Strengths-Based Leadership Development System

“Strengths-Based Leadership Development System”

““In a recent survey of CEOs and senior executives, 76 percent cited leadership development as important, yet only 7 percent thought their organization was doing it effectively.”

Peter Drucker (1909 – 2005), author of 39 books and hundreds of articles on leadership, management, and organization effectiveness. Widely considered to be the father of “modern management.”

Strengths-Based Leadership Development System

“You cannot build performance on weaknesses. You can build only on strengths. To focus on weakness is not only foolish; it is irresponsible. It is a misuse of a human resource, what a person cannot do is a limitation and nothing else.”

Zenger Folkman Background/Relationship

1. Evidence-Based Leadership Development
   - The Good, The Bad, and The Extraordinary
2. Leveraging Leadership Strengths
3. Critical Components of a Best-In-Class 360 Assessment
4. A Revolutionary Approach to Developing Strengths
5. Reinforcing Leadership Development

ZF Founders: Leading with Strength

John “Jack” Zenger, D.B.A. Co-founder and Chief Executive Officer
- Renowned expert in the field of leadership development
- CEO of Zenger-Miller, President of Provant
- Human Resources Development Hall of Fame
- ASTD Lifetime Achievement Award, 2011

Joseph Folkman, Ph.D. Co-founder and President
- Renowned psychometrician and authority on assessment and change
- Founding partner of Novations Group, Inc.
- Author/co-Author of 7 books and dozens of publications

About Zenger Folkman

- Founded in 2003 to revolutionize leadership and organization development through empirical research.
- Evidence-based methods leveraging existing strengths.
- Comprehensive system including assessment instruments, development programs and executive coaching.
- Leveraging research and methodologies found in The Extraordinary Leader, The Inspiring Leader, The Extraordinary Coach, and How to Be Exceptional.
- Consulting, customizing, and integrating strengths-based leadership approaches aligned to organizational strategy and culture.

Jim Clemmer (519) 748-5968  www.clemmergroup.com
Some Zenger Folkman Clients

- Canadian Tire
- Niagara Region
- Fanshawe College
- CIBC
- EllisDon
- Air Transat
- Seneca College
- Rogers
- Elsevier
- General Mills
- Harris Corporation
- Symantec
- Fidelity Investments
- Coca Cola
- Deloitte
- ConocoPhillips
- Adidas
- Marriott
- Thomson Reuter
- Lockheed Martin
- Safeway
- Zain
- Affymetrix
- Allianz
- AT&T
- Wells Fargo Bank
- US Navy

Client Feedback

"an unusual blend of credible and uncompromising research married with years of successful application with leaders and organizations. The result is innovative, at times challenging conventional wisdom...

I have seen talent in my organization engage and improve based on this work."

Kevin D. Wilde, VP, Organization Effectiveness and Chief Learning Officer and author of Dancing with the Talent Stars: 25 Moves That Matter Now

Client Feedback

"we have seen that people are much more successful when we focus on improving their natural leadership strengths while minimizing their weaknesses."

Stephen K. Wiggins, EVP, Chief Information Officer, Blue Cross Blue Shield of South Carolina; coauthor, Picasso on a Schedule

Articles/Columns on Strengths-Based Leadership Development

Core Research and Strengths-Based Leadership Systems

Jim Clemmer (519) 748-5968 www.clemmergroup.com
“Excellent? Counterintuitive tips on how to be exceptional.”

“It’s a clear, easy-to-read book... and a compelling alternative approach to our tendency to obsess over weaknesses.”

“Why The CLEMMER Group is Partnering with Zenger Folkman

2. Revolutionary Strengths-Based Leadership Development System.
3. Research/Evidence-Based Leadership Development
5. A Powerful Fit with our Culture/Leadership Development.

