

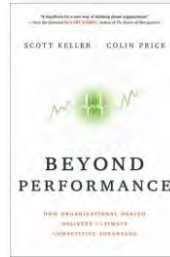
# April 9, 2015 Briefing

## Coaching and Leadership Skill Development Breakthroughs



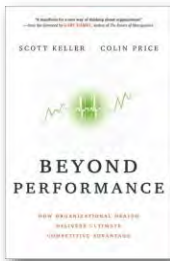
Browse/download resource materials for this morning's briefing at <http://www.clemmergroup.com/attendee-materials>

strategic partner  
ZF ZENGER | FOLKMAN



Based on "surveys on the drivers of organizational performance and health from more than **600,000** respondents from **500** organizations across the globe, surveys on the experience of transformational change from more than **6,800** CEOs and senior executives, reviews of more than **900** books and articles from academic journals, ...the culmination of one of the most extensive research efforts ever undertaken in this area."

strategic partner  
ZF ZENGER | FOLKMAN



"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."

strategic partner  
ZF ZENGER | FOLKMAN



## Would you like leaders to....



- Increase employee engagement by up to 8 times?
- Double/triple their motivation to implement a personal development plan?
- Build coaching and leadership skills around natural strengths?
- Make performance appraisals an inspiring event people look forward to?
- Double their rate of improvement from 360 feedback?

strategic partner  
ZF ZENGER | FOLKMAN



# April 9, 2015 Briefing

## The Extraordinary Leader Workshop



1. How Leaders Make a Difference
2. Profound Strengths and Fatal Flaws
3. Key Differentiating Leadership Competencies
4. Understanding Your 360 Feedback
5. Personal Development Planning
6. Building on Your Strengths
7. Leadership Cross-Training
8. Peer Coaching and Workshop Summary

strategic partner  
ZF ZENGER | FOLKMAN



## The Extraordinary Coach Workshops



### One Day Workshop

- Built around our FUEL process

### Half Day Elevating Feedback Workshop

- Skill building for reinforcing/positive and redirecting feedback (courageous conversations)

### Two-Day Workshop

- Both of the above
- + 360 Feedback Assessment and Strengths-Based Personal Development Planning (same process as *The Extraordinary Leader*)

strategic partner  
ZF ZENGER | FOLKMAN



## Briefing Objectives



- Show the latest research on coaching and leadership skill development.
- Draw from and overview key elements of *The Extraordinary Coach* and *The Extraordinary Leader* development systems.
- Invite you to join the strengths-based development revolution!

strategic partner  
ZF ZENGER | FOLKMAN



*"You cannot build performance on weaknesses. You can build only on strengths."*

*To focus on weakness is not only foolish; it is irresponsible.*

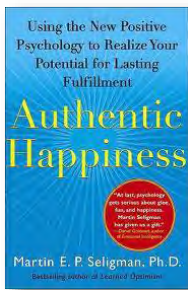
*It is a misuse of a human resource, what a person cannot do is a limitation and nothing else."*

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."

strategic partner  
ZF ZENGER | FOLKMAN



# April 9, 2015 Briefing



*"I do not believe that you should devote overly much effort to correcting your weaknesses.*

*Rather; ... the highest success in living and the deepest emotional satisfaction comes from building and using your strengths."*

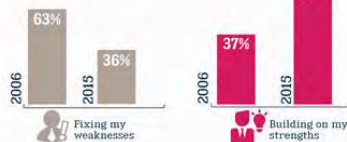
strategic partner  
ZF ZENGER | FOLKMAN



## The Strengths Revolution

Employees want to focus on their strengths

Employees now believe building on their strengths, rather than fixing their weaknesses will help them be the most successful at work



Survey of over 1,000 employees representing a cross-section of American workplaces.

Michelle McQuaid, honorary fellow at Melbourne University's Graduate School of Education, holds a Masters in Applied Positive Psychology from the University of Pennsylvania, and completing her PhD in Appreciative Inquiry.

strategic partner  
ZF ZENGER | FOLKMAN



## The Strengths Revolution



- **78% of employees** reporting a meaningful **strengths discussion** with their manager **feel appreciated**.
  - **61%** are most likely to be **leaping out of bed** in the morning to get to work.
- When managers focus on employee weaknesses **performance declines by 27% versus 36% improvement** when focusing on strengths.
- A **1% chance employees won't be engaged in their work** when manager focused on their strengths.

strategic partner  
ZF ZENGER | FOLKMAN



## Briefing Agenda

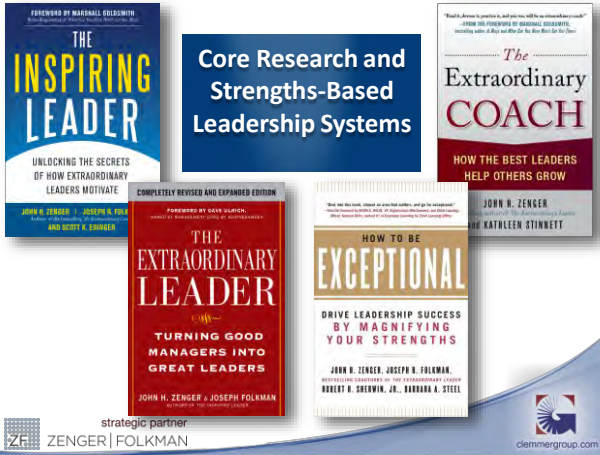


1. Six Steps to Developing Extraordinary Coaching Skills
2. Elevating Feedback
3. Building Coaching and Leadership Strengths
4. Critical Components of a Strengths-Based 360 Assessment
5. Cross Training: A Revolutionary New Approach to Building Strengths
6. Possible Next Steps

strategic partner  
ZF ZENGER | FOLKMAN



# April 9, 2015 Briefing



**Core Research and Strengths-Based Leadership Systems**

strategic partner  
ZENGER | FOLKMAN

clemmergroup.com

## 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

strategic partner  
ZENGER | FOLKMAN



## Coaching and Leadership Skill Development Breakthroughs



### Six Steps to Developing Extraordinary Coaching Skills

## Developing Extraordinary Coaching Skills

# 1

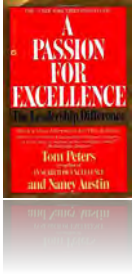
### Define What Coaching Is and Isn't

strategic partner  
ZENGER | FOLKMAN



# April 9, 2015 Briefing

"Coaching is the process of **enabling others to act**, of **building on their strengths**. ...



to coach is to **facilitate**, which literally means **'to make easy'** – not less demanding, less exciting or less intense, but less discouraging, less bound up with excessive controls. ...

Coaching is face-to-face leadership that **pulls together people ...**

encourages them to **step up to responsibility and continued achievement**, and treats them as **full-scale partners and contributors.**"

strategic partner  
ZF ZENGER | FOLKMAN



## Development Distinctions

### Training

- Trainer possesses skills or information students lack.
- Primary activity is transmission of information.
- Teacher/student relationship is typically temporary and narrow in focus.

