

Guidebook to:

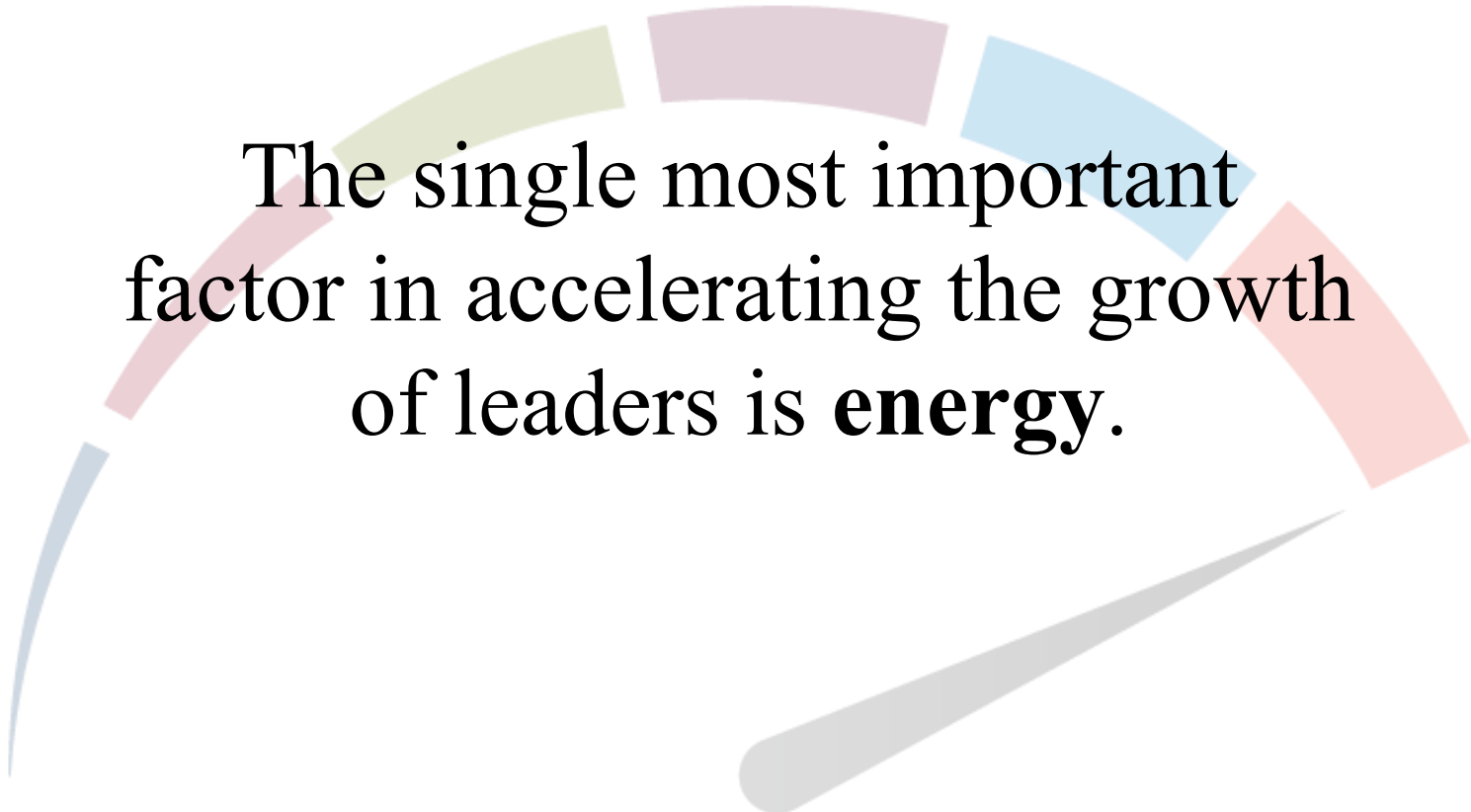
Sustain Energy for Growth



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The single most important factor in accelerating the growth of leaders is **energy**.



Rapid learning generates both excitement and fear. And if that energy can be harnessed and converted into positive tension, it can fuel increased effort and perseverance.



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In turn, leadership **growth**
flourishes.



