



THE EXTRAORDINARY LEADER DEVELOPMENT SYSTEM

Implementation Guide

The Extraordinary Leader Development System

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Organizational Survey



Purpose: To assess the health of the organization and its culture, including determining levels of employee commitment, engagement, and satisfaction across the organization and its units

Deliverables:



- Designated employees participate in the online or paper-based Organizational Survey
 - The Organizational Survey Presentation is a CLEMMER Group analysis of the Organizational Survey results that includes observations, comments, and recommendations delivered in a PowerPoint file
 - The Organizational Survey Results Report is a series of charts, graphs, and written comments that is compiled from employee responses to the Organizational Survey and contains different views of the organization and its units
-



Delivery Method and Timeframe: Designated employees are invited to participate in the survey 6-10 weeks prior to the time that the survey results are to be delivered to the Client. The presentation is delivered electronically to the Client following the completion of the survey. Depending on Client needs, a CLEMMER Group consultant may also review the presentation with the Client over the phone or in person. The Organizational Survey Results Report is prepared and delivered to the Client sometime after the presentation, with the timing of delivery dependent on the number, different organizational units, and types of reports requested.

Executive Alignment Session



Purpose: To establish culture/executive readiness, alignment, and context prior to an *Extraordinary Leader* development initiative. This ensures senior leaders make this a key strategic priority integrated with their operational and organization development objectives.

Deliverables: A facilitator-led half, one, or two-day workshop or offsite retreat

- This can start from the least rigorous, such as self-assessment by the leadership team, to interviews, focus groups, surveys, or a rigorous assessment.
- To understand, compare, and reconcile, senior leadership team views on the current state of the organization, culture/leadership development objectives, and issues/opportunities to be addressed.
- In a workshop/retreat a CLEMMER Group consultant reviews findings, facilitates discussion, provides observations and recommendations, and establishes executive agreement on:
 - Organization/leadership development objectives and strategies
 - How and to what degree *The Extraordinary Leader* development initiative supports these
 - Clear definitions and measures of initiative success
 - The development of an implementation strategy



Delivery Method and Timeframe: Input is gathered and the alignment session is delivered by a CLEMMER Group consultant prior to the start of an *Extraordinary Leader* development implementation.





Implementation Planning Checklist



Purpose: To initiate and guide the discussion of the key planning elements that go into a successful *Extraordinary Leader* implementation

Deliverable:

The Implementation Planning Checklist, delivered in printed form or as a PDF file, and organized around the following implementation topics:

- Objectives, Benefits, and Deliverables
- How Success Will Be Measured
- Key Stakeholders
- Target Audience
- Implementation Resources
- Communications
- Project Timing
- Facilitators and Coaches
- Technical Requirements
- Administration



Delivery Method and Timeframe: Completed by the Client and The CLEMMER Group during initial implementation planning meetings

Roles and Responsibilities Timeline Template



Purposes: To identify, agree, and document:

- Specific key activities to be included in *The Extraordinary Leader* implementation
- Those responsible for and/or participating in each activity
- The date by which the activity is expected to be completed



Deliverable: Roles and Responsibilities Timeline Template, a customizable Excel spreadsheet that can be modified to document the activities planned for a Client implementation



Delivery Method and Timeframe: Completed by the Client and The CLEMMER Group during initial implementation planning meetings

ROLES AND RESPONSIBILITIES TIMELINE TEMPLATE					
Typical Timeline	Implementation Roles				
	Executive Team	Leadership Development Sponsor	Participants' Managers	Participants	Participants' Raters
4-5 Months Prior to Event		Organize Executive Alignment Interviews and Session			
		Attend Executive Alignment Session			
3-4 Months Prior to Event		Meet with ZF Client Executive to review Implementation Planning Checklist			
2-3 Months Prior to Event		Set up Leader Development Event Dates and Schedule Locations			
		Complete Roles and Responsibilities Timeline			
		Prepare Internal Communications from Templates			
		Schedule Facilitators/Coaches			



Administrative Guide for Development Events



Purpose: To outline the logistical considerations surrounding the 360-Degree survey process and leader development events, helping to ensure high quality and timely implementations



Deliverable: Administrative Guide for Development Events, a booklet that describes some key *Extraordinary Leader* implementation logistics for the Client to consider



Delivery Method and Timeframe: Provided electronically to the Client in a PDF file by The CLEMMER Group during initial implementation planning meetings



ADMINISTRATIVE GUIDE FOR DEVELOPMENT EVENTS

Preparing for a Successful Development Event

To be the most successful, sufficient energy should be devoted to the planning phase of your development event. We are providing the following simple steps to use when planning. Many of these steps are also outlined on the Roles & Responsibilities Timeline that you completed with your Zenger Folkman Account Executive; however, there are some additional logistical details that you will also find useful in your preparation.

- Step 1. Schedule the Development Event(s):
 - Confirm Dates and Locations.
- Step 2. Schedule the Facilitator or Coach for the Development Event(s):
 - Confirm Dates and Locations.
 - Provide any necessary security information to ensure access to the location.
- Step 3. Verify that 360 Process System Requirements are met within the organization.
 - Review System Requirements (outlined in this guide)
 - Confirm with your IT group that these requirements are met for your organization.

Internal Communication Templates



Purpose: To assist the Client in the development of internal communications for participants in an *Extraordinary Leader* development initiative that will provide encouragement, set expectations, and clarify processes, timing, and logistics



Deliverable: A set of Internal Communication Templates in the form of Word files that may be customized and distributed at the Client’s option to participants in an *Extraordinary Leader* development initiative. The templates provide recommended descriptions of the purposes, processes, and expectations of participants in the program, including specific actions participants are requested to take, invitations to specific events, and other logistical information they need during an *Extraordinary Leader* implementation.



Delivery Method and Timeframe: Word file templates are provided to the Client electronically by The CLEMMER Group during initial implementation planning meetings.

Internal Communication Templates
For The Extraordinary Leader Development System

The templates contained in this file have been created to assist our clients to internally communicate the message, purpose, and expectations of the *Extraordinary Leader* Development System. These communications are specifically designed to provide encouragement and support for the program, inform the participants about specific actions they need to take, invite them to specific development events, and to provide any logistical information that will be helpful to them. They are to be customized by the Leader Development Sponsor and used to internally communicate specific implementation details. *The templates have been divided into sections based on specific implementation criteria.*

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Pre-Event Discussion Points for Managers



Purpose: To provide participants' managers with a list of recommended discussion points used in pre-event meetings with their leader/participants. The discussion points are designed to set leadership development expectations for the participant and establish the manager's role in the process.



Deliverable: Pre-Event Discussion Points for Managers in a PDF file



Delivery Method and Timeframe: Provided to the Client electronically by The CLEMMER Group during initial implementation planning meetings. The Pre-Event Discussion Points for Managers is subsequently distributed internally by the Client to individual managers as needed.