### Mentoring

- Senior person conveys wisdom and corporate culture.
- Mentor has traveled the path mentee is seeking.
- Provides connections, references, and advice.

### Coaching

- Coach could be superior, subordinate, or peer.
- Coach does not need same background or experiences.
- Enables others to work through and solve their own problems.

strategic partner  
ZF ZENGER | FOLKMAN



## Our Definition of Coaching

Interactions that help the individual being coached to expand awareness, discover superior solutions, and make and implement better decisions.



Coaching is a broad skill set that can be used in many applications, including:

- Performance Coaching
- Career Coaching

strategic partner  
ZF ZENGER | FOLKMAN



## Developing Extraordinary Coaching Skills

# 2

## Show the Huge Impact of Coaching Effectiveness

strategic partner  
ZF ZENGER | FOLKMAN





## Does Coaching Really Make a Difference?



Data from 250,000 multi-rater feedback instruments shows the impact of coaching on various outcome measures.

strategic partner  
ZF ZENGER | FOLKMAN

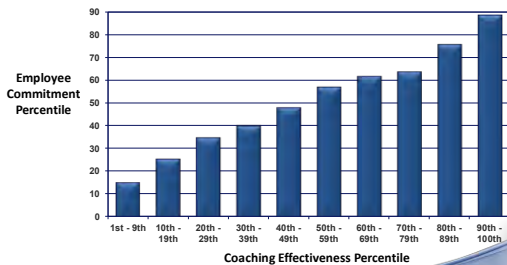


## Coaching's Impact on Intention to Stay



## Coaching Effectiveness and Employee Engagement/Commitment

Employees whose managers are more effective at coaching express **dramatically more satisfaction and commitment**

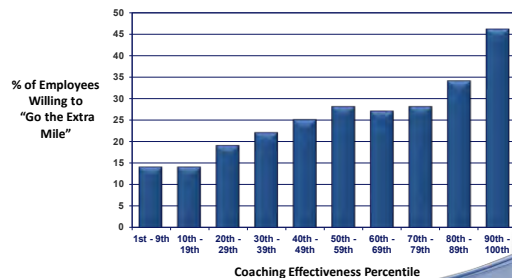


strategic partner  
ZF ZENGER | FOLKMAN



## Coaching's Impact on Extra Effort

Employees indicated the extent to which the work environment is a place where they want to "go the extra mile"

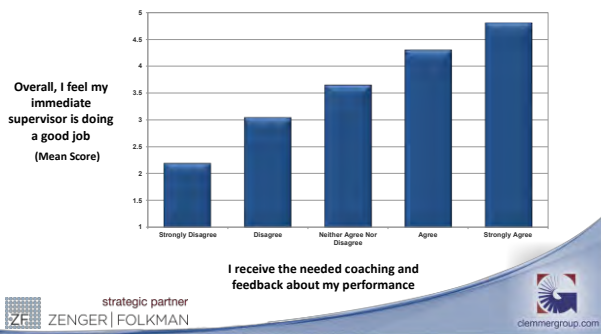


strategic partner  
ZF ZENGER | FOLKMAN



## Impact of Coaching on Leader Satisfaction

Employees who receive coaching and feedback rate their leaders much more positively



## Coaching's Impact on Feeling Valued

Employees who receive coaching and feedback feel more valued



## Developing Extraordinary Coaching Skills

# 3

### Use a Coaching Conversation Framework

## Common Coaching Traps



- Lack of preparation.
- Not clarifying what the coachee wants from the conversation.
- Too much air time - more than 25% of the talking.
- Offering advice way too early in the conversation.
- Not exploring multiple alternatives.
- Failing to determine commitment to change.
- Poor follow up and accountability.

## Improvement in Many Disciplines Comes with Structure



strategic partner  
ZF ZENGER | FOLKMAN



## Process for a Coaching Conversation



strategic partner  
ZF ZENGER | FOLKMAN



## Developing Extraordinary Coaching Skills

# 4

## Bring Science and Other Best Practices to Coaching

strategic partner  
ZF ZENGER | FOLKMAN



## The Extraordinary Coach Differentiating Competencies

Builds a Strong Relationship	Communicates Effectively	Facilitates Action and Results	Provides Ongoing Support
<ul style="list-style-type: none"> <li>•Personally supports the development of others</li> <li>•Generates trust</li> <li>•Builds relationships</li> <li>•Encourages collaboration</li> </ul>	<ul style="list-style-type: none"> <li>•Listens actively</li> <li>•Asks powerful questions</li> <li>•Values diversity</li> <li>•Provides feedback</li> <li>•Welcomes feedback</li> </ul>	<ul style="list-style-type: none"> <li>•Helps others to set goals and performance expectations</li> <li>•Inspires others to change</li> <li>•Fosters innovation</li> </ul>	<ul style="list-style-type: none"> <li>•Gives recognition</li> <li>•Provides follow-up and accountability</li> </ul>



## Migrate Learning from Other Disciplines



- For organizations coaching is a tool
  - Not the reason for our existence
- It is the main focus for some professions like:
  - Counseling
  - Social work
  - Psychotherapy
  - Clinical psychology
- Despite obvious differences, is it possible that we could learn from them?

strategic partner  
ZF ZENGER | FOLKMAN



## Instructive Bodies of Research

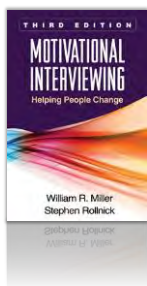


- Zenger and Folkman, differentiating coaching competencies.
- Recent brain research, David Rock and others.
- Prochaska's Stages of Change model.
- Duncan and Miller ([www.talkingcure.com](http://www.talkingcure.com)), bringing science to therapy.
- *Motivational Interviewing*, Miller and Rollnick.

strategic partner  
ZF ZENGER | FOLKMAN



## Research on Motivational Interviewing



- **Collaboration between the people involved** in contrast to contention between those parties.
- The “helper” **seeks ideas and insights from the person being helped**, in contrast to assuming the posture of educating the patient.
- **Maintaining the autonomy of the person being helped** (meaning the right and capacity for self-development) in contrast to the helper displaying authority over them.

strategic partner  
ZF ZENGER | FOLKMAN



## Practical Lessons for Coaching



- Focus on topics of importance and interest to the coachee.
- Ask for feedback at the end of formal coaching discussions.
- The value?
  - Client attrition cut in half
  - Effectiveness improved by 65%

strategic partner  
ZF ZENGER | FOLKMAN



## Developing Extraordinary Coaching Skills

# 5

## Build Coaching Effectiveness Through Skill Development

strategic partner  
ZF ZENGER | FOLKMAN



## Manager-Employee System: Creating Dependence

Behavior: Listens to problems; gives advice; expects results



Behavior: Complains about what's not working; hopes for solutions and advice from manager, who can ultimately take responsibility

strategic partner  
ZF ZENGER | FOLKMAN



## Creating Empowerment and Growth

Behavior: Asks questions; encourages risk taking and innovation; empowers employees and trust them to solve their problems



