



Balkan Security Network

What differentiate the best leaders of innovation

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Introduction

Boško Nektarijević

- **BBA** - Bachelor of Business Administration - Paris, France '99
- **MBA** - Master of Business Administration
- **Solvay Business School - University of Brussels '02**
- Executive education at **Harvard University, USA '05**
- Master programs at **Boston University** and various other trainings..
- Training reform leaders since 2002 in leadership, cross cultural negotiations, project development, project proposal writing, etc.
- Principal designer of many educational programmes for over 6000 managers from business, government, academic, and NGO sectors ..
- Founding member and management consultant at **BSN**
- **Expert for EU programmes and funds at RAREI**



What differentiate the best leaders of innovation presents briefly conceptual models, tactical approaches, and self-assessment tools to help you understand political dynamics as they unfold around you and develop your own impactful influence style.

By focusing on specific expressions of power and influence, **on personal, organizational and system levels** gives you the opportunity to observe its effective - and ineffective – use. Especially to raise awareness about necessary methodologies.

This subject matter will introduce also difficult ethical questions. By design, this presentation should challenge you to define for yourself what will constitute the ethical exercise of power and influence in your life.



Reality and idiosyncrasies

- **How do we view our «leaders» in Serbia ?**
- **What is Leadership ?**



What is New ?

leadership ≠ authority

you can exercise leadership with or without formal authority

leadership ≠ personality

leadership can be learned

leadership ≠ power

not a role but an action

leadership ≠ knowledge

what you know is less relevant than what you don't know

leadership ≠ lone ranger

not about offering answers but about giving the work back

not Management as well ..

Leadership is a rare skill

everyone has leadership potential but minority develops it

Leaders are born and not made

the major capacities for leadership can be learned

Leaders are charismatic

Some are, most are not. Charisma is the result of effective leadership, not the other way round

Leadership exists only at the top of organization

We are all leaders ..

The leader controls, directs; manipulates

today it's all about aligning an organizations energies behind agreed goals



Leadership is taking action !

Mobilizing changes and adaptive behaviors

Mobilizing people to confront **difficult problems** in order to find solutions that **benefit everyone.**



What is Power ?

We define power as the ability to influence the outcome of events.

I have distinguished between power and influence. I shall use **influence** to mean the *use of power* (its verbal form), keeping **power** to mean the *resource behind* it.

Authority, on the other hand, is subjective; it is depends upon an **individual's perception of its rightness.**

The main challenge of Power is influencing Perceptions !

Leaders influence people perceptions, changing paradigms of the world and consequently changing people behaviours..



We are (Humans) are very limited !

The built in genetic program to stay alive, get relations and to develop, ourselves, Quick but superficial, Automatic , The master program written by our culture and family, Middle level Linked to early education, **Rules of automatic intelligence** , What is different is dangerous - What is beautiful is good - What is visible and permanent is important - What is not accessible is important - What is frequently repeated should be true...**The attention**-10 min attention span, not enough to reach the 20 min limit for high intelligence activation, **The memory** , Our short-term memory is too short (60 seconds) , And too small (6 information units) causing limited rationality.. **Language** , Natural language is often misleading .. For professional communication people use a controlled language .. **The emotions** , Stress can make You dumb, Emotional overreactions to life events can make You unhappy... **Decision making** , Human being are bad at decision making, We are bad natural statisticians, We are bad at evaluating risks, We are strongly influenced by the presentation of information, **We are quickly work overloaded**, We are slow, **Risk Appraisal**, We over estimate small but frequent risks, We underestimate major but rare risks, We over insure for small risks, We are under insured for big risks...



What differentiates the best leaders of innovation

on a personal level ...

1. They **work longer and harder**, they have a **great resistance to fatigue**
2. They have a **stable mind and morale**, they **resist stress**
3. They have a **strong motivation** often based on frustrations
4. They could **sustain a long concentration** and they have
a strong personal discipline
5. Their intelligence is above average in **memory, perception, calculation**

