Best of GILD18
Keynote Highlights

PURPOSEFUL LEADERSHIP, POWERFUL IMPACT.
More than 500 senior leaders from around the world gathered for a journey of leadership discovery at our 2018 Global Institute for Leadership Development®. Participants explored big questions like: What am I here for? Why do I lead? What makes me someone worth following? Linkage’s research study around Purposeful Leadership® formed the foundation for the Institute experience. Attendees were fully immersed in the five commitments of purposeful leaders through 360° assessments, inspirational keynotes, one-on-one coaching, and small-group discussion. They were challenged to discover their personal “why” and how to evolve this into a broader mission to change the people, organizations and communities around them.

**FIVE COMMITMENTS OF PURPOSEFUL LEADERSHIP®**

The 2018 faculty, whose keynotes are summarized on the following pages, explored the five commitments of Purposeful Leadership including:

- **INSPIRE**
  Provides hope and inspiration for the future, and directs energy toward a bold vision.

- **ENGAGE**
  Identifies and offers opportunities to engage, contribute and thrive at work.

- **INNOVATE**
  Drives new thinking and creative freedom, re-imagines realities for competitive differentiation and success.

- **ACHIEVE**
  Accomplishes successful outcomes and delivers excellence by creating appropriate structure and clarity.

- **BECOME**
  Grows with determination, compassion, self-awareness and courage.

This short PDF summarizes our research efforts behind the commitments, which have proven to positively impact revenue, profit and employee engagement.
Richard Leider | POWER OF PURPOSE

Linkage GILD co-chair Richard Leider took center stage and challenged us to think about our purpose; our aim in life.

What we learned:

- A quick and practical approach to exploring why we are here: Gifts + Passions + Values = Calling
- If you have a pulse, you have a purpose. Purpose is something we do. It's not something we have.
- Your default purpose is to grow and to give. That is the key to becoming.
- Purpose joins self and service in action.
- Ask yourself: What is life asking of me now?
- Purpose is mindset. Purpose is not a goal—it is a direction.

Dave Logan | ENGAGE

Every group, family, division, organization, business unit, industry, profession and person has a “default future”—a future state that will inevitably occur if something unexpected doesn’t come along. The very best leaders anticipate this default future and, if they don’t like what they see, confront it head on. Ultimately, they replace it with an “inventive future.”

What we learned:

- Engagement is the result of a fire that is lit within someone.
- Leadership is indirect; you don’t get there by telling people what to do. Motivational speeches never work!
- You can take a Minimum Viable Step (MVS) right now and make a positive step toward your “inventive future.” One real-world example: If your company struggles with silos, make a point of having lunch with someone from outside your group.

Susan MacKenty Brady | ENGAGE

Organizations perform better when women are included in the leadership ranks. Yet, while women are entering the workforce and stepping into management positions at the same rate as men, they’re not advancing into positions of leadership.

What we learned:

- There are debatable, yet important, gender distinctions: Men tend to work in step-like fashion and value supporting arguments with data, while women think holistically and support arguments with stories of experiences—their own and others’.
- Companies with a higher share of women at the executive committee level outperform those with less women. In fact, greater female board leadership is largely consistent in generating greater Return on Engagement.
- The seven hurdles facing women as they seek to advance are: Bias, Clarity, Making the Ask, Branding and Presence, Proving Value, Networking and Recognized Confidence.
- Your next step? Become a champion. Ask how your organization is doing, review key organizational data and conduct assessments. Then, design specific programs and initiatives to address priorities and positively impact metrics.

Pre-order your copy of Susan’s new book.
Roger Nierenberg | INSPIRE

Leading by listening. Paul Simon has said: “Of all the 5 senses, sound is the most powerful.” Orchestras achieve synchronicity through various mechanisms, all of which are similar to how teams interact and deliver results and are a perfect example of systems thinking. An organization is only as successful as the sum of its parts.

What we learned:
- KPIs are a good way to understand if your leadership style needs modulating.
- Understanding and recognizing what captures your team’s attention and imagination allows you to be a more influential leader.
- Remember what your role is as a leader. Being more directive doesn’t necessarily guarantee better results.

Stephen Shapiro | INNOVATE

In this fun and engaging session, every leader got five random playing cards—the tools they would need to play “Personality Poker.” But, these weren’t just any playing cards. Each card had a personality trait, like “creative,” “analytical,” “organized” and “empathetic,” and the goal was to build a hand that perfectly describes you as a leader.