Behavior: Examines his/her own problems; determines possible solutions to take; assesses risks; makes decisions; takes calculated risks

strategic partner  
ZF ZENGER | FOLKMAN



## Unique Challenges in Coaching Skill Development



- Requires significant "unlearning."
- Many leaders begin with wrong conception of coaching.
- Colored by the role of coaches in athletics:
  - Giving direction from the sideline
- Some elements are accurate (coaches don't touch the ball).
- Others are misleading
  - Giving advice, directing
  - Coach must have greater wisdom and expertise

strategic partner  
ZF ZENGER | FOLKMAN





*"A leader who is **an adept coach can greatly enhance** the organization's success; one who **dabbles** and doesn't take the process seriously **can cause harm.**"*

**Marshall Goldsmith**  
Bestselling leadership author  
and executive coach

Recently recognized as the #1 leadership thinker in the world at the bi-annual Thinkers50 ceremony sponsored by the Harvard Business Review

strategic partner  
ZF ZENGER | FOLKMAN



## Developing Extraordinary Coaching Skills



## Strengthen Coaching Collaboration

strategic partner  
ZF ZENGER | FOLKMAN



## Empower and Encourage Coachees to Seek Coaching



- Coaching increases **when it is requested.**
- Coachees can be reminded that this is a **two-way street.**
- Create **opportunities and a process to access coaching:**
  - Coaching available to everyone
  - High potential programs
  - Link coaches receiving training with those who want coaching.

strategic partner  
ZF ZENGER | FOLKMAN



## Choose a Topic the Coachee Cares About

### Coaching Topic Checklist

On the following checklist, please mark three topics that are of most interest to you. If something important is not listed, add it to the list and mark that as your choice.

We'll use this list in the coming months as a tool for structuring our conversations.

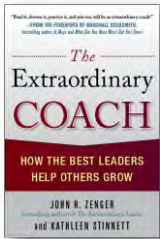
	Low	High
1. The progress I am making in my career.	1	2 3 4 5 6 7 8 9 10
2. The success I am feeling in my current position.	1	2 3 4 5 6 7 8 9 10
3. How I could contribute more to the organization in my current role.	1	2 3 4 5 6 7 8 9 10
4. How I could learn more while in my current role.	1	2 3 4 5 6 7 8 9 10
5. How I could expand my role and responsibility.	1	2 3 4 5 6 7 8 9 10
6. How to improve the way I work with other departments in this organization.	1	2 3 4 5 6 7 8 9 10
7. How my group could be more efficient and productive.	1	2 3 4 5 6 7 8 9 10
8. How to gain more technical competence in this industry.	1	2 3 4 5 6 7 8 9 10
9. Ways to improve the manner in which I get things accomplished.	1	2 3 4 5 6 7 8 9 10
10. How I could become more innovative in my role.	1	2 3 4 5 6 7 8 9 10

strategic partner  
ZF ZENGER | FOLKMAN



# April 9, 2015 Briefing

## Coaching Resources for Further Information



White papers available at:  
[www.clemmergroup.com/attendee-materials](http://www.clemmergroup.com/attendee-materials)

strategic partner  
ZF ZENGER | FOLKMAN



## Coaching and Leadership Skill Development Breakthroughs



## Elevating Feedback

strategic partner  
ZF ZENGER | FOLKMAN



## Harvard Business Review Blog Survey



- 43% of leaders find giving corrective feedback stressful and difficult.
- 2/3 feel that performance and possibilities for success would have increased substantially with more feedback.
- 94% stated that corrective feedback improves their performance with provided effectively.
- 72% said a leader can be most influential in their career by "Giving corrective feedback and advice when mistakes are made."
- 60% of employees report they have not received useful feedback in past 6 months.

2,700 international survey respondents

"Feedback: The Powerful Paradox" (white paper)

strategic partner  
ZF ZENGER | FOLKMAN



## The Extraordinary Coach Workshops



### One Day Workshop

- Built around our FUEL process

### Half Day Elevating Feedback Workshop

- Skill building for reinforcing/positive and redirecting feedback (courageous conversations)

strategic partner  
ZF ZENGER | FOLKMAN



# April 9, 2015 Briefing

- **Reinforcing Feedback** = Motivational feedback that recognizes attitudes and behaviors that are effectively contributing to a goal
- **Redirecting Feedback** = Corrective feedback that enables a recipient to build competence, motivation, or adjust behavior
  - Includes:
    - Suggestions for doing something that hasn't been done
    - Ideas about improving the way something is done
    - Recommendations to discontinue something getting in the way

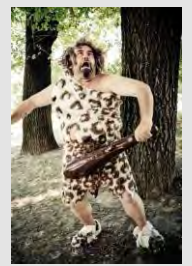
## Definition

## What Gets in the Way?

- **What makes receiving feedback so hard?**
  - *It's personal.*
  - *Emotions can get in the way.*
  - *The relationship between the Giver and Receiver matters.*
  - *We don't always agree with what we hear.*
- **What makes giving feedback so hard?**
  - *People's reactions are hard to predict.*
  - *The conversation may have negative consequences.*
  - *Reinforcing feedback may send the wrong message (you can now coast or have earned a raise).*

## Fight or Flight

- **The same "fight or flight" wiring that helped us survive in the past is still in our heads today:**
  - The amygdala sends a distress signal.
  - The hypothalamus activates the sympathetic nervous system, sending signals to the adrenal glands.
  - Adrenaline is pumped into the bloodstream.
  - The heart beats faster, pushing blood to the muscles, heart, and other vital organs.
  - Airways in the lungs open.
  - Pulse rate and blood pressure goes up.
- **The point: The "threat" of feedback can trigger the same response!**



## Elevating Feedback Workshop Process

- **What gets in the way?**
- **Eight Emotions and Psychological Needs**
- **How to Provide Reinforcing Feedback**
- **Video example and debrief**
- **Real Play: Practice with a partner**





## Sample Coaching Development Plan

3. Provide Reinforcing Feedback		
Coachee	Key Messages	Target Date
Alex	<ul style="list-style-type: none"> <li>Willingness to foster innovation by creating out-of-the-box ideas, supporting others</li> <li>Spoke up in last meeting and suggested brainstorming</li> <li>Created three unique alternative approaches</li> <li>Impact = better overall solution in last design project</li> </ul>	12/12 – have conversation (2 weeks from today)

