

The Journey Toward Strategic Business Partner: Preventing Derailment

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In the Words of Port Directors...

- ◆ “I ask people to stretch beyond their cadre...are you the finance person? Well you need to look for the marketing perspective. While people will have titles and responsibilities for certain functions, they have to broaden themselves and look at it from different perspectives just as I do”

In the Words of Port Directors...

- ◆ “Some managers at the mid-level just couldn’t accept the changes...when we looked at making staff reductions, we looked at whether managers could work in this environment going forward...the answer for some was we don’t see it”

Key Conclusions

- The Strategic Business Partner (SBP) mindset provides a useful frame for Infrastructure leaders' development
- There are three critical leadership competencies infrastructure leaders need to be successful SBPs: (1) Leading change, (2) Leading people, and (3) Business acumen
- Emotional intelligence is another set of skills helping infrastructure leaders become successful SBPs
- Career derailers can block infrastructure leaders' attempts to become a SBP
- Potential career derailers can be prevented or mitigated if leaders take a serious look at their strengths and weaknesses

Leaders & Managers

Leaders	Managers
Personal sources of power	External sources of power
Results through commitment	Results through compliance
Attitudes	Structures
Human qualities	Technical qualities
Relationships – team spirit – culture – vision – values – meaning	Roles – tasks – goals – strategies
Focus on building willingness among followers	Focus on building ability among followers
Power is earned	Power is granted

Strategic Business Partner Overview

- ◆ Primary accountabilities...
 1. Relationship-oriented role
 2. Project-focused role
- ◆ When successfully performed result in...
 - ◆ Better decisions
 - ◆ Recognition as a key information source
 - ◆ Joint shaping of strategic plans
 - ◆ Greater opportunity for proactive involvement

Source: Robinson & Robinson (2005)

Strategic Business Partner Levels

◆ Level 1: Transactional

- ◆ Administrative “order taking”

◆ Level 2: Tactical

- ◆ Offering specific solutions to current problems
- ◆ Typical focus for most infrastructure functions

◆ Level 3: Strategic

- ◆ Macro focus; consider entire enterprise
- ◆ Long-term scope; linked to strategic priorities or goals
- ◆ Solution-neutral in early stages
- ◆ May require multiple solutions/tactics

Source: Robinson & Robinson (2005)

CIO as SBP: Transitions

From....	Toward...
Utility service provider	Strategic business partner
Cost reduction mentality	Revenue and profit focus
Servicing the business	Proactively anticipating market needs
Technology focus	Business focus
“Guy who fixes my pc”	Business process experts

Source: Tuck University (2006)

