

# SOME END OF DAY THOUGHTS ON LEADERSHIP

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# IMPORTANT QUALITIES THAT SEPARATE GOOD LEADERS FROM BAD

- ❖ Honesty and Integrity. ...
- ❖ Inspire Others. ...
- ❖ Commitment and Passion. ...
- ❖ Good Communicator. ...
- ❖ Decision-Making Capabilities. ...
- ❖ Accountability. ...
- ❖ Delegation and Empowerment. ...
- ❖ Creativity and Innovation...



# SOME TRAITS OF A GOOD LEADER

- ❖ Ability to communicate effectively. ..
- ❖ Awareness of self and others...
- ❖ Awareness of Organization and its Business Processes ....which ideas are effective and which less so...
- ❖ Honesty/Integrity. ...
- ❖ Relationship Building. ...
- ❖ Innovation. ...



# LEADERSHIP IMPERATIVE

- ❖ Observations I have seen in a number GofC organizations
- ❖ Files vs Organizational Leadership
- ❖ Projects vs Operational Leadership
- ❖ Senior Management vs Division or Team Leadership
- ❖ CFOs focus on Internal Controls, Insights into the Business, Finding Efficiencies and Performance Measurement
- ❖ Four Key Overarching Themes often emerge:
  1. Ongoing Robustness/Maturity of the ICFR/ICFM
  2. Financial Systems stability, utility and capacity
  3. Service Delivery Models and Related Business Processes
  4. Human Resources Management Plans and related Organizational Design



# LEADERSHIP IMPERATIVE

- ❖ The theme areas are inherently linked
- ❖ The themes help articulate a strategic vision to guide a comprehensive, practical approach to transformative improvements across the full finance and procurement functions
- ❖ The extent of the transformation, to a greater or lesser degree, depends on the commitment and capacity of management and staff to lead and embrace change
- ❖ Should we tweak or transform?





# A SIMPLIFIED VIEW ON ORGANIZATIONAL LEADERSHIP

- ❖ Change Management requires good leaders with good leadership skills
- ❖ Set out a principled strategic vision of where you want the organization to be in 3 to 5 years ... start with an analysis using models, frameworks and best practices then layer it downwards
- ❖ Assess current state honestly against that vision, the principles and the frameworks
- ❖ Ensure the vision is (a) worth pursuing (b) possible and (c) has senior commitment and yours
- ❖ Look at all the many activities that will need to be done to move from current state to the desired vision state
- ❖ Scope out the Roadmap, build the teams and put it all in motion.... push and drive
- ❖ The Roadmap needs to be comprehensive but not bogged down in ancillary details.... establish OPIs, solid project management and governance
- ❖ Get approvals .... oversee ... communicate .....lead...



# A FEW POSITIVE EXAMPLES IN MY CAREER

- ❖ At HC, I had a strategic vision that HC would be leaner, more efficient, sharing services, and modernized from a financial systems perspective (eg. P2P) as well as be a great place to work!
- ❖ At AANDC, I replaced the Food Mail Program with Nutrition North Canada
- ❖ At CSPA, we were a start up entity (one of worst MAF scores) and we wanted to be a well run small department leveraging shared services and building our capacity
- ❖ People, Process and Technology. ... & Useful Business Frameworks
- ❖ I have also worked for some amazing mentors and leaders
- ❖ Stay positive, don't become cynical and "keep your lights on".... get involved in change.
- ❖ Here are a couple of techniques that I used as a Unit or Team Leader