## Elevating Feedback Workshop Process



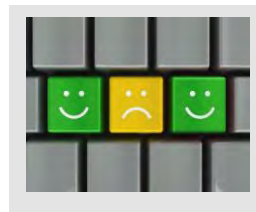
- What gets in the way?
- Eight Emotions and Psychological Needs
- How to Provide Reinforcing Feedback
- Video example and debrief
- Real Play: Practice with a partner
- Redirecting feedback exercise
- How to Provide Redirecting Feedback
- Using the FUEL model
- Video example and debrief
- Real Play: practice with a partner
- Coaching development plan

## When Providing Redirecting Feedback...



1. Be courageous  
(Most leaders avoid giving redirecting feedback)
2. Follow the FUEL model
3. Look for heightened emotions and be prepared to pause the discussion for a later time

## Redirecting Pitfall



### Don't "sandwich" feedback

- It tends to diminish the impact of the message
- It can train the Receiver to anticipate "the hammer" following any positive message

# April 9, 2015 Briefing

## Sample Coaching Development Plan

4. Provide Redirecting Feedback		
<b>Coachee</b> Tammy	<b>Key Messages</b> <ul style="list-style-type: none"> <li>Argumentative tone of voice in conversations between other department members</li> <li>Requiring others to document every decision made versus trusting that the decisions were well made</li> <li>Having one-sided conversations, rather than ensuring all involved parties are in same conversation</li> <li>Impact: much more time required to make decisions; others complaining and avoiding working with you</li> </ul>	<b>Target Date</b> 12/19 – have conversation (3 weeks from today)

strategic partner  
ZENER | FOLKMAN



## The Extraordinary Coach Workshops

### One Day Workshop

- Built around our FUEL process

### Half Day Elevating Feedback Workshop

- Skill building for reinforcing/positive and redirecting feedback (courageous conversations)

### Two-Day Workshop

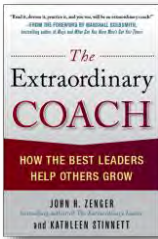
- Both of the above
- + 360 Feedback Assessment and Strengths-Based Personal Development Planning (same process as *The Extraordinary Leader*)



strategic partner  
ZENER | FOLKMAN



## Research and Approaches to Elevate Feedback



White paper available at:  
[www.clemmergroup.com/attendee-materials](http://www.clemmergroup.com/attendee-materials)

strategic partner  
ZENER | FOLKMAN



## Building Coaching and Leadership Strengths



## What Does Performance Improvement Mean to Most People?



strategic partner  
Zf ZENGER | FOLKMAN



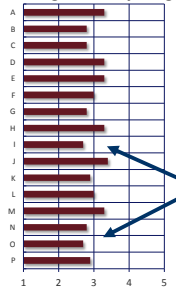
- Most performance reviews focus on *fixing weaknesses* rather than leveraging strengths.
- Most leadership development is based on *closing gaps* or addressing “*training needs.*”

strategic partner  
Zf ZENGER | FOLKMAN



## If Someone is Average at Everything, What is the Effect of Focusing on Lower Scores?

Average at Everything



Will fixing one or two less-positive issues have a dramatic impact on leadership effectiveness?

### Typical Approach to Development

1. Evaluate current level of effectiveness
2. Identify areas of strength and weakness
3. Create an action plan to improve areas of weakness

strategic partner  
Zf ZENGER | FOLKMAN



*"...the path to greatness is really about building profound strengths, rather than through relentlessly focusing on one's weaknesses."*

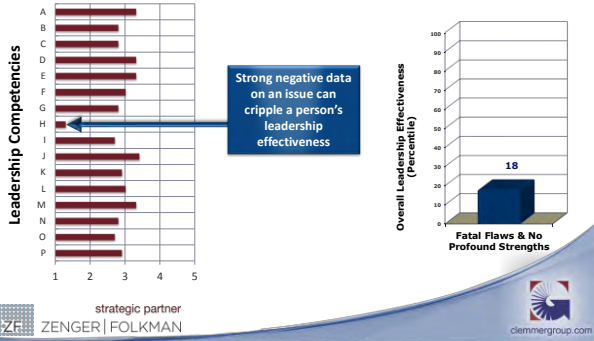


**Michael A. Peel, Vice President, Human Resources and Administration**



## Focusing Development on Weaknesses Works Well When . . .

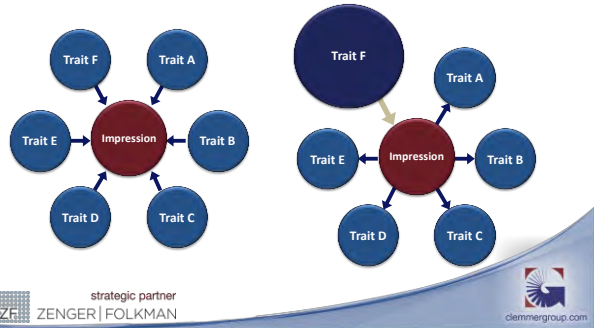
. . . People Have *Fatal Flaws*



## The Reality of Leadership Perceptions

How people would objectively evaluate us

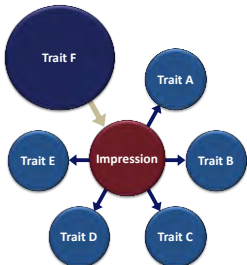
How people really evaluate us



## How Are You Perceived?

What is Your "Trait F"?

A profound strength? A Fatal Flaw?



strategic partner  
ZENER | FOLKMAN

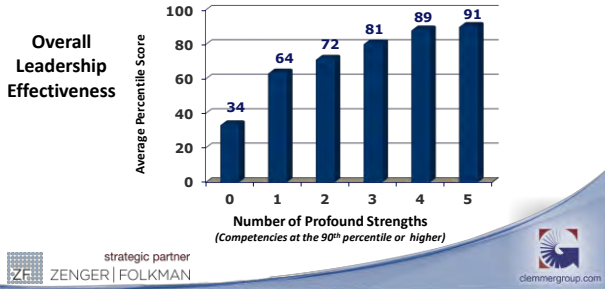
clemmergroup.com

You don't have to be a superhero to be an extraordinary coach/leader

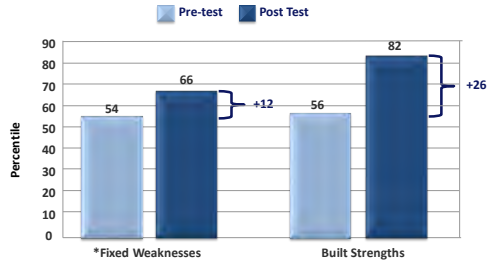


## Our Research Shows Strengths-Based Development is Most Effective

Extraordinary coaches/leaders are distinguished by existence of a few profound strengths, not the absence of weaknesses