Assignment Briefings



Purpose: To prepare *Extraordinary Leader* participants, their managers, and their raters to participate in an *Extraordinary Leader* development initiative and understand their roles and responsibilities



Deliverables: Separate 4-7 minute video briefings for *Extraordinary Leader* participants, their managers, and their raters. Each briefing outlines the general *Extraordinary Leader* process, specific roles and responsibilities in the process, any actions or assignments to be completed, and how to complete those requirements.



Delivery Method and Timeframe: Links to the briefings are provided to the Client for inclusion in their internal communications. Optionally, the video files can be provided to the Client for use on their own network servers. The links and/or the video files are delivered to the Client by The CLEMMER Group at any time during an *Extraordinary Leader* implementation. Instructions on the use of the Assignment Briefings are communicated by the Client to the participants, managers, and raters sometime prior to the start of the 360 survey process.

Briefing Objectives

1. Outline key points of *The Extraordinary Leader Development System*
2. Describe the 360 degree assessment process
3. Review what you can do to help those on your staff who will be participating in the process

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Written Comments

- Remember, feedback is a gift and many participants feel written comments are the most valuable data they receive
- Written comments are passed to the participant *exactly* as you have written them
- Be respectful, constructive, and honest

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The Process

- Email from support@zfc.com
- Access the survey from your personal online survey portal
- If you are interrupted, save the survey and return later to complete it
- Watch for the deadline for your submission
- Reminders will be sent periodically until your submission is received

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The Extraordinary Leader™ and Advancing the Extraordinary Leader™ Certification Processes, and the Coaching the Extraordinary Leader™ Workshop



Purpose: To prepare individuals to facilitate workshops or coach using *The Extraordinary Leader* program materials



Deliverables: Product workshops, Facilitator Certification Sessions, facilitator observations, and associated facilitator and coach materials



Delivery Method and Timeframe: The processes and workshops can be scheduled and delivered any time prior to or during an *Extraordinary Leader* initiative. Content is delivered by a CLEMMER Group certified master facilitator.



360-Degree Assessment



Purpose: To provide leaders with an accurate assessment of their leadership competencies prior to creating a development plan

Deliverables: Using Zenger Folkman's or a Client's own competency model:

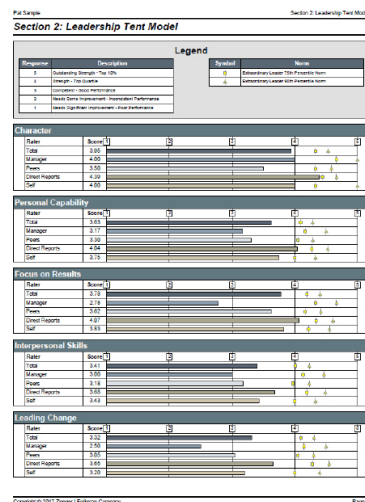
- An online 360-Degree Assessment survey completed by participants, their managers, direct reports, peers, and others
- An individual 360-Degree Assessment report



The 360-Degree Assessment reports can be printed and delivered as bound, color reports or can be emailed as color PDF files that can be printed by the Client. The reports contain normative comparisons, importance rankings, written comments, and other valuable data for the participants to use when creating their *Extraordinary Leader* development plans.



Delivery Method and Timeframe: To provide raters with an ample response period, the recommended online survey process takes 3-4 weeks. The feedback reports are normally delivered in printed form to the participants either during an *Extraordinary Leader Workshop* or in an *Extraordinary Leader Individual Development Session*.





The Extraordinary Leader[™] Workshop and Individual Development Session



Purpose: To share Zenger Folkman's leadership research, insights, and points of view; prepare participants to receive and help them analyze their 360-Degree Assessments; and help participants create customized leadership development plans that will enable them to become more effective leaders.

Deliverables:



- For *The Extraordinary Leader* Workshop: A full day, instructor-led workshop where the participants learn about Zenger Folkman's leadership research, insights, and points of view; receive their 360-Degree Assessment survey reports; and build individual, strengths-based leadership development plans. Participants receive and use *The Extraordinary Leader* Participant Manual (including the Competency Companion Development Guide).
 - Can be split into a half-day introductory workshop, 360-Degree Assessment survey, and a half-day workshop to build personal development plans.
 - For *The Extraordinary Leader* Individual Development Session: A half-day facilitated individual coaching session, following the same structure and content outline and having the same outcomes as described above. Participants receive and use *The Extraordinary Leader* Development Guide (including the Competency Companion Development Guide).
-



Delivery Method and Timeframe: *The Extraordinary Leader* Workshop is delivered by a CLEMMER Group certified facilitator and can be scheduled at any time during an implementation. *The Extraordinary Leader* Individual Development Session is delivered by a coach who has completed Zenger Folkman's Coaching the *Extraordinary Leader* Workshop. It can also be scheduled at any time during an implementation.

Post-Event Discussion Points for Managers



Purpose: To provide participants' managers with a list of recommended discussion points used in post-event meetings with their leader/participants. The discussion points are designed to reinforce leadership development expectations for the participant and the manager's role in the process.



Deliverable: Post-Event Discussion Points for Managers in a PDF file



Delivery Method and Timeframe: Provided to the Client electronically by The CLEMMER Group during initial implementation planning meetings. The Post-Event Discussion Points for Managers is subsequently distributed internally by the Client to individual managers as needed.



ActionPlan Mapper™



Purpose: To capture *Extraordinary Leader* participants' development goals, progress, and other leadership development plan information, and make it and aggregated development reports available for monitoring and managing an *Extraordinary Leader* implementation

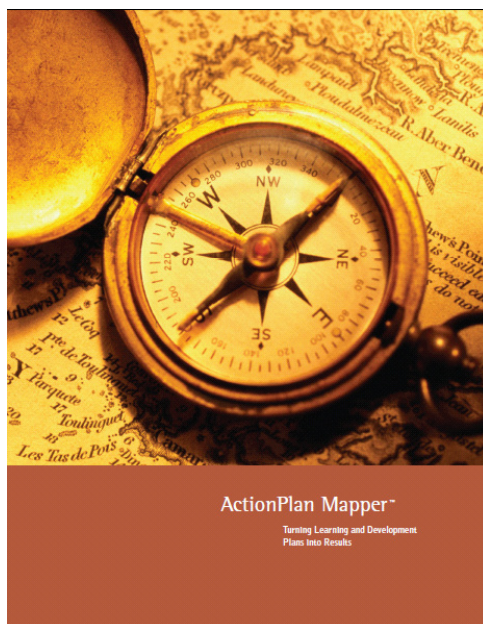
Deliverables:



- Participant 24x7 access to the *ActionPlan Mapper* website for full use of goal tracking, planning, progress reporting capabilities, and its automated reminder system
- Individual and aggregated reports available on the *ActionPlan Mapper* website for access by managers, coaches, and others authorized by the organization



Delivery Method and Timeframe: *ActionPlan Mapper* is a web-based tool, accessible 24x7, that is normally made available to the participants and others authorized by the organization at any time following the participants' *Extraordinary Leader* Workshop or Individual Development Session



Leader Coaching

Purpose: To provide participants individual coaching help following an *Extraordinary Leader* Workshop or Individual Development Session for the purposes of:

- Confirming the participant's understanding and interpretation of their 360-Degree Assessment survey report
- Reviewing and confirming the participant's selection of a competency to build or fatal flaw to correct
- Assisting the participant as they complete or confirm their initial development plan, including helping them develop a more robust action plan and goals, if needed
- Following up at regular intervals to encourage, recognize, and hold the participant accountable for meeting their commitments and successfully completing their implementation plan



Deliverable: Leader coaching engagements typically include an initial *Extraordinary Leader* 360-degree survey feedback and development plan review; monthly accountability and problem-solving sessions; a 360-degree survey reassessment after 9-12 months; and an engagement closing review and post-engagement planning meeting. CLEMMER Group certified coaches use our strengths-based development approach, tools, and materials throughout the engagement. Coaching sessions can be held in face-to-face settings or remotely.



