purpose*
2. *Pride*
3. *Performance*

Leadership Development : Know why

Overview of Major Findings

Impact of the economy and Bench Strength are major issues.

Companies are looking for ways to accelerate High Potentials.

Companies need leaders that think strategically & inspire.

Leader-as-Teacher model is key.



Why all the focus on Next Generation Leaders?

- **Baby Boomers are retiring.**
- The vast majority of organizational leaders are Baby Boomers, with the most typical age being 58 years old.
- **There are 11% fewer Gen Xers than Baby Boomers.**
- Generation Y (25 and under) will not be management/leadership material for years to come.

Strengths of the Next Generation Leaders

- **Ability to prioritize** a multitude of important demands on their time
- **Ability to delivery** results/results oriented
- A **high integrity** mind-set
- **Understanding of the technical side** of the business and the products and services

Sustainable Leadership

- ▶ Called “leadership capacity” by Weiss & Molinaro.
- ▶ Defined as “the extent to which organizations can optimize their current and future leadership to drive business results and successfully meet the challenges and opportunities of an ever-changing business environment.”

Leadership Gap Defined by Four Aspects

- ▶ Talent
 - ▶ Availability
- ▶ Capability
 - ▶ Insufficient
- ▶ Development
 - ▶ Fragmented
- ▶ Values
 - ▶ Generation differences

Competency Deficits of Next Generation Leaders



Table 6. Top 5 Competencies Most Lacking in the Next Generation of Leaders

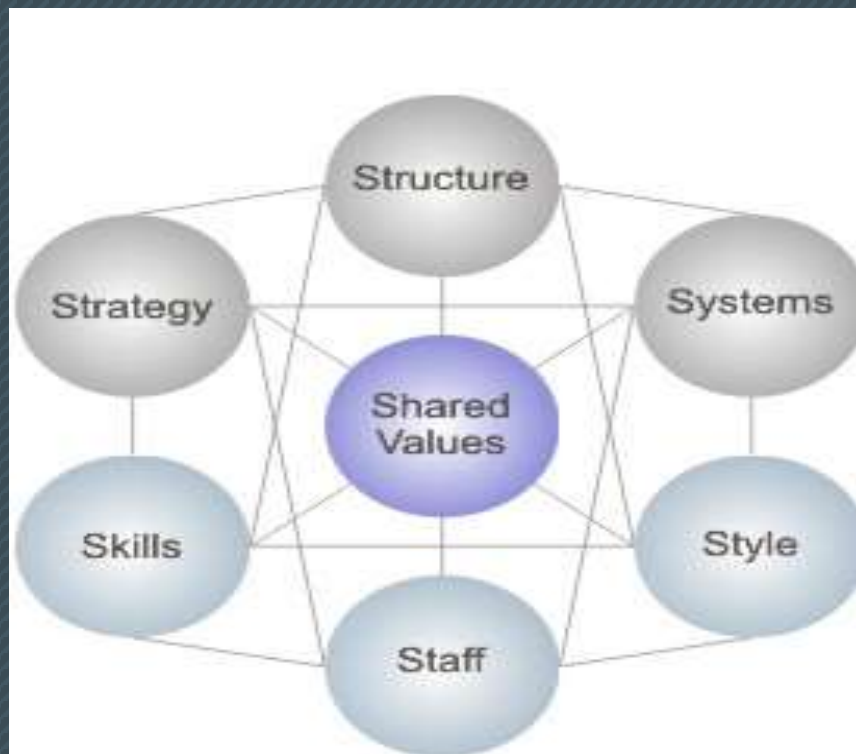
1. Strategic thinking
2. Leading change
3. Ability to create a vision and engage others around it
4. Ability to inspire
5. Understand the total enterprise and how parts work together

