



Explore the HOW of leadership



JULIE WILLIAMSON, PhD
Partner and Chief Growth Enabler

Julie is a growth-minded leader who believes executives set the standard for others through the example they provide. She is a strategist, technologist, and a social scientist who puts her energy toward working with leaders around the world as they tackle some of the biggest challenges in their industries and organizations.

In today's increasingly complex and interconnected world, Julie knows the power of aligned leaders to deliver on strategy and create value. That's why she focuses her time and energy on helping senior leaders come together to deliver the work that matters most.

Defining your team's HOW

*The most inspiring WHY
and the most ambitious WHAT
will fail without an aligned HOW.*



- › **Say what is unsaid**

Create the space for having quality conversations, no more side conversations, say things in the room

Deal with tensions with intention
- › **Make the invisible visible**

Identify what gets in the way (blockers, tradeoffs)

Be specific about the tradeoffs your strategy requires of you
- › **Co-create to build shared meaning**

The time you spend building solutions together will help codify how you work together
- › **Get to the right stuff**

Define what 'better' looks like, particularly around mindsets and group dynamics

WHITE PAPER

The HOW of Leadership



WATCH THE WORKSHOP

Know your Diamond TriangleTM



Let's talk about getting your team aligned to HOW to deliver together.

Say hello@karrikinsgroup.com to set up a **free 30-minute conversation.**

KNOW YOUR DIAMOND TRIANGLE

The **KARRIKINS Diamond Triangle** summarizes the leadership requirements for sustained growth and transformation.



Rapid-fire disruption at a speed and level of complexity not seen before means that companies must have leaders who know how to lead together toward common goals while navigating an ever-changing set of market conditions. In today's environment, we've observed that:

- > Aligned leadership teams generate more growth than individual leaders can on their own.
- > Alignment solely to a why or what results in suboptimal performance.
- > Lacking a clearly defined how to lead together destroys business value and blinds leadership teams to risk and opportunities.
- > Enduring value creation comes from aligned leaders working to move an organization forward.

The missing link

It is rare for leadership teams to be as clear on how to work together as they are on what they need to do and why they do it. We are obsessed with closing that gap and unlocking the full value-creating potential of the organizations with which we partner.



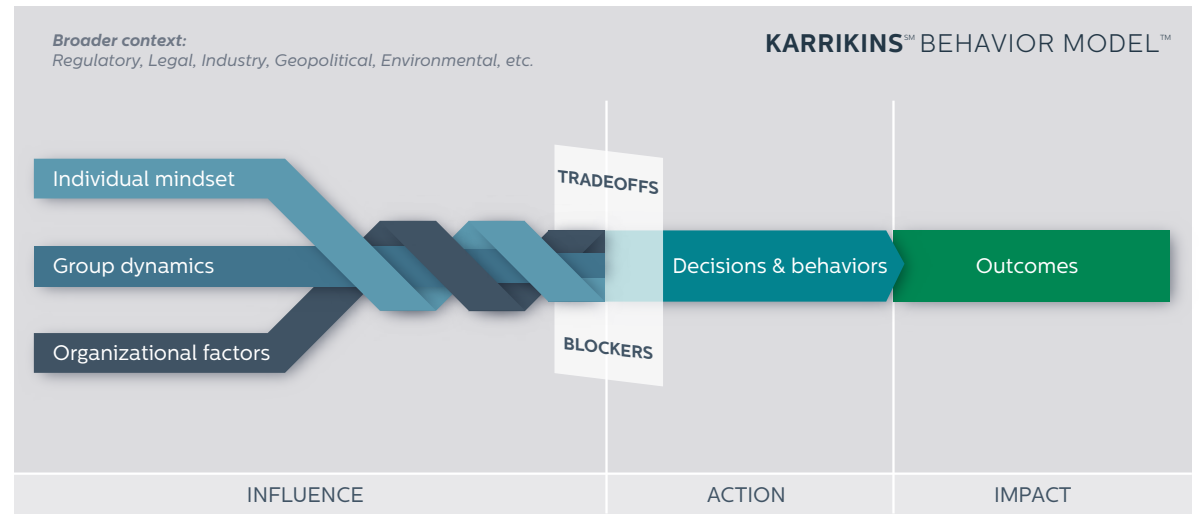
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THE KARRIKINS BEHAVIOR MODEL

The **KARRIKINS Behavior Model** helps individuals and teams to think through how to deliver together.

By defining what new outcomes are needed you can be more specific about the decisions and behaviors that will lead to success. That shines a light on the tradeoffs and blockers that get in the way of new decisions and behaviors.

As you work yourself back in the model, you do the hard work of identifying mindsets, group dynamics, and organizational factors that need to shift from today to new ways of working together to drive success.



Individual mindsets represent your deeply held beliefs, biases, and assumptions about other people, the ways work gets done, and how the world functions. Consider how you tend to respond to situations and what drives those responses. Think about the stories you tell yourself and others and what they reveal. Take on the hard work of identifying ways of showing up differently that challenge your world-view and change the outcomes you create.

Group dynamics exist whenever more than one person is in the room. Everyone contributes to group dynamics, often in invisible ways. Groups create repeatable dynamics that both help and hurt. Your job as a leader is to pay attention to group dynamics that work well and amplify them while thinking about your contribution to the dynamics that don't work well and how you need to change.

Organizational factors create more visible guardrails for how things get done. They include things like defined processes, org charts, rewards, salary bands, floor plans, parking assignments, working hours, and other symbols and structures that guide behaviors. Leaders' ability to control these varies, so identifying factors you can impact or where you have a voice is the first step in creating change.

**Do the hard work of defining
HOW to deliver together.**

Consider **what** you are trying to align to.
Is it a strategy, a plan, a BHAG?

What is the clear and succinct objective
that everyone can understand?



WHAT

Consider **why** you are trying to align a
team to deliver together.

This might be in a vision or purpose, or it
could be more simple or direct – a market
reality, growth opportunity, or competitive
threat that needs to be addressed.



WHY

Consider **how** you need people to work
together to deliver on the shared goals.

What mindsets and group dynamics will
help drive success? What organizational
factors need to be addressed? As a
group, how could you shift your ways of
working to deliver more effectively?



HOW

FROM

TO