Delivery Method and Timeframe: Coaching engagements normally start immediately following the participant's *Extraordinary Leader* Workshop or Individual Development Session. The meeting frequency and length of each coaching engagement are tailored to meet unique individual and organizational requirements. Most engagements run from 6 to 12 months.





Team Sustainers



Purpose: To provide team meeting resource materials for managers and/or members of the Leadership Development Sponsor's staff wanting to help keep groups of participants engaged in their leadership development efforts



Deliverables: Agendas, scripts, videos, surveys, and other resource materials used to lead informal, 45-60 minute *Extraordinary Leader* Team Sustainer meetings. The Team Sustainer topics are:

- Involving Others Drives Development Success
- Gaining and Sustaining Momentum
- Staying Focused On Organization Outcomes



Delivery Method and Timeframe: The materials for the Team Sustainer meetings are delivered to the Client via email in the form of PDF files. These are ordered through The CLEMMER Group following the completion of an *Extraordinary Leader* Workshop.



TEAM SUSTAINER MEETING

Staying Focused on Business Outcomes

The Manager/Facilitator's Guide

Purpose

- To remind *Extraordinary Leader* participants that the primary purpose and benefit of successfully implementing their leadership development plans is to drive improved organizational results and business outcomes
- To get a re-commitment from participants to maintain or increase the level of effort and attention they're placing on implementing their leadership development plans

Overview

This Team Sustainer is designed to be a 45-60 minute *Extraordinary Leader* participant meeting, facilitated by either the participants' manager, another line manager, or a member of the HR/Leadership Development staff. It includes a paper-based self-survey that is completed by participants prior to the discussion.

Content Refreshers



Purpose: To help participants keep their *Extraordinary Leader* development efforts top-of-mind and provide them with a regular, brief, and interesting stream of leadership development content related to the specific *Extraordinary Leader* Differentiating Competency they selected for development

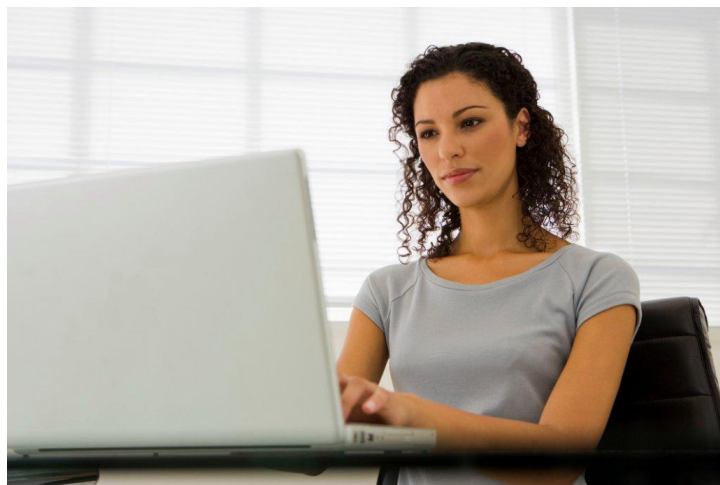


Deliverable: A stream of five emails for each participant. The emails include:

- An initial email to introduce the Content Refreshers and request that the participant identify the Differentiating Competency selected as the focus of their development plan
 - Four emails that each deliver content that is specific to the selected competency, including an application activity, a self-assessment, a leadership case study, and an implementation sustainment kit. Participants may opt out of the Content Refreshers at any time.
-



Delivery Method and Timeframe: The refreshers are initiated within 1-2 weeks following the participant's *Extraordinary Leader* Workshop or Individual Development Session and continue for approximately 4 months. Each Client determines on a project-by-project basis whether or not to implement the Content Refreshers for their *Extraordinary Leader* participants and the timing of their delivery. The Client works with The CLEMMER Group to set up the Content Refreshers for a particular project.





360-Degree Reassessment



Purpose: To reassess an *Extraordinary Leader* participant and provide them an up-to-date progress report on their leadership development efforts

Deliverables: The 360-Degree Reassessment has the same basic deliverables as the original 360-Degree Assessment:

- An online 360-Degree Reassessment survey completed by participants, their managers, direct reports, peers, and others
- An individual 360-Degree Reassessment report



The primary difference in the 360-degree Survey Reassessment report is that it:

- Displays the reassessment results side-by-side with the original results for easy comparative analysis
- Adds several supplementary charts to highlight differences between the original 360 assessment and the reassessment results



Delivery Method and Timeframe: Zenger Folkman recommends that participants be reassessed 9-12 months following their original 360-Degree Assessment. To provide raters with an ample response period, the recommended online survey process takes 3-4 weeks. The 360-Degree Reassessment reports are normally delivered in printed form to the participants during the *Advancing the Extraordinary Leader* Workshop or during an Individual Development Session.

Pat Sample Section 9: 16 Differentiating Competencies Gap Analysis

Section 9: 16 Differentiating Competencies Gap Analysis

This section displays your current and previous scores for all of the 16 Differentiating Competencies along with a bar graph indication of the size of the gap between the two.