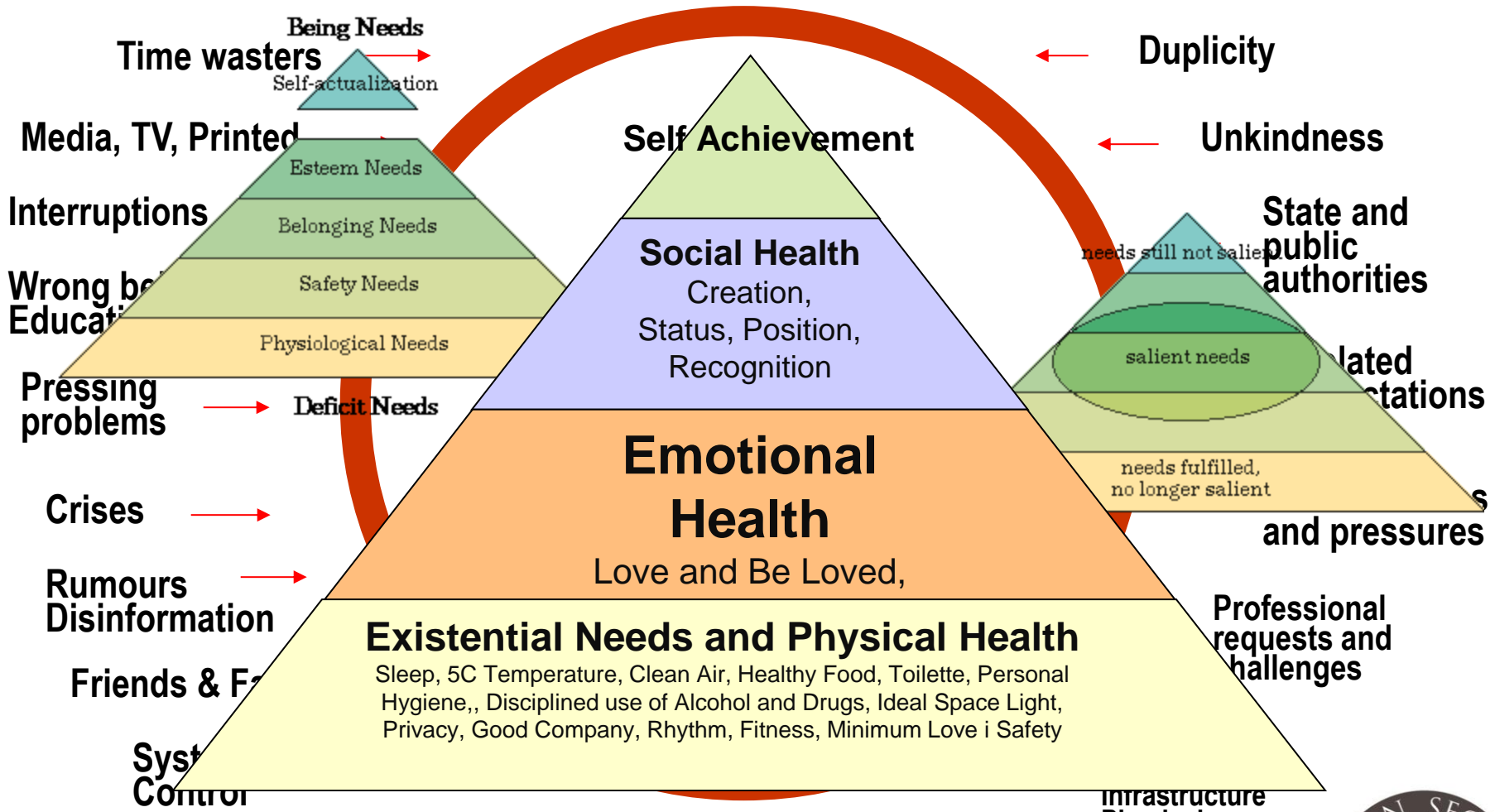


What differentiates the best leaders of innovation

6. They manage the **profitability of their time** carefully
7. They are **financially sound** and the **risks they take are managed**
8. They **have a «look» and a personal signature**, they manage their visibility
9. They **quickly build alliances with key people**
10. They **know what they should** know
and they maintain an excellent information system
11. They know **how to market and to sell their results**
12. They have a **personal strategy**, they **constantly differentiate from others**,
they try things and they change quickly
13. They **use scoreboards to monitor precisely** and frequently
their personal performance



Personal Immune System



Motivation Calculus = need silence x result expectancy x instrumentality
 And Personalities: contacts, co-operative, co-operative

Leadership is Dangerous!



How to improve your Intelligence ?