Critical Leadership Competencies



Critical Leadership Competencies

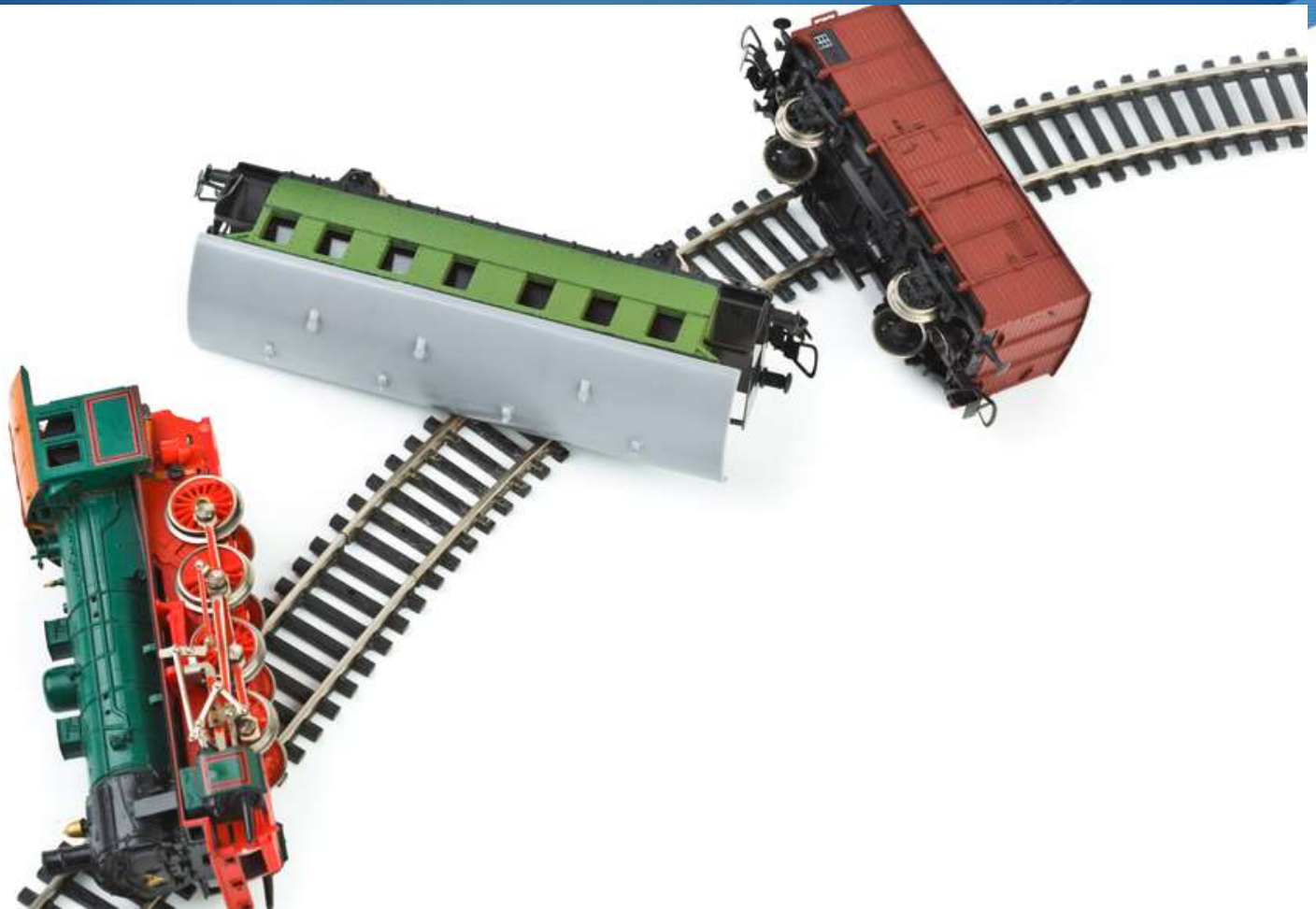
Leading Change

- 1-Creativity & Innovation
- 2-External Awareness
- 3-Flexibility
- 4-Resilience
- 5-Strategic Thinking
- 6-Vision

Leading People

- 1-Conflict Management
- 2-Leveraging Diversity
- 3-Developing Others
- 4-Team Building

Leadership Career Derailment



Leadership Career Derailment Factors for Leaders

- ◆ Poor interpersonal relationships
- ◆ Abrasive behavior
- ◆ Appearing cold, aloof, or arrogant
- ◆ Inability to build a team or resolve conflict
- ◆ Inability to adapt and change
- ◆ Inability to adapt to boss' style or culture change
- ◆ Reactive rather than proactive

Source: McCartney & Campbell (2006)