Competency	Current	Previous	Gap Size	Gap Size Graph
Drives for Results	4.32	3.89	0.43	
Connects the Group to the Outside World	4.16	3.75	0.41	
Takes Initiative	4.26	3.91	0.35	
Practices Self-Development	4.11	3.77	0.34	
Displays High Integrity and Honesty	4.25	3.93	0.32	
Inspires and Motivates Others to High Performance	3.95	3.65	0.30	
Establishes Stretch Goals	4.00	3.74	0.26	
Innovates	4.19	3.95	0.24	
Collaboration and Teamwork	3.95	3.72	0.23	
Technical/Professional Expertise	4.05	3.82	0.23	
Champions Change	4.04	3.83	0.21	
Develops Strategic Perspective	4.09	4.02	0.07	
Solves Problems and Analyzes Issues	4.02	4.05	-0.03	
Builds Relationships	3.95	4.00	-0.05	
Communicates Powerfully and Prolifically	3.85	3.78	-0.13	
Develops Others	3.65	4.06	-0.41	

Advancing the Extraordinary Leader™ Workshop

Purpose: To continue the development efforts of *Extraordinary Leader* participants by:

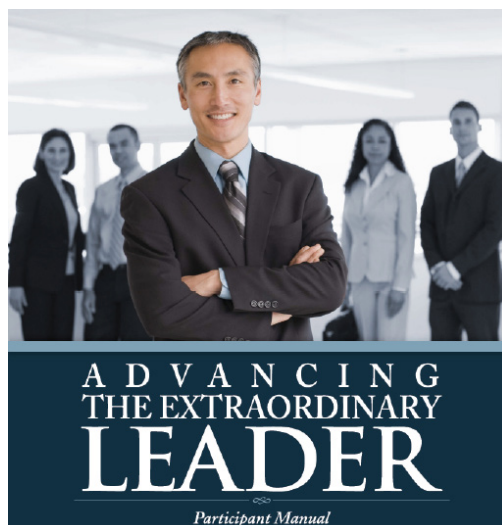


- Reinforcing the principles taught in *The Extraordinary Leader*
- Helping them evaluate their 360-Degree Survey Reassessments
- Guiding them in the creation of a successful next-stage leadership development plan
- Involving their managers in the development process

Deliverables: A half-day facilitator-led workshop in which participants receive and use the *Advancing the Extraordinary Leader* Participant Manual (including the Competency Companion Development Guide). Prior to the workshop participants receive an *Extraordinary Leader* 360-Degree Survey Reassessment and pre-workshop assignments. Following the workshop participants receive a series of emails to help them stay focused on their development plans. Additional materials include emailed communications to participant managers designed to elicit their support in sustaining the development efforts of the participants.



Delivery Method and Timeframe: *The Advancing the Extraordinary Leader* Workshop is delivered by a CLEMMER Group certified facilitator and can be scheduled at any time during an implementation. It is typically delivered 9-12 months after participants complete the initial *Extraordinary Leader* Workshop or Individual Development Session. The pre and post-workshop supporting materials are delivered to the participant and manager by The CLEMMER Group via email at specific times during the process.





The Extraordinary Coach™ Workshop



Purpose: To increase the on-the-job coaching effectiveness and skills of line managers using a strengths-based approach

Deliverables: A one, one and a half, or two-day facilitator-led workshop.

Participants in the one-day program receive and use the one-day version of *The Extraordinary Coach* Participant Manual and associated materials. During the workshop, participants:

- Review Zenger Folkman's coaching research, insights, and points of view
- Learn and practice the coaching skills used by the most effective coaches
- Create their own customized coaching development plan

Participants in the one and a half-day workshop go through the same one-day *Extraordinary Coach* Workshop described above. In addition, they spend another half-day learning and practicing specific coaching skills used to provide effective feedback. They receive and use the two-day version of *The Extraordinary Coach* Participant Manual (including the Competency Companion Development Guide) and associated materials.



Participants in the two-day program receive and use the two-day version of *The Extraordinary Coach* Participant Manual (including the Competency Companion Development Guide) and associated materials. Prior to the workshop, each participant takes part in *The Extraordinary Coach* 360-Degree Feedback Survey. During the workshop, participants:

- Review Zenger Folkman's coaching research, insights, and points of view
- Learn and practice the coaching skills used by the most effective coaches
- Are prepared to receive and then analyze their *Extraordinary Coach* 360-Degree Feedback Survey Reports
- Create their own customized coaching development plan



Delivery Method and Timeframe: The workshops can be scheduled and delivered any time before, during, or following an *Extraordinary Leader* initiative. The workshops are delivered by CLEMMER Group certified facilitators.

The Inspiring Leader™ Workshop



Purpose: To train leaders how to inspire and motivate others to high performance

Deliverables: A full or half-day facilitator-led workshop.

Participants in the full-day program receive and use the full-day version of *The Inspiring Leader* Participant Manual and associated materials. Prior to the workshop, each participant takes part in *The Inspiring Leader* Approaches Self-Assessment. During the workshop, participants:

- Review Zenger Folkman’s research, insights, and points of view on what makes leaders effective at inspiring and motivating others
- Receive and analyze their *Inspiring Leader* Approaches Self-Assessment Reports
- Learn about and apply the 10 companion behaviors and 6 approaches used by the most inspiring leaders
- Learn about, practice, and develop two of the most impactful competencies used by inspiring leaders, Making an Emotional Connection, and Communicating Powerfully and Prolifically
- Create their own customized *Inspiring Leader* development plans



Participants in the half-day program receive and use the half-day (“Executive”) version of *The Inspiring Leader* Participant Manual and associated materials. Prior to the workshop, each participant takes part in *The Inspiring Leader* Approaches Self-Assessment. The half-day workshop experience is similar to the full-day workshop, other than the competency skill development modules, Making an Emotional Connection, and Communicating Powerfully and Prolifically, are omitted.



Delivery Method and Timeframe: Either workshop can be scheduled and delivered any time before, during, or following an *Extraordinary Leader* initiative. The workshops are delivered by CLEMMER Group certified facilitators.

Extraordinary Leader Performance Matrices



Purpose: To provide scaled performance rating statements based on *The Extraordinary Leader* competency model. The matrices are designed to be used in an organization's performance and talent management systems as a means to highlight and reinforce the use of *Extraordinary Leader* competencies within the organization.



Deliverable: A set of four separate matrices for use in the performance evaluations of Senior Executives, Mid-Level Managers, Frontline Supervisors, and Individual Contributors. Each matrix provides multiple evaluative performance rating statements for each of five performance levels, within each of the *Extraordinary Leader* Differentiating Competencies. Note: the Individual Contributor matrix utilizes *The Extraordinary Performer* Differentiating Competencies.



Delivery Method and Timeframe: The matrices are provided in an Excel spreadsheet for use in the Client's HRIS, LMS, or other talent management system and are provided by The CLEMMER Group when ordered by the Client.

