

	<h2>Do your employees know where to start?</h2>

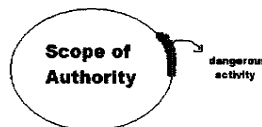
	<h2>A Bit About Authority</h2>
	<ul style="list-style-type: none">■ Our formal authority may not be enough to get what we need to get done■ When you deliver what your authorities want...you get rewarded■ Authority is contracting for their wants, not needs■ Wants and needs are two different things

A Bit About Authority

- Functions of Authority
 - Goals, Priorities and Standards
 - Make decisions
 - Deliver results
 - Stay within Scope
- Expectations of Authority
 - Direction
 - Protection
 - Order

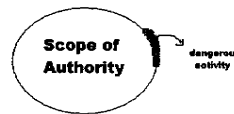
A Bit About Authority

- Scope of Authority
 - They will call you a leader in the scope of authority to have you be what they want you to be
- Authority is a huge contrast on leadership



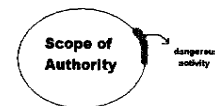
A Bit About Authority

- Important work but nothing to do with leadership
- Not degrading authority....it is critical for organizations
- Organizations that tend to like authority...do not like exercising leadership



A Bit About Leadership

- One can only exercise leadership...not be a leader
- One can exhibit characteristics of leadership...not be a leader
- Working on the outer edge or outside the scope of authority is the exercise of leadership



A Bit About Leadership

- Exercise Leadership based on some Purpose
 - Doing something they don't say they want but the organization needs
- Exercising Leadership is:
 - Disappointing your own people at a level or rate they can absorb
 - Putting yourself at risk for a purpose

A Bit About Leadership

- Challenging is treason but leadership
- People who change their positions are called "wafflers, wishy washy" not learners
- What happens at OPPD when someone exercises leadership for the purpose and it fails?

Question

- Does the real Cost of the Business have anything to do with costs?

- Yes or No
- Deal or No Deal

A Bit About The Challenge

- Technical versus Adaptive Challenge
- Technical Challenge
 - Benign (live with consequences)
 - Individual
- Adaptive Challenge
 - Conflictual
 - Systemic
- War in Iraq example

A Bit About The Challenge

- Four Trust Questions People Ask:
 - Motives
 - Competence
 - Dependability
 - Collegiality
- Tell them you will not let them fail
- Do things that you don't need to do

A Bit About The Challenge

- Adaptive Challenge is the engagement of the heart and stomach of others
- Can't appeal to peoples hearts and stomachs through logic....you have to exercise leadership through your heart and stomach
- Temperature Throttle Diagram
- Don't trust anyone's perspective on the temp of an audience unless you validate it yourself

A Bit About Leadership

- How many times have you told your wife or significant other , "I Love You"?
- We use the same words over and over from our heart and stomach, not with logic
- That is OPPD's Challenge on the Cost of the Business

Cost of the Business

- Historical focus on technical challenges
- What are the adaptive challenges that you can identify to reduce cost
- Is your heart and stomach ready?