“the ability to keep a broad range of knowledge in mind as one makes the appropriate decision”

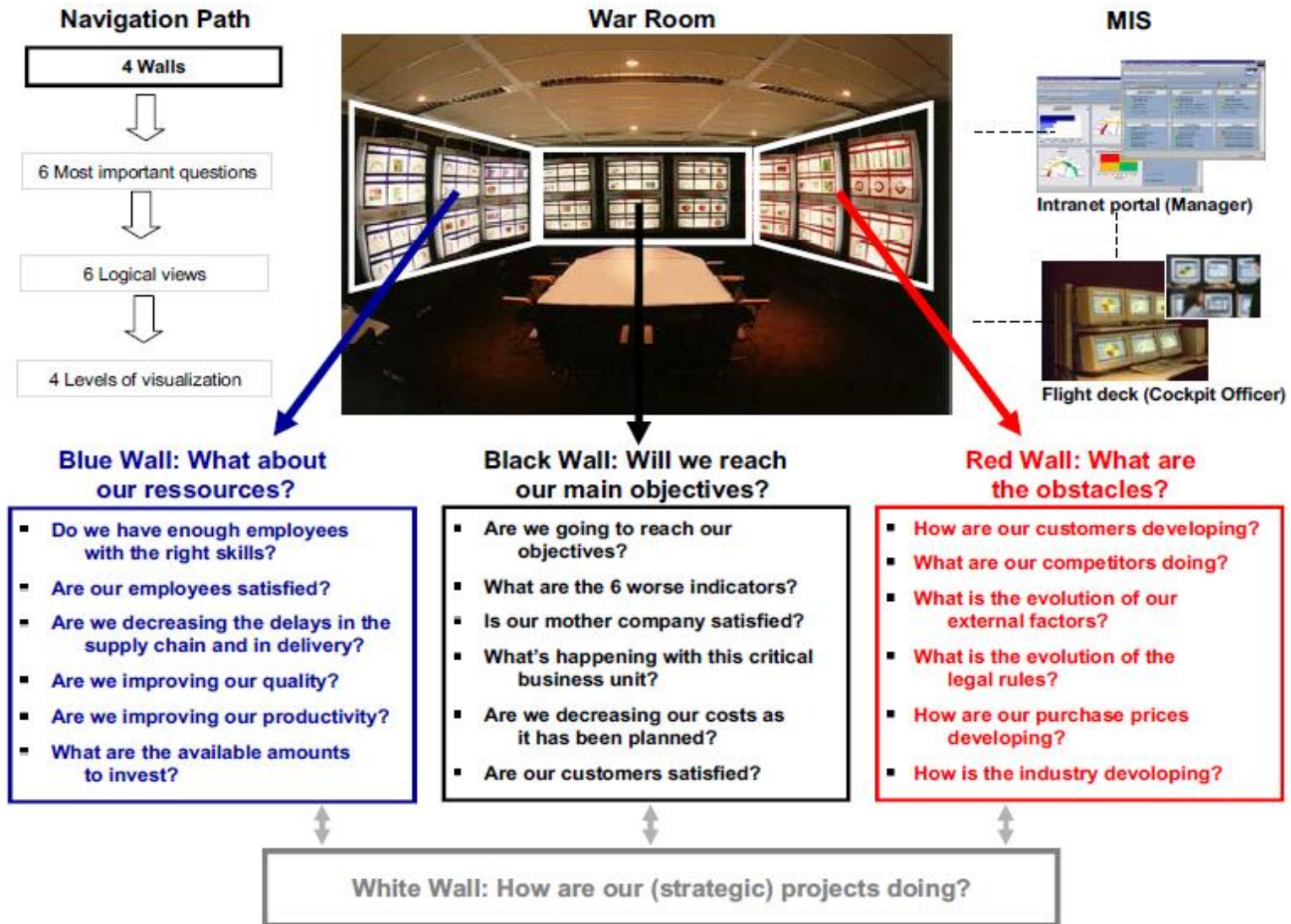
For a leader intelligence is a set of techniques :

- to reach the highest objectives!*
- using a minimum of resources!*
- facing the strongest obstacles!*

- by learning and adjusting quickly !**
And using following tools and techniques ..