## A Strengths Focus Doubles Improvement Rates



*"...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



## Research/Resources on Building Strengths

**THE EXTRAORDINARY LEADER**  
TURNING GOOD MANAGERS INTO GREAT LEADERS  
JOHN A. ZENGER, JEFFREY S. FOLKMAN

**EXCEPTIONAL**  
DRIVE LEADERSHIP SUCCESS BY MAXIMIZING YOUR STRENGTHS  
JOHN A. ZENGER, JEFFREY S. FOLKMAN, ROBERT S. GRIFFIN, JR., ANDREW S. COLE

**DEVELOPING STRENGTHS OR WEAKNESSES:**  
Overcoming the Lure of the Wrong Choice  
By Jack Zenger

**HOW EXTRAORDINARY LEADERS DOUBLE PROFITS:**  
Decoding Leadership Trends to Discover the Patterns  
By Jack Zenger, Jeff Folkman and Scott K. Edinger

White papers available at:  
[www.clemmergroup.com/attendee-materials](http://www.clemmergroup.com/attendee-materials)





## Coaching and Leadership Skill Development Breakthroughs



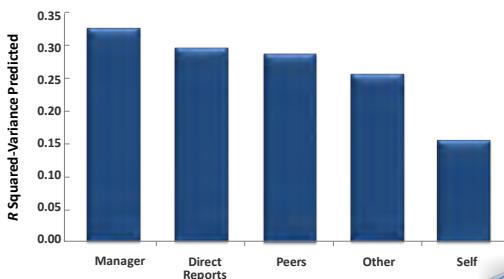
### Critical Components of a Strengths-Based 360 Assessment

strategic partner  
ZF ZENGER | FOLKMAN



### Accuracy in Predicting Leadership Effectiveness

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



strategic partner  
ZF ZENGER | FOLKMAN



### 360s and Leadership Development Programs



- 90% 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.

strategic partner  
ZF ZENGER | FOLKMAN



## In Search of Gaps, Needs, and Weaknesses



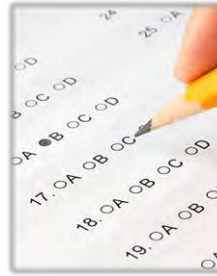
Many organizations are using a **weakness-based approach to development:**

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

strategic partner  
ZF ZENGER | FOLKMAN



## Joe Folkman's History with 360s



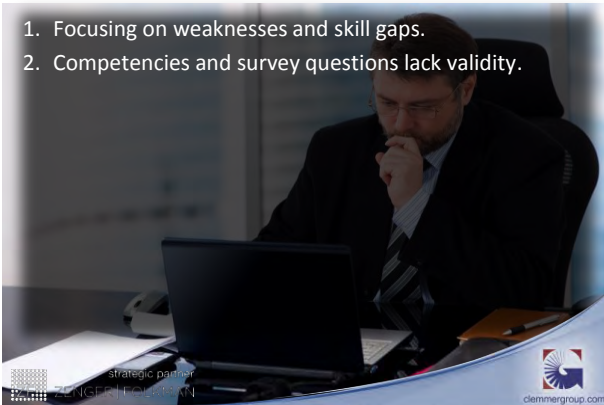
- Graduate School – Worked with some of his professors who had **created one of the first 360 assessments**
- Wrote his **dissertation on data that he had collected from a 360** that he developed
- Founding partner in an organization that **developed hundreds of 360 assessments**
- **In 2002 he started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

strategic partner  
ZF ZENGER | FOLKMAN



## Common Problems with 360 Multi-Rater Assessments

1. Focusing on weaknesses and skill gaps.
2. Competencies and survey questions lack validity.



strategic partner  
ZF ZENGER | FOLKMAN



## Beyond Our *Differentiating Competencies*, We Have Researched Over 50 Additional Competencies and related survey items.

Follows Through on Commitments	Getting Others to Step Up	Consensus Building
Ensure Alignment with Core Values	Be Courageous	Balance Long Term with Day to Day
Personal Accountability	Encourages Speaking Up	Managing Vision & Purpose
Humility	Asks Powerful Questions	Organizational Savvy
Business Acumen	Listening	Planning & Organization
Intellectual Power	Written Communication	Goal Alignment
Decision Making	Demonstrates the Ability to Influence	Managing Across Boundaries
Decisiveness	Project Optimism	Addresses Conflicts and Disagreements
Sound Decisions	Is Trusted	Consensus Building
Dealing with Ambiguity	Values Diversity	Intelligent Risk Taking
Self-Awareness	Gives Recognition	Thinking Like a Customer
Ability to Change	Recruits and Retains	Business Development
Accepts Feedback	Conducts Reviews and Takes Action	Global Mindset
Control Emotions	Delegation	Market Insight
Command Skills	Personally Supports Others Development	Safety Leadership
Managing and Executing Projects	Helps Set Goals/Performance Expectation	
Clear - Effective Processes	Provides Feedback	
Simplicity - Efficiency	Managing Across Boundaries	
Operational Excellence	Addresses Conflicts and Disagreements	
High Standards		

strategic partner  
ZF ZENGER | FOLKMAN



## Measure What Matters to Reduce Complexity/Confusion and Cut Through Overload



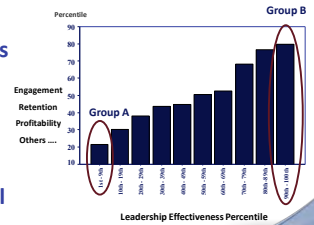
Competencies correlated with business results provides clear measures.

strategic partner  
ZF ZENGER | FOLKMAN



## In Search of Differentiating Competencies

- Exhaustive analysis of over 70 competencies — **which ones reliably predict best and worst leaders/coaches correlated to results?**
- 14 coaching and 16 leadership skills had the greatest impact on **measurable organizational outcomes.**

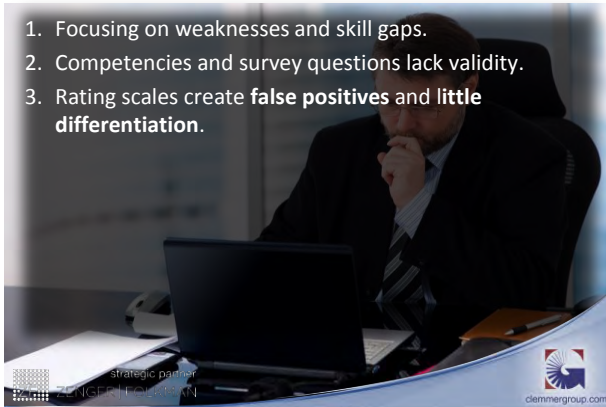


strategic partner  
ZF ZENGER | FOLKMAN



## Common Problems with 360 Multi-Rater Assessments

1. Focusing on weaknesses and skill gaps.
2. Competencies and survey questions lack validity.
3. Rating scales create **false positives** and **little differentiation.**