Sustainable Leadership: Leader and Organizational Accountability

- ▶ Leaders' accountability for development of their competencies
- ▶ Organizational accountability (through HR as agent) for integrating systems, processes, programs, etc.
 - ▶ Embed leadership through organization
 - ▶ Focus on critical positions & key talent
 - ▶ Integrate leadership development

Leadership Development : Approach

سبک رهبری باید با سایر عناصر معماری سازمان، هماهنگ توسعه پیدا کند



The McKinsey 7S Framework

Ensuring that all parts of your organization work in harmony

۶ سبک رهبری

- آرمانی (Visionary)
 - “Come with me.” Most Strongly positive
- مربی گری (Coaching)
 - “Try this.” Highly Positive
- پیوند جویانه (Affiliating)
 - “People come first.” Positive
- دموکراتیک (Democratic)
 - “What do you think?” Positive
- پیشتازی (Pacesetting)
 - “Do as I do, now.” Often Highly Negative
- آمرانه (Commanding)
 - “Do what I tell you.” Highly Negative



Blanchard Leadership Development Framework

The Transition to Open Markets and Agile, People-Centered Companies

Mind-Sets:

**Leaders as Catalysts—
Collaboration, and Evolution**

Blanchard Leadership Development Framework

The Transition to Open Markets and Agile, People-Centered Companies

Business Skill Sets:

**Leaders as Architects—
Agile Company Leadership**

The Leadership Deficit

Blanchard Leadership Development Framework

The Transition to Open Markets and Agile, People-Centered Companies

People Skill Sets:

**Leaders as Coaches—
People-Centered Leadership**

نقش مربی گری در سازمان ها



Knowledge-driven Organization

Four Levels of Knowledge and Achievement Management

KNOWLEDGE MANAGEMENT

(both Explicit & Tacit)

LEARNING ORGANIZATION

Everybody is
➤ learning

TEACHING ORGANIZATION

Everybody is
➤ learning
➤ teaching & being taught

COACHING ORGANIZATION

Everybody is
➤ learning
➤ teaching & being taught
➤ coaching & being coached

INDUSTRIAL ORGANIZATION

RESULTS

(Sustained Growth & Value Creation)

Blanchard Leadership Development Framework

**The Transition to Open Markets and Agile, People-
Centered Companies**

Domain Application:

