



LEADERSHIP

Julie Williamson, PhD

KARRIKINS
GROUP

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An explosion of **goodness**

Over the last 20–30 years, most companies have spent resources defining **WHY** they exist. Brand agencies create beautiful mission, vision, and purpose statements (MVPs). The MVPs typically highlight leading the industry in some way, a positive social impact, and/or caring for customers and employees. Included in this work are ‘values’ that almost always include some version of integrity, respect, trust, excellence, innovation, accountability, and customer focus.

MVPs and values are worth stating because they clarify intention. Unfortunately, they tend to stop at clarity. Posters, knickknacks, and taglines for marketing to customers and employees often don’t reflect the lived experience inside the company because they don’t influence leader behaviors and decisions.

WHY
VALUES
PURPOSE

Nothing changes until someone changes.

An abundance of **strategies**

Companies have a phenomenal number of strategies highlighting **WHAT** they intend to do. Operations, talent, sales, IT, corporate – you name it, there’s a strategy documented somewhere. Businesses spend a huge amount of time and money developing these strategies. Consultants are called, meetings are held, binders are created, and charts are developed. Then, the consultants go home and the world goes back to normal. And a year later the annual cycle starts all over again.

Strategies are critically important for businesses – people need to know what the direction is. **Unfortunately, the investment in strategy is often wasted** because leaders don’t align and work together in ways that deliver on the agreed-to plans.

Strategy unexecuted is potential unrealized.

INTENTIONS

Knowing **WHY** and **WHAT** is insufficient. You must also know **HOW** to lead together.

Do you ever sit in meetings and wish the earth would swallow you whole because you can't possibly be sitting through the same conversation again about how progress is lacking on a strategic priority? Do you see leaders nodding their heads in agreement that something is a good idea, but you know they have no intention of doing anything different? Have you ever heard someone give a green status report on a project you know for sure is going down in flames? These are all ways that misalignment impacts leadership.

Consider this common example of a failed transformation. A sales team is coming up against quarterly results while also trying to strategically transform their go-to-market approach. They know **WHY** they need to do it – they are getting left behind by the competition. They know **WHAT** they need to do – they need to bundle products and services to provide a seamless experience for customers, which is a more complex sale. This is one of the hardest transformations any company goes through.

Unfortunately, the best **WHY** and **WHAT** often fail to fuel success because leaders continue to lead the way they always have rather than working differently together to be successful. So, when the quarterly reports roll around, leaders put enormous pressure on sales people to revert back to old ways of selling and booking revenue to make the numbers look good, even if it means torpedoing the transformation. **Sound familiar?**

LEADERSHIP

Navigating complex connections to deliver differentiated results is the hottest skill for leaders to have in today's business world. That's because in an ever more digital world, leadership is becoming ever more human.

The white space between functions, P&Ls, and geographies is the most powerful reservoir of new ideas and game changing innovations. This space goes untapped when leaders don't have clear ways of working together to explore, invest, and deliver. If you are ready to bring the full power of your team to bear on big goals, getting them aligned to deliver together is your secret weapon.

ALIGNED TEAMS

- Are clear on the often invisible influencers of their decisions and behaviors
- Are connected to each other and the broader business, giving them the context they need
- Are committed to ways of working that bring the whole organization forward
- Are courageous enough to have hard conversations, make tough decisions, and create bold ambition even in edge moments when it gets hard to resist the gravitational pull of business as usual

It is great to know **WHAT** you are doing and **WHY**, but that is insufficient in today's complex, interconnected, and matrixed organizations. Leaders must also know **HOW** to lead together to deliver on transformation, ambitious strategies, and bold plans while also staying true to the vision, purpose, and values of the organization.

The **missing link**

IT IS RARE FOR LEADERS TO BE AS CLEAR ON **HOW TO WORK TOGETHER** AS THEY ARE ON **WHAT** THEY DO AND **WHY** THEY DO IT. AT KARRIKINS GROUP WE ARE OBSESSED WITH CLOSING THAT GAP.

HOW leaders lead together is the missing link.

The most ambitious **WHAT** and strongest **WHY** will fail to be executed without clarity on **HOW** leaders lead together. Leaders must define and align to how they work together to deliver more than any of them can do individually if they want to create exceptional results organizationally.