strategic partner  
ZF ZENGER | FOLKMAN



## 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.”*

**5 - Strongly Agree**

**4 - Agree**

**3 - Neutral**

**2 - Disagree**

**1 - Strongly Disagree**

strategic partner  
ZF ZENGER | FOLKMAN



## Strengths to Improvement Scale

*“Listens carefully and attentively”*

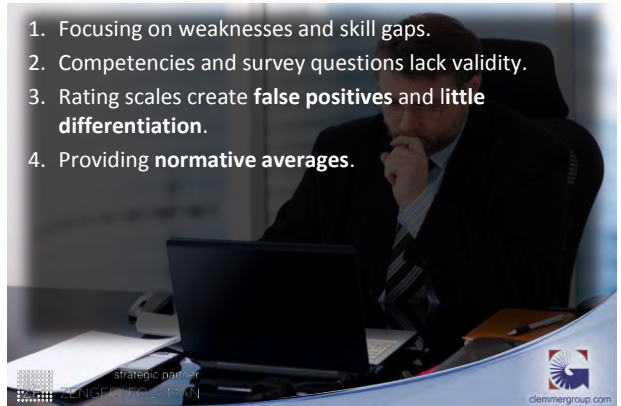
- Respondent – *“This person is an OK listener.”*
- Participant – *“I am OK.”*

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

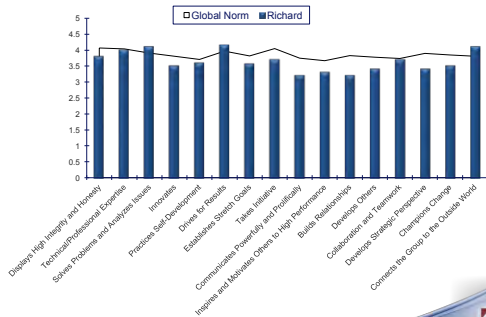


## Common Problems with 360 Multi-Rater Assessments

1. Focusing on weaknesses and skill gaps.
2. Competencies and survey questions lack validity.
3. Rating scales create **false positives** and **little differentiation**.
4. Providing **normative averages**.



## What's the Message From Richard's Assessment?



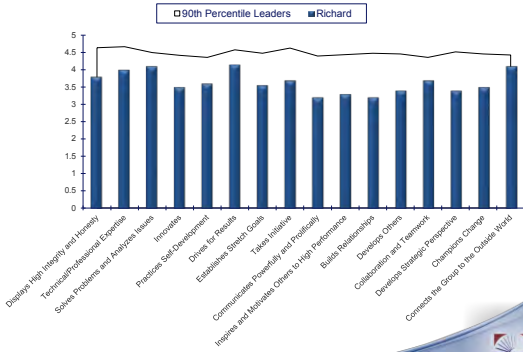
## Aiming for Extraordinary



*“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

## How's Richard Doing Now?

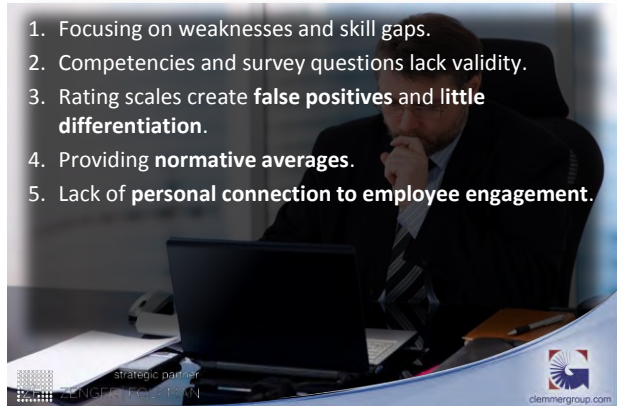


strategic partner  
ZENGER | FOLKMAN

clemmergroup.com

## Common Problems with 360 Multi-Rater Assessments

1. Focusing on weaknesses and skill gaps.
2. Competencies and survey questions lack validity.
3. Rating scales create **false positives** and **little differentiation**.
4. Providing **normative averages**.
5. Lack of **personal connection** to employee engagement.



strategic partner  
ZENGER | FOLKMAN

clemmergroup.com

## 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.

### Employee Commitment Index

- ✓ I feel confident that this company will achieve its strategic goal.
- ✓ 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.

strategic partner  
ZENGER | FOLKMAN

clemmergroup.com

## Direct Reports Commitment Index

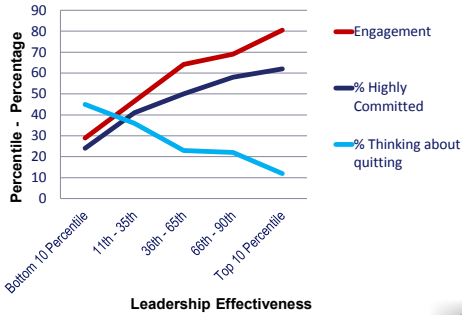
Item	Score	Response Frequency
50. I feel confident that this organization will achieve its strategic goals.	3.73	40% 47% 13%
51. I would recommend this organization as a good place to work.	4.07	33% 67%
52. My work environment is a place where people want to go the extra mile.	4.00	100%
53. All in all, I'm satisfied with this organization as a place to work.	3.67	33% 67%
54. I rarely think about quitting my job to go to a different organization.	3.00	100%

strategic partner  
ZENGER | FOLKMAN

clemmergroup.com



## Impact of Leadership Effectiveness

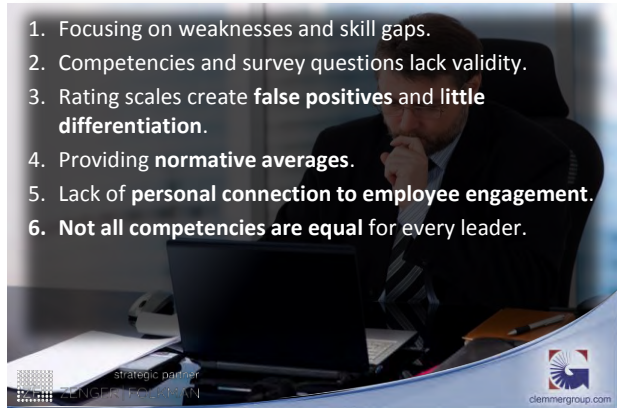


strategic partner  
ZENER|FOLKMAN



## Common Problems with 360 Multi-Rater Assessments

1. Focusing on weaknesses and skill gaps.
2. Competencies and survey questions lack validity.
3. Rating scales create **false positives** and **little differentiation**.
4. Providing **normative averages**.
5. Lack of **personal connection to employee engagement**.
6. **Not all competencies are equal** for every leader.