Employee Role	Competency Category (Client Role)	Differentiating Competency	Summary Statement Rating 5	Summary Statement Rating 4	Summary Statement Rating 3	Summary Statement Rating 2	Summary Statement Rating 1
Individual Contributor	Leading Change	Differentiating Competency	<p>Summary Statement Rating 5</p> <ul style="list-style-type: none"> Influences strategic decisions and decisions about the team's goals and success. Keeps up-to-date information on the needs the team is expected to serve external and/or internal customers. Communicates business success, knows how the organization makes money, and differentiates itself in the marketplace. Has the ability to look out at the future and anticipate trends that will affect their own and the team's work. 	<p>Summary Statement Rating 4</p> <ul style="list-style-type: none"> Has a clear view of how the team's work is linked to the organization's overall competitive advantage. Keeps up-to-date information on the needs the team is expected to serve external and/or internal customers. Takes a long-term, broader view of their own work. Stays connected with sources of information about industry and economic trends. 	<p>Summary Statement Rating 3</p> <ul style="list-style-type: none"> Has a clear understanding of the team's purpose. Seeks to understand the organization's overall vision and strategy and how it relates to their own work. Communicates an understanding of the team's overall work that, not just their "day-to-day" deliverables. Looks outside their immediate team to understand how the work of other teams impacts their own. 	<p>Summary Statement Rating 2</p> <ul style="list-style-type: none"> Has a surface understanding of how their work contributes to team objectives. Includes an understanding of the organization's overall vision and strategy. Seeks the input of others regarding the organization's purpose and strategy. Understands the overall team goals and key responsibilities within their team. 	<p>Summary Statement Rating 1</p> <ul style="list-style-type: none"> Attempts to do their work in a vacuum, with no concern for the broader aims of the organization. Shows a lack of understanding of the team's purpose and strategy. Does not take the details of their team's role into account. Focuses on daily crises.
Frontline Supervisors	Leading Change	Differentiating Competency	<p>Summary Statement Rating 5</p> <ul style="list-style-type: none"> Influences strategic decisions and decisions of the interests of management. Keeps all sources that feed the team connected to key external and/or internal customers. Communicates business success, knows how the organization makes money, and differentiates itself in the marketplace. Communicates strategy as an ever-changing, evolving process; does not allow the team to "set in its ways." Has the ability to look out at the future and anticipate trends. 	<p>Summary Statement Rating 4</p> <ul style="list-style-type: none"> Formulates a clear, compelling vision for the team with direct linkage to how the organization creates competitive advantage. Provides a clear understanding of the organization's vision and objectives so that individuals can maximize their own challenging and meaningful goals. Communicates an emphasis on how to maintain a strategic, customer-oriented perspective on their work. Takes a long-term, broader view of business decisions. Stays connected with sources of information about industry and economic trends. 	<p>Summary Statement Rating 3</p> <ul style="list-style-type: none"> Has a clear and compelling vision of the team's purpose. Provides a clear understanding of the organization's vision and objectives. Provides a clear perspective of the overall organizational strategy and how it relates to the team's work. Communicates an emphasis on the "day-to-day" deliverables and the broader business strategy. Is forward thinking – looks ahead to the future. 	<p>Summary Statement Rating 2</p> <ul style="list-style-type: none"> Has a clear, compelling vision for the team's work. Recognizes and rewards the achievement of the organization's overall strategy and direction. Includes an understanding of the organization's overall strategy and direction. Does not take the details of their team's role into account. Has a narrow view of the team's work and its linkage to the overall organization's overall mission/culture. Focuses on quarterly goals rather than annual plans. 	<p>Summary Statement Rating 1</p> <ul style="list-style-type: none"> Attempts to make decisions randomly, with no strategic guidance. Shows a lack of understanding of the organization's overall strategy and direction. Does not take the details of their team's role into account. Has a narrow view of the team's work and its linkage to the overall organization's overall mission/culture. Focuses on past shortcomings and daily crises.
Mid-Level Managers	Leading Change	Differentiating Competency	<p>Summary Statement Rating 5</p> <ul style="list-style-type: none"> Influences strategic decisions and decisions of the needs of management. Keeps all sources that feed individuals within the unit connected to key external and/or internal customers. Communicates business success, knows how the organization makes money, and differentiates itself in the marketplace. Communicates strategy as an ever-changing, evolving process; does not allow the unit to "set in its ways." Has the ability to look out at the future and anticipate trends. 	<p>Summary Statement Rating 4</p> <ul style="list-style-type: none"> Formulates a clear, compelling vision for the unit, with direct linkage to how the organization creates competitive advantage. Provides a clear understanding of the organization's vision and objectives so that employees can maximize their own challenging, strategic goals. Communicates an emphasis on how to maintain a strategic, customer-oriented perspective on their work. Takes a long-term, broader view of business decisions. Stays connected with sources of information about industry and economic trends. 	<p>Summary Statement Rating 3</p> <ul style="list-style-type: none"> Communicates a clear and compelling vision of the unit's purpose. Helps all of their direct reports understand the organization's vision and objectives. Maintains a clear perspective of the overall organizational strategy and how it relates to the unit's purpose. Communicates an emphasis on the "day-to-day" deliverables and the broader business strategy. Is forward thinking – looks ahead to the future. 	<p>Summary Statement Rating 2</p> <ul style="list-style-type: none"> Has a clear, compelling vision for the unit's work. Recognizes and rewards the achievement of the organization's overall strategy and direction. Provides an incremental or incremental picture of the organization's overall strategy. Communicates an emphasis on the "day-to-day" deliverables and the broader business strategy. Includes an emphasis on the exclusion of incremental goals. 	<p>Summary Statement Rating 1</p> <ul style="list-style-type: none"> Attempts to make decisions randomly, with no strategic guidance. Shows a lack of clarity about the organization's overall strategy and direction. Does not take the details of their team's role into account. Has a narrow view of the unit's work and its linkage to the overall organization's overall mission/culture. Focuses on past shortcomings and daily crises.
Senior Executives	Leading Change	Differentiating Competency	<p>Summary Statement Rating 5</p> <ul style="list-style-type: none"> Influences strategic decisions and decisions for the entire organization. Keeps all sources that provide customer satisfaction data connected to the organization. Communicates business success, makes decisions based on what will differentiate the organization in the marketplace. Communicates strategy as an ever-changing, evolving process; does not allow the organization to "set in its ways." Has the ability to look out at the future and anticipate trends. 	<p>Summary Statement Rating 4</p> <ul style="list-style-type: none"> Formulates a clear, compelling vision for the organization, with direct linkage to how the organization creates competitive advantage. Provides a clear understanding of the organization's vision and objectives so that employees can maximize their own challenging, strategic goals. Communicates an emphasis on how to maintain a strategic, customer-oriented perspective on their work. Takes a long-term, broader view of business decisions. Assures that the organization creates, captures, and disseminates information about industry and economic trends. 	<p>Summary Statement Rating 3</p> <ul style="list-style-type: none"> Communicates a clear and compelling vision of the organization's purpose. Ensures that all of their direct reports have understood the organization's vision and objectives. Continually reinforces the overall organizational strategy and how it relates to their own work. Communicates an emphasis on the "day-to-day" deliverables and the broader business strategy. Is forward thinking – looks ahead to the future. 	<p>Summary Statement Rating 2</p> <ul style="list-style-type: none"> Has a clear, compelling vision for the organization. Recognizes and rewards the achievement of the organization's overall strategy and direction. Provides an incremental or incremental picture of the organization's overall strategy. Communicates an emphasis on the "day-to-day" deliverables and the broader business strategy. Includes an emphasis on the exclusion of incremental goals. 	<p>Summary Statement Rating 1</p> <ul style="list-style-type: none"> Attempts to make decisions randomly, with no strategic guidance. Shows a lack of clarity about the organization's overall strategy and direction. Does not take the details of their team's role into account. Has a narrow view of the organization's work and its linkage to the overall organization's overall mission/culture. Focuses on past shortcomings and only crisis rather than future goals and strategic direction.

