

# **“Boost Your Leadership IQ: How to Successfully Transition from a Technical Contributor to a High Performing Leader”**



**Rice Global E&C Roundtable Forum**

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# Follow Up Resource Support Available

*Resources Available to you: Keynote Business Speeches, Workshops, Staff Development, Consulting and Coaching...*

- *Technical Expert to Leader Workshops*
- *The Management of Change*
- *Employee /Organizational Surveys*
- *Organizational Development*
- *Talent Management Planning*
- *High Performance Team Building*
- *Meeting Facilitation*
- *Organizational Transformation*
- *Staff Development*
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- *360 Multi-Tier Feedback*
- *Building Trust with Customers*
- *Communication Training*
- *Voice of the Customer Feedback*



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*"Getting to the Heart of your Business Success."*

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**"I Work with Companies and Leaders Who Want to  
Increase Organizational Performance, Leadership  
Effectiveness and  
Successfully Manage Change"**



## **Mark Hordes** works with companies to help transition technical contributors to high performing leaders

A former partner with a "Big Five" management consulting firm, Mark has successfully led global people and leadership development engagements for clients such as Bentley Construction Systems, SADARA, GE, KBR, Chevron, Hoechst Celanese, Shell Oil, Baker Hughes, Blue Star/China, Tasnee, ConocoPhillips, Schlumberger, Tenneco, Dow, ABS, Sea Land, American Express, FASA Renault, Holiday Inns World-Wide, SABIC Europe as well as clients in Europe, Middle East, Mexico, Asia, China, Scandinavia, Africa, South America and Canada

Mark is a "Leadership Development Thought Leader" founder and former managing editor of the *Organizational Excellence Journal* (OEJ) an electronic Leadership Development newsletter with a subscriber base of over 20,000 monthly readers. He is a sought after "key note" business motivational speaker, management consultant, and co-author of the best-selling business book: *"S-Business: Reinventing the Services Organization"* published by:

Select Books, New York, New York.

Mark has been profiled in the media and press, *"The Houston Business Journal: "Face to Face with Mark Hordes"* and frequently appears as a guest business contributor to *The Houston Chronicle* as well as interviewed on radio and television.

A graduate of the University of Houston with a BS degree, he holds an MBA and MS in Human Behavior from Aurora University, as well as a Diploma with Distinction from The American Graduate School of International Management, "Thunderbird" where his focus was on Global Leadership Development and Cross-Cultural Management Training.

In 2014, Mark was a "Who's Who in Energy Training Honoree" from the Houston Business Journal



*"Getting to the Heart of your Business Success."*

# It's Hard to Find: Workers with Soft Skills...

*\*August 31, 2016 Business & Tech edition\**



**“ Companies across the U.S. Say it is becoming increasingly difficult to find applicants who can communicate clearly, take initiative, problem-solve and get along with co-workers”**

**“Companies are beefing up training programs in soft skill areas....you have to be able to work in teams, and can't be the general of your army.”**

**“In a WSJ survey of 900 Executives last year indicated that 92% felt that soft skills were equally important or more important than technical skills.” And 89% said they were having a difficult time finding people with these attributes.”**

**A 2016 LinkedIn study indicated that the most sought after soft skills included: the ability to communicate, #1, followed by the capacity for teamwork, punctuality, critical thinking, social savvy, creativity and adaptability”**

# With Which Symbol and Picture Do You Most Identify?

**Athlete**



**Visionary**



**Coach**



**Technician**





# High Performing Leaders Utilize all of these Behaviors!



## **Athlete**

**Competitive**  
**Personal power**  
**Endurance**  
**Pace Themselves**  
**Fair**  
**Encourages Others**  
**Likes to "Win"**



## **Visionary**

**Innovator**  
**Not Intimated**  
**Agent of Change**  
**Unconventional**  
**Future Possibilities**



**Coach**  
**Compassionate**  
**Team**  
**Boundaries**  
**Listens**  
**Communicates**  
**Shares Learnings**  
**"Shoes"**



## **Technician**

**More is Better**  
**Data**  
**Knowledge**  
**Details**  
**"Truth" Quest**  
**Risk Management**

# Increase Additional Behaviors from your Technical “Core”

**Athlete**



**Visionary**



**Coach**



**Technician**



# Once Upon a Time: A True Story!

Tom is a Senior Engineer with a Global Engineering and Construction company, with an outstanding track record of performance working across multiple projects for 8 years. His performance reviews indicate a professional who is “technically gifted”, and is able to work on all sides of the global projects value chain.