Sustain

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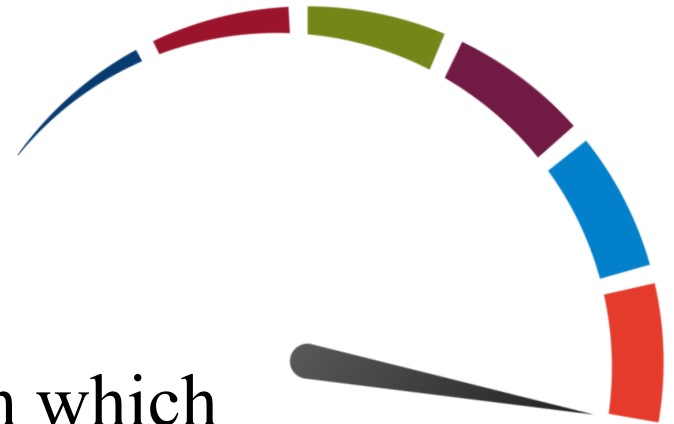
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While it's true that the other five Acceleration Imperatives—*Commit, Aim, Identify, Assess,* and *Grow*—represent proven means for increasing the energy in your system, none of them alone will generate ongoing energy through your organization's inevitable cycles of opportunity, crisis, and change.



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There is one more lens through which
your acceleration efforts must be
examined: how to *Sustain*
acceleration efforts by manufacturing
positive energy for growth.



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There are 5 tips to sustain energy for growth:

1. Keep Score (of Growth) or Don't Play
2. Assault Your Organization's Mind-Set
3. Own It
4. Prove That You Believe in Your People
5. Be the Growth You Want to See



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Keep Score (of Growth) or Don't Play

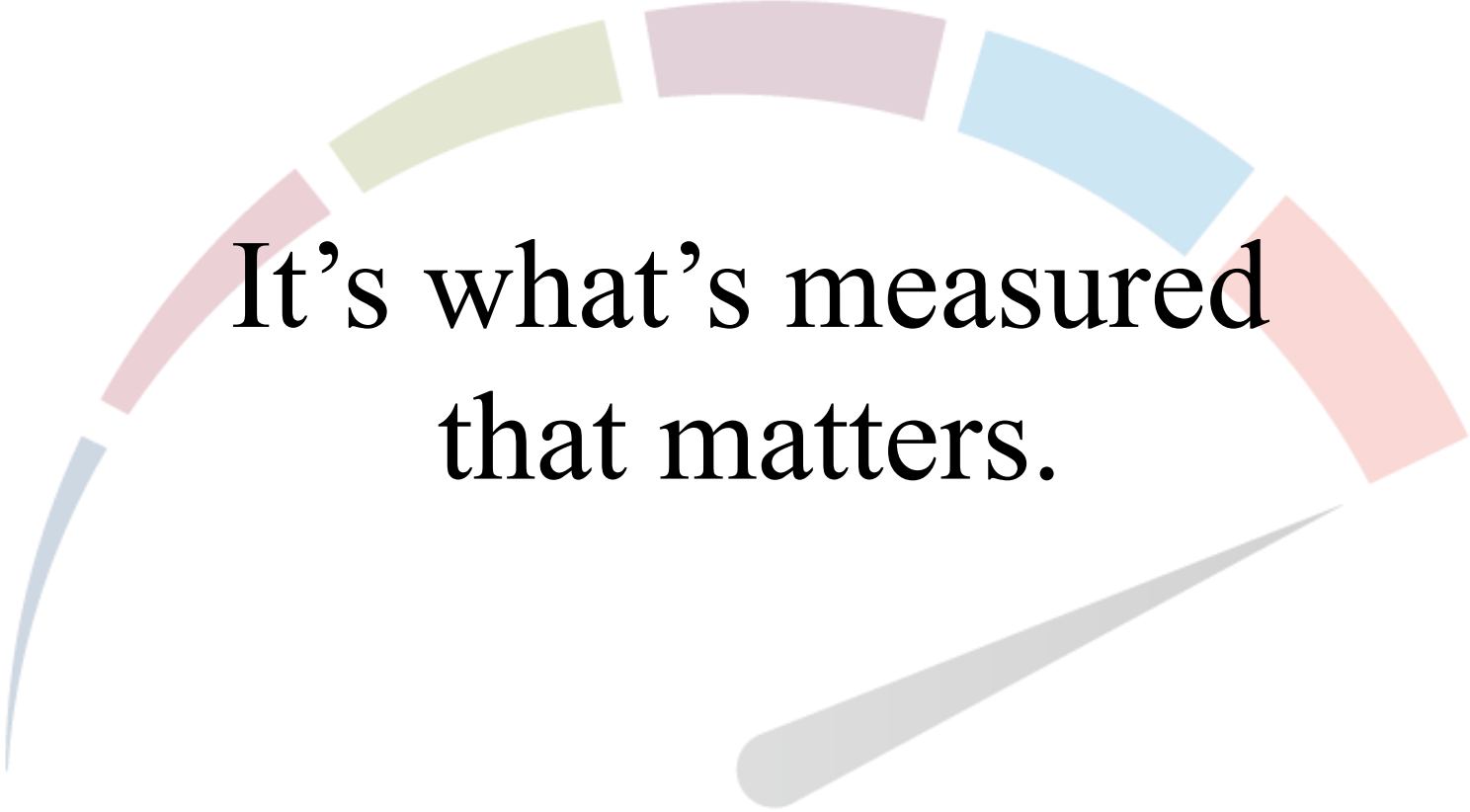
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Keeping score creates tension.
Every game and competition is more charged with energy when there is a scoreboard. With regard to leadership acceleration, it's not enough to simply keep score.