Management cockpits and scoreboards

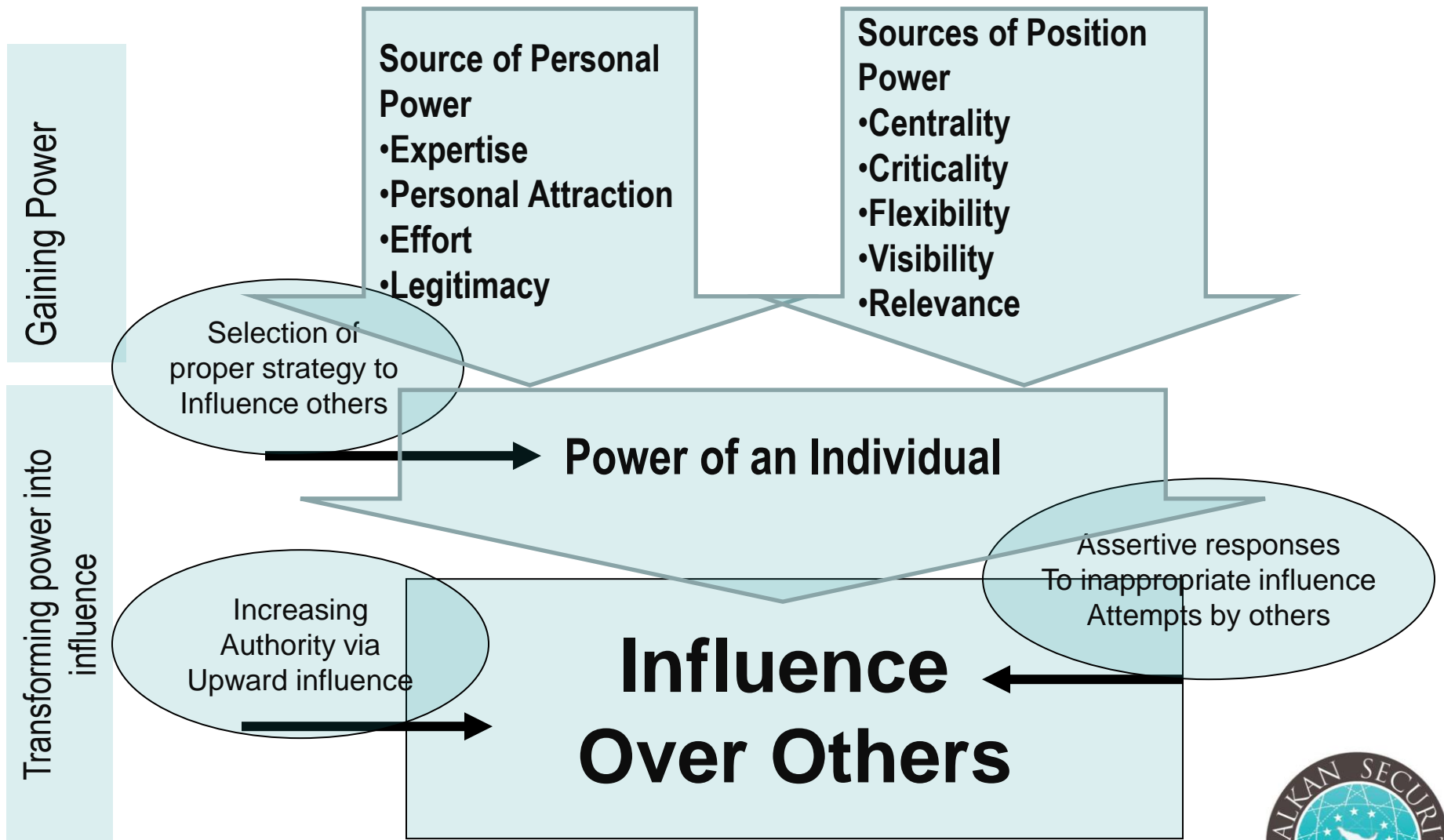


Examples of KPIs - Key Performance Indicators:

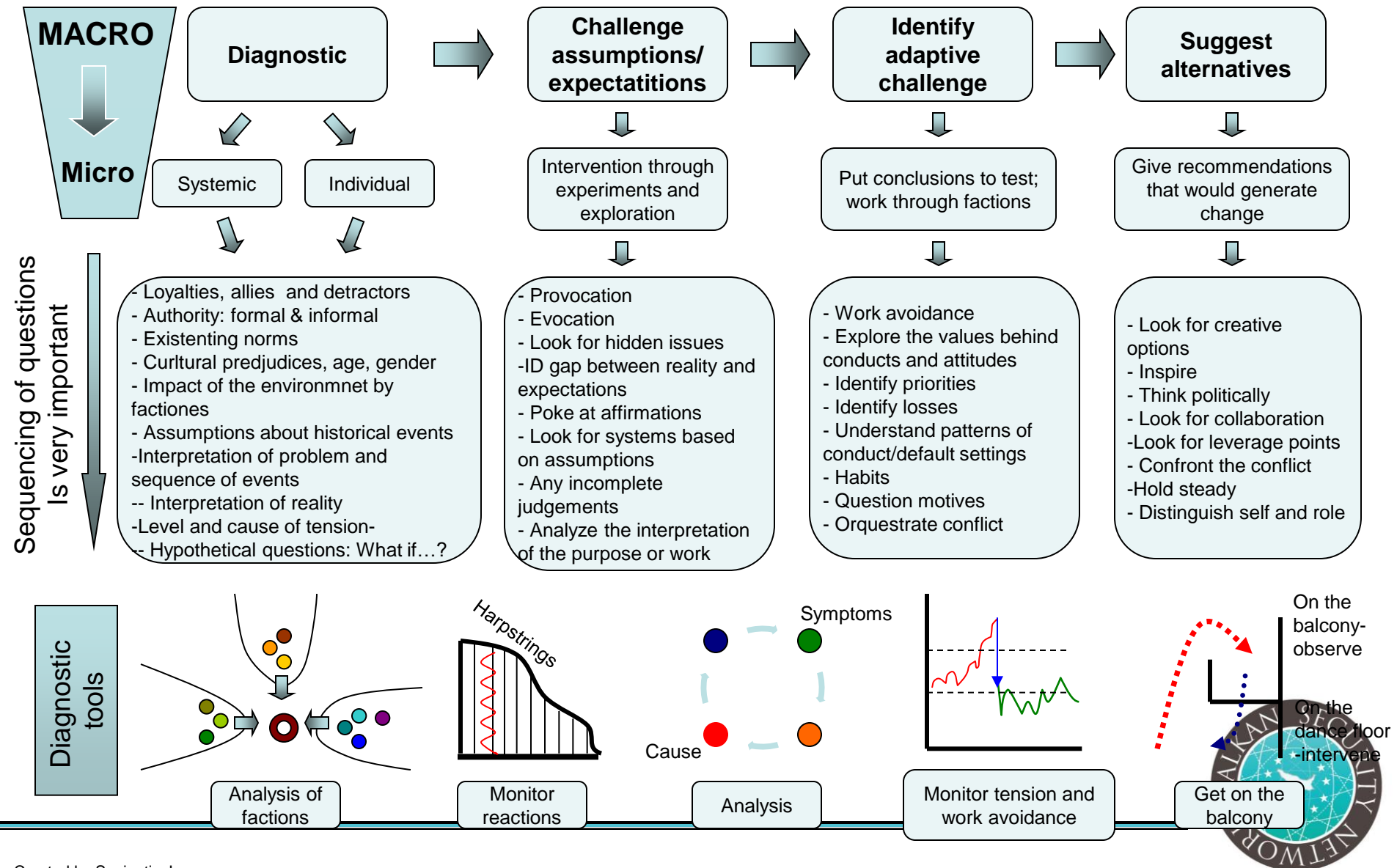
1. **Revenue From New.** The innovation spirit. Revenues from new events, services and products. Sales from new partners. Profits from new distribution channels. Incomes from new competencies. Means generated by new activities
2. **New customers.** Cash from new customers. The customer orientation. Number of sales people per market segment. New requests and registrations per employee or senior expert.
3. **Gains without investments** **The operational excellence.** Costs reduction from automation. Delays reduction from simplification. Costs reduction from using existing resources most effectively
4. **Return on major efforts and key resources.** The profitability orientation. Improve returns, profits, occupation rates... of most critical resources: cash, people, surfaces, technologies. Earnings per consultant / employee.
Return on investment
5. **People profitability ratio.** The employee orientation. . More autonomy for high potential employees. More accountability for the best employees. More budgets for top performere
6. **Endurance ratio.** The leadership attitude. Improve the status and deliverables of your most important change project. On time delivery for most important project. Budget deviance for most critical projects



