

A Brave New Leadership Style

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Burak Koyuncu, PhD

burak.koyuncu@lhh.com

Some recent insights on leading change/transformation **LHH**



One change at a time or all at once?

(Kotter, 2014; Parry, 2015)

Finding: Highest-performing organizations have 30% to 50% more change and at a faster pace than their lower-performing counterparts (Parry, 2015)



Top-down or bottom-up?

(Barea et al., 2016; Kotter, 2014; Parry, 2015)

Findings: Change leadership radiates out from the centre (Parry, 2015). Top performers have leaders at all levels involved (Barea et al., 2016). Forming a large volunteer army from up, down, and across the organization is a key to success (Kotter, 2014).



Which is first? Understand or commit?

(Parry, 2015; Parry et al., 2015)

Finding: While understand-commit order is true for the lowest performing groups, it is reversed for high performers (Parry, 2015)

Always changing, never truly transforming

LHH research highlights that most organisations prioritize change over transformation



Change and transformation, although related, are two very different things

	Change	Transformation
Focus	Improves what you already do (e.g., improving a business process, or launching a new product)	Creates something new and dramatically different (e.g., new business or operating models)
Inputs	Assumptions and decisions are based more on current state and past experience/ performance	Assumptions and decisions must be based on future expectations
End state	Is planned with a fairly clear definition of the desired state	Is planned with uncertainty and ambiguity about what end state will even look like
Execution	Is usually executed in linear steps	Is executed through exploration, experimentation and iteration
Participation	Is often implemented top down	Requires participation in all directions – top down, across and bottom up

Different capabilities are required for change/transformation

Leader capabilities

Foundational capabilities

- ▶ Knows the business
- ▶ Applies an owner's mindset
- ▶ Sets strategy
- ▶ Identifies tactics
- ▶ Gains commitment to strategy
- ▶ Enables teamwork and collaboration
- ▶ Leads change
- ▶ Drives results

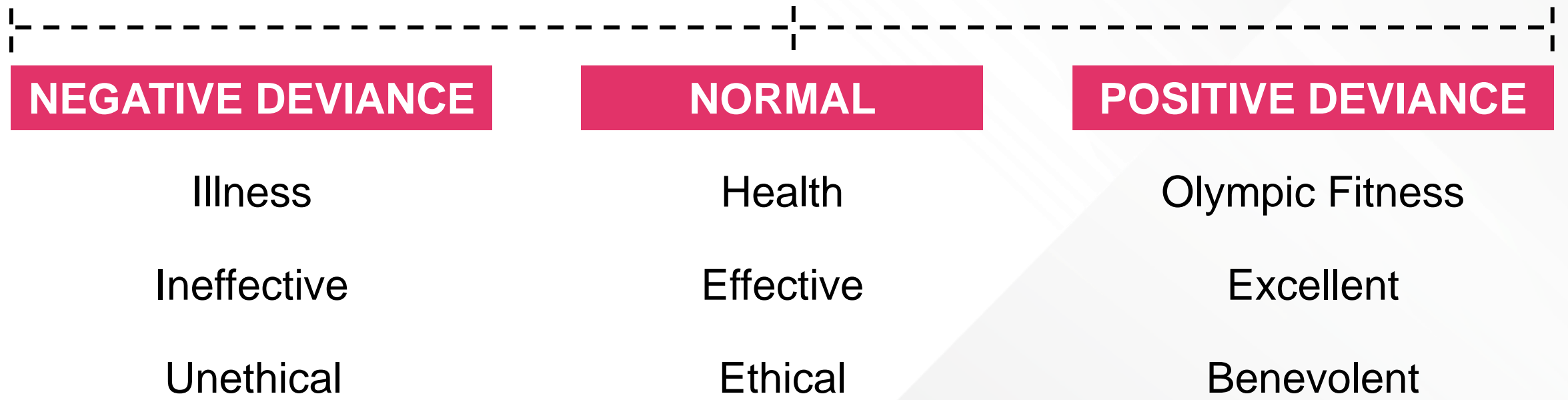


Transformational capabilities

- ▶ Navigates ambiguity
- ▶ Takes calculated risks
- ▶ Imagines the future
- ▶ Frames the opportunity
- ▶ Inspires active participation
- ▶ Connects the organization
- ▶ Evolves the culture
- ▶ Accelerates performance

Positive Mindset: Moving from good to great

A CONTINUUM ILLUSTRATING POSITIVE DEVIANCE*



*Source: Cameron, Kim, and Arran Caza. "Organizational and leadership virtues and the role of forgiveness." *Journal of Leadership & Organizational Studies* 9.1 (2002): 33-48.

Companionate Love (Compassion, Care, Connection, Empathy)

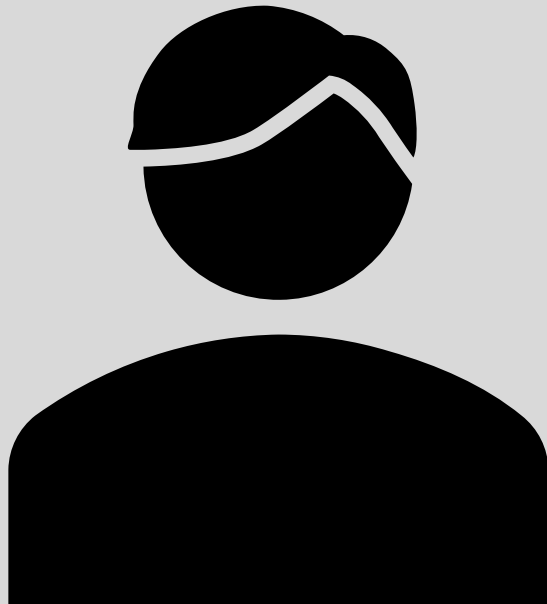


The COVID-19 pandemic shows us that love has a place in business leadership

blogs.lse.ac.uk • 7 min read

Source: Koyuncu, Burak. "The COVID-19 pandemic shows us that love has a place in business leadership." *LSE Business Review* (2021).

Companionate Love Stories of John and Brian



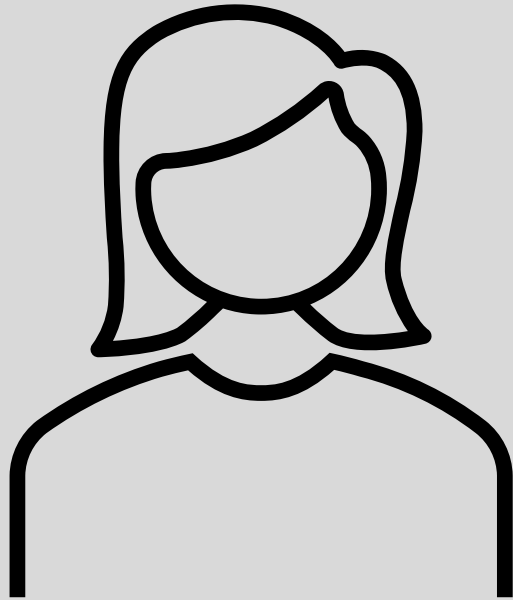
JOHN



BRIAN

Source: Koyuncu, Burak. "The COVID-19 pandemic shows us that love has a place in business leadership." *LSE Business Review* (2021).

Courage to do the right thing, take risks, let go of control, give away your power, try out new things, speak up)



MARY



ZHANG RUI MIN

What keywords come to mind that describe how HR can help leaders to be more transformational?

<https://app.sli.do/event/wnyaniuu/live/polls>

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