

# Leadership... A Cultural Shift

What do people have to do to become leaders? Leadership isn't a title, it isn't a gene, it isn't a reward, it isn't a gender, and it isn't a promotion. Some CEO's may not be, some housewives may be. Organizations are looking for the path to success and then trying to figure out how to get there. That's a pretty difficult task for a single person to accomplish, or even a team of well-paid executives. One of my favourite quotes comes from James M. Kouzes and Barry Z. Posner in "The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations": "For what we've discovered, and rediscovered, is that leadership isn't the private reserve of a few charismatic men and women. It's a process ordinary people use when they're bringing forth the best from themselves and others. Liberate the leader in everyone, and extraordinary things happen."

Leadership is learned. Each individual has a choice: to invent him/herself into a leader or to play it safe and fade into the background. Each organization has a choice: to cultivate the growth of leaders or punish emerging leaders back into conformity.

So, how do you transform a contingent of ordinary people who come to work just to do their job into a synergistic leadership team? Let's start by how you don't do it. This, unfortunately, is too often the route that most organizations embark on.

Don't...

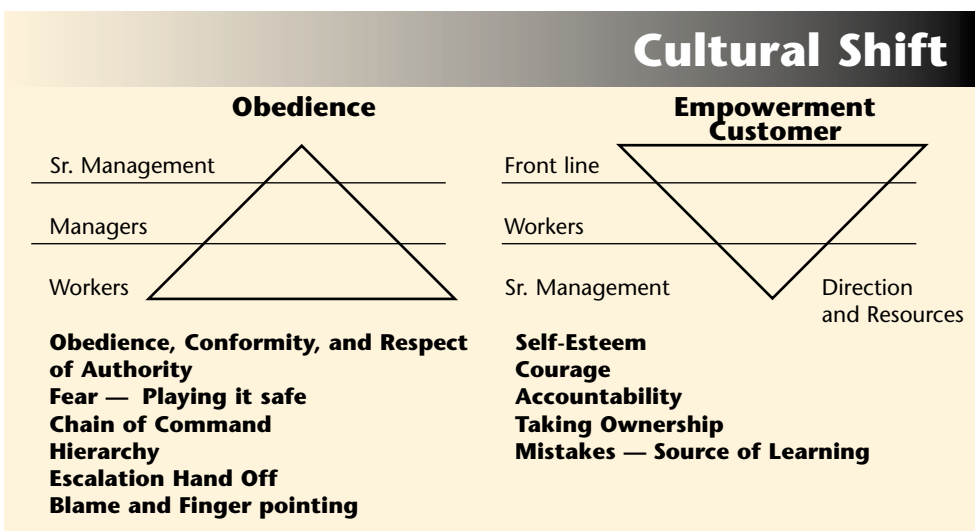
- Expect people to become excited and buy into your vision of making money and becoming the most profitable organization in the galaxy.
- Portray yourself as the "Boss", the person with all the answers.
- Set a value on obedience, conformity or respect for authority.
- Delightedly catch people doing all the wrong things so that you can validate the reason for your existence.
- Withhold praise or encouragement in the belief that the benefit of wondrous performance is the luxury of keeping your job.
- Take the natural joy out of a person's accomplishment because it's different than the way you would have performed it.
- Publicly criticize a worker as the expedient way to carry a message to all the troops.
- Maintain the status quo because if the process worked before it will work again.

- Communicate the message, "Do as I say, not as I do".

Most non-leadership organizations are trapped within the Culture of Obedience. That's where employees ritually bow to Corporate Mecca each morning, temporarily relinquish their creativity and self-esteem, and play by the rules following the chain of command. It's where the CEO is poised at the top of the hierarchical pyramid and the worker bees are hidden in the basement. The customer is invisible in this model and responsiveness and agility are missing because fear and safety are the watchwords.

with mistakes in private, and using mistakes as a learning device. The banner of this organization would be "Hopeful Courage in Action".

Simple, yes? Easy, no! One key ingredient is to identify the "Dead Moose" lying on the floors and corners of the organization. What's a "Dead Moose"? These are the policies, actions, ways of operating that everybody knows are present, but nobody talks about. People have been stepping over them for years and pretending they're not there. As in the fairy tale, a "Dead Moose" is a naked Emperor. Examples of these desiccated, rotting, foul-



A Culture of Empowerment is the key to imbuing leadership into all facets of an organization. The executive team sits at the bottom of an inverted pyramid, and their primary role is to convey direction and resources to the talent that serves the customer and makes things happen. Able to see, smell, hear, taste and touch the organization's vision, one that transcends the mundane ness of profitability, this self-managed workforce knows that they are accountable for contributing to their customers' successes. Each individual has personally taken ownership, and they know that their safety net is the coaching, guidance and support of team members. Leaders are developing others into leaders by sharing information, getting people involved, listening to people's concerns, taking actions that show genuine compassion, praising people for the ordinary things they're doing right, focusing on solutions rather than problems, dealing