Steps to Desired Culture

Continuous Improvement Activities and Organization Development
Front Line Staff Leadership Behaviors
Management Processes/Systems
Supervisors/Managers/Executives Leadership Behaviors
Vision, Core Values, and Purpose/Mission

Culture Anchor Points

Weaknesses
- Power-based command and control
- Catch people doing things wrong
- Indifference and apathy
- Focus on fixing what’s wrong
- See the worst in people
- Push and punish

Strengths
- Inspiring shared leadership
- Catch people doing things right
- Energized and engaged
- Leverage/build on what’s right
- Bring out the best in people
- Pull and coach

Why Zenger Folkman is Partnering with The CLEMMER Group

“We’ve been doing business in Canada but wanted to better serve the Canadian market. There’s a history of a very productive ‘hand-shake partnership’ between our firms’ principals going back to 1981. We’re excited to have a partner with whom we can thrive and create real synergy.”

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Strengths-Based Leadership Development System

Why The CLEMMER Group is Partnering with Zenger Folkman
2. Revolutionary Strengths-Based Leadership Development System.
3. Research/Evidence-Based Leadership Development.
5. A Powerful Fit with our Culture/Leadership Development
6. Ongoing R & D with new programs and services.

What Makes Our Strengths-Based Development System Uniquely Powerful
1. Using Strengths-Based Leadership Development...
2. On a Foundation of Evidenced-Based Approaches...
3. Producing a Highly Personalized Development Plan...
4. Built Around a Best of Class 360 Multi-Rater Tool

Strengths-Based Leadership Development System

Evidence-Based Leadership Development

Evidence-Based Medicine
“I then realized that medical decision making was not built on a bedrock of evidence or formal analysis, but was standing on Jell-O. Medical decision making has gone through a fundamental change in the last 40 years...the foundation for decision making has shifted away from subjective judgments and reliance on authorities toward a formal analysis of evidence.”


Evidence-Based Medicine
“The use of scientific data to confirm that proposed diagnostic or therapeutic procedures are appropriate in light of their high probability of producing the best and most favorable outcome.”

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**Strengths-Based Leadership Development System**

**The Need for Evidence-Based Leadership Development**
- Over 93,000 books with “leadership” in the title at Amazon — how many others don’t have that word in their title?
- 1.2 million Google hits on “leadership books.”
- A flood of theories, opinions, thesis papers, inspiration, training programs, frameworks, styles, models, tools...

**The Original Research Base**
- Two years researching the impact of leadership performance and the key behaviors great leaders demonstrate.
- Data set of 200,000 evaluations on 20,000 people.
- Contrasted the highest-performing 10% to the lowest-performing 10%.
- The data conclusively demonstrates:
  - Leadership effectiveness can be measured and is strongly correlated to performance outcomes
  - 16 competencies most differentiate the extraordinary leaders from everyone else
  - Building on existing strengths is the most effective approach to development

**In Search of the Leadership Difference**
- Leadership is a means to an end: organizational outcomes
- Competency analysis—mutually exclusive and collectively exhaustive
- 16 had the greatest impact on measurable organizational outcomes

**The Leadership Tent**

**Differentiating Competencies**

<table>
<thead>
<tr>
<th>Focus on Results</th>
<th>Leading Change</th>
<th>Character</th>
<th>Interpersonal Skills</th>
<th>Personal Capability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stresses for Results</td>
<td>Develops Strategic Perspective</td>
<td>Displays High Integrity and Honesty</td>
<td>Communicates Powerfully and Prolifically</td>
<td></td>
</tr>
<tr>
<td>Establishes Stretch Goals</td>
<td>Champions Change</td>
<td>Inspires and Motivates Others to High Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Takes Initiative</td>
<td>Connects the Group to the Outside World</td>
<td>Builds Relationships</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develops Others</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Collaboration and Teamwork</td>
<td></td>
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</tbody>
</table>

**Extraordinary Leaders Make a HUGE Difference**
- 10 - 20 times higher levels of employee engagement
- 3 - 4 times reduction in employees thinking about quitting
- 50% fewer employees that do leave
- Double the satisfaction with pay and job security
- 4 - 5 times more employees “willing to go the extra mile.”
- 1.5 times higher customer satisfaction ratings
- Over 3 times safer work environment
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**The Good, the Bad, and the Extraordinary**

- Elevated pay
- Richer benefits
- Training and development
- Enhanced working conditions
- State-of-the-art equipment
- Flexible schedules
- Childcare
- Focusing on work-life balance

**Searching for the Keys to Employee Engagement, Satisfaction, and Commitment**

One variable emerged as the best predictor of employee engagement, satisfaction, and commitment.

