

# ***Leading with Intention and Integrity***

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*Maximizing performance*

James Johnson

# Leading with Intention and Integrity

## - Overview

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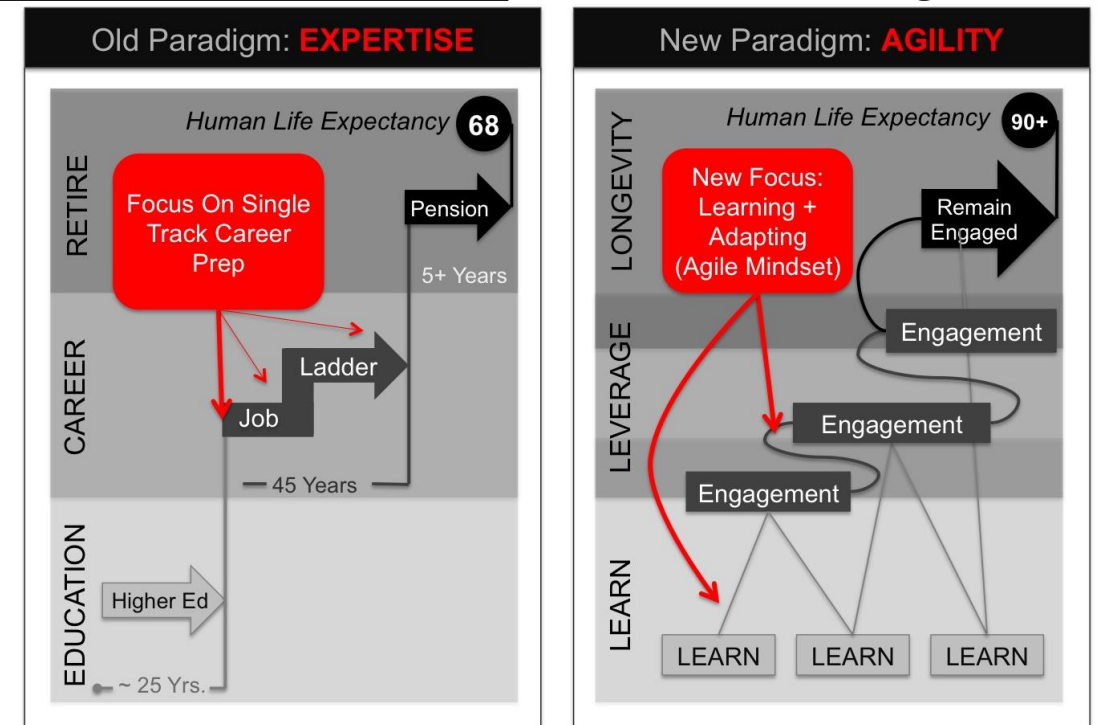
- Leadership Building Blocks (the DNA)
- Strategy (the Brains)
- Climate and Culture (the Heart)
- Trust and Integrity (the Soul)
- The Achilles Heel (the Ego)

# Leading with Intention and Integrity

## - Building Blocks (the DNA)

- ✓ **Expertise:** Skill & Knowledge
- ✓ **Energy:** Passion and Action
- ✓ **Fitness:** Physical, Mental, Emotional, Ethical
- ✓ **Experience:** Wisdom & Judgment

“In the future, those who continuously learn will continue to lead.” @heathermcgowan



How are we preparing Leaders with E2FE for this environment?

