

Cracking the Code to Leadership

Prepared for LeadCap



Introducing LeadCap

LeadCap is building India as a nation of leaders. Through the most unique leadership movement, led by thinkers from the Ivy League, we are striving to democratise leadership, where everyone has an opportunity to realize their leadership potential; beyond birth and living conditions, to make a positive contribution to the society.

LeadCap's Beliefs

- **Teaching how to fish is better than providing fish**
- **Leadership is a decision, not a position**
- **Leaders breed more leaders**

Patrick Malone

Senior Partner & Author



- 35 years operations & sales management
- Fortune 500 clients
- Conference presenter
- 26 countries
- CEO Action Group
- *Cracking the Code to Leadership*
- Board Member

Global Initiative Survey*

- **80% believe project will fail**
- **77% working on “doomed” project**
- **90% knew early on of objective shortfall**
- **77% “a slow motion train wreck”**
- **81% impossible to approach project’s key decision maker**

* VitaSmart Survey 2007

Reaction

“There is a real absence of *leadership* in business today and it is most evident in the inability to communicate effectively.”

Phil Horsley
Managing Partner
HorsleyBridge Partners

leadership

- **Not Leaders.**
- **The skill/ability to gain *wholehearted* followers for a given course of action.**
- **Surrender/Compliance (coercion)**
- **Agreement (position)**
- **Commitment/Co-Ownership (influence)**

Today's Objectives

- **Influencing Model**
- **Elements in depth**
- **Universal Applications**
- **Skill Development**
- **Questions?**

