

EXECUTION

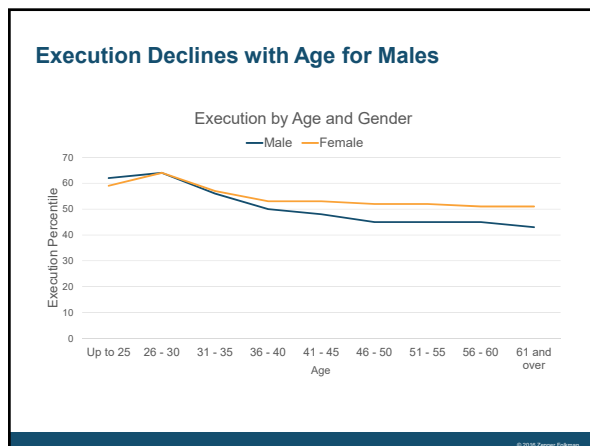
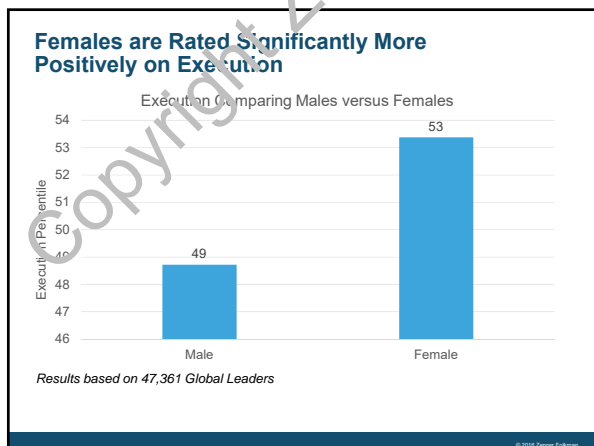
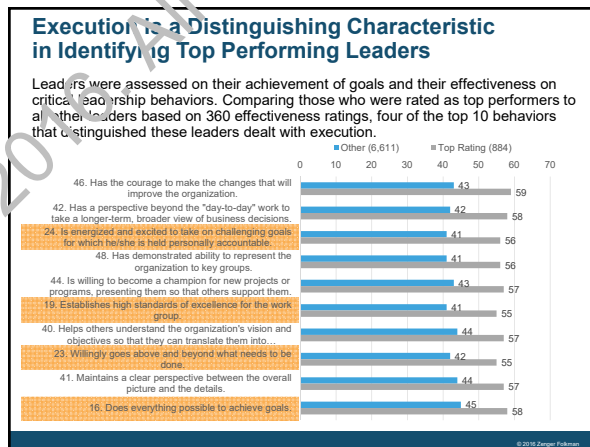
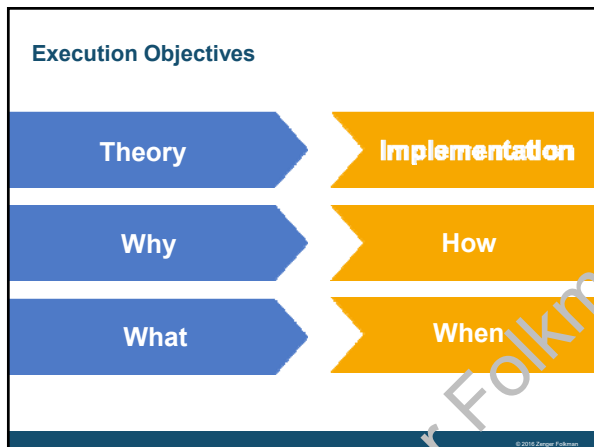
How Leaders Get Things Done