**Tailoring Mind-Sets and Skill Sets
to Your Company
Evolution**

The State of Leadership

Blanchard Leadership Development Framework

Building Twenty-First-Century Leadership Capabilities

**Leadership Development Strategy
and Architecture**

Blanchard Leadership Development Framework

**Building Twenty-First-Century Leadership
Capabilities**

Integrated Learning Journeys



Learning

Value

Assessment

*“Training is not the
filling of a pail,
but
the lighting of a fire.”*

Blanchard Leadership Development Framework

**Building Twenty-First-Century Leadership
Capabilities**

Continual Evolution

Leadership Development : Know how

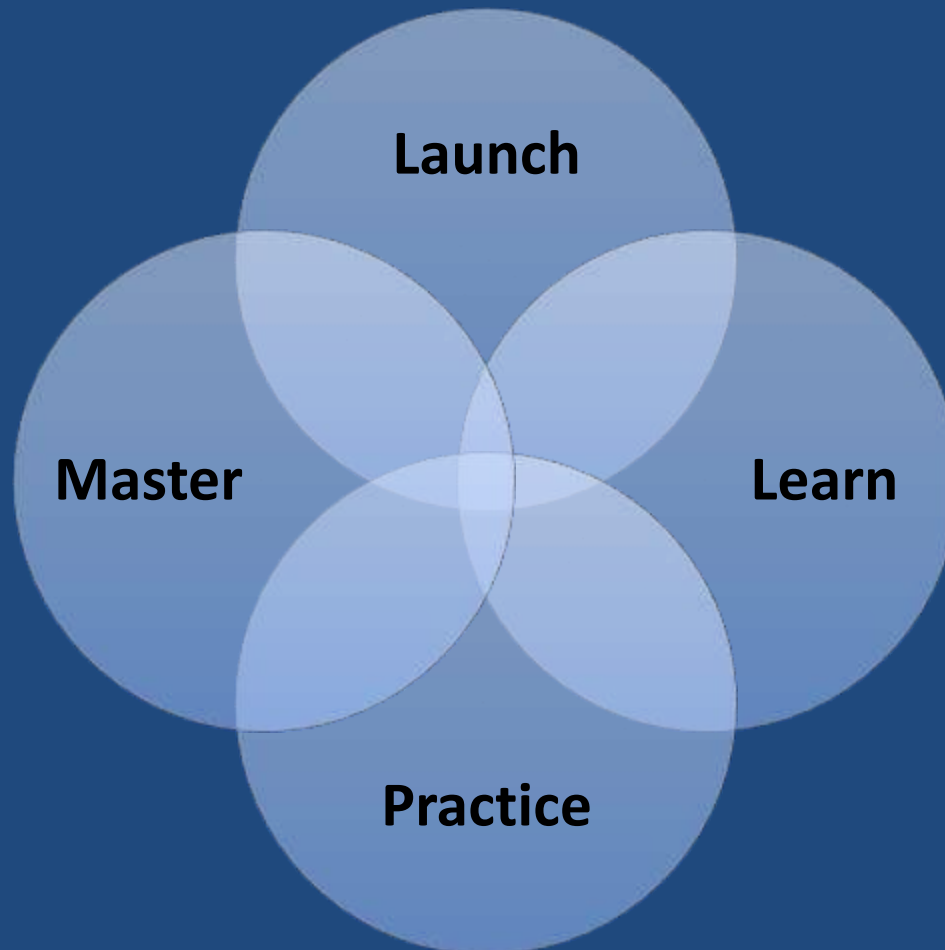
رهبران متمایز توان مندی های رهبری خود را حول ۲ محور مهم بنا کرده اند:

۱- شایستگی های فردی

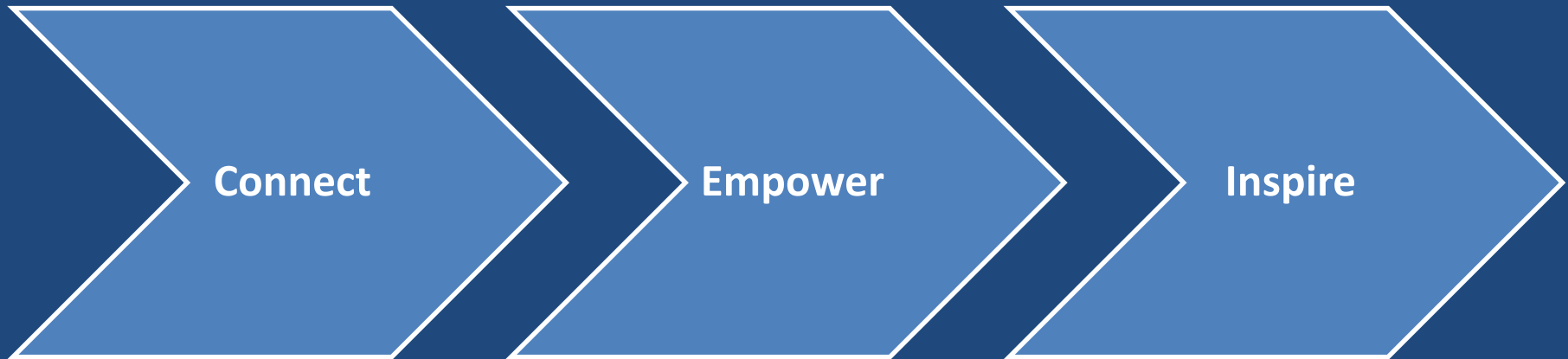
۲- ارزش های والا

و البته رفتارهای آنان با آنچه بدان باور دارند هماهنگی دارد.