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It's what's measured
that matters.



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One principal reason that investments in leadership development fail to generate gains in readiness is that often **the wrong outcomes are measured.**



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In an acceleration system built to increase leadership readiness, **the only score that matters is growth.**

Growth happens only when learning is applied to performance, which is how the measurement targets of an acceleration system must be aimed.



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“It is important to choose only the most crucial metrics and relentlessly pursue them. If the metrics you select truly keep score of your leaders' and your organization's growth, measuring acceleration will generate far more energy than it uses.”



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Assault Your Organization's Mind-Set

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No one can ever be fully ready.
The world is far too chaotic. But
that doesn't mean readiness is
unachievable. It simply requires a
different mind-set—a vital one.



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Ready now is not a permanent place at which individuals arrive or a state that organizations achieve.

The one viable response is to **constantly and continually prepare for what lies ahead.**



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Without an understanding that readiness comes from perpetual preparation, a program-oriented mind-set will take over.



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““ The **ready now** mind-set means continually looking forward, scanning the environment to anticipate the next challenge and working with discipline to prepare for it.””

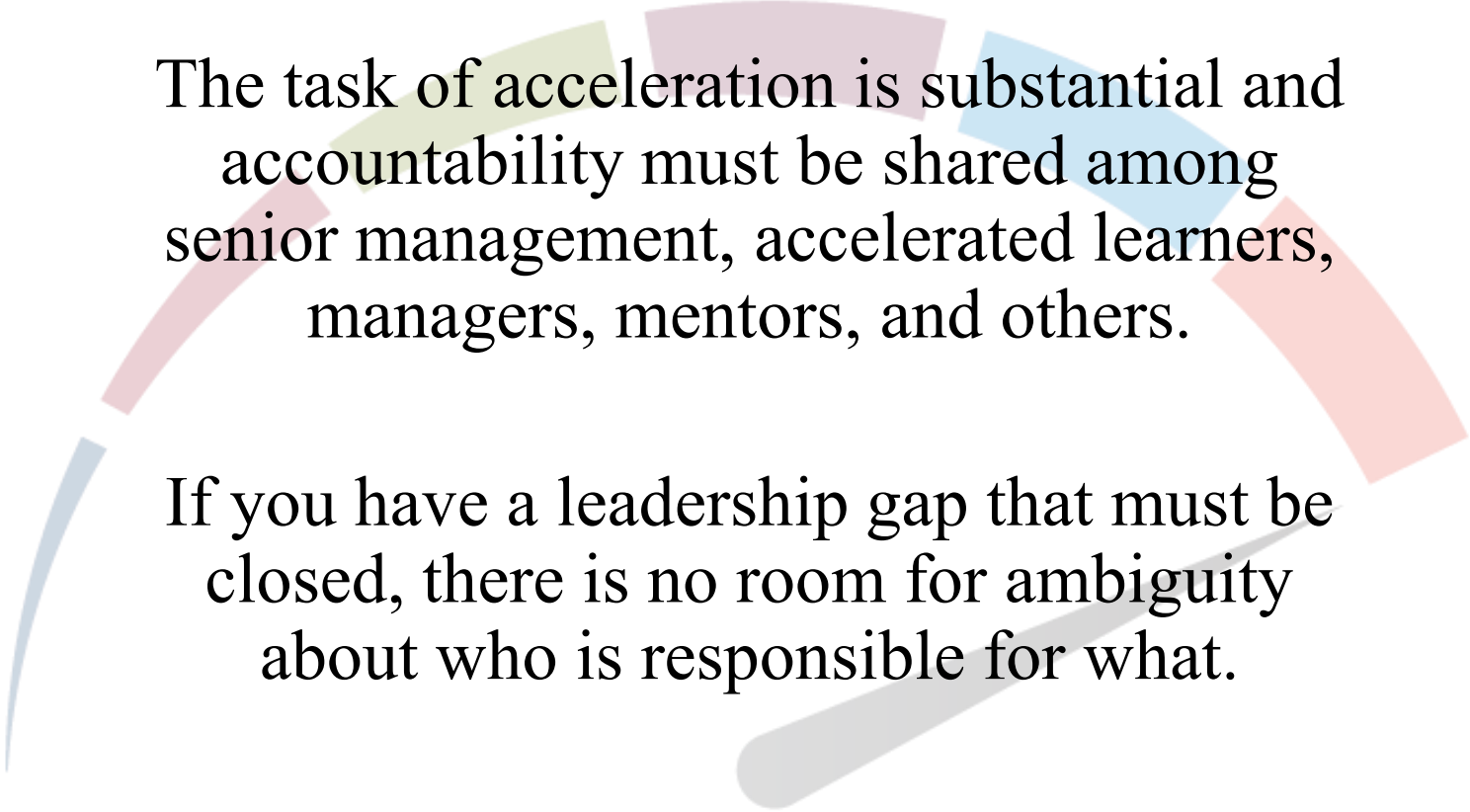


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Own It

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The task of acceleration is substantial and accountability must be shared among senior management, accelerated learners, managers, mentors, and others.

If you have a leadership gap that must be closed, there is no room for ambiguity about who is responsible for what.

Ownership and accountability must be specific.

If you are a CEO, business leader,
or member of the senior
management team,
it starts with you.



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This is a commitment to growth—
not just learning—and your
metrics and rewards must reflect
it. Growth goals must be bold,
expressed quantitatively as well as
qualitatively.



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“ When you fully address the ownership of converting leaders from **not ready** to **ready now**, the resulting actions will cause senior leaders to look beyond activities associated with specific programs and toward the outcomes of those efforts, fueling a continual focus on growth.”



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Prove That You Believe in Your People