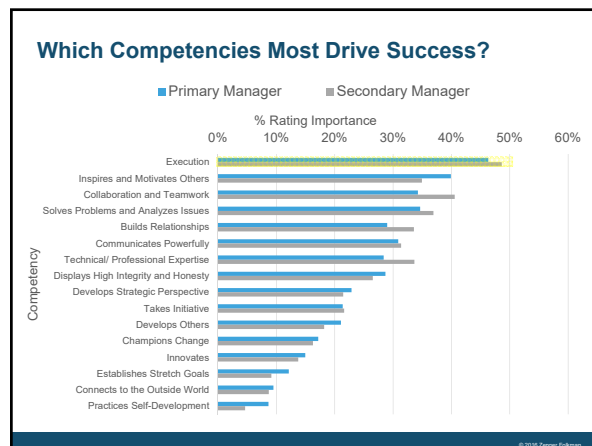
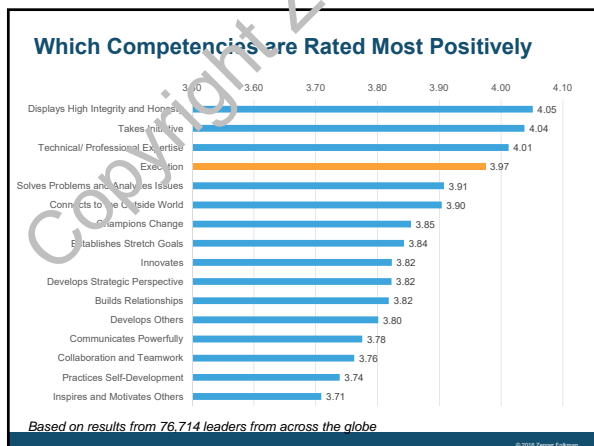
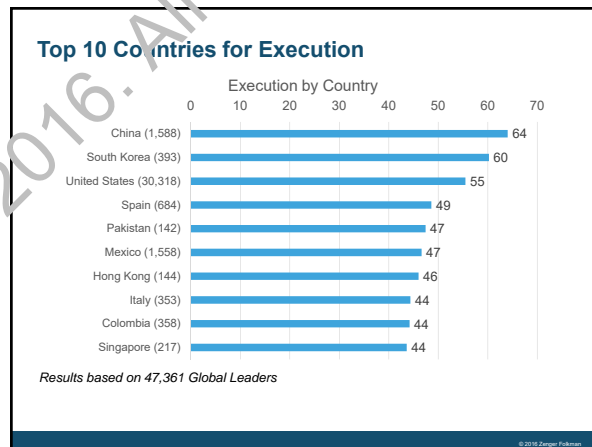
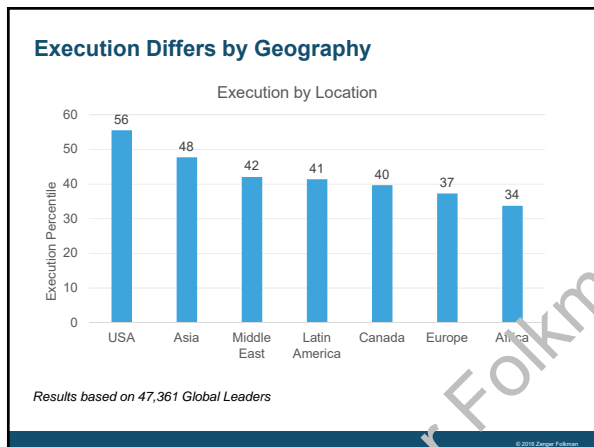
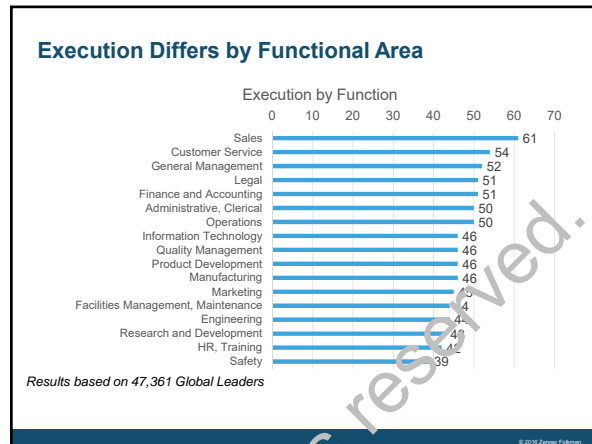
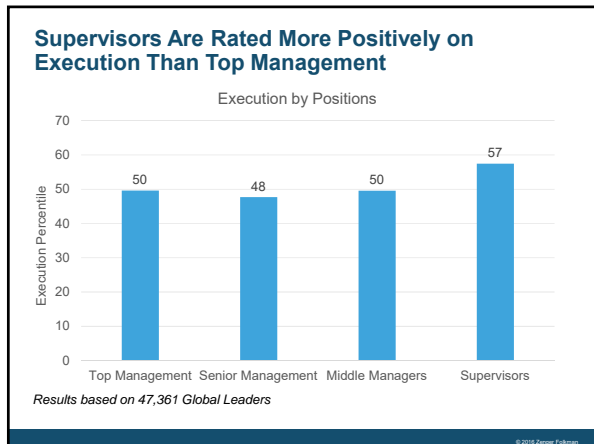
Jack Zenger, CEO
Joe Folkman, President
Zenger Folkman