سازمان های پیشرو رهبران خود را بر اساس شایستگی های
فردی آنان انتخاب و پرورش می دهند:



۳ نقش رهبران متمایز



۳ نقش رهبران متمایز

Connect

Effective communication

Empower

Competency
development

Inspire

Role Modeling

نکته اول

نگرش استراتژیک در توسعه رهبری

Best Practices for Leadership Development

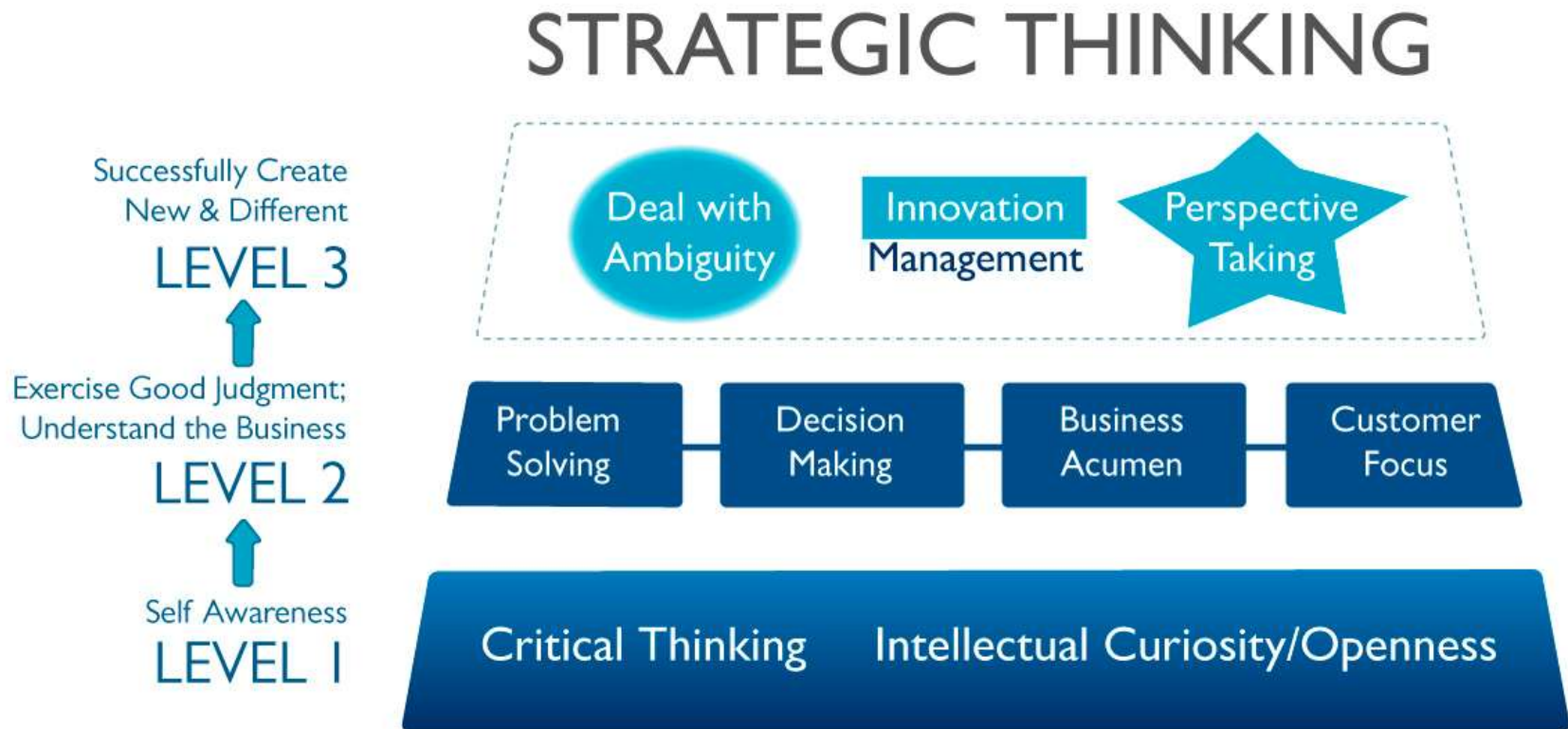


1. Linked to strategy and aligned
2. Top management driven
3. Includes coaching, leadership profile, feedback and development plans
4. Includes action learning
5. Leaders as Teachers
6. Mentoring Programs
7. Combinations - instructor-led, online, stretch, coaching, mentoring and action learning