**Who is your immediate supervisor?**

**Leadership Effectiveness and Employee Engagement/Satisfaction/Commitment**

**The Impact of Leadership Effectiveness on Turnover**

Extraordinary leaders have much higher retention rates.

**Percent of Employees that “Think about Quitting”**

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The most effective leaders create the most satisfied customers.

Great leaders generate much greater income.

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Point to Ponder
How would an evidence-based approach to leadership development revolutionize your approach?

Leadership Effectiveness by Level
(Average across five studies including 5285 leaders)

Closing the Leadership Gap
Some organizations had just 3 – 5 percentile points between levels with a dramatic upward shift in leadership effectiveness of all leaders.

These organizations:
• Set the leadership bar high.
• Selected the right leaders.
• Built talent management processes around leadership competencies.
• Made it line management’s responsibility to develop people.

Characteristics of Successful Teams
- Study of 122,000 employees in 10,000 work groups from 11 different companies.
- Items that differentiated the best from the worst work groups were identified.
- Items were put into factors.
- Literature review of capabilities that impacted the performance of teams.
- Key factors identified.
- Results of the two studies were compared.
- 16 key factors emerged.

The Extraordinary Team
There is a strong correlation between a team’s effectiveness on 16 capabilities and their performance results.
Characteristics of Successful Teams

<table>
<thead>
<tr>
<th>Trust and Respect</th>
<th>Direction and Change</th>
<th>Ethics and Integrity</th>
<th>Results</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Trust and Respect</td>
<td>• Clear Strategy and Direction</td>
<td>• Ethics and Integrity</td>
<td>• Getting Results</td>
<td>• Communication</td>
</tr>
<tr>
<td></td>
<td>• Ability to Change</td>
<td></td>
<td>• Individual Accountability</td>
<td>• Recognition and Rewards</td>
</tr>
<tr>
<td></td>
<td>• Innovation</td>
<td></td>
<td>• Efficiency/ Productivity</td>
<td>• Team Member Involvement</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Performance Management</td>
<td>• Collaboration /Cooperation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Decision Making</td>
<td>• Growth and Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Team Member Commitment</td>
</tr>
</tbody>
</table>

An Organization’s Culture Ripples Out from the Management Team Leading It

Team Effectiveness and Employee Engagement/Commitment

Team Effectiveness and Turnover

Recordable Incidents Number versus Team Survey Results

Profitability and Team Effectiveness

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Feedback is Critical to Team Effectiveness
Great teamwork never just happens—it takes deliberate effort and regular maintenance.

Client Feedback
"...the path to greatness is really about building profound strengths, rather than through relentlessly focusing on one's weaknesses."
Michael A. Peel, Vice President, Human Resources and Administration

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“Now we have results for a range of industries that link leadership to climate and to business performance, making it possible to quantify the hard difference for performance made by something as soft as the ‘feel’ of a company.”

“We were shocked at the results of the largest, most comprehensive survey ever conducted on approaches to managing change. The study concluded that most schools, companies, families and organizations function on an unwritten rule. That rule is to fix what’s wrong and let the strengths take care of themselves.”

“Appreciative Inquiry is the cooperative, co-evolutionary search for the best in people, their organizations, and the world around them. It involves systematic discovery of what gives life to an organization or a community when it is most effective and most capable in economic, ecological, and human terms.”

It is all too commonplace not to be mentally ill but to be stuck and languishing in life.... Being in a state of mental health is not merely being disorder free; rather it is the presence of flourishing.