What we learned:
- Our natural tendency is to surround ourselves with people who are similar to us. In organizations, this is great for efficiency—but it kills innovation. The people who are most unlike us are the people we need the most.
- The goal of innovation is relevance. The key to innovation is complex formulation and solving.
- Innovation is an end-to-end process that starts with an issue, problem or opportunity and ends with the creation of value.
- You need to make sure that your team is playing with a full deck—that is, a nice balance of different styles and personalities!

Elise Roy | INNOVATE

As a lawyer, Elise Roy was always advocating for people with differing abilities to reach the equality bar—to be treated the same. As a designer, though, she realized that differing abilities is one of the most valuable tools in the innovation process. Elise Roy asked us an intriguing question: “What if we design for disability first?” Elise is a passionate proponent of the notion that when we design for disability, we often develop solutions that are better and more inclusive than when we design for the norm.

What we learned:
- Difference, whether in ability, cultural background, race, or sexual orientation, is what makes us thrive.
- We need to shift our thinking about the value of those with differing abilities. This group, which has been traditionally excluded from the innovation realm because society is so used to designing for the average, has proven to be one of the most valuable assets in the innovation process.
- Look to difference in order to stimulate new thinking and develop ground-breaking innovations.
Michael Bungay Stanier | ACHIEVE

Michael Bungay Stanier, Founder and Senior Partner of Box of Crayons, knows that coaching is a foundational skill for every manager and leader. With humor and wit, he offered us five essential questions to kickstart in-the-moment coaching.

What we learned:
- When leaders make coaching an everyday way of working, they create more focus, more courage, and more resilience.
- Coaching = work less, more impact
- We think that the first challenge that shows up is the real challenge, and it almost never is. Ask yourself: What is the real challenge here?
- To be an effective coach, you need to understand how people learn. The most powerful learning mechanism is to have people reflect on what just happened.

Ram Charan | ACHIEVE

The best way to avoid becoming obsolete? Actively search out new ideas. Ram Charan shared that you need to be driven to search out new ideas—and then select the best ideas and execute on them. In doing this, you build your mindset to be ahead of the curve.

What we learned:
- Excellent leaders understand their goals clearly, and if they are unable to meet their goals, they find the causes—not excuses. (And they don’t wait until the eleventh hour to ask for help!)
- The greatest measure of leadership is what you leave behind: people, decisiveness in the organization, speed of decisions and innovation. You’re not only delivering numbers—you’re leaving behind what you develop in terms of the organization. One example of this? Steve Job’s legacy and Apple’s continued success.
- Get rid of your insecurity: Recruit people who are better than yourself, and nurture and grow them. People are your multiplier.

Mark Hannum & Mark Van Tine | BECOME

How do we maintain the courage to do the “right thing” every day, even in the face of difficulty? During an insightful joint session, Mark Hannum, Senior Vice President of Research and Development, Linkage and Mark Van Tine, former CEO, Jeppesen; former Digital Aviation VP, The Boeing Company, shared insight into the lifelong, internal journey of becoming a leader.

What we learned:
- Your personal “why” must sync with the organizational “what for.”
- As we grow in seniority, maturing from role to role through phases in our career, our perspectives on situations and leadership dilemmas shift. This progression requires us to evolve and mature internally and discover our own personal state on why we lead.
- Leadership is the art of getting others to work toward a shared goal.
- Leadership is a social relationship—it is about breaking the status quo. Leadership takes courage.
Last summer, Sean Kavanagh changed his views on leadership, presence, and risk—the work he has been focused on for much of his professional career. The reason? He was hit by a truck during his bike ride to work, suffering multiple, life-threatening injuries. Through the following year of slow and steady recovery, Sean learned what was really important to him—personally and professionally—and it completely changed his thinking.

What we learned:

- Be brave about the person you want to be. Have more courage to take the risk of falling. And, encourage your team to risk falling.
- Don’t be a helicopter leader! Provide growth opportunities for the next generation.
- Becoming a leader is the ability to connect with the head and the heart of another person.
- Leading and healing are the same thing! Learn from your falls so you can inspire and engage others to take risks, innovate, and achieve.
- Rethink what you know. PTSD = Post-Traumatic Self-Discovery

Purposeful, powerful leadership requires us to tap into our authentic selves with courage, commitment, and clarity. Leadership starts with what we think and feel—and the two are always intertwined, explained Carla Harris, Vice Chairman, Managing Director at Morgan Stanley.