نکته دوم

تعیین شایستگی های رهبری

Skill Building Goals at Each Level



Leadership Attributes

Exhibit 2: Leadership Attributes Menu

Accountability	Creativity	Judgment
Achievement Drive	Decisiveness	Learning Orientation
Action-oriented	Dependability	Political Astuteness
Analytic Thinking	Directive/Controlling	Presence/Charisma
Attention to Detail	Energy/Enthusiasm	Responsiveness
Business Acumen	Flexibility/Adaptability	Risk-taking
Communication Skill	Global Perspective	Self-Confidence/ Courage
Composure/Self-control	Influence Skill	Strategic Thinking
Conceptual Grasp	Integrity/Honesty/ Ethics	Technical/ Functional Knowledge
Cooperativeness	Interpersonal Astuteness	Tenacity/Persistence

Leadership Practices

Exhibit 3: Leadership Practices Menu

Act as a Role Model	Develop Strategy	Manage Complexity
Align the Organization	Drive Change	Manage Conflict
Build Business Relationships	Drive for Improvement	Manage Diversity/Value Others
Build Teams	Empower Others	Manage Performance
Communicate	Focus on the Customer	Motivate Others
Cooperate/Team-player	Get Results	Plan & Organize
Create a Hi-Performance Climate	Hire & Staff	Promote Learning
Delegate	Influence the Organization	Set Vision & Direction
Develop Creative Solutions	Make Decisions	Take Charge
Develop People	Manage Across Boundaries	Total Quality Management

Top Practices

Exhibit 4: Top Leadership Practices

Key Practices

Develop People (64%)	Get Results (55%)
Focus on the Customer (52%)	Communicate (52%)
Set Vision & Direction (46%)	Build Business Relationships (43%)
Make Decisions (41%)	Manage Performance (39%)
Influence the Organization (38%)	

Other Practices

Build Teams (36%)	Cooperate/ Team Player (36%)
Develop Creative Solutions (34%)	Create a High Performance Climate (32%)
Drive Change (32%)	Act as a Role Model (29%)
Manage Diversity (29%)	Develop Strategy (25%)
Take Charge (23%)	

Top Attributes

Exhibit 5: Top Leadership Attributes

Key Attributes

Integrity/Honesty/Ethics (77%)	Achievement Drive (76%)
Interpersonal Astuteness (73%)	Learning Orientation (73%)
Directive/Controlling (66%)	Influence Skill (64%)
Strategic Thinking (64%)	Conceptual Grasp (63%)
Flexibility/Adaptability (61%)	Self-confidence/Courage (60%)

Other Attributes

Initiative/Action Oriented (58%)	Communication Skill (52%)
Energy/Enthusiasm (50%)	Political Astuteness (50%)
Analytic Thinking (48%)	Accountability/Commitment (48%)
Cooperativeness (48%)	Decisiveness (44%)
Judgment (44%)	Business Acumen (40%)

Leadership Models

CCL Leadership Competencies

- ▶ Three competency clusters
 - ▶ Leading the organization
 - ▶ Leading others
 - ▶ Leading oneself

Leadership Competencies, the CCL Way (1 of 3)

- ▶ Leading the Organization
 - ▶ Managing change
 - ▶ Solving problems and making decisions
 - ▶ Managing politics and influencing others
 - ▶ Taking risks and innovating
 - ▶ Setting vision and strategy
 - ▶ Enhancing business skills and knowledge
 - ▶ Understanding and navigating the organization