Extraordinary Leader Interview Questions



Purpose: To provide behaviorally-based interview questions centered on *The Extraordinary Leader* competency model. The questions are designed to be used in the Client's performance and talent management systems as a way to assess the fit of potential employees and embed *The Extraordinary Leader* behaviors within the organization.



Deliverable: A set of evaluative questions developed around each of *The Extraordinary Leader* Differentiating Competencies for use in hiring interviews.



Delivery Method and Timeframe: The questions are provided in a Word file for use in the Client's HRIS, LMS, or other talent management system, and in a PDF file to be distributed or downloaded as needed by those who are interviewing potential employees. *The Extraordinary Leader* Interview Questions are provided to the Client by The CLEMMER Group when ordered.



EXTRAORDINARY LEADER INTERVIEW QUESTIONS

for Performance and Talent Management Systems

Displaying High Integrity and Honesty

1. Can you think of a situation where there was an issue of trust between yourself and another person? What did you do in the situation? Was trust restored?
2. Describe a situation where you felt some pressure to conform. What did you do?
3. Have you ever been placed in a situation in which you were asked to do something or say something that was contrary to your own principles? Describe the situation. How did you handle that?
4. Has there ever been a situation in which the organization you worked for, or one of your colleagues, did something that was contrary to your value system? What did you say or do in response to that situation?
5. In what ways would others say that you really walk your talk? What might cause others to question whether your behavior matched you stated values?

Technical/ Professional Expertise

1. What would other people say are your areas of greatest expertise?
2. Describe the last time a colleague came to you seeking an expert opinion on a technical question.
3. What do you do to keep abreast of the latest trends and technology in your field?



Aggregate 360-Degree Assessment Reports



Purpose: To aggregate, view, and analyze data from any number of 360-Degree Assessments for the purpose of evaluating an organizational unit or segment of any size for its strengths, potential fatal flaws, employee engagement levels, and other characteristics



Deliverable: An Aggregate 360-Degree Assessment Report displaying survey results for an organizational unit or segment of any size. The report uses the same reporting format that is used in the individual 360-Degree Assessment Report but combines the survey results of any number of selected leaders from intact or disparate units in an organization. The report contains normative comparisons, importance rankings, and other valuable data for organization and segment leaders to use in assessing the leadership effectiveness of their units. Aggregate 360-Degree Assessment Reports can be printed and delivered as bound, color reports or can be emailed as color PDF files that can be printed by the Client.



Delivery Method and Timeframe: Delivered to Client at any time following one or more 360-Degree survey projects, and usually presented by a CLEMMER Group consultant. An *Extraordinary Leader* Aggregate 360-Degree Assessment Report is created by the Zenger Folkman Client Services team when ordered by The CLEMMER Group.

Sample Team Section 4.16 Differentiating Competencies w/ Item Details

Section 4.16 Differentiating Competencies w/ Item Details

This section displays your results for the 16 Differentiating Competencies. In addition to the summary results for each competency, this section provides the results of each item used to assess the specific competency. The results for each item are ranked from the most positive to the least positive based on the total score. Use this section to compare the perceptions of each group of respondents for each item.

Response	Description	Symbol	Mean
5	Outstanding Strength - Top 5%	A	Extraordinary Leader 728 "Perceives Items"
4	Strong - Top Quarter	B	Extraordinary Leader 108 "Perceives Items"
3	Adequately - Good Performance		
2	Needs Some Improvement - Fair/average Performance		
1	Needs Significant Improvement - Poor Performance		

Displays High Integrity and Honesty (Character)				Response Frequency				
Ratee	#	Score	1	2	3	4	5	
Total	418	4.21	0%	2%	10%	40%	38%	
Managers	478	4.18	4%	10%	33%	29%		
Peers	422	4.22	1%	10%	42%	29%		
Direct Reports	400	4.00	1%	1%	25%	44%	1%	
Others	408	4.08	1%	1%	1%	44%	48%	
Self	396	3.96			10%	55%	15%	

Is it useful to have consultants/retirees and keep positions				Response Frequency				
Ratee	#	Score	1	2	3	4	5	
Total	100	4.20	2%	11%	44%	43%		
Managers	10	3.80	0%	10%	50%	19%		
Peers	18	4.50	0%	0%	44%	44%		
Direct Reports	54	4.55	2%	10%	40%	35%		
Others	62	4.08	2%	0%	17%	56%		
Self	18	4.50	0%	0%	10%	50%	19%	

Works hard to "walk the talk" and avoids being one thing and doing another				Response Frequency				
Ratee	#	Score	1	2	3	4	5	
Total	220	4.15	1%	1%	14%	49%	27%	
Managers	19	4.26	0%	0%	15%	40%	35%	
Peers	59	4.24	0%	0%	14%	49%	33%	
Direct Reports	84	4.21	0%	1%	10%	47%	37%	
Others	61	4.31	0%	1%	1%	51%	41%	
Self	18	4.00	0%	0%	11%	72%	11%	

Is a role model and sets a good example for his/her work group				Response Frequency				
Ratee	#	Score	1	2	3	4	5	
Total	200	4.10	0%	0%	10%	44%	35%	
Managers	19	4.15	0%	0%	0%	30%	51%	
Peers	68	4.07	0%	0%	2%	25%	45%	15%
Direct Reports	55	3.95	0%	0%	0%	20%	40%	29%
Others	59	4.26	0%	0%	0%	12%	44%	44%
Self	18	3.78	0%	0%	0%	30%	10%	50%

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Executive Summary



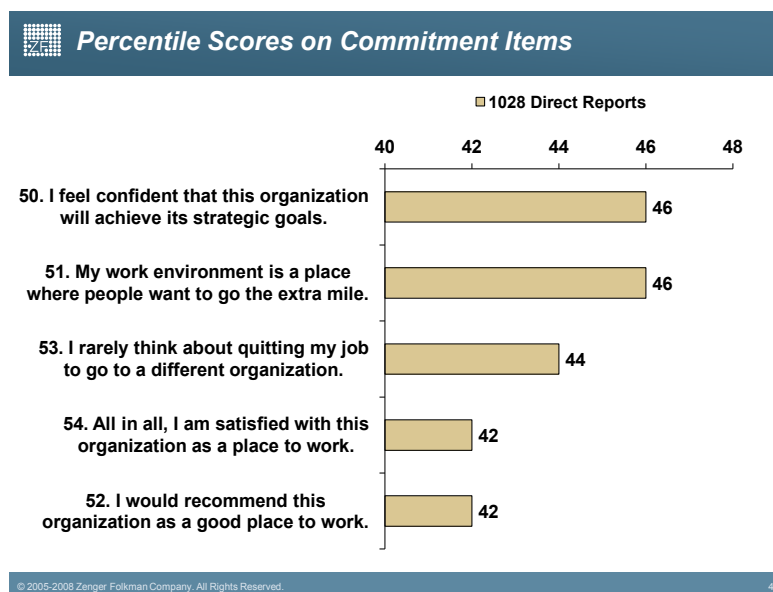
Purpose: To perform a more in-depth analysis of the leadership strengths, potential fatal flaws, engagement and commitment levels, and other traits of an organizational unit than is provided in the Aggregate 360-Degree Assessment Report



Deliverable: An Executive Summary outlining key leadership data, trends, and themes, delivered in the form of a PowerPoint presentation and a written summary. The summary can be performed on an organizational unit or segment of any size or demographics, including teams, groups, divisions, or an entire organization.