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Acceleration requires experimentation. Failure is not only inevitable, it is indispensable. Your job is to ensure failures are small, frequent, fast and useful.



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Learning to capitalize on failure has a crucial prerequisite: **belief in your people** and, more specifically, their ability to grow through struggle and defeat.



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Each time you give up on a leader, you drain energy from your acceleration system. But each time you choose to capture the learning from a disappointment and channel it to **support a leader** in taking on a new and different challenge, **energy sparks**. And when you replicate that response, you build momentum that **fuels acceleration**.





Be the Growth You Want to See

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“People grow best when they
grow together.”



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Acceleration begins when you sit down with a person, make eye contact, and begin a conversation about how to grow.

If you do it right, all the forms, meetings, tools, processes, and best practices will fade into the background.



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Doing it right means making an **authentic connection** and sharing in the experience of learning and the application of new approaches as you confront your organization's most pressing challenges.



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If you can do this, you
can be a **great** leader of
acceleration.



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Now Review

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SUSTAIN isn't *just* about energy for growth! In *Leaders Ready Now* you'll learn about generating energy through:

- **Dedication to measuring progress:**
The few most-critical metrics are tracked to monitor the most essential measures of growth.
- **A more realistic mind-set:**
Management doesn't expect an end point; they acknowledge that acceleration never stops and plan to continually renew their focus on it.
- **More complete ownership of growth:**
The CEO and senior team don't just sanction learning activities; they own the accountability to convert leaders from *not ready* to *ready now*.



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SUSTAIN isn't *just* about energy for growth! In *Leaders Ready Now* you'll learn about generating energy through:

- **A more productive relationship with failure:**
Management gets behind people and helps leaders work through failures to extract valuable lessons that can help the business perform better.
- **A shared experience:**
Management grows, too, making acceleration something that the entire organization shares. Growth is part of running a business.



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Learn More about SUSTAIN

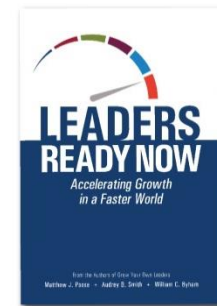
to aggressively manufacture the energy for growth:

- Visit: www.LeadersReadyNow.com
- Read: *Leaders Ready Now*
- Email: info@ddiworld.com
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Thank You



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