- Positive emotion
- Engagement
- Relationships
- Meaning
- Accomplishment

The Power of Focusing on Strengths

What if the teacher had asked them to write down gaps and improvement suggestions?
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**Why do most leaders focus on fixing weaknesses?**

- **Weaknesses**
  - Power-based command and control
  - Catch people doing things wrong
  - Indifference and apathy
  - Focus on fixing what’s wrong
  - See the worst in people
  - Push and punish

- **Strengths**
  - Inspiring shared leadership
  - Catch people doing things right
  - Energized and engaged
  - Leverage/build on what’s right
  - Bring out the best in people
  - Pull and coach

**What’s the lingering effect?**

- Defensiveness and searching for what’s wrong.
- Data denial (“it’s just their perception”).
- Participants feel beat up by feedback/survey reports.
- Negative response/avoidance of 360 feedback.
- Diminishes recognition/appreciation culture.
- Erodes confidence and drops positivity ratio.
- Working on weaknesses only gets to average.
- Feeds defeatist belief that extraordinary leadership is achieved by naturally gifted or “born leaders.”

**In Search of Gaps, Needs, and Weaknesses**

**Building Strengths Is the Only Way to Become an Exceptional Leader**

1. Think of the best leader you’ve ever worked with.............
2. Did he or she possess any weaknesses?
3. Was he or she above average on all leadership competencies?
4. Did he or she possess some profound strengths?

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**What’s Your Culture Anchored In?**

**The effective executive makes strengths productive...one cannot build on weaknesses.**

*Strengths are the true opportunities. to make strength productive is the unique purpose of the organization. It cannot overcome the weaknesses with which each of us is endowed, but it can make them irrelevant. Organization must feed the opportunities and starve the problems.*

Peter Drucker (1909 – 2005), author of 39 books and hundreds of articles on leadership, management, and organization effectiveness. Widely considered to be the father of “modern management”
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Client Feedback
“...the next evolution of focusing on strengths... compelling research to understand what it takes to become an exceptional leader. The insightful tools and developmental approaches help address fatal flaws and push your existing strengths over the edge to exceptional.”

Linda Simon, Senior Vice President, Leadership and Organizational Development, DIRECTV

Focusing Development on Weaknesses Works Well When...

...People Have Fatal Flaws

What’s the Message From This Feedback Report?

How’s Richard Doing Now?

Sample Exercise on Making a Difference
1. In your experience, which goal do most leaders work toward: to be “good enough” to get the job done, or to be extraordinary? Which of the two has been your goal?
2. If you could increase your leadership effectiveness from good to great, what difference would it make to your organization?
3. If you could increase your leadership effectiveness from good to great, what difference would it make to you personally, in terms of your career opportunities and job satisfaction?

Aiming for Extraordinary
“Our greatest tragedy is not that our aim is too high and we miss it, but that it is too low and we reach it.”

Michelangelo

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Limitations of Working on Weaknesses

- At best it gets you to average.
- Does not produce exceptional leaders.

Our research shows that it’s the presence of strengths, not the lack of weaknesses, that differentiates the best leaders.

From Good to Great Leadership

- Over twice the levels of employee engagement.
- 50% reduction in employees thinking about quitting.
- Half as many employees that do leave.
- 25 – 30% increase in satisfaction with pay and job security.
- Over twice as many employees “willing to go the extra mile.”
- 40% higher customer satisfaction ratings.
- 35 – 40% safer work environment.

You don’t have to be a superhero to be an extraordinary leader.

Just Three Strengths Raises Leadership Effectiveness to the 80th Percentile

Study based on 24,657 leaders having 7 or more respondents

A Strengths Focus Doubles Improvement Rates

“I do not believe that you should devote overly much effort to correcting your weaknesses. Rather; I believe that the highest success in living and the deepest emotional satisfaction comes from building and using your strengths.”