As a result Tom was promoted to the Head of the Company Operations Team, with 10 direct reports and 225 staff. However twelve months later, Tom is failing as a Leader. Feedback from his boss and peers indicates his need to manage stakeholders more effectively, inspire a high performance team, think strategically, manage change effectively, coach, and improve his relationship, trust building and communications skills, especially his approach to Leading and Managing people.

The only bright spot in these 12 months is that Tom has now understands that what got him to this point in his career won't really help him move forward to becoming a high performing Leader!



***What does Tom need to do going forward to change failure into success?***



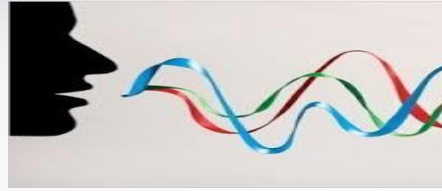
# Can a Leader Be Too Competent?

(Source, Eric Verzuh Blog/Project Team Leadership/The Versatile Company)



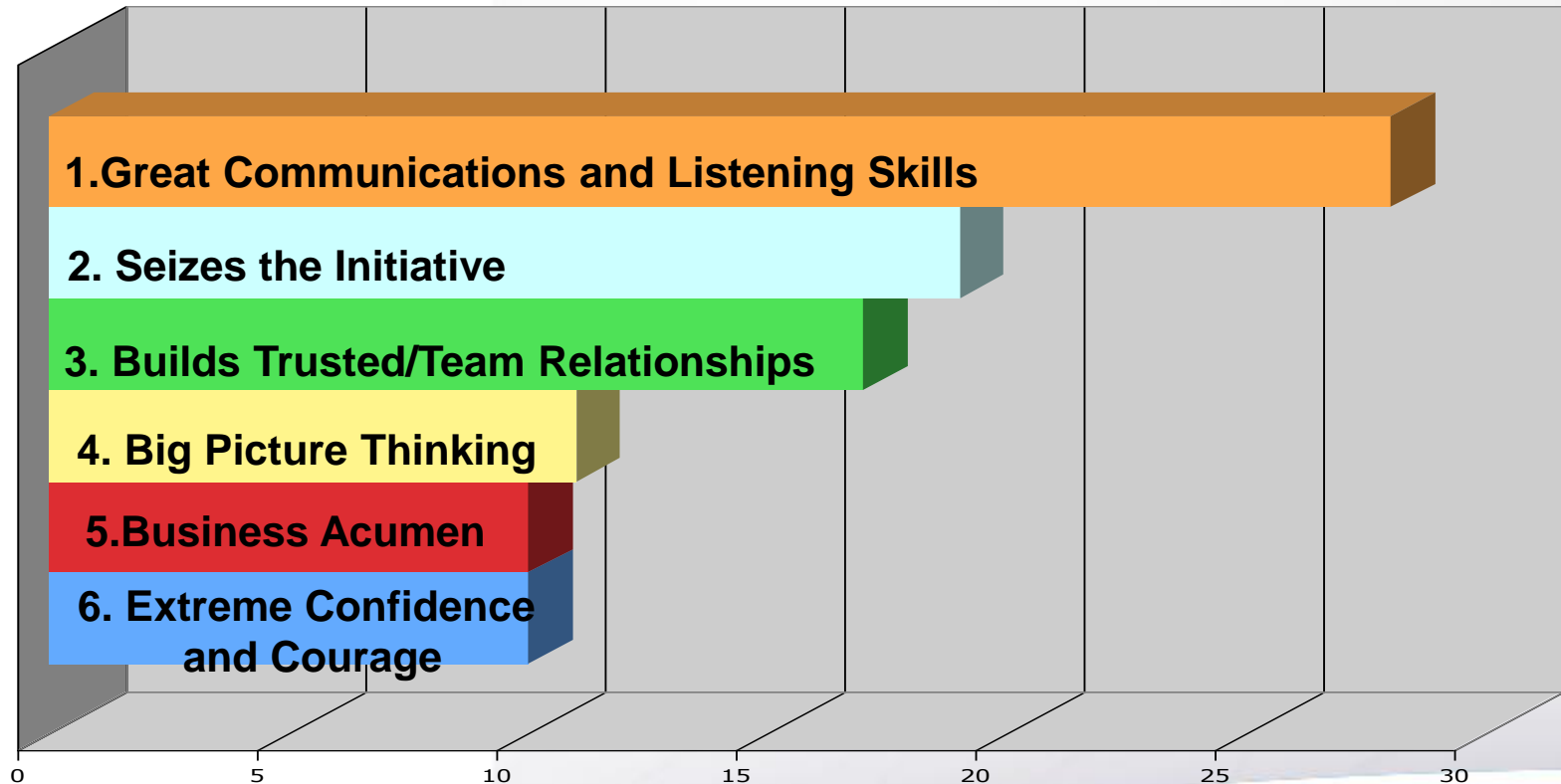
1. Correct your team members in front of your management or customers?
2. Make all the small decisions, as well as the big ones?
3. “Roll up your sleeves” to help out, causing a team member to stand aside and watch you do the job?
4. Make last minute decisions that make little improvement but causes the team to react in a panic?
5. Publicly over-ride the plan of a second-in-command?
6. Always feel you are right.
7. Fail to engage and inspire your team to be their best.