Leadership Competencies, the CCL Way (2 of 3)

- ▶ Leading Others
 - ▶ Managing effective teams and workgroups
 - ▶ Building and maintaining relationships
 - ▶ Developing others
 - ▶ Communicating effectively

Leadership Competencies, the CCL Way (3 of 3)

- ▶ Leading Oneself
 - ▶ Developing adaptability
 - ▶ Increasing self-awareness
 - ▶ Managing yourself
 - ▶ Increasing capacity to learn
 - ▶ Exhibiting leadership stature
 - ▶ Displaying drive and purpose
 - ▶ Developing ethics and integrity

نکته سوم

ارزشیابی شایستگی های رهبران

نکته چهارم

طراحی بسته توسعه رهبری

Hot Topics in Executive Development



Table 5. Top 5 Hot Topics in Executive Development in the Next 2–3 Years

	2009	2004	2000
1.	Leadership (creating vision, empowering others)	1	1
2.	Business acumen	5	
3.	Strategy execution	4	2
4.	Leading/managing organizational change	2	3
5.	Talent management (attracting, assessing, retaining, etc.)		
	Managing human performance	3	5
	Strategy formulation		4

Processes Most Effective in Accelerating High Potential Development



Table 8. Top 10 Processes Most Effective in Accelerating High Potential Development

1.	Stretch assignments	74%
2.	Executive coaching	61%
3.	Action learning	57%
4.	360-degree survey feedback	57%
5.	Job rotation	48%
6.	Mentoring	44%
7.	Internal education	30%
8.	International assignment	29%
9.	Internal networks	27%
10.	External education	25%

Leadership Pipeline



Training Plan Sample

	Content	Outcomes	Delivery	Investment
Individual Contributor	Adaptive, collaborative, influence without authority	observable, 360-degree feedback tests, projects, working with others	E-learning	\$0-\$500
Manager	Goal-setting, business acumen, initiative, discern learning styles & motivations	Turn over in dept, results	E-learning & instructor led	\$500-\$2500
Manager of Managers	Can develop skills & people, look at bottom line,	Results, skip level for others, number of people promoted, retention	1:1 training/coaching, stretch assignments, cross-training	
Manager of Function	Initiative of continuing ed + all for manager of managers	360-degree feedback		
Manager of Business	Knowledgeable of all functions, motivates others, generates energy			

نکته پنجم

پایش عملکرد و بهبود

نکته ششم

مدل سازی دانش توسعه رهبری

...the effectiveness of leadership is determined by the extent to which people take responsibility for participating in leadership—not because some leader has figured out how to “share” leadership but because leadership is a property of the relationships people form when they are doing something together...and is therefore affected by the quality and nature of those relationships...In such a world, leadership is developed by developing the whole community of people so that they can participate more effectively in the relationships of leadership. (Wilfred Drath)

...Leadership has to do with how people are. You don't teach people a different way of being, you create conditions so they can discover where their natural leadership comes from.

...When you ask people about what it is like being part of a great team, what is most striking is the meaningfulness of the experience. People talk about being part of something larger than themselves, of being connected, of being generative...their experiences as part of truly great teams stand out as singular periods of life lived to the fullest. Some spend the rest of their lives looking for ways to recapture that spirit.

(Peter Senge)

قطره دانش که بخشیدی زپیش
متصل گردان به دریا‌های خویش

ماموریت ما:

همراهی رهبران سازمان‌ها در سفر توسعه و تعالی سرمایه‌های انسانی



دفتر مرکزی: تهران - میدان آرژانتین - خیابان ۲۱ - پلاک ۵ - واحد ۱۲ - تلفن: ۸۸۴۸۲۶۱۵ و ۸۸۵۵۰۶۹۷ و ۸۸۵۵۰۳۳۱

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