Many leadership teams do well in a tactical crisis – they drop everything, come together, move quickly and decisively to mitigate the threat, and have success. The existential crisis of irrelevance needs that kind of leadership, without the prerequisite of a crisis.



Having a defined **HOW** of leadership is the solution. Not only does it ward off threats, but it also drives growth in unexpected areas because opportunities are identified early and converted fast.

That's why we are obsessed with helping senior leaders focus on **HOW** they lead together to deliver on **WHAT** they want to do and **WHY** they want to do it. As leaders get clear on how to lead together and to work in alignment with each other, the rest of the organization learns to do the same. The result? Innovation, transformation, and growth.



GROWTH

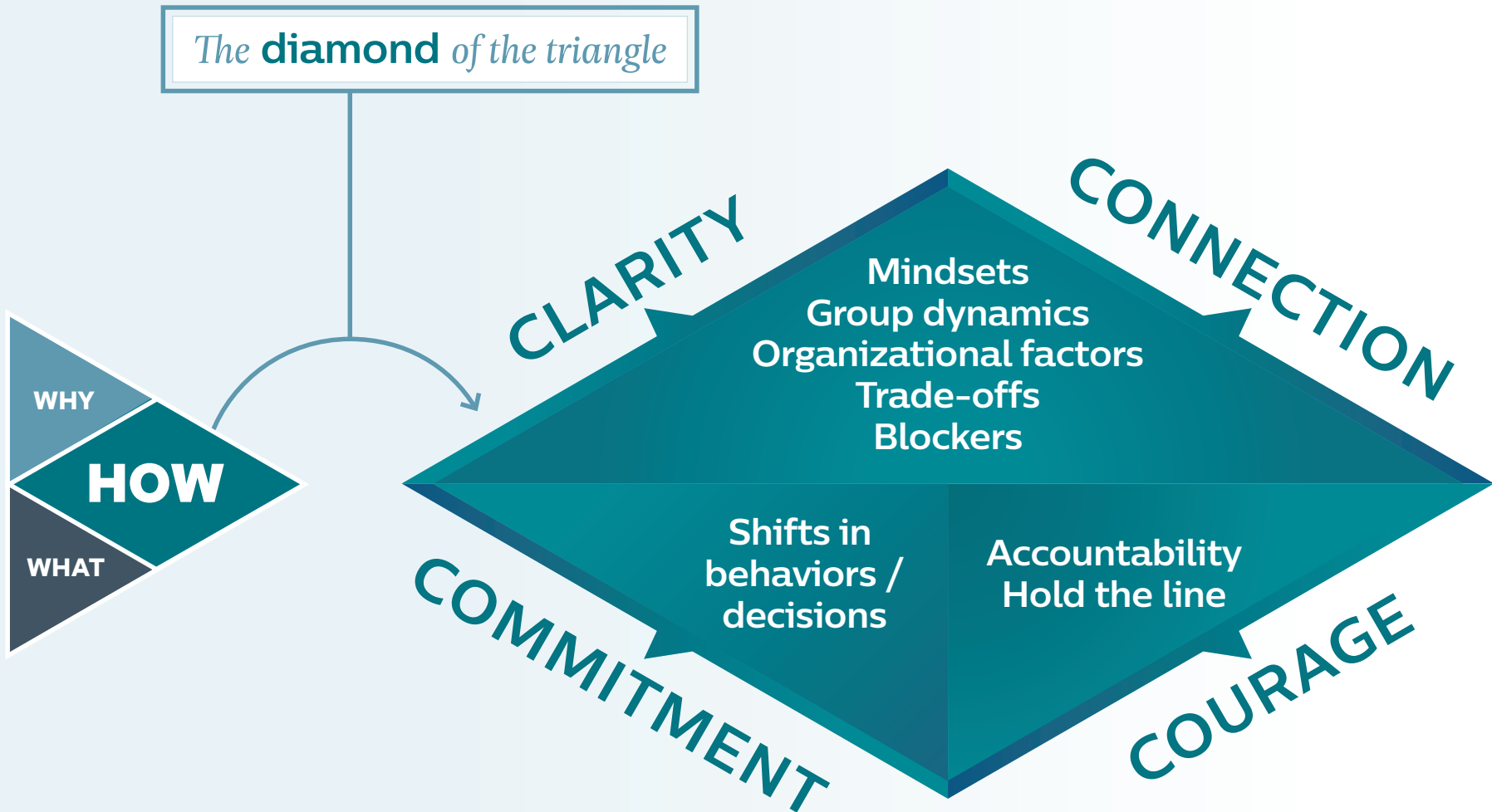
The **diamond** of the triangle

COMPLETING YOUR DIAMOND TRIANGLE
MEANS HAVING YOUR MVPS, YOUR STRATEGIES,
AND YOUR **HOW** OF LEADERSHIP.

Your how of leadership includes:

- **CLARITY** and **CONNECTION** on the mindsets, group dynamics, organizational factors, tradeoffs, and blockers that influence leaders' decisions and behaviors every day.
- **COMMITMENT** to defined ways of leading and working together that guide how decisions get made and how leaders behave.
- **COURAGE** to make different choices in edge moments when default decisions are easy, comfortable, or seem obvious to all.

Through clarity, connection, commitment, and courage, leadership teams can reshape how they work together to deliver on their most ambitious strategies and their most inspiring MVPs.