## Recent Research –



# What High Performing Behaviors Do Your Top Leaders Exhibit That Your Average Performers Don't?

MHMC Research based on 103 companies 2015 - 2016



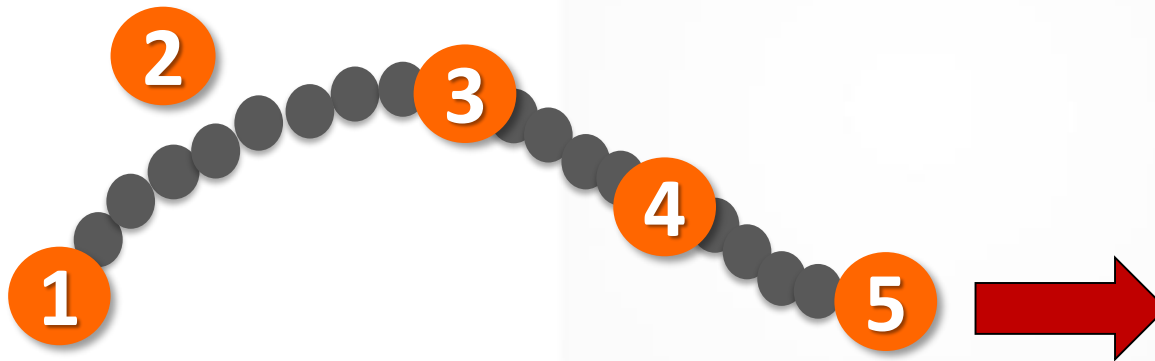


***“What E&C Leaders say are the critical attributes?”***

- Provides Direction
- Is a “Trust Builder” Not a “Trust Buster”
- Leads Courageously
- Fosters Teamwork
- Champions Change
- Coaches and Developing Others
- Motivates People
- Stays Positive
- Acts with Integrity



