The UIMPROVE Leadership Framework

Early thinkers

Frederick Taylor
Scientific Management

Mary Parker Follett
The Total Situation

Progressive Differings

The most essential work
of the leader
is to create more leaders.

Kurt Lewin
Leadership Climates:
- Authoritarian
- Democratic
- Laissez-faire

B = *f* (P, E)

Douglas McGregor
Theory X, Theory Y.
You end up with
the team you create.

Motivation

Intrinsic versus extrinsic
Extrinsic gimmicks destroy
intrinsic motivation.

Frederick Herzberg
How do you motivate people?
You can't. Focus on satisfiers
and dissatisfiers instead.

Peter Scholtes
"It's a bit like teaching a fish to sing.
It won't work and, at best,
you'll just annoy the fish."

Leading Individuals

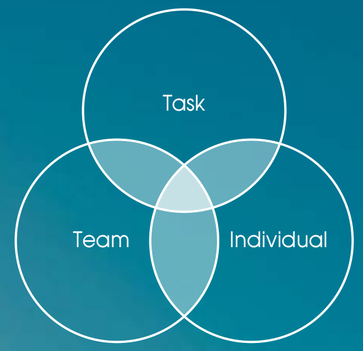
- Practice 1 **Hold regular 1-1s with your Direct Reports**
- Practice 2 **Carry out an annual PDSA session with each Direct Report**
- Practice 3 **Carry out Performance Appraisals as required**
- Practice 4 **Take responsibility for Job Enrichment**
- Practice 5 **Be visible and available**
- Practice 6 **Communicate your communication preferences**
- Practice 7 **Watch out for and deal with Special Causes**

Leading your Team

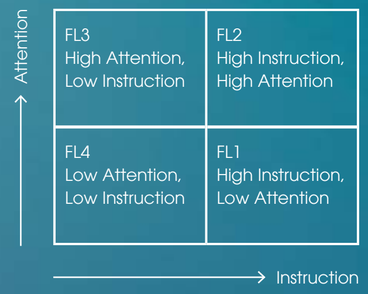
- Practice 1 **Define your team**
- Practice 2 **Define your deputy**
- Practice 3 **Get the basics in place**
- Practice 4 **Hold regular Team Meetings**
- Practice 5 **Learn together**
- Practice 6 **Hold Team Events/ Executive Events**
- Practice 7 **Leader Speaks**
- Practice 8 **Beware blind spots**
- Practice 9 **Develop the Team Brain/ Corporate Brain**

Leading through Others	Leading People in Remote Locations	Following your Boss	Working with your Peers	Leading Change	Leading Reorganisation

Functional Leadership

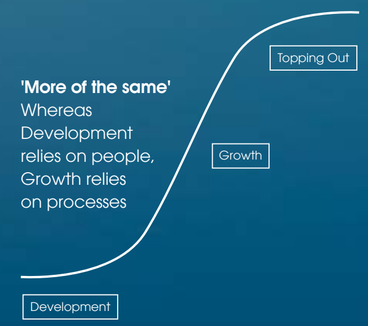


Flexible Leadership



The Sigmoid Curve

'End of the line'
Shake up required to start
a new phase of Development



'More of the same'
Whereas
Development
relies on people,
Growth relies
on processes

'Early days'
Invention and creation

The Universal
Improvement
Company

www.theuic.com.au

uimprove
Systematic - Practical - Proven

© UIMPROVE