Delivery Method and Timeframe: An Executive Summary can be prepared at any time during or after an *Extraordinary Leader* initiative once one or more 360-Degree survey projects are completed. The resulting report and analysis is presented to the Client by a CLEMMER Group consultant.





ActionPlan Mapper Reports



Purpose: To gather and summarize goal-related information of *Extraordinary Leader* participants for the purpose of monitoring and managing the implementation plans, focus, and progress of groups or individual leaders



Deliverable: A variety of individual and aggregated reports available to anyone authorized by the Client. This could include managers, coaches, HR or learning and development professionals, executives, or anyone else designated by the organization.



Delivery Method and Timeframe: Access to the reports is available online 24x7 through the reporting section of the *ActionPlan Mapper* website.

Participant	Goal Description	Goal Category	Target Date	Goal Status	Effort	Progress	% Complete	What I've Accomplished:	My Next Steps:	Current Update Status
Bob Jones	Develop stronger relationships with members of my team. This involves being more open, understanding, and approachable.	Collaboration and Teamwork	Jul 12, 2010	Closed	Great	Much less than planned	20-39%	I've worked hard to spend more one-on-one time with the new team members. My getting to know them better has helped them feel that I'm more approachable.	Spend additional time with those team members who have been around the longest.	
Bob Jones	Communicate my subordinates' job responsibilities and my expectations more clearly and on a more timely basis.	Developing Others	Nov 13, 2011	Open	Good	A little more than planned	80-99%	I had to once again redivide some responsibilities because of some unforeseen events, but everything is still moving smoothly.	Continue to stay focused	🟡
Bob Jones	Realign team objectives to focus on achieving more, better, and quicker results.	Developing Strategic Perspective	Dec 20, 2011	Open	Good	What I had planned	60-79%	I've talked with the Development team about why the amount and speed of results is important to the business.	I need to have a similar talk with the Marketing team about amount and velocity of results.	🟡
Bob Jones	Organize my files into more appropriate categories by early February before the budget analysis season ends.	Solving Problems and Analyzing Issues	Dec 2, 2011	Open	Great	What I had planned	60-79%	Everything I planned got done.	I'm going to demo this again tomorrow.	🟡
Bob Jones	Try two new skills I've just learned sometime in the next two days.	Practicing Self-Development	Feb 26, 2011	Closed	Good	What I had planned	Less than 20%	I've talked with Scott and he had some great ideas.	Hold another meeting with Scott and take Bruce to lunch.	
Bob Jones	Develop 2 new product ideas and submit to marketing for approval.	Establishing Stretch Goals	Dec 21, 2011	Open	Great	What I had planned	40-59%	Jane and Eric did a great job representing us and presenting the LRP. I've followed up with 2 separate team meetings to ensure complete understanding of our direction.	I've set up two meetings with the Design and Development consulting group to get further ideas they may have for the XS3500.	🟡
Bob Jones	Develop new stretch goals with all my department managers.	Establishing Stretch Goals	Apr 2, 2011	Open	Good	A little more than planned	Less than 20%	I have met with each department manager and gotten initial commitments from them.	Get all the managers' plans in writing.	🟡

Organization Outcomes Survey

Purpose: To perform an in-depth analysis of the impact on an organization that:



- Key factors are having on the success of organization's *Extraordinary Leader* implementation, such as participants' selections of strength vs. weakness focused goals, their evaluations of their own development plans, their managers' involvement and support, and the involvement and support of others in their implementations
 - *The Extraordinary Leader* implementation itself is having on specific organizational outcome measures, such as employee engagement and commitment, productivity, customer satisfaction, and profitability
-

Deliverables:



- An Organization Outcomes Survey, which is an online survey measuring how and the degree to which *Extraordinary Leader* participants are implementing their development plans. It assesses factors such as those outlined in the Purpose section above.
- An Organization Outcomes Survey Report, developed by combining data gathered in the Organization Outcomes Survey with data from the same organization's Aggregate 360-Degree Assessment Report. The report comes in the form of a PowerPoint presentation highlighting the results of the combined surveys. It includes a written analysis of implementation data, trends, and themes, as well as the measured impact the *Extraordinary Leader* implementation is having on specific organizational outcomes.

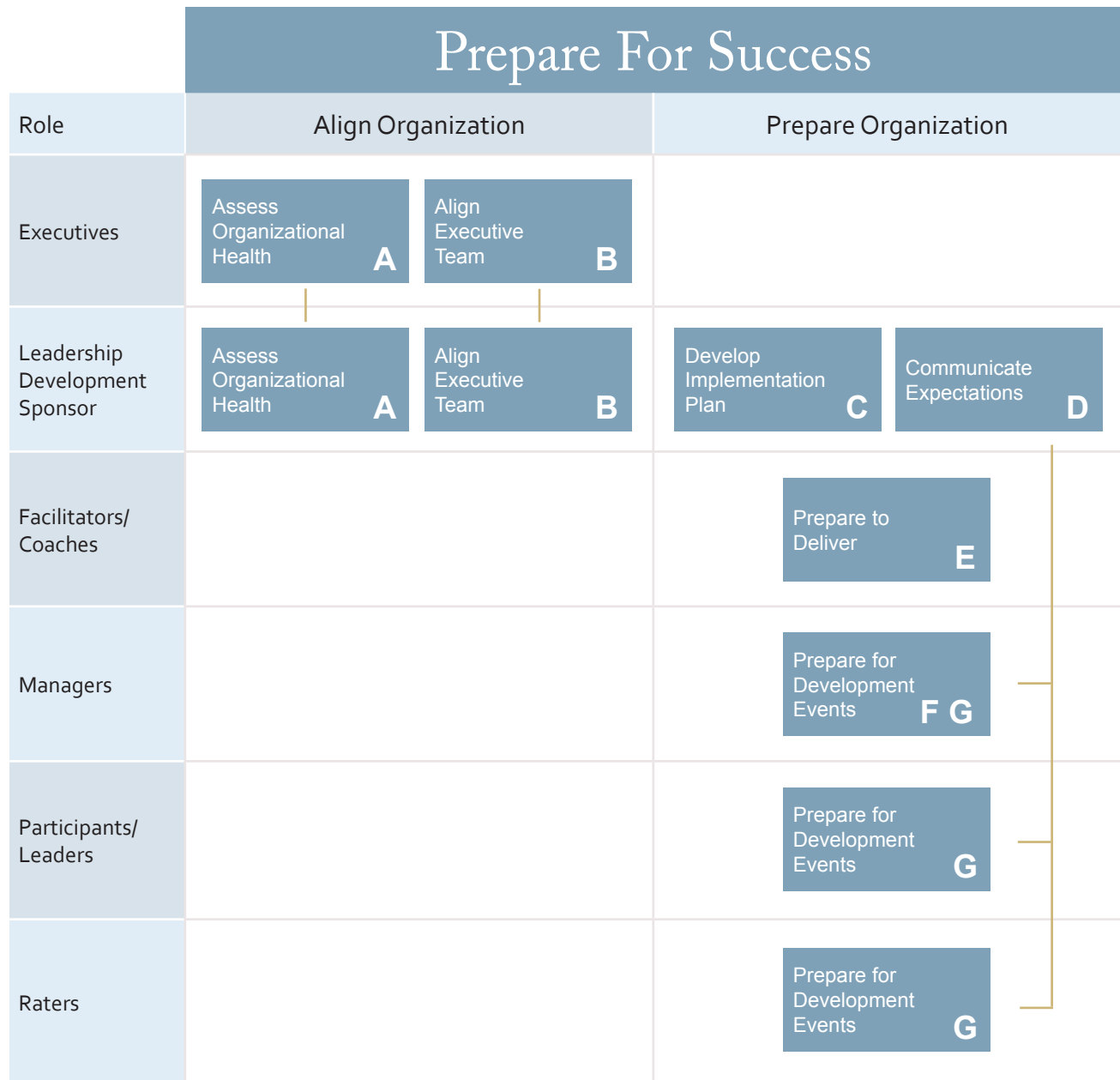
The survey and report can be performed on an organizational unit or segment of any size or demographics, including teams, groups, divisions, or an entire organization.