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The Powerful Impact of Building Strengths

Leaders who worked on strengths were more likely to:

• Create an excellent development plan.
• Improve their overall leadership effectiveness.
• Improve specific issues in their development plan.
• Allocate appropriate time to development.
• Put forth a concerted effort to work on their development plan.

Executives Responded to These Statements:

<table>
<thead>
<tr>
<th>Build Strength</th>
<th>Fix Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>My leadership improvement efforts had a positive impact on the business results of my team/organization.</td>
<td>72%</td>
</tr>
<tr>
<td>My leadership development efforts had a positive impact on the commitment level of my direct reports.</td>
<td>47%</td>
</tr>
</tbody>
</table>

Executives who worked on strengths were more likely to:

• Improve their overall leadership effectiveness.
• Improve specific issues in their development plan.
• Put forth a concerted effort to work on their development plan.

As a result, they

• Improved their overall leadership effectiveness.
• Improved specific issues in their development plan.
• Put forth a concerted effort to work on their development plan.

The results have been remarkable...

Client Feedback

“...their research caused us to rethink our performance management philosophy. We revamped our process to orient it more toward building employees’ strengths. The results have been remarkable... The biggest change has been in the energy people have for the performance management process. It is now something that most employees look forward to. How many companies can say that?”

Mary Settle, Vice President of Human Resources, BARD Access Systems

Building on Leadership Strengths

The only way to become an extraordinary leader. Up to three times higher change and improvement. Profits, sales, engagement, morale, energy levels, turnover, health and safety, and customer satisfaction skyrocket.

Broadens the spectrum of development methods with cross-training and competency companions.

Participant motivation to improve is much higher. Organizational culture is much more positive and energized.

It’s a lot more fun to work on strengths!

Advancing Strengths-Based Leadership Development

• More rigorous analysis of the impact of strengths on performance outcomes.
• Studies confirming strengths aren’t fixed or static and can be developed.
• Evidence that developing strengths is 2 – 3 times more successful than fixing weaknesses.
• Research showing the only way to build strengths from good to great is a nonlinear approach using companion competencies.

How would leveraging leadership strengths revolutionize your development work?

Point to Ponder

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**Critical Components of a Best-In-Class 360 Assessment**

**Client Feedback**

“The Extraordinary Leader class was one of the most powerful and insightful programs I have ever attended. The 360-degree profile gave me deep insights into how others perceive me as a leader, and the course and follow-on coaching has paved an exciting path for me to follow in developing my leadership skills.”

Ricardo Fuchs, Vice President, Serv Corp, Inc

**Accuracy in Predicting Leadership Effectiveness**

Ability of Individuals in Each Rater Group to Predict Overall Leadership Effectiveness

<table>
<thead>
<tr>
<th>Rater Group</th>
<th>R² Squared Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>0.30</td>
</tr>
<tr>
<td>Direct Reports</td>
<td>0.25</td>
</tr>
<tr>
<td>Peers</td>
<td>0.20</td>
</tr>
<tr>
<td>Other</td>
<td>0.15</td>
</tr>
<tr>
<td>Self</td>
<td>0.10</td>
</tr>
</tbody>
</table>

**360s and Leadership Development Programs**

- 85% of Fortune 500 organizations use multi-rater feedback (360’s) as a central part of their leadership development program.
- They have found that it can have a major impact on awareness and development.
- Leaders gain information and perceptions they would otherwise never get.

**Joe Folkman’s History with 360s**

- Graduate School – Worked with some of his professors who had created one of the first 360 assessments
- Wrote his dissertation on data that he had collected from a 360 he developed
- Founding partner in an organization that developed hundreds of 360 assessments
- In 2002 he started over….

**Wide Variety of 360s Available**

- Lots of 360s approaches.
- Not all equal.
- Lots of similarities but there are some major differences.

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In Search of Gaps, Needs, and Weaknesses

Many organizations are using a weakness-based approach to development:

- People don’t like the process.
- Not much change occurs.
- Losing 70 - 80% of the training value.
- Negative and punishing.