# Technical Contributors Path to Becoming a High Performing Leader Involves 5 Steps



**Understand your  
Leadership Potential through  
Self-Assessment**



# Leadership Self- Assessment



## Rating Key

*1 = I do not possess this attribute or do this skill well at all*

*2 = I seldom possess this attribute or do this somewhat well*

*3 = I possess this attribute or do this skill very well*

- |   |   |   |   |
|---|---|---|---|
| 1. I enjoy creating success for others.   | 1 | 2 | 3 |
| 2. I initiate trust-based relationships.  | 1 | 2 | 3 |
| 3. I take a stand for my values.  | 1 | 2 | 3 |
| 4. I prefer to work on tasks with a team vs.individual.                               | 1 | 2 | 3 |
| 5. I motivate others to embrace change.   | 1 | 2 | 3 |
| 6. I consider myself a coach to others.   | 1 | 2 | 3 |
| 7. I can switch from tactics to strategy easily.                                      | 1 | 2 | 3 |
| 8. I challenge others to make right choices.  | 1 | 2 | 3 |
| 9. I can make tough decisions regardless of people's approval or potential rejection. | 1 | 2 | 3 |
| 10. I inspire and provoke others to excel.  | 1 | 2 | 3 |

**TOTAL SCORE =**

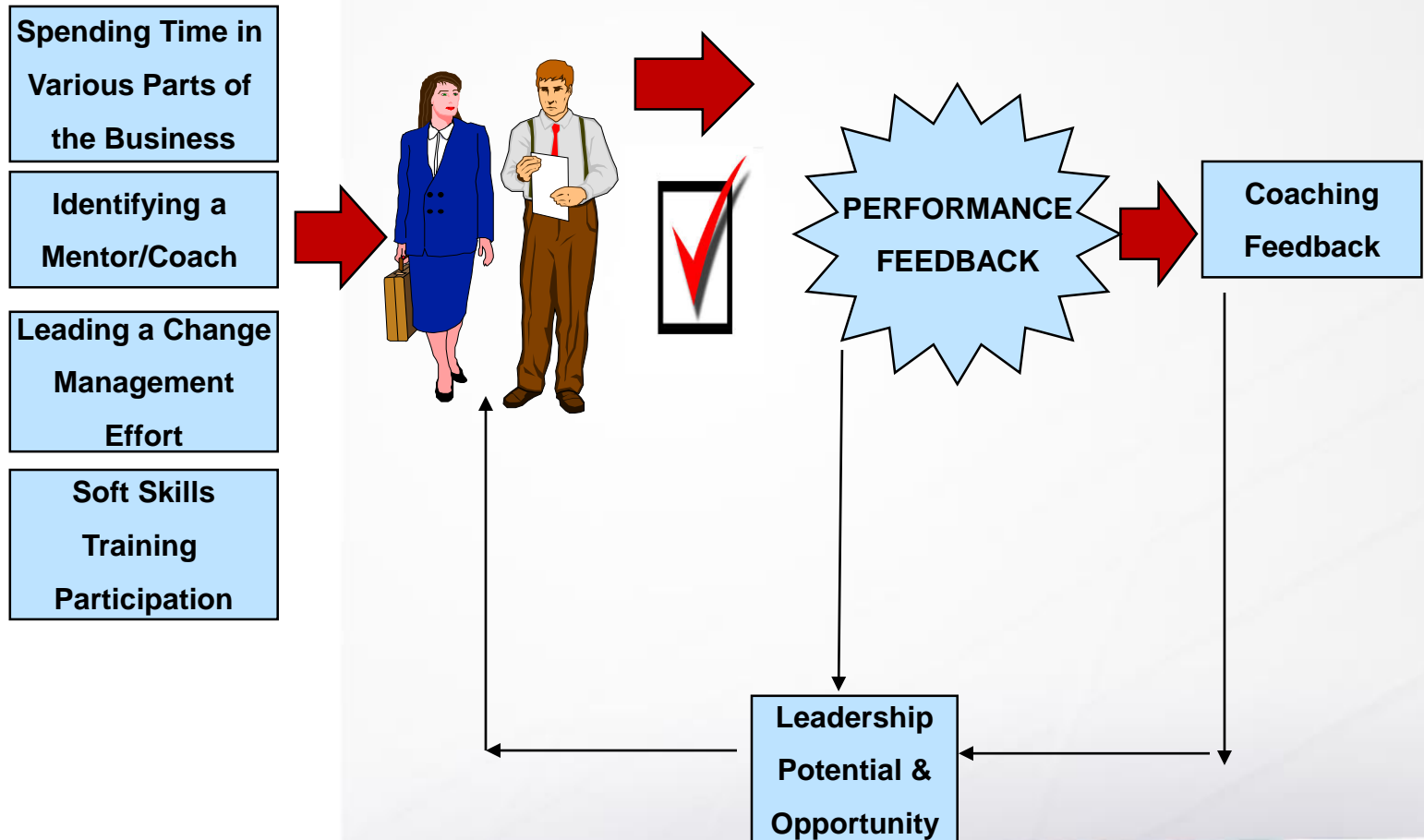




# Technical Contributors Path to Becoming a High Performing Leader Involves 5 Steps



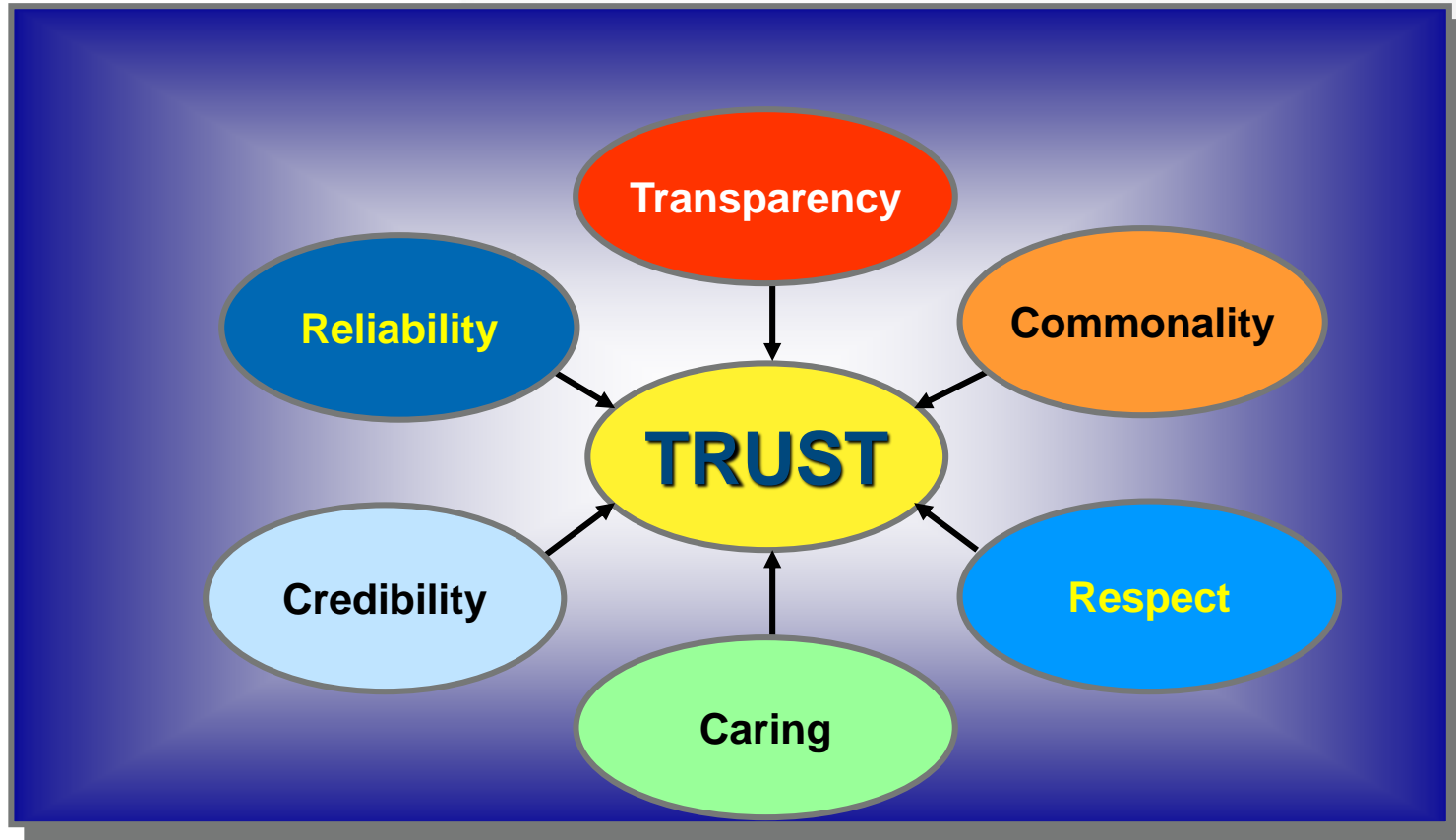
# Broaden skills and abilities through a non-traditional career path...