strategic partner  
ZENER|FOLKMAN



## Importance Ratings

COMPETENCY	Score	Total	Mgr	Peer	Dir Rpt
* Inspires and Motivates Others to High Performance	3.00	6	1	4	3
* Communicates Powerfully and Prolifically	3.40	6	1	3	2
* Collaboration and Teamwork	3.43	5		2	3
Displays High Integrity and Honesty	3.95	4		1	3
Technical/Professional Expertise	4.28	4		1	3
Solves Problems and Analyzes Issues	3.63	4		1	3
Builds Relationships	3.87	4	1	2	1
Champions Change	3.25	4		2	2
* Drives for Results	3.78	3		2	1
Takes Initiative	3.97	2	1		1

strategic partner  
ZENER|FOLKMAN



*“We now have leaders who are **intensely focused** on learning, teaching, and understanding **which competencies** are not only valuable, but **critical to their performance.**”*



**Bettina Koblick, Senior Vice President and Chief Human Resources Officer**



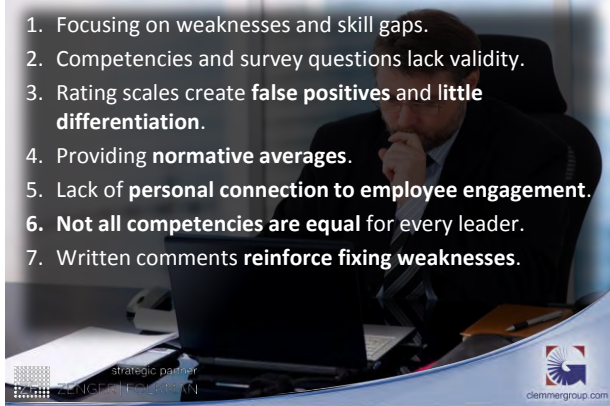
strategic partner  
ZENER|FOLKMAN



# April 9, 2015 Briefing

## Common Problems with 360 Multi-Rater Assessments

1. Focusing on weaknesses and skill gaps.
2. Competencies and survey questions lack validity.
3. Rating scales create **false positives** and **little differentiation**.
4. Providing **normative averages**.
5. Lack of **personal connection to employee engagement**.
6. **Not all competencies are equal** for every leader.
7. Written comments **reinforce fixing weaknesses**.



## Written Comments

### Old Approach

- What are this person's strengths?
- Is there anything this person could do that would improve their effectiveness?

### Results

- List of strengths
- Long list of weaknesses

Message – Focus on your weaknesses

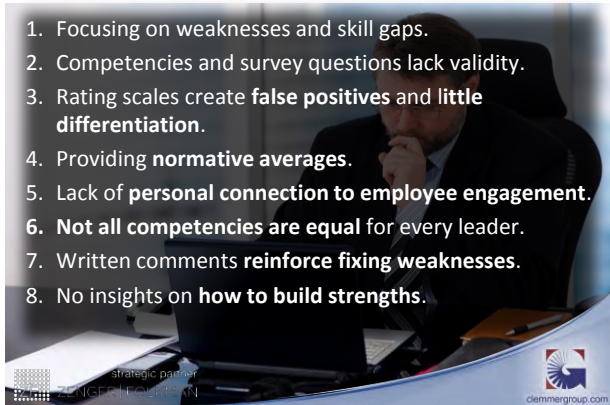
There is a huge difference between a weakness and a fatal flaw

strategic partner  
ZF ZENGER | FOLKMAN

strategic partner  
clemmergroup.com

## Common Problems with 360 Multi-Rater Assessments

1. Focusing on weaknesses and skill gaps.
2. Competencies and survey questions lack validity.
3. Rating scales create **false positives** and **little differentiation**.
4. Providing **normative averages**.
5. Lack of **personal connection to employee engagement**.
6. **Not all competencies are equal** for every leader.
7. Written comments **reinforce fixing weaknesses**.
8. No insights on **how to build strengths**.



## Traditional Linear Development



- Learn the skills.
- Take classes, read books and journals.
- Study or mentor with experts.
- Practice the skills.
- Get coaching and feedback.

strategic partner  
ZF ZENGER | FOLKMAN

strategic partner  
clemmergroup.com

## A Totally New View of Competencies



- **NOT** like a coil spring mattress.
- **Highly interdependent**—each statistically linked to a number of others.
- A high score on **one lifts many others with it**, like a giant tent pole.

strategic partner  
ZENGER | FOLKMAN



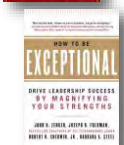
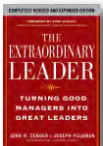
## Common Problems with 360 Multi-Rater Assessments

1. Focusing on weaknesses and skill gaps.
2. Competencies and survey questions lack validity.
3. Rating scales create **false positives** and **little differentiation**.
4. Providing **normative averages**.
5. Lack of **personal connection to employee engagement**.
6. **Not all competencies are equal** for every leader.
7. Written comments **reinforce fixing weaknesses**.
8. No insights on **how to build strengths**.
9. **Too complex** or **too simple and restricting**.

strategic partner  
ZENGER | FOLKMAN



## Research on Competency Models and 360 Assessments



### THE 11 COMPONENTS OF A BEST-IN-CLASS 360-DEGREE ASSESSMENT

by Joe Folkman and Jack Zenger

### Creating a Competency Model that Works

The good, the bad, and the ugly

A clear, actionable, and practical guide to creating a competency model that works

by Joe Folkman

White papers available at:  
[www.clemmergroup.com/attendee-materials](http://www.clemmergroup.com/attendee-materials)

strategic partner  
ZENGER | FOLKMAN



## Coaching and Leadership Skill Development Breakthroughs



**Cross Training:  
A  
Revolutionary  
New  
Approach  
to  
Building  
Strengths**

strategic partner  
ZENGER | FOLKMAN



# April 9, 2015 Briefing

*"Using the 'cross training' approach; our leaders achieved an across-the-board improvement of close to 15% in their year-over-year employee commitment scores. Not only did our best leaders get better, but our 'average' leaders and even our poorest leaders showed marked improvement in their leadership effectiveness and employee commitment scores.*



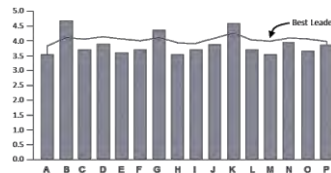
*This improvement was a critical factor in our qualifications for the Malcolm Baldrige award, which our division won."*

Dee Thomas, HR Director, Boeing Aerospace Support



## 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 90<sup>th</sup> percentile**
- Offers a **positive approach to development** for individual leader and the organization



strategic partner  
ZF ZENGER | FOLKMAN



**LAURIER**  
Inspiring Lives.

Melanie Will,  
Manager, Learning  
and Organizational  
Development

*"The strengths-based approach to leadership development is **very different and contrary** to our long conditioning on gap-based learning and development. Once participants **let go of irrelevant weaknesses** and focus on what matters most, **strengthening strengths**, the **impact is significant**.*

*The biggest difference I have noticed with this program is **participants' energy to focus on development planning**. When **strengths align with passion and organizational need**, people are motivated to implement."*