Components of a Best-of-Class 360 Assessment

1. Simplified competencies and survey items based on predictive evidence.
2. Ratings compared to extraordinary global norms, not averages.
3. Rating scales that avoid false positives.

Typical Agree to Disagree Scale

“Listens carefully and attentively”

- Respondent – “This person is an OK listener.”
- Participant – “I am doing pretty good on listening – I got a 4 out of 5.”

Strengthening Scale

“Listens carefully and attentively”

- Respondent – “This person is an OK listener.”
- Participant – “I am OK.”

Using this scale the average response to survey items decreased by .75

Hierarchy of Information

- Tent Poles (5)
- Differentiating Competencies (16)
- Survey Items (54)

Components of a Best-of-Class 360 Assessment

1. Simplified competencies and survey items based on predictive evidence.
2. Ratings compared to extraordinary global norms, not averages.
3. Rating scales that avoid false positives.
4. Measure leadership effectiveness against key performance outcomes.
5. Emphasize on building strengths not gaps/needs/weaknesses.
6. Identify the key competencies most important to the leader’s role.
7. Written comments only focused on flagging any fatal flaws rather than listing weaknesses.
8. An efficient survey process that takes about 15 minutes to complete.
9. Provide insights to leaders on how to build his or her strengths.
10. Simple, intuitive, and visual feedback reports.

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**Employee Satisfaction/Engagement/Satisfaction**

A leader’s direct reports are asked 5 questions that assess their level of satisfaction, commitment and confidence in the organization.

These 5 items correlate .80 or higher to the best validated engagement measures in the industry.

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**Employee Commitment Index**

- I feel confident that this company will achieve its strategic goals.
- My work environment is a place where people want to go the extra mile.
- I would recommend this company as a good place to work.
- I rarely think about quitting my job to go to a different company.
- All in all, I’m satisfied with this company as a place to work.

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**Point to Ponder**

What have you found are the biggest problems and opportunities with using 360 tools?

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**Client Feedback**

The Zenger Folkman organization has had a profound effect on leadership development. Their research reveals the impact of strengths-based development on individual and organization success across industries and geographies. Their competency model and 360 evaluation provide the framework around which to build a development plan.”

Hillery Ballantyne, Senior Vice President, Talent Management and Leadership Development

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**Key Approaches for Developing Strengths**

The Leader’s Situation Determines Which Strengths are Key

- Development efforts focus on building profound strengths
- Specific strengths to be built vary by leader
- Goal is 3-5 strengths at 90th percentile
- Offers a positive approach to development for individual leader and the organization

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When choosing which strengths to develop, play to your passions!

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When building on strengths, often the best approach is to build around them.

Strengths are what differentiate.
You don’t develop strength the same way you fix a weakness.
Statistical correlations and interaction effect of behaviors.

Client Feedback
"...lifting leadership effectiveness from the (somewhat pejorative) realm of 'soft skills' to a plane that equates these competencies with 'harder' disciplines... not only can these skills be learned, but they can have a similar impact on bottom-line results and employee performance.
Leadership cross-training is an approach that can have a powerful impact on helping good leaders become exceptional ones."

Jaime Gonzales, Head of Professional Development, Jet Propulsion Laboratory

A Powerful and Statistically Significant Correlation Between Two Competencies Emerged

First Researchers Looked at “A Without B”

if this IS a strength ... but this ISN’T ... the probability of being an extraordinary leader: 12%

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**Then Researchers Looked at “B Without A”**
- (A) Builds Relationships
- (B) Drives for Results

If this **IS NOT** a strength . . . but this **IS** . . .

the probability of being an extraordinary leader: 14%

**The Power of “A + B” Led to the Notion of “Powerful Combinations”**
- (A) Builds Relationships
- (B) Drives for Results

If these are BOTH strengths . . .

the probability of being an extraordinary leader: 14% + 12% = 26%

**How Organizational Capabilities Impact Each Other**
- (A) Ability to Execute
- (B) Positive Work Environment

- In this organization we stay focused on the critical tasks that need to be accomplished.
- When problems occur in our work group, people accept accountability rather than blame others.
- This organization executes key priorities well, versus executing many initiatives poorly.