*Move your team from agreement to alignment,
and deliver unparalleled results.*

Teams who take the time to define **HOW** to lead and work together are able to build a shared understanding of the required shifts in leader **behaviors and decisions** that drive **new ways of working**. These ways of working help the team to challenge the deeply embedded *individual mindsets* and *group dynamics* that keep people and teams stuck in old routines and habits. They **create the necessary visibility** to make it possible to stay committed to different decisions and behaviors, which in turn fuels the courage to make different choices when it gets hard (which it always does).

Think about the GTM example mentioned earlier. What if the leaders had enough transparency between them that they were able to acknowledge and work together to balance quarterly successes with go-to-market transformation? What if instead of focusing on getting a gold star for the quarter, the sales leader had open and authentic conversations with their peers and got their support in **holding the line** on the need to transform? What if sales leaders were visibly leading differently – making different decisions and exhibiting different behaviors? They would drive different outcomes!

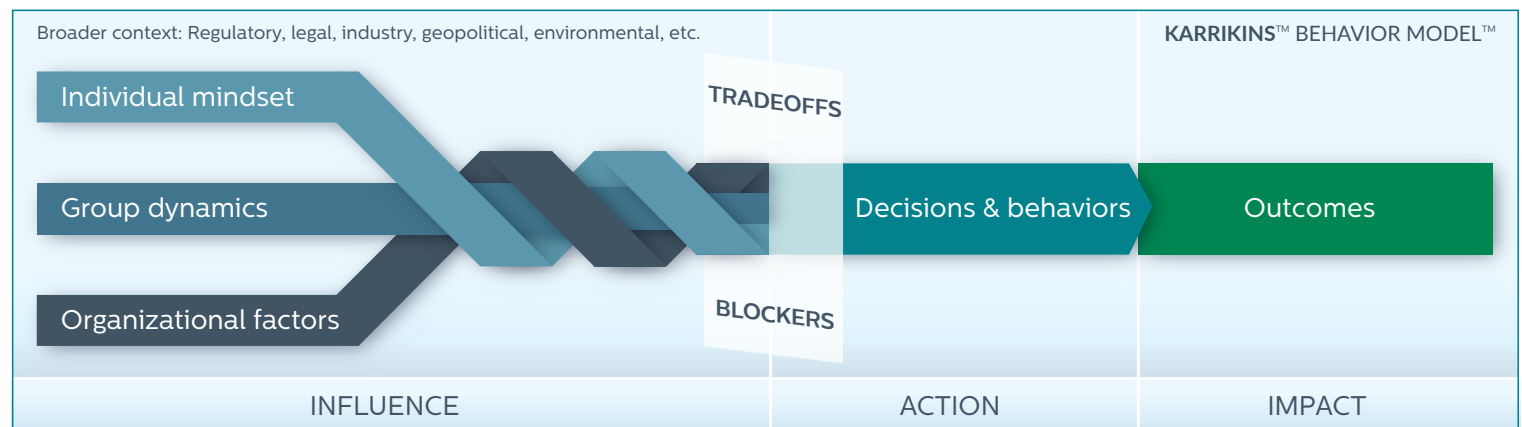
Too often, leaders think transformation is held back by people who don't want to learn new systems or change their daily habits. In fact, **transformation is more often held back by leaders who don't want to learn new ways of leading**. Doing the work to align as a leadership team provides the visibility required to shift to new decisions and behaviors that drive new outcomes.

