



# The Extraordinary Leader™

In today's rapidly changing, highly competitive environment, the organizations that excel in their respective markets will be those whose people are most competent, passionate, and focused on delivering results.

*The Extraordinary Leader* Workshop presents a proven framework for helping individuals make a profound difference in their organization's results, and in their own performance and development.

## Minding the Gap and Fixing Weaknesses

Traditional assessments and needs analysis look for gaps. And most 360 feedback tools focus on finding and fixing weaknesses. This often leads to:

- Participants feeling beat up by feedback reports.
- Negative response or avoidance of 360 multi-rater feedback tools.
- Erosion of confidence.
- Defensiveness and fear of making mistakes.
- Data denial and feedback phobia.
- Working on a weak area and only getting it to average - with mediocre results.
- A belief that extraordinary leadership is achieved by naturally gifted or "born leaders."

Our deep research shows very clearly that it's the presence of strengths - not the absence of weaknesses - that defines highly effective leaders. Building strengths is proving to be the only way to move from an average or ordinary leader to extraordinary or exceptional.

What's especially remarkable is how obtainable extraordinary leadership is proving to be. A leader needs to develop just three existing strengths out of sixteen competencies to catapult his or her leadership effectiveness from the 34th to the 80th percentile!

Extensive research found these dramatic differences between the weakest and strongest leaders:

- 4 - 6x higher profits
- 6x higher sales revenues
- 10 - 20x higher levels of employee engagement
- 3 - 4x reduction in employees thinking about quitting
- 50% fewer employees that do leave
- Double the satisfaction with pay and job security
- 4 - 5x more employees "willing to go the extra mile"
- 1.5x higher customer satisfaction ratings
- Over 3x safer work environment



strategic partner

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## The Extraordinary Leader Process and Participant Outcomes

This is a uniquely powerful leadership development system using strengths-based leadership development, on a foundation of evidence-based approaches, producing a highly personalized development plan, that's built around a best of class 360 multi-rater tool.

- Learn the sixteen empirically identified key leadership competencies in five clusters that cause leaders and their team/organizations to flounder or flourish.
- Understand the significant on-the-job performance differences between “good” and “extraordinary” leaders and the dramatic impact on his or her team/organization.
- Why building on existing strengths is up to 3 times more effective than fixing weaknesses.
- When to work on weaknesses.
- Understand and cut through the complex interplay of strengths, weaknesses, and performance.
- Prepare to receive an individual 360 multi-rater leadership feedback report, understand the report structure, interpret the data, and learn how to use it in a positive way for growth and development.
- Perform a step-by-step analysis of the personal feedback report using a structured process with individual and group exercises.
- Aligning and multiplying his or her unique strengths and passion for improvement with the organization's needs.
- Research-based strength development using Companion Competencies, cross-training, and non-linear approaches to build an Individual Development Plan.
- Identifying THE key competency for development that will drive each participant's broadest improvement for his or her personal situation.
- Coaching, implementation follow through, and the supporting processes/tools to make learning stick.

## Zenger Folkman's Strengths-Based Leadership Development System is a Revolution

The research and approaches used in this system were first outlined in Zenger Folkman's bestselling books *The Extraordinary Leader: Turning Good Managers into Great Leaders*, *How to Be Exceptional: Drive Leadership Success by Magnifying Your Strengths* and the *Harvard Business Review* article “Making Yourself Indispensable.”

In a series of pre and post studies Zenger Folkman looked at the impact of leaders choosing to fix weaknesses versus building on existing strengths. Twelve to 18 months later the leaders who magnified their existing strengths showed two - three times more improvement in leadership effectiveness than leaders who worked on fixing their weaknesses.

### Why Strengths-based Leadership Development Works Better:

- Building strengths is the only way to become an extraordinary leader.
- A strengths focus produces up to three times higher change and improvement.
- Profits, sales, engagement, morale, and energy levels, turnover, health and safety, and customer satisfaction skyrockets.
- The spectrum of development methods broadens with cross-training and Companion Competencies.
- 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!



## Participant Materials

- The online *Extraordinary Leader* multi-rater (360) assessment and personal feedback report.
- *The Extraordinary Leader* Participant Manual and unique, cross-training development tool, the Competency Companion Development Guide.

## In-House Customization

*The Extraordinary Leader* Workshop, materials, and 360 assessment can easily be customized to:

- Be tailored to an organization's existing competency model.
- Provide flexible delivery options, including individualized coaching, etc.
- Link to organizational culture development efforts.
- Review a leadership team's aggregate report for a team assessment and to build on the team's strengths.
- Get a mini-engagement survey showing employee commitment levels.

