



Monday, April 30
8:30-10:30 am

**101 Leadership in Today's Business: How to
Apply Successful Management Techniques to the
Law Department**
General Session

Douglas Riddle
Global Director, Coaching & Feedback Services
The Center for Creative Leadership



What Kind of Leader?

- What is your contribution as a leader?
- How do others see you?
- What is your impact on others?

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What Kind of Leader Needed?

- Challenges have changed: complexity
- Solutions have changed: engagement
- Leadership model has changed: elicitation
- Needed skills have changed: equipment

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Challenges have changed

Tasks and Relationships

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Solutions have changed

- People who can think for themselves
- People who can act in concert
- People who can accomplish desired results

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Leadership model has changed

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A Definition of Leadership

Leadership has often been defined as...

***A limited
number of
individuals in
well-identified
positions of
power***

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Toward...

Leadership is the accomplishment of a set of outcomes that include:
Setting Direction
Creating Alignment
Building Commitment

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2002 Individual skill rankings

Individual Leadership Skill Categories	Rank
Leading Employees	1
Resourcefulness	2
Straightforwardness and Composure	3
Decisiveness	4
Building and Mending Relationships	5
Participative Management	6
Doing Whatever It Takes	7
Change Management	7

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The Future of Leadership

How have the skills changed from 2002 to the present?

Individual Leadership Skill Categories	Rank 2002	Future Rank
Leading Employees	1	1
Building and Mending Relationships	5	2
Change Management	7	3
Participative Management	6	4
Resourcefulness	2	5
Decisiveness	4	6
Doing Whatever It Takes	7	7
Straightforwardness and Composure	3	8

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Skills Have Changed

- Know your instruments
- Honesty and kindness
- More curiosity; less ego
- A compelling tale

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Skills: Know your instruments

Chopin

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Honesty and kindness

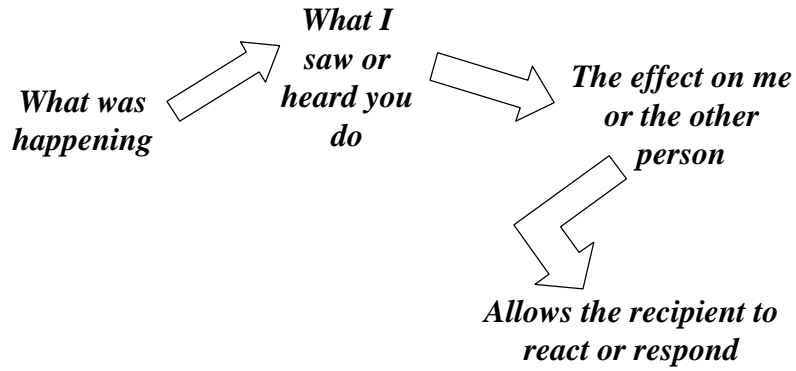
As opposed to judgment and applause

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Giving Effective Feedback



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More curiosity; less ego

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A compelling tale

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Jiri Tondl - Czech Republic

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- Appreciation to
 - Phil Crowley
 - Dirk Metzger
 - Ron Pol
 - Linda Woolcott

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