Delivery Method and Timeframe: An Organization Outcomes Survey can be performed at any time beginning 6-12 months after the start of an *Extraordinary Leader* implementation. It is initiated by the Zenger Folkman Client Services team when ordered by The CLEMMER Group. The Organization Outcomes Survey Report is presented to the Client by a CLEMMER Group consultant.

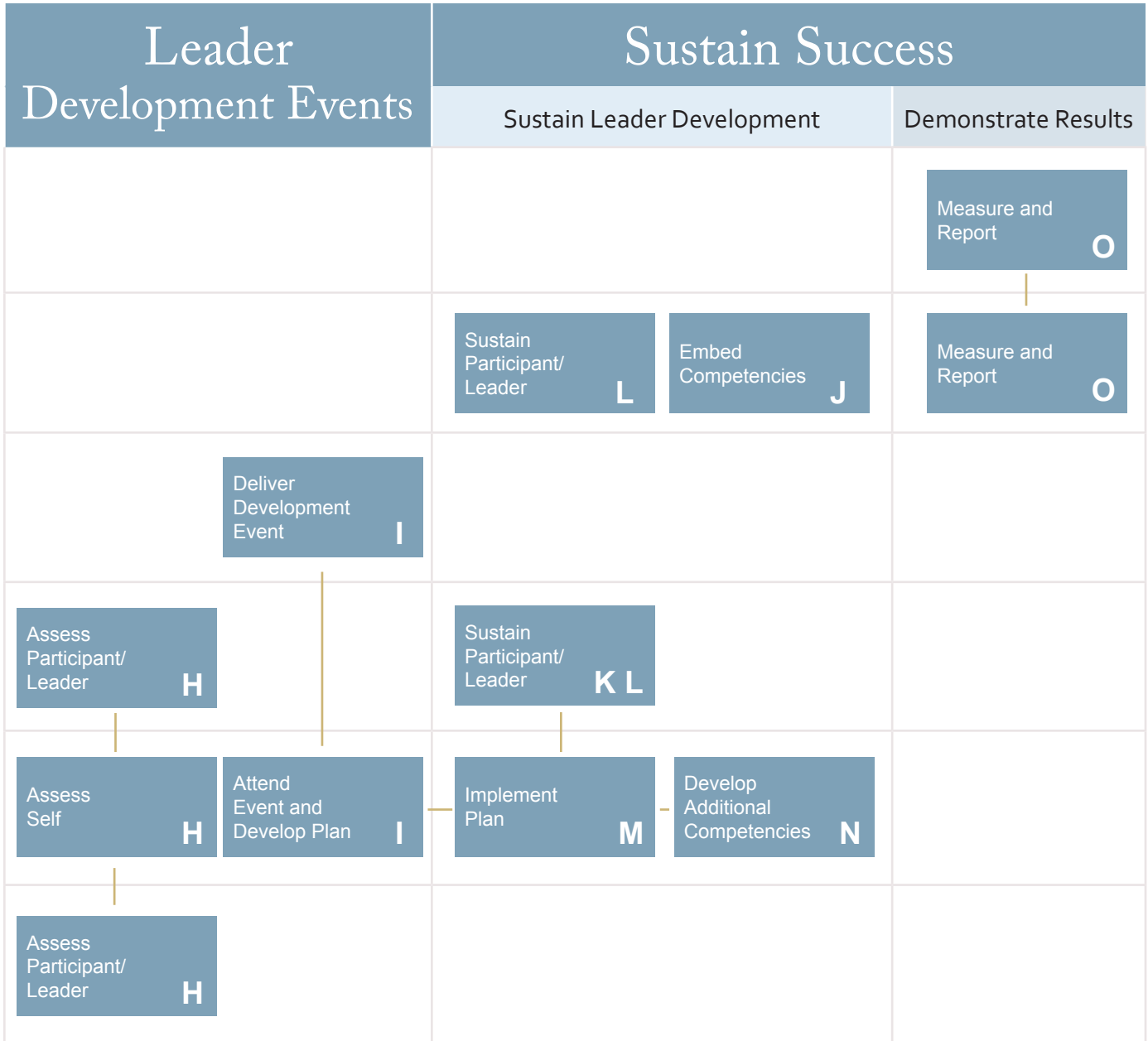
The Extraordinary Leader Development System

Activity Chart



- A** Organizational Survey
- B** Executive Alignment Session

- C** Implementation Planning Checklist
Roles and Responsibilities Timeline Template
Administrative Guide for Development Events
- D** Internal Communication Templates
- E** *The Extraordinary Leader* and *Advancing the Extraordinary Leader Certification Processes*, and the *Coaching the Extraordinary Leader Workshop*
- F** Pre-Event Discussion Points for Managers
- G** Assignment Briefings



H 360-Degree Assessment

I *The Extraordinary Leader Workshop* or Individual Development Session

J *Extraordinary Leader* Performance Matrices
Extraordinary Leader Interview Questions

K Post-Event Discussion Points for Managers

L Team Sustainers

M *ActionPlan Mapper*

Leader Coaching

Content Refreshers

N 360-Degree Reassessment

Advancing the Extraordinary Leader Workshop

The Extraordinary Coach Workshop

The Inspiring Leader Workshop

O Aggregate 360-Degree Assessment Reports

Executive Summary

ActionPlan Mapper Reports

Organization Outcomes Survey

