

THE LEADER'S MAP: WHAT LEADERS DO

When should I use this tool?

The leaders map provides a path to help leaders develop an agenda and implement change. Use this tool when you

- Want leaders to work together to lead change
- Determine the strengths and weaknesses of your personal or organizational leadership
- Want to determine where to put forth your leadership efforts
- Prepare for major organizational challenge
- Diagnose situations that may not be going as planned
- Establish a leadership agenda
- Develop others into better leaders

Tell me more about this tool

The Leader's Map

- Describes the work of the leader
- Shows what leaders should do during times of change
- Provides common language to facilitate the change process
- Provides insight for what leaders need to do when

Figure TLM1 shows the Leader's Map™

Deliverables

The Leader's Map shown in **Figure TLM1** suggests that leaders are responsible for three deliverables

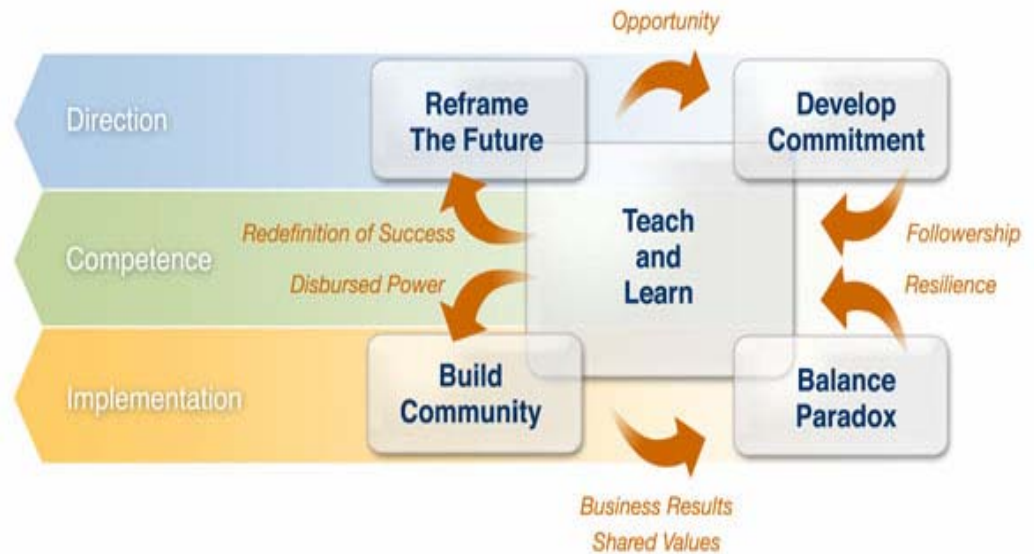
- **Direction:** Ensure the organization's future success by developing a vision and action plan that anticipates changes in the external marketplace
- **Competence:** Build the organization, leadership, and employee capabilities to achieve the vision
- **Implement:** Create the infrastructure and achieve the agenda established by the new direction

Figure TLM1. The Leader's Map

Leadership Challenges

The Leader's Map describes five universally experienced leadership challenges as described in **Table TLM1** below:

The Leader's Map



Challenge	Purpose
Reframe the Future	Establish a strategy that repositions the company to take advantage of its strengths, re-define relationships with key partners, revolutionize how the product is produced or delivered to customers, and create new products and services.
Build Commitment	Develop a critical mass of supporters who understand the strategy and will do what is necessary to succeed
Teach and Learn	Develop the leadership skills needed to move the organization forward. Build competence in people throughout the organization. Establish processes that encourage learning to undertake new challenges now and into the future.
Build Community	Create the infrastructure that enables people to work together effectively and accomplish the expected results.
Manage Paradox	Build in the mechanisms to manage the conflicts that naturally occur when reality collides with expectations.

Table TLM1. Description of the five leadership challenges

How do I proceed?

Step 1. Gather the leaders or form the appropriate group

1. Determine the purpose for meeting together.
2. Determine who the appropriate people are
3. Tell those assembled that the purpose of this exercise is not to evaluate the capabilities or contributions of one person, but to assess the overall effectiveness of the contribution made by all leaders on the group
4. Provide an overview of the Leaders Map to the group

Step 2. Determine where you are on the Leader's Map

You can now use the map to determine the strengths and weaknesses of your organization's total leadership. You can decide not only your strengths and weaknesses, but determine which of the five is the most critical to focus your attention. Here are three alternative methods, opinion, dialogue, and survey, to determine where your leadership is functioning on the Leader's Map™:

- **Tell the story.** Have the group first describe the activities and outcomes for each of the five challenges and then reach a consensus where they believe the leadership agenda should be.
- **Dialogue.** Use selected questions from *Leading for a Change: How to Master the Five Challenges Faced by Every Leader* on pages 13-17 to determine how well the leadership group is functioning. Then determine where the group should focus next.
- **The survey.** Appendix A of *Leading for a Change: How to Master the Five Challenges Faced by Every Leader* contains a survey and scoring key to evaluate organization leadership and how the leaders are meeting the challenges described on the Leader's Map. The assembled group can take the survey or you can expand the number of survey participants.

Step 3. Develop the leadership agenda

Establish the leadership agenda based on the findings. Use the tools presented in **Table TLM2** to help you realize that leadership agenda.

Leadership Challenge	Tools presented here
General leadership	<ul style="list-style-type: none">• Three roles leaders play• The Leader's Map™
Reframe the Future	<ul style="list-style-type: none">• External Relationship Map• The S curve• Scenario Planning
Develop Commitment	<ul style="list-style-type: none">• Commitment Wheel• Stakeholder Analysis• Six communications questions
Teach & Learn	<ul style="list-style-type: none">• Core Organization Capability
Build Community	<ul style="list-style-type: none">• The 4 C's• Leadership Moves• Team Productivity Model
Balance Paradox	<ul style="list-style-type: none">• Polarity Map

Table TLM2. Tools by leadership challenge