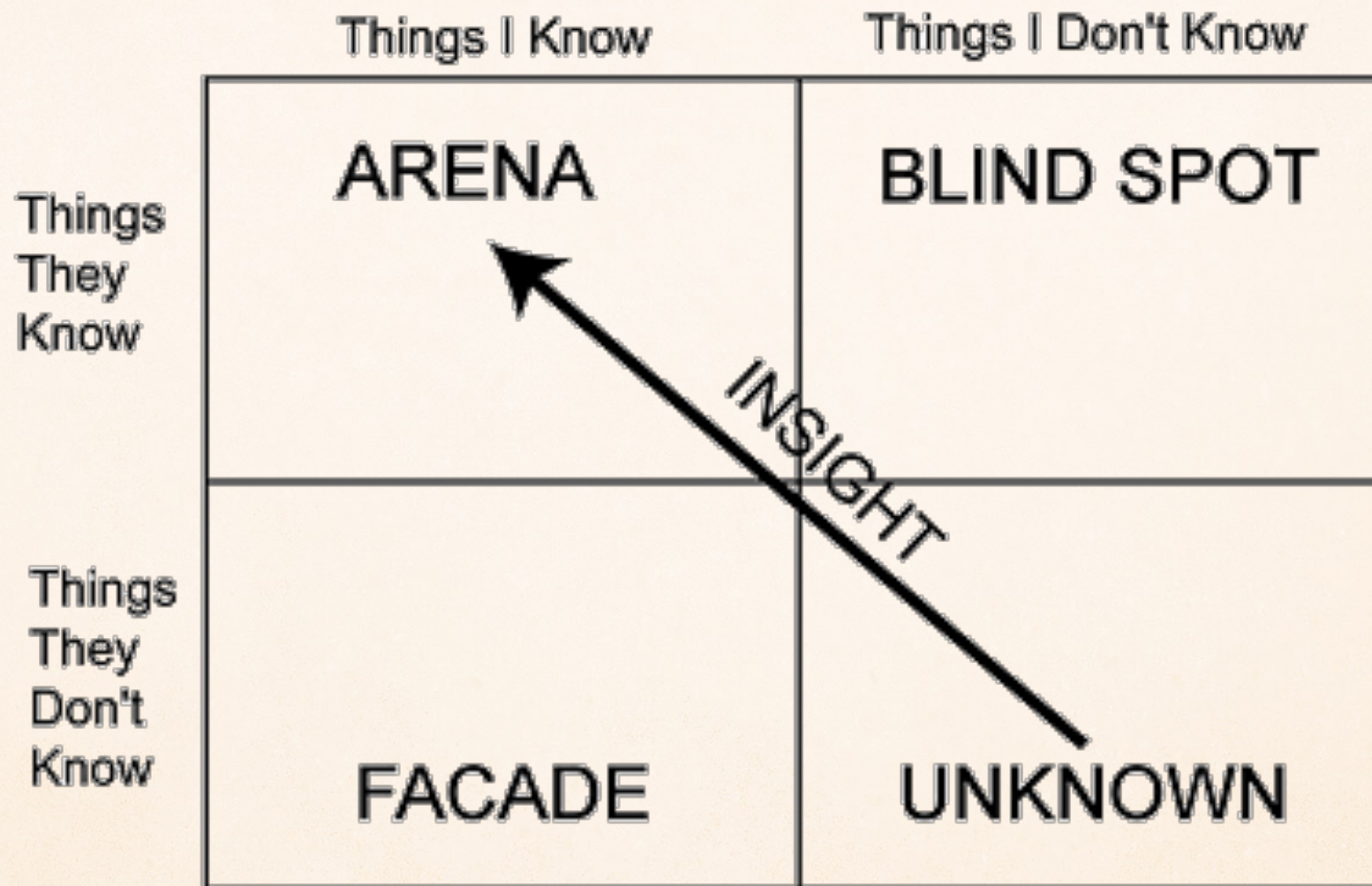


# JOHARI WINDOW

SELF

Solicits Feedback

GROUP  
Self-Disclosure  
or  
Gives Feedback



Source: [au.af.mil](http://au.af.mil)

UNCONSCIOUS



# ANOTHER SIMPLE AND EFFECTIVE APPROACH TO LEADING SMALL TEAMS

- ❖ Assess your people from a Willingness and Abilities perspective
- ❖ Align your tasks using your assessment
- ❖ Train and develop people and bring them along
- ❖ If everyone is willing and able, your life as a manager is easier
- ❖ If someone is able but unwilling you have a challenge
- ❖ If someone is willing but unable, that can be positive, if they are willing to gain experience and learn.... find people “with the lights on”
- ❖ As a manager, you will need to Tell, Sell, Participate and Delegate depending on the willingness and abilities of your people



# I CAN TELL YOU SOME HORROR STORIES TOO

- ❖ If there is time ... you can ask me about:
  - ❖ HC when I first became an Executive in 1999
  - ❖ At HC in 2005
  - ❖ At CSPS following 2010 Senior Management Changes
  - ❖ At CSC in late 1980s during downsizing
- ❖ Unfortunately, I have had to learn a lot from Bad Leaders too



# THANK YOU

- ❖ FMI is a career resource and partner
- ❖ I hope you enjoyed the day and my small contribution
- ❖ Go forth, learn and lead ... put your hands up when someone asks Who Wants to Lead Change!!!
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