## Workshop Audience

*The Extraordinary Leader* process is being used extensively for individual leaders at all levels of an organization from senior executives to first-line supervisors. Customized in-house sessions are delivered to executive or management teams, other intact or cross-functional work teams, or to individuals gathered from different parts of an organization.

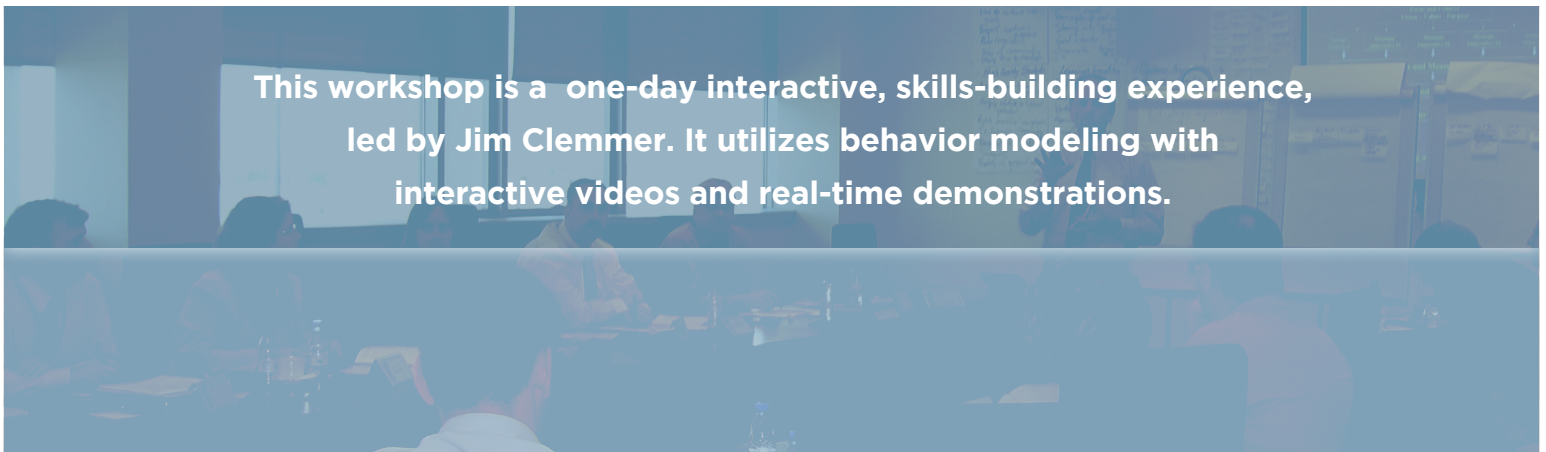


## Canadian Strategic Partnership

The CLEMMER Group is Zenger Folkman's Canadian strategic partner. Zenger Folkman is pioneering groundbreaking new strengths-based leadership research, assessment, development, and sustainable implementation systems. They've built unique evidence-driven approaches for developing extraordinary leaders and empirically showing their performance impact on sales, profits, employee engagement, health and safety, turnover, and customer satisfaction. Jim Clemmer and Jack Zenger's training and consulting firms first partnered when they led The Achieve Group and Zenger Miller. It's a well developed and highly proven system that produces extraordinary results.

Jim Clemmer will be personally delivering this powerful workshop.

**This workshop is a one-day interactive, skills-building experience, led by Jim Clemmer. It utilizes behavior modeling with interactive videos and real-time demonstrations.**





## Client Reviews

*"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 and my only regret is that The Extraordinary Leader was not available years ago.*

– Dr. Alan Harrison, Provost and Vice-Principal (Academic),  
**Queen's University**



*"At Boeing's Aerospace Support division, we had concerns about our level of employee commitment. Our work with the Extraordinary Leader introduced us to the research showing a connection between leadership effectiveness and employee commitment. Partnering with Zenger Folkman, we created a competency model, an on-line multi-rater feedback process, and a workshop to help our leaders develop their strengths. 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 workshop was excellent and feedback from all participants has been extremely positive. I particularly enjoyed the way current paradigms on developing leaders were challenged. I have no doubt that those who attended will benefit from the experience and will, in turn, provide benefits for our organization."*

– J. Mateparae, Master General, **New Zealand Defense Force**



*"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.**



*"The Extraordinary Leader 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. We now have a more balanced performance agreement, highlighting areas of strength, and significant problems that must be fixed. 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**



*"...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, **Yale University**



*"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,  
**The Boeing Company**



*"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, **Elsevier**



*"This program is the best tool I have found to identify a leader's current areas of strengths and weaknesses, and more importantly, provides a wealth of knowledge on how you can (and why you should) develop your particular strengths to improve your performance in every aspect of your life."*

– Ryan Hurlbut, Workplace Development Manager,  
**Pillar Resource Services Inc.**