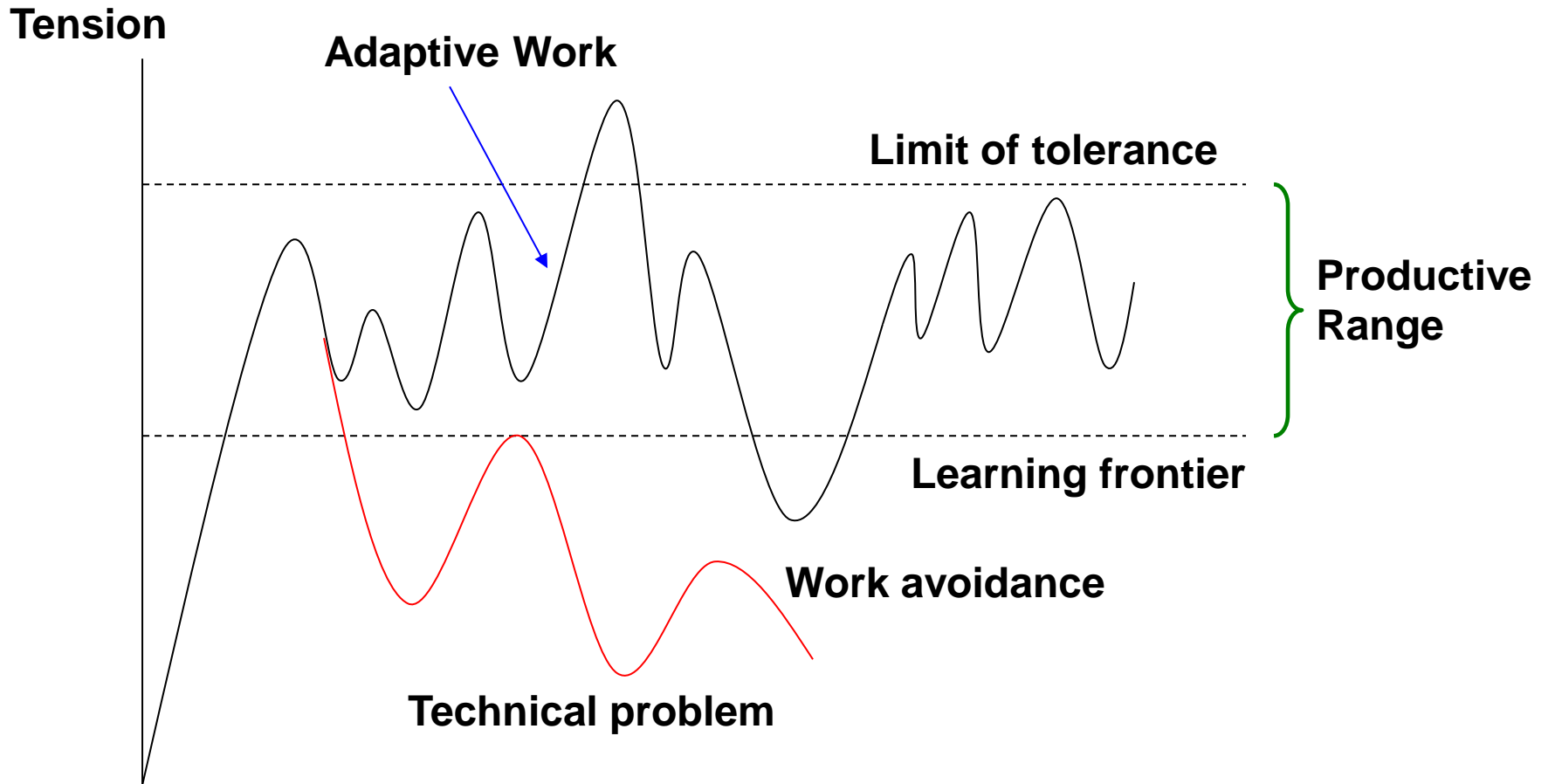
Increasing influence in organizations



Changing complex systems (i.e. government)



Adaptive Leadership - designing effective interventions



Heifetz, Leadership on the Line (2002); The Practices of Adaptive Leadership (2009)



Dangers

- To be **marginalized**, by being identified with the problem
- To be **seduced**, the group gives you the role of “important or special person in order to avoid doing the real work
- To be **distracted**, the group gives you so much work that your agenda is expanded and you lose focus
- To be **attacked personally**, the group distorts your vision and what you say



Questions and answers

Thank you for your attention!

Any questions? Email: info@balkansecurity.net

