



CIGRÉ U.S. Next Generation Network (NGN)

August 25, 2015



What is the US Next Generation Network (US NGN)?

The CIGRÉ U.S. NGN was established for young engineers who have begun to progress their career within the power industry.

- US NGN Membership

- Power systems industry experience of 10 years or less
- Students (FREE) or professionals (50% Reduction Young member)
- Become a CIGRÉ US NGN member
- <http://cigre-usnc.tamu.edu/membership>

- Provide opportunities for technical and personal development

- Networking opportunities
- Advance Technical Skills
- Collaborate with peers across US and abroad



Grid of the Future Symposium

October 11-13, 2015 Chicago, IL

NGN activities include:

- NGN Tutorial on Sunday, Oct 11 3-5pm “Building Capacity for Leading Change”
- NGN Dinner/Breakfast
- Technical Tour on Wednesday, Oct 14 8am– 12 of S&C’s Smart Grid and Frequency Regulation Demo Center





Join CIGRÉ!

Questions or suggestions?

Contact Diana Lee at

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Today's speaker



Stewart M. Ramsay

- Senior Partner with Vanry & Associates
- Over 30 years of experience in planning, engineering, operations, asset management and leadership in the utility industry and has consulted to over 100 utilities on 5 continents.



high performance executive counsel



AN ORIENTATION TO LEADERSHIP FOR NEW LEADERS

USNC CIGRÉ NGN, AUGUST 2015

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Flow of Conversation

- What do we mean by 'Leadership'?
- The Four Questions of Leadership – Five really
- Leadership Competencies – a sampling
- Questions and what's next?

Leadership Is The Collection of Practices By Which Human Communities Accommodate Change

- All living systems (individuals, organizations and communities) live in a tension between 'staying as they are' and adjusting to a changing environment
 - 'Staying as we are' is a strategy with a high survival value
 - If it has worked in the past, why change it?
- There is always a lag, or gap, between a living system's positioning to the environment and the new, current state of the environment
- In human communities, looking for, effecting, and maintaining this dynamic 'fit' between community and environment is the practice of leaders
- Though not often recognized as such, from this larger perspective leadership is as much a conserving as a disruptive activity

What Do We Mean By 'Leadership'?

Leadership...

Is		Is Not
Only voluntarily and freely taken up by an individual	→	'Claimed' or imposed by a leader or by his / her position
'Granted' by the people who are following	→	Order giving
A set of behaviors in action	→	An attribute, quality or set of mannerisms possessed by the person
'Other' centered	→	'Self' centered
Always occurring in human interactions	→	An extraordinary capacity of vision
A social phenomena: it transforms individuals into active members of a broader community	→	Generated by one person
About the success of the community as a whole	→	Is not an individual locus
Context or situation-specific	→	Granted across all domains of endeavor

Leadership is Generated in Language

- Leadership occurs firstly as an ‘assessment’
 - Is held internally, not ‘out there’
 - Is an assessment about an entity that acts
 - May be a person, an organization or other social entity: e.g.
 - Gandhi, Apple, the Greek civilization, etc.
- Leadership is a domain of action in and of itself
 - When a person performs certain kinds of actions, we call them a ‘leader’
 - When we observe these ‘actions,’ we say that leadership is occurring
 - These ‘actions’ are linguistic in nature: leaders speak and listen to the people they lead
- Through language, a new reality may be constituted
 - Creating distinctions, making declarations, building a narrative, etc.

What Do We Mean By ‘Leadership’?

Differences Between Leadership, Management And Coaching

What Do We Mean By 'Leadership'?

Leadership	Management	Coaching
Producing successful communities	Producing results	Producing competencies
Creating the vision	Manifesting the vision	Enacting / Embodying the vision
Declaring the goal	Achieving the goal	Commitment to accomplishment
Inspires	Controls / Organizes	2 way Honoring
Opens new possibilities	Coordinate existing action	Speaking & Listening for increasingly effective action
Focus on who we'll be in the future	Focus on what we do and how we do it	Practice, preparation and Learning in Action

A Closer Look at ‘Leading Teams’

- How we think about leading teams now:
- The requirement to lead teams is a matter of course in today’s business environment. Leading teams permeates our common sense and basic assumptions about how work gets done.
 - This is true from the CEO / President who is leading the executive team through the organization to an individual project manager or accounting supervisor.
- Courses and seminars are widely available and prevalent on team leadership. Methods and approaches vary widely.
- This is evidence that there is not a generally accepted approach for these core competences, nor an approach to learning them.
- Leading teams is most often approached as a set of techniques, a roadmap with checklists or based on the charisma of the leader to inspire those around him or her.