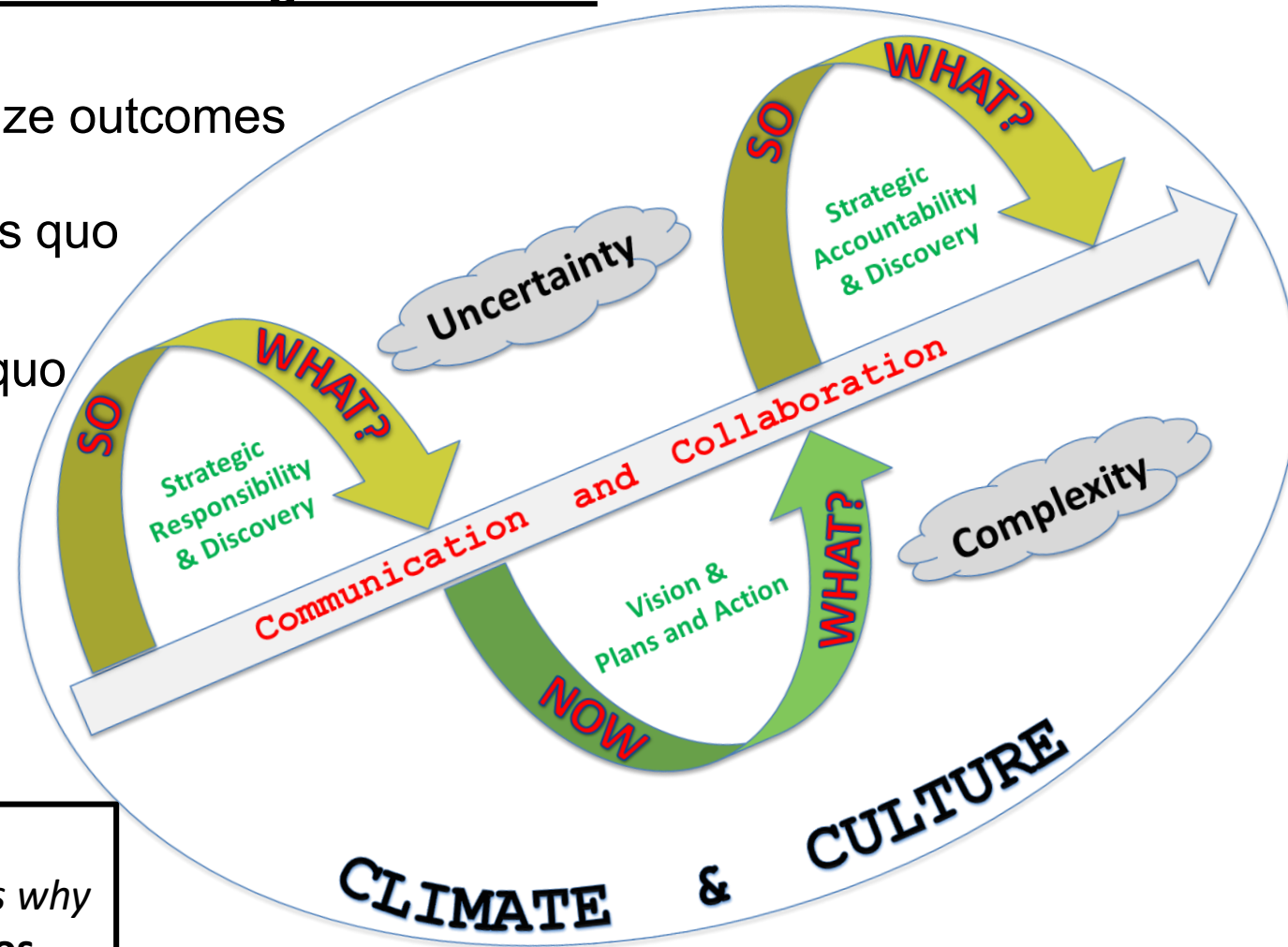
# Leading with Intention and Integrity

## - Strategy (the Brains)

### Leaders are Responsible & Accountable for Strategic Outcomes

- Strategic “So What?” “Now What?” maximize outcomes
- “So What?” (curiosity) challenges the status quo
- “Now What?” (strategy) changes the status quo
- Effective leaders return to “So What?”
- Communication & collaboration are core
- Climate & culture are too often overlooked

*“Day 2 is stasis. Followed by irrelevance. Followed by excruciating, painful decline. Followed by death. That is why it is always Day 1.” Part of a “So What?” from Jeff Bezos*



# Leading with Intention and Integrity

## - Climate and Culture (the Heart)

**Climate and Culture Encompass the Core of Emotions, Beliefs, and Values that Provide Energy in an Organization**

➤ **Climate:**

More temporary, subject to direct control and largely limited to those aspects of the social environment that are consciously perceived by organizational members -- **Surface level manifestations.**

➤ **Culture:**

The deep structure of the organization--rooted in values, beliefs, and assumptions held by unit members -- **Sufficiently complex to resist attempts at direct manipulation**

- **How is your organizations culture?**
- **How can you change it or sustain it?**

**Climate and Culture are Force Multipliers (positive or negative) and Require Deliberate “Care and Feeding”**

# Leading with Intention and Integrity

## - Trust and Integrity (the Soul)

### Trust and Integrity are the True Character in an Organization

#### **Challenges related to Trust within an organization:**

- Absence of productive interpersonal debates (requires interpersonal skills)
- Lack of vulnerability and accountability (requires acceptance of risk)

#### **Opportunities for building and sustaining Trust as a Leader:**

- Transparency and Collaboration (through deliberate communication)
- Continuous Feedback (formal and informal)

**If they don't trust you they won't follow you,  
and without followers you're just out for a walk**

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## - The Achilles Heel (The Ego)

### **Leadership Land Mines: catastrophic vulnerabilities**

**EXAMPLE:** “Senior military officials sanctioned for more than 500 cases of serious misconduct” (USA TODAY Oct. 25, 2017)

“This is another example of top (Pentagon) officials refusing to demand accountability and sweeping major ethical problems from commanders under the rug...” Sen. Gillibrand, Armed Services Committee

“There is often a sense of entitlement that can stem from bosses with eager-to-please staffs and some military leaders who view themselves as royalty, according to a former top military prosecutor.”

**What effect does this have on our organizations? On Civil-Military relations?**

# Leading with Intention and Integrity

## - Take-Aways

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- Expertise, Energy, & Fitness, & Experience are essential elements of leadership
- Strategic “So What?” “Now What?” questions are critical to the success of the Strategy
- Climate and Culture are force multipliers and require deliberate leadership attention
- Collaboration, Transparency, and Communication reflect integrity and inspire trust
- The Ego is a catastrophic vulnerability for all leaders

**The most successful leaders are intentional in their focus, concentrating on an Aim, Purpose, or Attitude toward an Outcome, while also being Consistent, Transparent and Accountable in thier actions.**