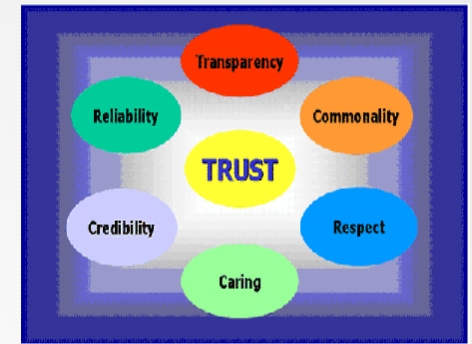
# Technical Contributors Path to Becoming a High Performing Leader Involves 5 Steps



# The Six Builders of Trust Based Relationships




# Making Trust Real...



- Commonality: **Shared Experience** - I can relate to this person
- Credibility: **Words You Use** - I can trust what they say about
- Reliability: **Actions and Path Forward** - I can trust him/her to do
- Transparency/Honesty: **Emotions** -I feel comfortable discussing this
- Caring: **Motives and Empathy** - I can trust him/her cares about me or us
- Respect: **Held in Regard** - This person sees me as an equal





**I've been thinking about what you said, and I feel that a less complicated alternative is what is needed now.**

**My son plays on the Blue Devils soccer team too.**

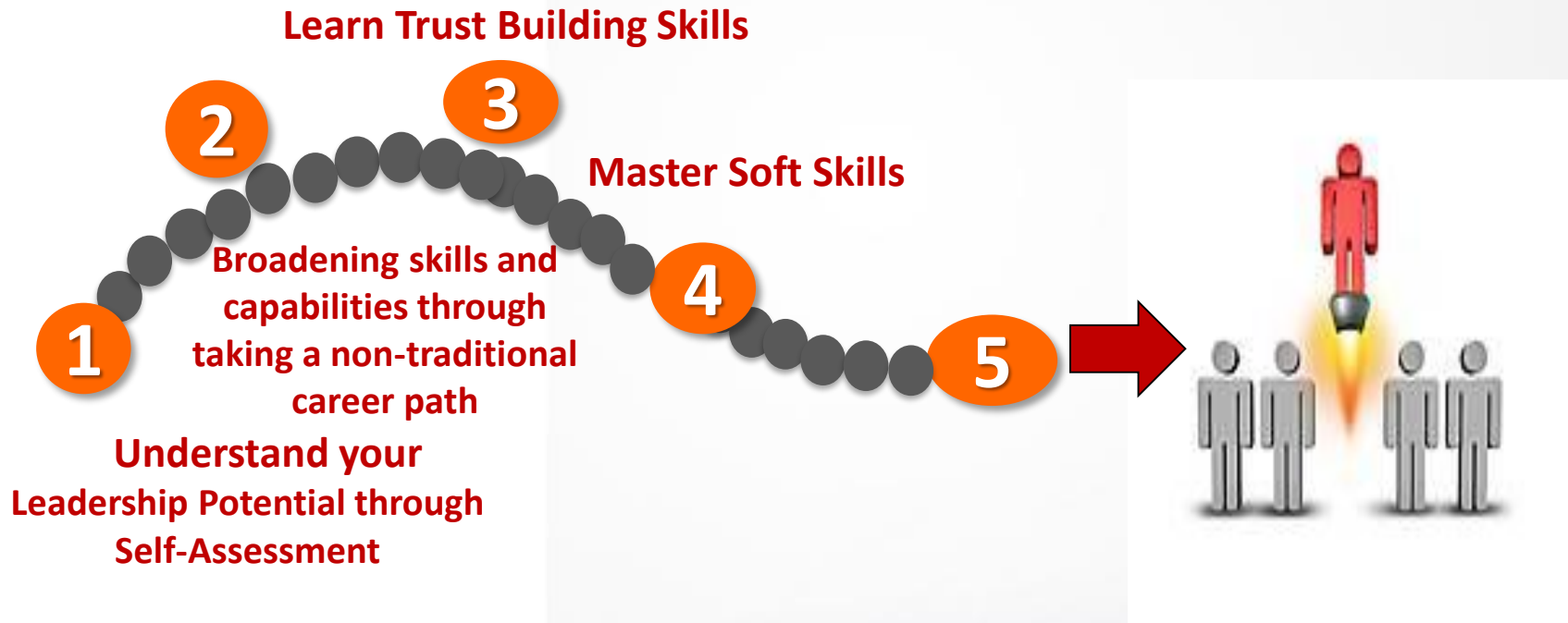
**I appreciate the ideas you are sharing, can we talk about the pro's and con's of each idea?**