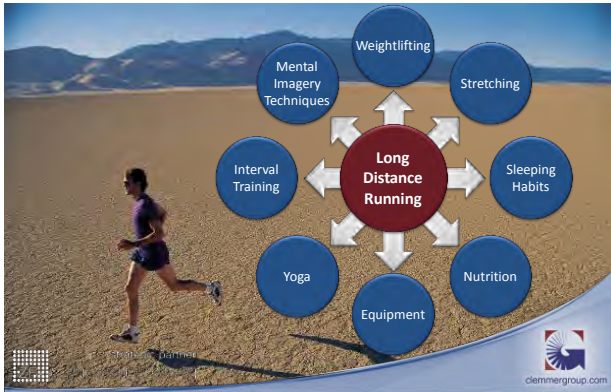
strategic partner  
ZF ZENGER | FOLKMAN



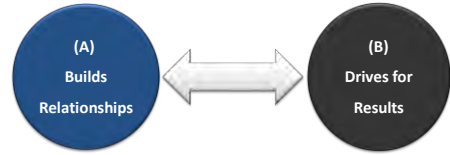


# April 9, 2015 Briefing

## Good to Great: Non-Linear Cross Training



## First Researchers Looked at "A Without B"



If this IS a strength . . .

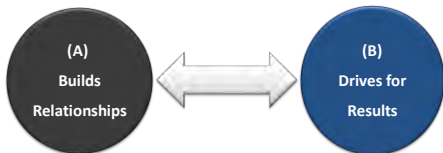
but this ISN'T . . .

the probability of being an extraordinary leader: 12%

strategic partner  
ZENER | FOLKMAN



## Then Researchers Looked at "B Without A"



If this IS NOT a strength . . .

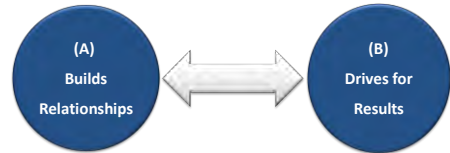
but this IS . . .

the probability of being an extraordinary leader: 14%

strategic partner  
ZENER | FOLKMAN



## The Power of "A + B" Led to the Notion of "Powerful Combinations"



If these are **BOTH** strengths . . .

the probability of being an extraordinary leader: 14%

+ 12%

~~28%~~

72%!

strategic partner  
ZENER | FOLKMAN



# April 9, 2015 Briefing

"...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



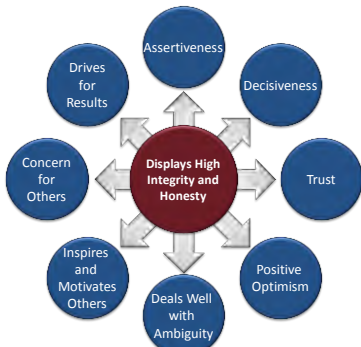
## Each Competency Has Many Companion Competencies



strategic partner  
ZENGER | FOLKMAN



## 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.

strategic partner  
ZENGER | FOLKMAN



## Competency Companion Development Guide: A Roadmap for Developing Strengths

### 11 Inspires Others to Change

#### Behaviors Defining This Competency

- Have a personal story that leads to positively motivate others.
- Inspire people to go the extra mile.
- Clearly articulate others' forward commitment to ideas or action.
- Demonstrate a willingness to influence during negotiations or group decisions.
- Effectively describe others' influence key decisions for the benefit of the organization.
- Employ different motivational strategies to influence the behavior of others.
- Lead others to accomplish goals more significant than they originally thought possible.
- Inspire others to support organizational priorities.
- Assemble conditions and build informal support networks for others.

(Statistically, this Differentiating Competency is significantly correlated with more of the other Differentiating Competencies than any other. This suggests that becoming more skilled at inspiring and motivating others will help leaders improve in all other competencies, and vice versa.)

#### Developmental Suggestions

- Believe that goals are realistic, achievable.
- Forward "small victories" rather than waiting for one giant leap in improvement.
- Start with a milestone chart of achievement, but not so steep as to lose sight of the goal.
- Make people develop their own specific plan for how they will accomplish their goals; then gently make those plans and provide your input.
- Regularly ask people how they're progressing in reaching their goals and ask what you can do to help them achieve or ahead their goals.
- Follow up regularly on progress and help to get all movement in the right direction.
- Demonstrate enthusiasm in your group by talking about why your goals are important and encouraging others to set challenging goals.
- Think on why goals can be achieved rather than on why they cannot.
- Be fair to the people you work with when negotiating expectations with them.

### 11 Inspires Others to Change

#### Competency Companions

1. Act as a Role Model for the Organization
2. Access Resource Strategies to Motivate
3. Create a Learning Environment
4. Set High Performance Standards
5. Inspire
6. Access Others' Strengths
7. Create Agreement or Promise
8. Develop a Support System for Others
9. Motivate Others to Take Responsibility for Results



strategic partner  
ZENGER | FOLKMAN





# April 9, 2015 Briefing



Alan Harrison,  
Provost and Vice-Principal (Academic),  
Queen's University

*"I found The Extraordinary Leader 360 assessment and personal development process very effective. Its competency companion development guide provides a clear road map for building on one's leadership strengths. It is measurably superior to any 360 methodology I have previously seen. My only regret is that The Extraordinary Leader wasn't available years ago."*

strategic partner  
ZF ZENGER | FOLKMAN



## Possible Next Steps

- Complimentary consultation with Brad/me to explore how *The Extraordinary Leader* and/or *Extraordinary Coach* might be tailored to your organization.
- Executive briefing or offsite retreat.
- Customized keynote/workshop blending these approaches.
- Public workshops.



strategic partner  
ZF ZENGER | FOLKMAN



## The Extraordinary Leader Workshop

**Toronto – May 5 Calgary – June 3**



1. How Leaders Make a Difference
2. Profound Strengths and Fatal Flaws
3. Key Differentiating Leadership Competencies
4. Understanding Your 360 Feedback
5. Personal Development Planning
6. Building on Your Strengths
7. Leadership Cross-Training
8. Peer Coaching and Workshop Summary

strategic partner  
ZF ZENGER | FOLKMAN



## The Extraordinary Coach Workshops

**One Day Workshop** (on own or 1<sup>st</sup> of two days)

- Built around our FUEL process

**Toronto – May 25 Calgary – June 4**

**Two-Day Workshop**

- One day as above plus:
  - Half Day Elevating Feedback Workshop  
Developing Yourself as a Coach
  - 360 Feedback Assessment and Strengths-Based Personal Development Planning  
(same process as *Extraordinary Leader*)

**Toronto – May 26 Calgary – June 5**



strategic partner  
ZF ZENGER | FOLKMAN



# April 9, 2015 Briefing

## Extraordinary Leader Development System

Booklet available at:  
[www.clemmergroup.com/attendee-materials](http://www.clemmergroup.com/attendee-materials)



*"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.*

*Organizations 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"

a strategic partner of

ZENGER | FOLKMAN

clemmergroup.com