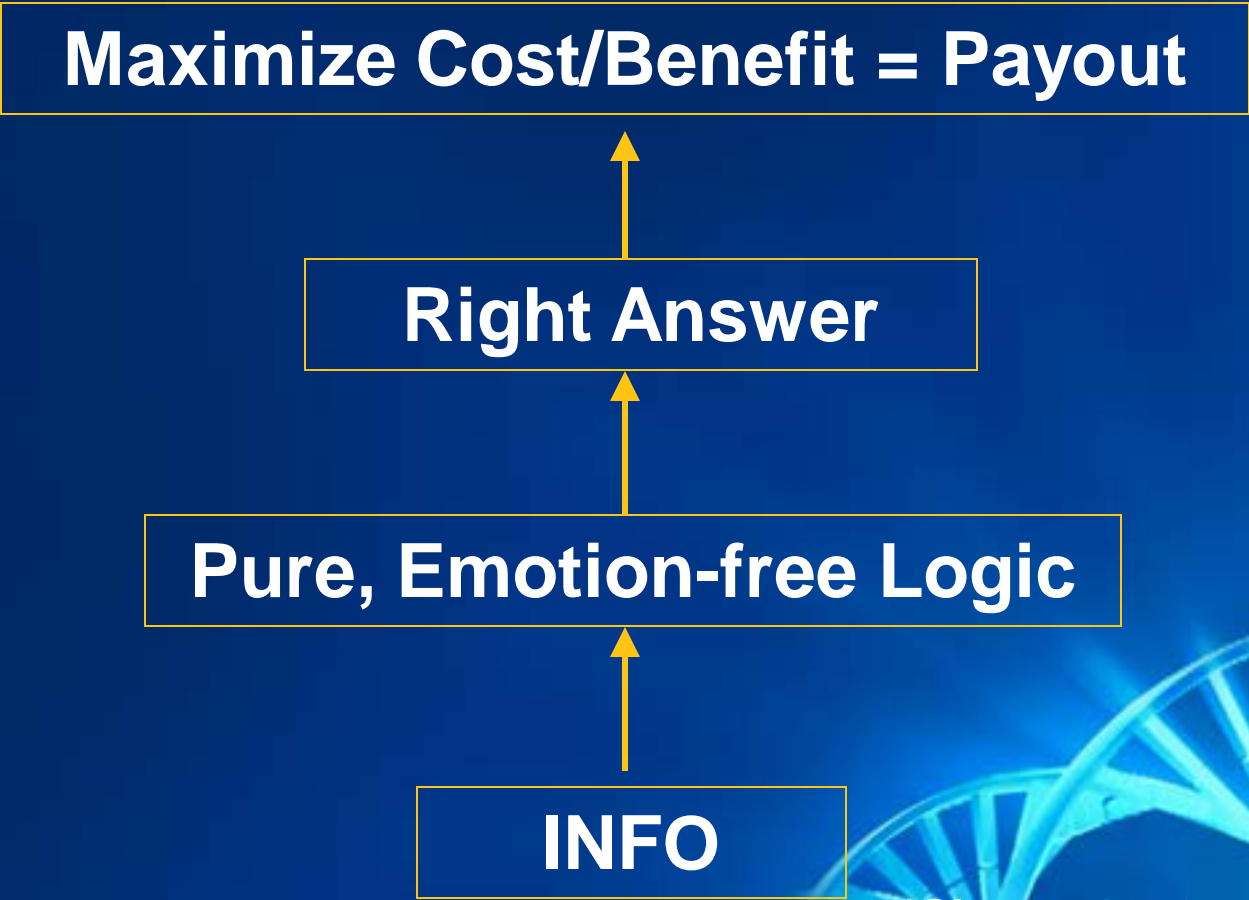
Skill of Influencing



1. Common Goal

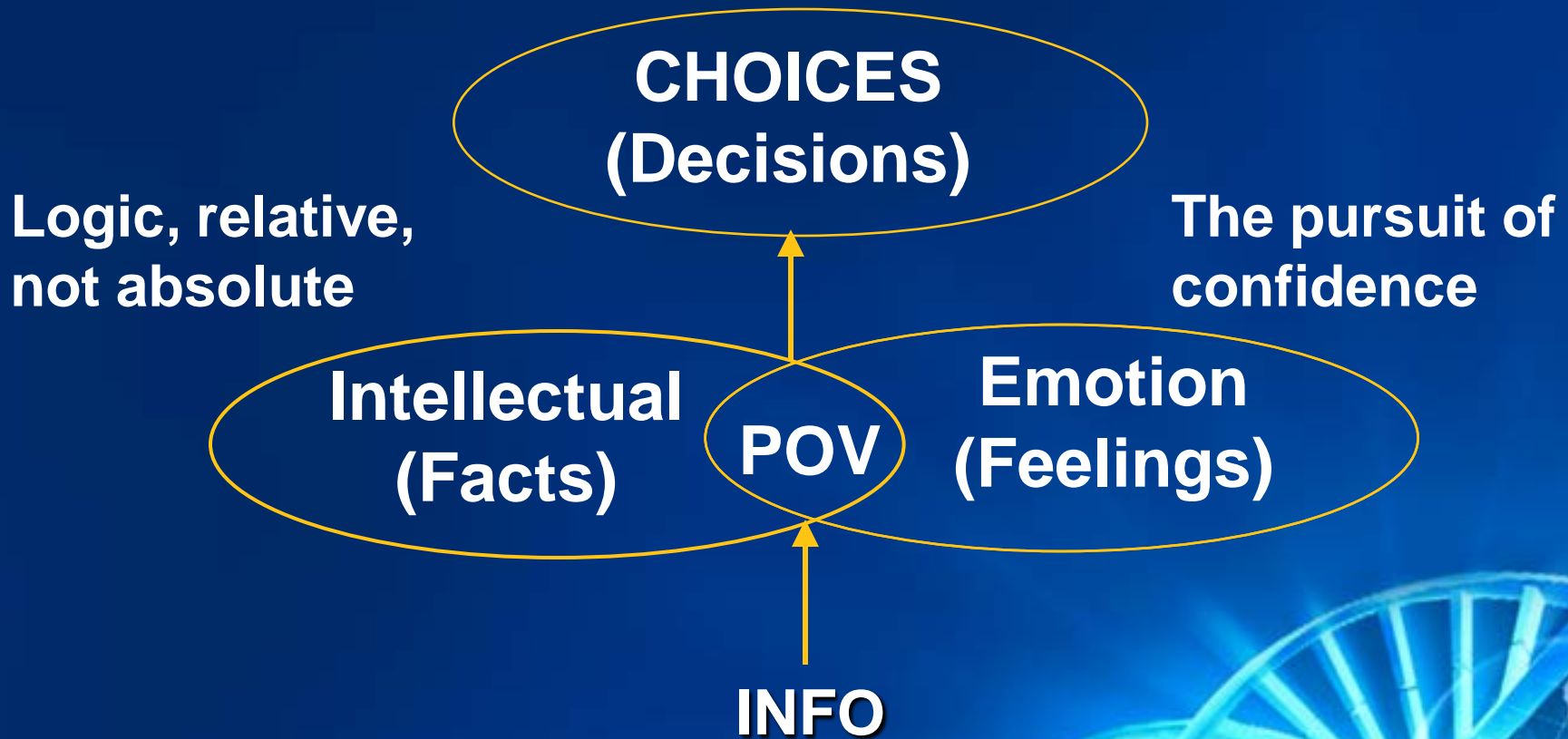
- **Goal versus Strategy**
- **Common = Benefit (WSIC)**
- **Invite to Neutral**
- **Acknowledge follower as decision maker.**