**I'm empathetic to the situation our team is in. Let's brainstorm ideas.**

**Can I share with you some lessons I have learned with other global E&C projects I have worked on?**

**As promised and committed, today I will share with you our goals, objectives, priorities and targets for the year.**

# Technical Contributors Path to Becoming a High Performing Leader Involves 5 Steps

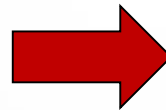




# **What Do People Love Most, More Than Anything Else in the World?**

# What do People Love Most, More Than Anything Else in the World?

***"Anyway enough about me, let's talk about you, what do you think about me?"***



**A Leader Always Listens, and Asks  
the Right Questions!**

# Technical Contributors Path to Becoming a High Performing Leader Involves 5 Steps





# Frame Shifting: What's Changing and Why Does it Matter?

## Old Assumptions

- Leadership identifies and drives changes
- Experienced players are the most important and innovative leaders
- Baby Boomers run our (traditional organization and are the source of key ideas)
- Formal networks are the way decisions are always made and executed
- Mature legacy systems are sustainable
- Customer loyalty and retention is assumed
- Social and consumer trends are only for entertainment

## New Assumptions

- Everyone understands change management and is a change agent
- Smart millennials can be the most innovative and important for change leadership
- We have to take advantage of each generation's strengths to be high performing
- Informal networks are now even more important than the formal networks
- Ubiquitous information, sensors, Cloud, access, digitization and integration is priority
- Global connections, instant chat rooms, social media and competition has intensified

# Technical Contributors Path to Becoming a High Performing Leader Involves 5 Steps



## Final Thoughts...

1. Technical Skills Alone Don't Always Lead to Being a High Performing Leader,
2. Transitioning to Leadership Often Requires Taking a Non-Traditional Career Path,
3. There is no Substitute for a Self-Assessment,
4. Building Trust takes Time to Evolve, but can be Lost in an Instant, and Hard to Recover,
5. The Pathway to Becoming a Leader Requires 5 steps,
6. "Soft Skills" Knowledge and Competencies are Important Strengths to Acquire,
7. Learn to Manage Change, or Change will Manage you,
8. Be Aware of What is Changing in the World of Work,
9. Two Ears, One Mouth, you Get the Point!
10. Live the Ideal Leader Attributes.

# The Ideal E&C Leader Attributes!

- Genius of Einstein
- Vision of Jefferson
- Strength of Superman/Superwoman
- Patience of Gandhi
- Communications Skills of Roosevelt
- Creativity of da Vinci
- Magnanimity of Sister Teresa
- Ambition's of Hillary Clinton and Donald Trump, and,
- The Conviction of Churchill--never, never give up!



**Thank you for your participation and attention!**