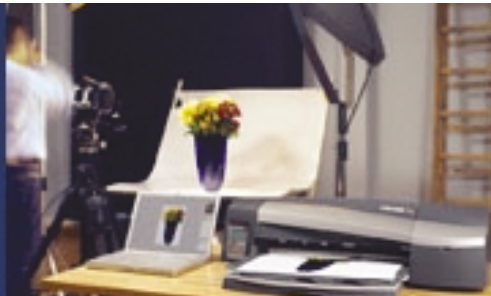
smelling organizational creatures: Nobody admitting that the weekly meeting chaired by management accomplishes nothing; the Employee of the Month program rewards the obedient "yes-person"; Finance makes all the decisions; authority in a given unit is really a hoax; or the admission that no matter how much the company talks empowerment, it's really a bastion of obedience. The exercise is where the Emperor invites comments, and the young lad says, "You're naked". Rules for this session: No defenses allowed; generous listening; encouragement of the courageous.

Nobody but you can make you into a leader. The internal starting point? Read the world: leadership correlates strongly to a basic passion for information and knowledge. Observe what's happening in the external environment and look for what's missing. Next, challenge the negative voices in your head that are saying, "you, a leader?... are you

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## Get a Competitive Edge with Offset Quality HP Indigo Digital Presses



The traditional photographer who shoots photographs is a dying breed, having been replaced by people who snap pictures, and now by consumers who grab images. The impact of innovation in photography creates many more opportunities. Retailers who search out the most attractive goods and services for their consumers will survive, those who don't won't. The best thing at PMA this year was not just the product offerings, but the interest shown on the floor in new goods and services.

### FRIENDLY FEATURES AND FUNCTIONS.

What are the main imaging hardware trends?

- More mega pixels in smaller packages,
- cool gear design (black is back in 2005),
- improved power consumption (longer battery life r),
- bigger LCD camera monitor (the camera becomes a photo album),
- improved shutter lag time (more action shots without the blurrrrr),
- more in-camera features (improved in camera image management),
- improved print quality output without connecting to a computer (anywhere, anytime),
- easy direct printing system for the home or at retail (standards please)...and
- more and cheaper memory, either removable or built-in (expect to see 5Gig next year)

Also of interest is the trend to easier connectivity simpler connectivity including WI-FI, and Home

Entertainment system connectivity integration. Nokia was on the floor with their line-up of cell-cams. One should remember that in 2004 more cell-cams were sold worldwide than digital still cameras. And the imaging quality of cell cams is improving daily, as is the number of manufacturers. Olympus, with their M-Robe was one of the brands showing converged devices: phone, camera, MP3, and gaming in one device that looks like an iPod.

### TOP TRENDS & TECHNOLOGIES



1. Kiosks in all kinds of shapes and colours, multiple printers, internet ready, minilab ready.

2. Online Photographic services with a variety of revenue models

3. Content Viewing devices similar to the iPod viewer.

4. Digital Publishing

5. Fashion and Design in accessories (LowePro) and Cameras (Pentax)

Editors note: The Canadian Imaging Trade Association, CITA, has posted some very interesting data about the Canadian marketplace on their website, [www.citacanada.ca](http://www.citacanada.ca)



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kidding?... you're not special..." and supplant them with new louder voices. By interrupting your automatic speaking and listening about yourself, recognize that your assumptions are based on the past. Third, think about things you strongly believe in, and take a stand for their existence as possibilities. Martin Luther King took a stand for a world of racial equality. John Kennedy took a stand for having a man on the moon by the end of the decade. Candy Lightner, MADD's founder, took a stand for the elimination of drunk driving traffic fatalities. Next, convert this internal stance into an articulated declaration. Consider that leaders cause the future by speaking it into existence. You don't have to know how to accomplish something, or even if it's possible, you just have to speak it.

Leaders know that nothing powerful can be done without others, so leaders enroll other people in the future possibility. People get inspired by people getting inspired to something, not by people telling them what they should do. Be passionate about your vision of the future, and encourage people to expand the vision and create further possibilities for themselves. There is a strong correlation in involving people in shaping a vision and the group's ability to see it through.

Guided by a vision that people have contributed to, ordinary people can and do accomplish the extraordinary. All of us have a choice: to be resigned or committed. Are you willing to be part of the committed movement?

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stations to join in on the "preview" – establishing and maintaining those relationships can ensure some very valuable on-air "talk" about you, your store, and your new offerings.

### TIME FOR THE FUN

All of this should not let the air of your enthusiasm – quite the contrary. You have taken considerable time to decide what to stock, and from whom it should be purchased. Because of that effort, you know you've got the right products for your market, and your customers. That was the hard part.

Now the fun begins – connecting the products you have with the people who need, and want them. Because, that is what you are there for.