Leaders need to **start with self** and change how they lead before they try to change what other people are doing.

Start with **self**

How leaders show up has a disproportionate impact on success. That's why we focus our work on a group of influential leaders to define **HOW** they need to lead together, and then align decisions and behaviors to it.

When you know **HOW to lead together**, you transform and grow faster, better, and with higher impact. Colleagues and team members know what to expect from leaders, and customers feel the difference in how they interact with your brand and your people. And, it is just more fun and rewarding for people on the leadership team. But it takes time and effort to get there. The **Karrikins Behavior Model** guides the process of building your **HOW** of leadership.



To create new outcomes, you must make different decisions and exhibit different behaviors as a leader. That requires understanding the tradeoffs and blockers you and your peers navigate every day. Navigating **tradeoffs** and **blockers** is heavily influenced by your individual mindsets, group dynamics, and organizational factors.

INFLUENCERS

THROUGH OUR **KARRIKINS ALIGNMENT SOLUTIONS** WE CLARIFY THE INDIVIDUAL MINDSETS, GROUP DYNAMICS, AND ORGANIZATIONAL FACTORS THAT INFLUENCE **HOW** LEADERS FACE **TRADEOFFS** AND **BLOCKERS**.

INDIVIDUAL MINDSETS

include the deeply embedded beliefs, assumptions, biases, habits, and identity you bring with you to the team.

GROUP DYNAMICS

include rituals, symbols, positional power, influence, habituated ways of discussing and debating, and embedded ways of working together.

ORGANIZATIONAL FACTORS

include the processes, procedures, systems, policies, meeting agendas and practices, incentives, compensation plans, and role definitions that exist in the organization.

TRADEOFFS & BLOCKERS

Influencers come together as you navigate **TRADEOFFS** and **BLOCKERS** at the transition to action. Decisions and behaviors are driven by your perception of tradeoffs and blockers.

TRADEOFFS drive decisions that may be so deeply habituated you don't realize you are making them. Common tradeoffs include short term / long term, predictability / risk, sales / delivery, and for some, pizza / salad. There are no right answers to tradeoffs (some days you gotta have pizza), but visibility to them helps to shift into new actions because it shifts the way you make decisions.

BLOCKERS are practical impediments to progress. They may include constraints like regulations or language barriers or compensation plans, or conflicting priorities. Identifying and working on blockers together as a team often creates surprising results as people learn that what they thought was a blocker was actually an outdated belief or a challenge that could be tackled together.

Clarity and connection to the influencers helps teams to shift into new actions and create different outcomes by powerfully changing the conversations they are having. We work with leaders to dig into what gets in the way of partnering across the organization and prevents them from converting on ambitious goals.

When you make the invisible visible, you make it possible to transform.

LEADERS MUST DO THE WORK to build shared clarity and connection to the influencers of decisions and behaviors. From there, they can change **HOW** they work together to create new outcomes.

decisions & behaviors

DECISIONS and BEHAVIORS are where the rubber meets the road in terms of alignment. It is where commitment to new ways of working comes to life.

It is in the **HOW** that the power of horizontal leadership is tapped, because it clarifies how to lead through the lens of what's good for the whole business, not what's good for your business. For example:

- A key mindset shift is the move from leaders thinking “I’m best in service to the company by making sure my area is delivering” to “I’m best in service to the company by leading in my area while also understanding how it intersects with other areas, priorities, and goals.”
- A common group dynamics shift is moving from endless discussion without decisions to a clear decision process. Another is shifting from passive agreement to active dialog about what’s going to be hard about doing something new.

Doing structured alignment work together will help you and your team to identify the shifts in mindsets and group dynamics that are best in service to your **WHAT** and your **WHY**.



outcomes

It is by **CREATING NEW OUTCOMES** that you and your team have the biggest impact on your colleagues, customers, and communities.