Nobel Prize* Economics Assumptions about Decision-Making



Nobel Prize* Conclusions

Decision-Making



2. Decision Ladder

Action

Emotion

+

COMMIT
PLAY
CONTINUE
STUDY

Confident
Enthused
Interested
Reserved

~

LOOK/LISTEN

Neutral

-

CHALLENGE
STOP
AVOID
COMPLAIN
NEGLECT

Competitive
Hostile/Opposed
Fearful
Troubled/Sad
Indifferent

3. Positioning Solutions

**Acknowledge their
current attitude,**

and

**Use the appropriate
logic path as dictated
by the current attitude.**

DECISION LADDER

COMMIT	Confident
PLAY	Enthused
CONTINUE	Interested
STUDY	Reserved
LOOK/LISTEN	Neutral
CHALLENGE	Competitive
STOP	Hostile/Opposed
AVOID	Fearful/Risk
COMPLAIN	Troubled/Sad
NEGLECT	Indifferent

4. Inspiring Buy - In

Increasingly

Positive



Neutral



Negative

DECISION LADDER

COMMIT	Confident
PLAY	Enthused
CONTINUE	Interested
STUDY	Reserved
LOOK/LISTEN	Neutral
CHALLENGE	Competitive
STOP	Hostile/Opposed
AVOID	Fearful/Risk
COMPLAIN	Troubled/Sad
NEGLECT	Indifferent

5. Close at Commit

Obtain the biggest decision, the decision maker can manage today.

Big decisions are a bunch of little decisions along the way.

Ultimate objective = CO-OWNER

Doing Business with People

- ◆ Leadership
- ◆ Supervision
- ◆ Teamwork
- ◆ Negotiation
- ◆ Sales
- ◆ Customer Service

ALL USE THE SAME SKILL PROCESS

If you want to become skillful at something . . .

1. Acquire the *feel* for doing it.
2. Apply to real work instantly.
3. Add peer coaching.
4. Raise the bar: Skill + ROI = Results.
5. Repeat, repeat, repeat.

Practice Philosophy

**“Amateurs practice until they get it right.
Professionals practice until they cannot
get it wrong.”**

Questions?

For more information:

**Patrick Malone
Senior Partner
The PAR Group
4936 President's Way
Tucker, GA, USA 30084
(770) 493-7188 ♦ (800) 247-7188**

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**Fax (770) 493-9152
patrick.malone@thepargroup.com
www.thepargroup.com**