What is a Team?

- First, we recall that leadership is a phenomena that occurs within a community of people. It is not a title or a person.
- A 'team' is a community of people who have a set of ongoing conversations taking place within it.
- These conversations produce effective action and a commitment to maintain the community to fulfill its mission.
- A group of individuals put together do not make a 'team'. Even a group with much in common are not a 'team' unless they are having the set of conversations of a 'team.'
- Source: Dr. F. Flores, 1992

The Conversations defining ‘Team’

- Commitment to coordination action for the sake of a shared strategic mission
- Commitment to own the shared mission
- Commitment to fulfill a role in the team’s division of work
- Commitment to develop and carry on practices for anticipation
- Commitment to the team’s unity of command and to the political declarations of the team
- Commitment to produce trust and strong relationships
- Commitment to a mood for success in the mission
- Commitment to the team’s standards for assessment
- Commitment to the future of the company, the team and the people’s careers

Leadership of the Team

- The 'leader' of the team, of course, declares the mission of the team. However, this is not enough.
- The 'leader' emerges out of his/her commitment to the mission and from his/her competence in keeping people engaged in the conversations of the team.
- Leadership is visible when members grant the authority to lead the team toward the success of the mission. Managers are granted their authority by the institution in which they participate.

Leadership of the Team (continued)

- The leader need not be the ‘best’ or most competent in all the work of the team. The leader orchestrates a team that has strong competences overall for being successful.
- The primary ‘workflow’ is that the manager is the ‘customer’ to the team for the successful completion of the mission.
 - To this end, he/she assesses performance and keeps alive the conversations of the team.
 - Team members must be ‘willing’ performers, for if the members are assessing whether the manager is satisfying them or not, then the team becomes dysfunctional. The manager is not the leader and the mission of the team is at risk.
 - The ‘dual workflow’ does exist for the benefit of the team members, yet this is not the primary workflow.

The Phenomena of Leadership in Teams

- The manager declares the mission and is the formal or designated leader of the team - a role that emerges as he/she demonstrates their commitment to the mission and ensures the conversations of team are successful.
- Leadership will emerge from team members throughout the work in successful teams. A member may demonstrate strength in content competencies or in one / several of the conversations of team – for example, an individual emerges as always the one we can count on for keeping alive stronger relationships in the team.
- The opportunity is present for each of us to not only be responsible and accountable team members, but also to emerge as leaders within our team communities.

Other Claims About Leadership

- The practices of Leadership cannot occur in the absence of willing Followers
- The more capable the Followers, the more enabled is the Leadership
- Followers only go where they are confident it is in their best interest to go
- The quality of Leadership is assessed by Followers
- Sufficient trust is foundational to Leadership
- Leadership is intimately linked to 'Power'
- Leaders create new futures that are compelling for people
- Leaders bring MEANING to what has / is / will be happening
- Leadership is a learnable set of capabilities
- Language, emotions and the body are all relevant aspects for attention in developing Leadership competencies

The Competencies Of Business Leaders: Basics

- Leaders read the world
- Leaders declare a mission
- Leaders make alliances
- Leaders address other people's concerns
- Leaders appoint organization(s) and people
- Leaders commit to production
- Leaders take care of people's careers
- Source: Dr. F. Flores, Notes on Leadership, 1991

Foundational Competencies for Leaders

The starter set of skills

- Granting Legitimacy
- Listening
- Listening Concerns
- Building Trust
- Building Alignment
- Effective Coordination
- Appreciation

The Questions (Four Outward + One Inward) To Which Leaders Attend

- Who are we?
- Where is the world going?
- Who are we going to be in a world that is changing?
- What do we need to do to become who we want to be?
- How do I want to change myself?
 - What new capabilities must I demonstrate publicly and consistently to become both more effective and a better example in action to the people I lead?

Questions

- As a result of reviewing this material, do you see anything new about your leadership style and/or the way you and others relate?
- Can you articulate the benefits and costs of an autocratic leadership style?
- What situations are this style useful for? Less useful for?
- What current examples do you have where your leadership style has been successful? Less than successful?
- Do you have a new depth of understanding as to why?
- Are there challenges in front of you that you believe call for increased capability in your leadership?
- What level of time/energy and self-observation would you be willing to invest to cultivate greater flexibility in your leadership?