**The Independent Impact of Each**
- (A) Ability to Execute
- (B) Positive Work Environment

If this **IS a strength** . . . but this **ISN’T** . . .

the probability of being an extraordinary organization: 9%

**The Combined Impact**
- (A) Ability to Execute
- (B) Positive Work Environment

If these are BOTH strengths . . .

the probability of being an extraordinary organization: 4% + 9% = 13%

**How Organizational Capabilities Impact Each Other**
- (A) Ability to Execute
- (B) Positive Work Environment

- All in all, I am satisfied with this company as a place to work.
- Respect for the individual is reflected in my management team’s decisions/actions.
- I am confident that I will be treated fairly.
- This company retains talented, contributing people.
- I can report unethical practices at this company without fear of reprisal.
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Traditional Linear Development
- Learn the skills.
- Take classes, read books and journals.
- Study or mentor with experts.
- Practice the skills.
- Get coaching and feedback.

Each Competency Has Many Companion Competencies

Competency Companions: Cross-Training Ideas for Leaders
- Research identified statistically correlated companion behaviors for each competency.
- Each companion behavior represents a leadership cross-training idea for development.
- Each provides a potential path for building on an existing strength.

Competency Companion Development Guide: A Roadmap for Developing Strengths

Why Competency Companions Make the Difference
- The competency companion may be a “building block” for the competency.
  - Focusing on self-development helps leaders better develop others.
- A high level of skill in the companion increases the skill in the competency.
  - The ability to integrate information is a companion to Solves Problems and Analyses Issues.
- The competency companion helps others “see” the main competency.
  - Communication helps others see a leader sharing Technical/Professional Expertise.

Competency Companions for Safety Leadership

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Non-Linear Team Action Planning

Example: Strengthening a Leadership Competence

An Example of Companion Behaviors

Point to Ponder

How would leadership cross-training strengths revolutionize your development approaches?

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Reinforcing Leadership Development

Client Feedback

"Zenger Folkman’s research and tools have provided excellent guidance to leaders I’ve worked with over the years. The tools allowed them to create actionable goals and inspired them to actively pursue excellence in leadership."

Pam Mabry, Director, Human Resources

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**Strengths-Based Leadership Development System**

*Follow-up is the Key to a Leader’s Behavioral Change*

- Leadership assessments and workshops start the process, they don’t end it.
- One-on-one coaching, coaching workshops for leaders, follow-up software, and other implementation reinforcers help make learning stick.

*Importance of Feedback and Follow-up*

Goldsmith/Morgan study on the impact of follow-up, 3 to 6 months after Leadership Development programs (11,480 managers)

<table>
<thead>
<tr>
<th>Percentage of Respondents Surveyed</th>
<th>No Follow-Ups</th>
<th>Consistent or Periodic Follow-Ups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived Decline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived Improvement</td>
<td></td>
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</table>

*ActionPlan Mapper™ Helps Leaders Follow Through*

- Web-based application
- Leaders enter and manage their goals
- Periodic email reminders

*ActionPlan Mapper™*

It’s quick and easy to enter action plans and goals.

*Follow-Up is Critical*

87% of what a person learns in a leadership program is gone within 30 days if there is no follow-up.

Leaders report goal progress by filling out a brief questionnaire.

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**Point to Ponder**

How can you make leadership development stick as part of a larger culture development effort?