Vignette 1: Impatient COO



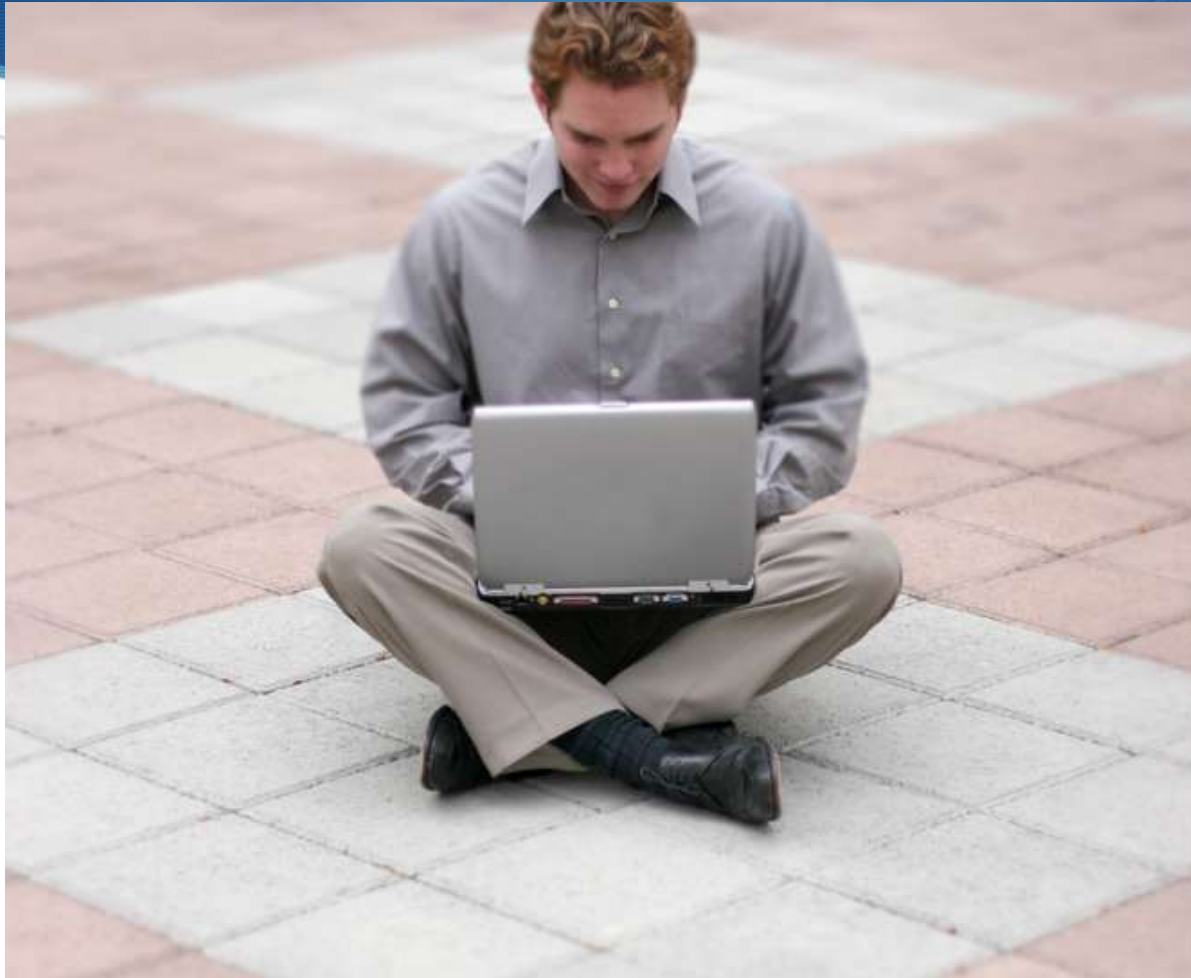
Vignette 2: Scattered Manager



Vignette 3: The Newbie



Vignette 4: The Cold Fish



Vignette 5: Passive IT Director



Activity: Assess Your Competence

- 💧 Review the attached list of competencies
- 💧 Evaluate your current level of functioning
- 💧 Identify 1-2 key competencies you would need to develop to better perform your role as Strategic Business Partner
- 💧 Find a partner and discuss

Summary of Key Ideas/Call to Action

- The economic downturn and challenging port context has raised the bar for all port leaders – particularly infrastructure
- Management and leadership is distinct but linked
- Successful SBPs focus on maintaining their technical abilities but pay attention to the need to develop their leadership abilities
- Leaders who are not aware of their weaknesses may experience career derailing situations that damage their careers
- Emotional intelligence consists of a deep understanding of emotions in oneself and others, as well as the ability to effectively manage them in self and others; it is a critical skill on the path toward leadership

For More Reading

- ◆ McCartney, W.M. & Campbell, C.R. (2006). Leadership, management, and derailment: A model of individual success and failure. *Leadership & Organization Development Journal*, 27(3), p. 190-202.
- ◆ Robinson, D.G. & Robinson, J.C. (2005). *Strategic Business Partner*. San Francisco: Berrett-Koehler.
- ◆ Proceedings: Tuck University, CIO as Strategic Business Partner: Leading Change and Driving Results, 2006.

Nourse Leadership Strategies

- ◆ Nourse Leadership Strategies is a Washington DC-based professional services firm specializing in:
 - ◆ Executive coaching: 360-degree assessment, development planning
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 - ◆ Leadership training: needs assessment, custom-developed programs, off-the-shelf programs
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