Too often, bold strategies and big ambitions are unrealized because the leadership team isn't aligned on the hard work it will take to achieve new outcomes.

By getting aligned, you and your colleagues will start making different decisions that result in a bigger, better impact through the outcomes you create.

To define **HOW**, do it together

THIS WORK CANNOT BE DONE INDEPENDENTLY OR BY DELEGATES. LEADERS MUST **DO THE WORK TOGETHER** TO CREATE ACCELERATED AND IMPACTFUL RESULTS

We believe in the power of **HOW** and the impact of alignment because we've seen it accelerate transformation and growth. When senior leaders put in the time and effort, the results are remarkable.

They include:

- Stronger market position
- Accelerated financial growth
- Faster speed to market for new products
- More predictable outcomes
- Increased productivity throughout the organization

ALIGNMENT
CHANGES
EVERYTHING

Knowing the **HOW** of leadership in an organization sends a clear message to employees, customers, communities, and investors: **we are aligned as a team**. It is a powerful platform and a compelling message that can't be created through clever marketing, big binders, or fancy charts. It comes from the leaders themselves.

MAKE HOW MATTER

FOR YOUR TEAM TO DRIVE
EXCEPTIONAL RESULTS
FOR YOUR BUSINESS

TEAM'S TIME

Are you ready to

- Clarify the often invisible influencers that keep your team stuck in old behaviors and decisions?
- Connect to your peers and the broader business so decisions are better informed to drive growth and transformation?
- Commit to new ways of working to drive new outcomes together?
- Find the courage to hold the line and make tough decisions to stay aligned to ambitious goals?

Karrikins' Alignment Solutions create positive outcomes for Boards, executive teams, operational teams, senior leaders, and more. Our work helps unlock the power of enterprise mindsets for leaders at all levels of the organization.

We know that constructing an aligned team from a group of independent business leaders who normally only interact for status updates and crisis management is a challenge worth accepting. Aligning to deliver on shared success means that priorities are delivered and transformation happens.

This work can't be delegated – the people who need to shift how they lead must do the work together to bring it to life. It is hard work, but it is completely possible – just ask any of our raving fans!



Aligned leaders create the space for amazing things to happen.

RAVING FANS

Our alignment work as a team with **Karrikins Group** has put us in a better position to address the challenges and uncertainty that lie ahead.

The approach was completely different than anything we have done in the past. I loved the pace and how the **Karrikins** team helped us... using a unique approach and fully engaging our team – a **“bases loaded grand slam”** we couldn't have done without you.

HOW

LET'S DO THIS!

hello

Are you ready to align
and deliver today?

Reach out and say hello – tell us a bit
about who you are and how we can help.

hello@karrikingroup.com

Visit us at

www.karrikingroup.com

Connect on LinkedIn

www.linkedin.com/company/karrikins

Check out our free tools and resources to help you start to have these discussions with your team. You can stay up to date on our latest thought leadership, master classes, and coffee breaks.

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About the author



Julie Williamson, PHD

Managing Partner / CEO

In an ever more digitized world, leadership is becoming ever more human. Julie's powerful combination of business, technology, and social science creates a unique perspective on solving the challenges that live in that reality. It is through that combination of skills that Julie helps leaders and their teams to focus on the work that matters most for colleagues, customers, and communities.

As a growth-minded leader, Julie 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.

As a managing partner and co-owner of Karrikins Group, Julie understands first-hand the challenges of growing and nurturing a business. She and her colleagues are dedicated to working to Make How Matter in the world. In this work, they serve some of the largest global companies as well as start-ups and mid-sized organizations who have big ambitions.

For more about Julie's background, education, and publications, please visit her bio page [here](#).

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About us

We're world-class facilitators, cultural changemakers, behavioral scientists, and experience creators, but above all, we're people looking to make a lasting and positive impact.

With decades of diverse experience in helping companies set ambitious strategies and act on them, our leaders guide our collective impact and enable transformative growth for leaders and teams.

Visit us at karrikinsgroup.com to learn more about our game changing alignment solutions for executive teams, delivery teams, and individuals who are ready to lean into the power of alignment to deliver on their most ambitious goals.

Through our Alignment Institute® we offer catalytic workshops, individual programs, and smaller group experiences.