

# EOA Annual Conference

EMPLOYEE OWNERSHIP  
BEST IN CLASS

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# Your Role as Leader in an EO Business

Facilitator: Adam Campbell, Telos Partners

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# Session Overview

This is a workshop (emphasis on discussion and insight, not on input)

- Introduction – 10 minutes
- Discussion – 30 minutes
- Making meaning – 10 minutes
- Comments and observations – 10 minutes

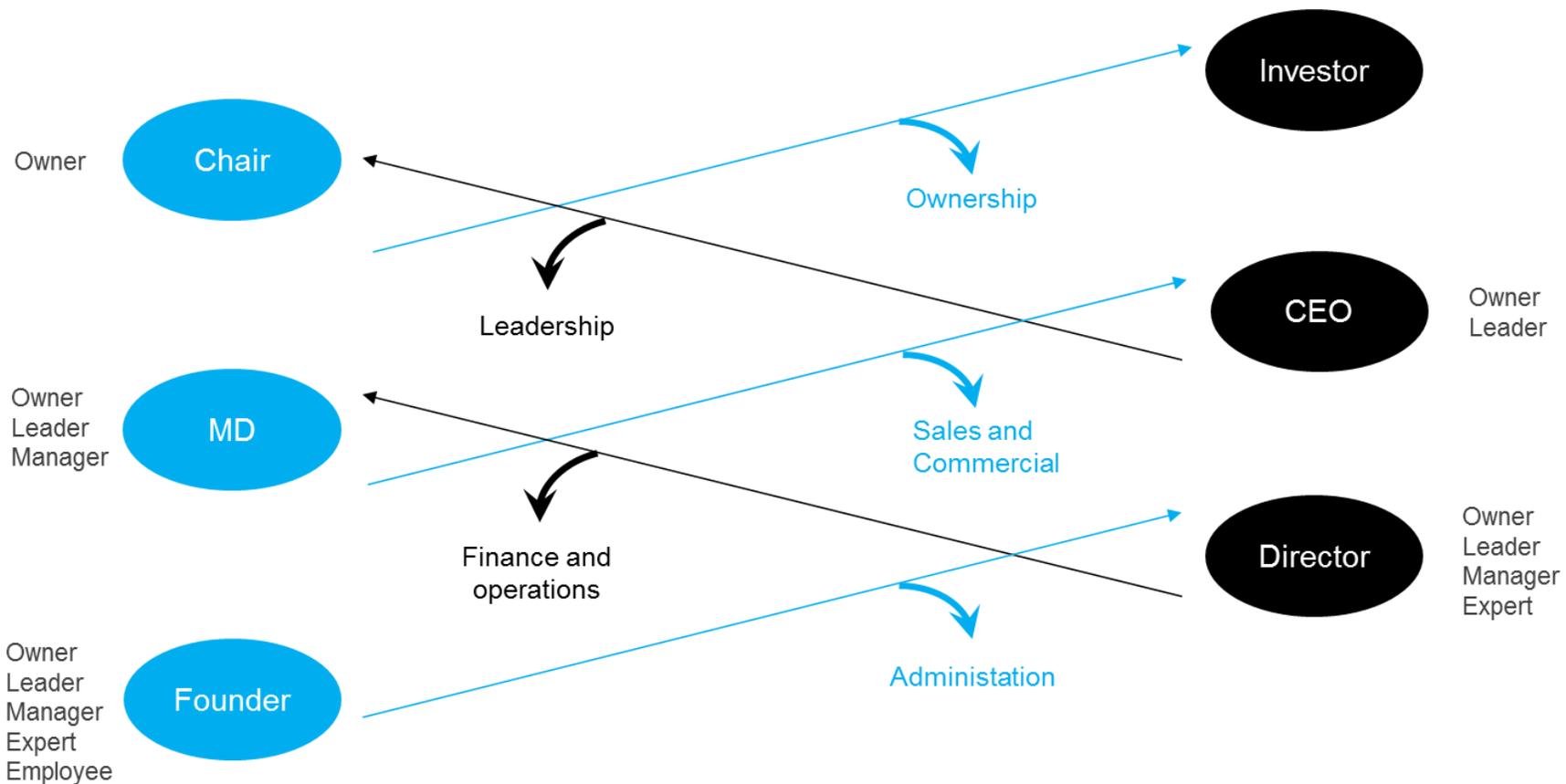
# The Functions of Leadership:



# The Styles and Competencies of Leadership

	Commanding	Pacesetting	Visionary	Affiliative	Democratic	Coaching
Leader's modus operandi	Demands immediate compliance	Sets high standards for performance	Mobilises people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Develops people for the future
The style in a phrase	"Do what I tell you"	"Do as I do now"	"Come with me"	"People come first"	"What do you think?"	"Try this"
Underlying EQ competencies	Drive to achieve, initiative, self-control	Conscientiousness, drive to achieve, initiative	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Developing others, empathy and self-awareness
When the style works best	In a crisis, to kick start a turnaround or deal with problem employees	To get quick results from a highly motivated and competent team	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Negative	Most strongly positive	Positive	Positive	Positive

# Leadership Succession



Adapted from the Leadership Pipeline, Ram Charan

# Discussion Questions

In your table groups, take 30 minutes to discuss and answer the questions on the worksheet. Please summarise your answers in the space provided.

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**Your Role as Leader within an EO Business**

In your groups, consider the role of leader within an EO business. Discuss and answer each of the questions below, taking c.10 minutes for each question. Summarise and capture your answers in the space provided.

	Commanding	Participating	Delegating	Affiliative	Democratic	Coaching
Leader's motive approach:	Demands immediate compliance	Sets high standards for performance	Relaxes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Develops people for the future
The style is a phrase:	"Do what I tell you!"	"Do as I do now!"	"Come with me!"	"People come first!"	"What do you think?"	"Try this!"
Underlying EQ competencies:	Drive to achieve, initiative, self-control	Conscientiousness, drive to achieve, initiative	Self-confidence, empathy, change volatility	Empathy, building relationships, communication	Collaboration, team leadership, communication	Developing others, empathy and self-awareness
When the style works best:	In a crisis, quick start or turnaround or deal with problem employees	To get quick results from a highly motivated and competent team	When a change requires a new team, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To help an employee improve performance or develop long-term strengths
Overall impact on climate:	Negative	Negative	Both strongly positive	Positive	Positive	Positive

**1. What is different about leading a co-owned business? For example, in comparison to a founder-owned business, a family owned business, a private equity owned business, a plc?**

**2. How should leaders of employee owned businesses approach the task of strategic and business planning?**

**3. How can you leverage employee ownership to build responsibility, accountability and momentum for succession planning?**

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**Your Role as Leader within an EO Business**

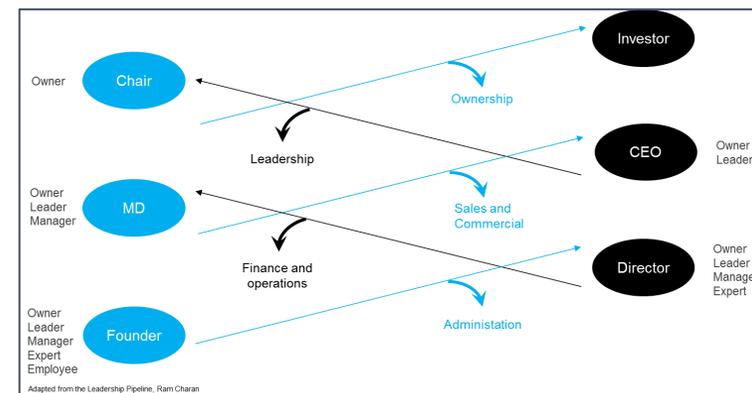
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2. How should leaders of employee owned businesses approach the task of strategic and business planning?

3. How are you leveraging employee ownership to build responsibility, accountability and momentum for succession planning?

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# Making Meaning

Pair up with someone new (or form a trio), then take 10 minutes to discuss and answer the following questions:

1. What observations would you make from the discussion?
2. What insights/relevance do these have for you and your business?
3. What do you plan to do as a result of these reflections?

Please be prepared to share a summary of your discussion.

# Questions and Discussions

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**Thank you.**  
Please make your way to the Kings  
Suite for Refreshments, Exhibitors  
and Product Showcase.