**Strengths-Based Leadership Development System**

Zenger Folkman Background/Relationship

1. Evidence-Based Leadership Development
   - The Good, The Bad, and The Extraordinary
2. Leveraging Leadership Strengths
3. Critical Components of a Best-In-Class 360 Assessment
4. A Revolutionary Approach to Developing Strengths
5. Reinforcing Leadership Development

**Key Leadership Development Insights**

1. Extraordinary Leaders make a significant, measurable difference.
2. You don’t have to be perfect to be an extraordinary leader.
3. Perceptions of you are others’ reality.
4. To get where you want to go, you need to know where you are.
5. When choosing which strengths to develop, play to your passions!
6. When building on strengths, often the best approach is to build around them.
7. The more people you involve in your development, the greater the likelihood of improvement.

**What Makes Our Strengths-Based Development System Uniquely Powerful**

1. Using Strengths-Based Leadership Development...
2. On a Foundation of Evidenced-Based Approaches...
3. Producing a Highly Personalized Development Plan...
4. Built Around a Best of Class 360 Multi-Rater Tool

**What Makes Our Strengths-Based Development System Uniquely Powerful**

1. Using Strengths-Based Leadership Development:
   - Rigorous analysis connecting strengths to organizational results.
   - Research proving building on strengths is up to 3 times more effective than improving weaknesses.
   - Studies showing strengths development is the only way to move from good to great leadership.
   - Evidence-based companion competencies guide personalized cross-training for building on an existing strength.

**What Makes Our Strengths-Based Development System Uniquely Powerful**

2. On a Foundation of Evidenced-Based Approaches
   - Data-driven research identified 16 competencies in 5 clusters most differentiating the extraordinary leaders from everyone else.
   - Statistically correlated companion competencies guide personalized cross-training for building on an existing strength.
Strengths-Based Leadership Development System

What Makes Our Strengths-Based Development System Uniquely Powerful

3. Producing a Highly Personalized Development Plan
   - Feedback reports are simple and actionable.
   - Time tested feedback and leadership development workshop.
   - Aligning and multiplying each leader’s strengths, passion for improvement, with organizational needs.
   - Identifying the key competency for strength development that will drive each leader’s broadest improvement for their personal situation.
   - Reduced negativity and defensiveness found in many 360 feedback tools.
   - Coaching, implementation follow through, and strong support processes and tools to make learning stick.

4. Built Around a Best of Class 360 Multi-Rater Tool
   - Empirically derived competencies and survey items.
   - Response scale avoiding a false positive and compared to a high standard.
   - Insights to the leader on how to leverage a strength.
   - Written comments focused on flagging any fatal flaws.
   - Brief and efficient to avoid survey fatigue.
   - Employee Commitment/Engagement Index for broader context, reading of organizational health, and direct links to leadership effectiveness.

The Extraordinary Performer
Differentiating Competencies

<table>
<thead>
<tr>
<th>Focus on Results</th>
<th>Leading Change</th>
<th>Character</th>
<th>Interpersonal Skills</th>
<th>Personal Capability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drives for Results</td>
<td>Broad Perspective</td>
<td>Displays High Integrity and Honesty</td>
<td>Communicates Powerfully and Productively</td>
<td>Technical/ Professional Expertise</td>
</tr>
<tr>
<td>Establishes Stretch Goals</td>
<td>Supports Change</td>
<td></td>
<td>Inspires Others to High Performance</td>
<td>Solves Problems and Analyzes Issues</td>
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<tr>
<td>Takes Initiative</td>
<td>Connects the Group to the Outside World</td>
<td>*Networking*</td>
<td>Builds Relationships</td>
<td>Innovates</td>
</tr>
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Our First Public Workshops

- The Extraordinary Leader – Nov. 13th
  Calgary, AB
- The Extraordinary Leader – Nov. 29th
  Toronto, ON (hosted by Canadian Tire)

Questions/Comments

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- Links to further articles/white papers and blogs expanding on today’s material.
- Links to a copy of today’s slides and this archived webinar to view again or show others.

**Thanks for joining our city tour!**
- More information at www.clemmergroup.com
- Access free articles/white papers, videos, case studies at the LEADERSHIP RESOURCE CENTER
- Contact me directly at jim.clemmer@clemmer.net or (519) 748-5968

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