What we learned:

- We must have the courage in our leadership to be our authentic selves and also speak truth to power, even when it’s risky and difficult.
- When we become dedicated to our people—honoring and building diversity, empowering others and offering transparency—we become transformational leaders who can transform our organizations.
- Clarify what our impact should and could be in our world. Then, leadership becomes an act of serving something else—or someone else—before ourselves.

As part of his presentation of the Warren Bennis Leadership Award to Sir Andrew Witty, Sam Lam asked us to consider three things: Some things don’t seem to change. Some things are always changing—and some things don’t seem to be reversible. It is the clarity that leaders bring to the table that allows them to thrive.

What we learned:

- Get ready: Real leadership development happens after GILD, when we’re back at work.
- As leaders, we must maintain a high degree of clarity in our heads. We must keep our hearts in the right place. We have to make sure our hands are steady—and, in these difficult times, we must keep them clean.
- When we come to the table, we have to make a conscious effort to control our bias.
Sir Andrew Witty | WARREN BENNIS AWARD WINNER

Sir Andrew Witty received the 2018 Warren Bennis Award for Excellence in Leadership. Established by the Linkage team in 1999 to honor Professor Warren Bennis’s legacy, this award recognizes leaders who demonstrate courage, endurance, capability and success in their fields and are an inspiration for current and aspiring leaders.

“We are thrilled to recognize Sir Andrew Witty with this prestigious award,” said Sam Lam, CEO of Linkage Asia and Chair of the Warren Bennis Award Committee. “He is a remarkable leader characterized by his broad reaching impact in healthcare globally and by his success uniting populations around a common purpose for the greater good of mankind.” Click here for the full story.

Julia Gillard | PURPOSEFUL LEADERSHIP

“I felt the weight of being the first woman to do the job.” Julia Gillard, former Prime Minister of Australia shared her story of leading change and what she learned about herself—and the world around her by standing up for what she believes in the face of adversity. She encouraged us to think about our own bias—and the assumptions that we make based on someone's gender and race. She shared leadership advice that has helped guide her.

What we learned:

• Be clear about your sense of purpose. Sit down and write down what’s important to you. On the worst days, get that piece of paper out.
• Develop a strong sense of self. Don't contract your sense of self out to other people. Don’t get on the rollercoaster. Think very deeply about how you will protect your sense of self.
• Balance the struggle between the urgent and the important. Carve out time away from your devices to work through the things that are truly important. Spend time focusing on the important, not the urgent.
• It pays to be scanning the far horizon. Navigate the future of your organization.

Richard Leider | PURPOSEFUL LEADERSHIP

Richard Leider helped set the stage for the final step in our leadership journey—sharing invaluable words of wisdom and practical tools to help us think about our own purpose as we depart GILD. Compassion is the soul of purpose—We have to be present and feel it before we can activate it at the deepest level. He reminded us that self-awareness and self-leadership are practices. The two most important days of our lives are: 1) The day that we are born and 2) The day that we determine *why* we were born.

What we learned:

• Purpose is a practice; it is our choice. Make conscious moment to moment choices to lead your life.
• We’re always practicing something—knowledge is only rumor until it’s in the muscle.
• Life lessons: Find your flow. Hold the center. Unlock your purpose.
• Purpose check-up: On a scale of 1 to 10, ask yourself these 3 questions: 1) Do you love your work? 2) Are you using your gifts on something that you feel interested in? 3) Is where you work a good fit for you?
Nando Parrado suffered a death-defying feat: his rugby team’s plane crash in the Andes Mountains in 1972 and the ensuing two-and-a-half month period before being rescued. What did he learn? What decisions did he make in the moment? Nando’s deep and moving recount of the decisions made and the destiny that lay before him remind us to live in the present, to be decisive and not hesitate, and to complete the goals we set, however simple.

What we learned:
- Open your eyes and see what is before you, and not what you’d like to see.
- Realize what is most important.
- It’s not the number of breaths you take, but the moments that take your breath away.

Read more about Nando’s personal account of the story.