A handout of this presentation is available to download now in the "Handouts" section of your webinar tools.

Execution: How Leaders Get Things Done

1. Clear vision and strategy
2. Efficient action
 - Accepting accountability
 - Providing adequate resources
 - Creating high performance teams
3. Positive behavior
 - Acting with integrity
 - Setting stretch goals
 - Moving speedily
 - Encouraging innovation
 - Providing feedback





What Does an Individual Need to Execute Well?

1 Skill
Execution

2 Skill
Clear Strategy

Researchers Studied the Relationship Between Two Competencies

A Clear Strategy

B Execution

First They Looked at "A Without B"

A Clear Strategy

B Execution

If this is a strength... but this isn't...

The probability of being an extraordinary leader: 8%

Then They Looked at "B Without A"

B Execution

A Clear Strategy

If this is a strength... but this isn't...

The probability of being an extraordinary leader: 3%

The Power of "A + B" Confirms the Existence of "Powerful Combinations"

A Clear Strategy

B Execution

If these are BOTH strengths...

The probability of being an extraordinary leader: 3% + 8% - 1% = 89%!

Improving Execution

If Execution is a Significant Weakness

If Execution is a Strength

Execution

Weak Harter

Weak Fisher

Strong at The Office

3 Clusters of Companion Behaviors

- 1. Clear vision and strategy**
 - Planning and organization
 - Anticipating problems
- 2. Creating an execution environment**
 - Culture of accountability
 - Assuring adequate resources
 - Creating high-performance teams
- 3. Positive behavior**
 - Setting stretch goals
 - Moving with speed
 - Innovating
 - Providing recognition and feedback

© 2016 Zenger Folkman

Planning and Organization

Planning & Organization



Ready, Aim, Fire!

- Make a habit of creating a plan for execution
- Include others in the planning process
- Find ways to create commitment from others who must execute the plan.

© 2016 Zenger Folkman

Clear Vision of Desired Results




“the man who chases two rabbits catches neither”

© 2016 Zenger Folkman

The Grass is Always Greener

Have you ever noticed cows in a field are always sticking their heads through the fence to eat the grass on the other side?

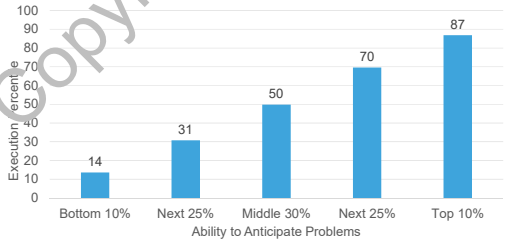


© 2016 Zenger Folkman

Anticipates Problems

Anticipates Problems

Leaders who were better at anticipating problems, were rated as much more effective at execution




Ability to Anticipate Problems	Execution Percentile
Bottom 10%	14
Next 25%	31
Middle 30%	50
Next 25%	70
Top 10%	87

© 2016 Zenger Folkman

Take the Time to Anticipate

Research has shown that when people take the time to anticipate potential problems, they can accurately predict what might go wrong.




© 2016 Zenger Folkman

Integrity and Trust


- “Speed happens when people...truly trust each other.” —Edward Marshall
- What happens on a project where you question a person’s integrity and there is a lack of trust?

Execution suffers...



Integrity & Trust

The Three Pillars of Trust



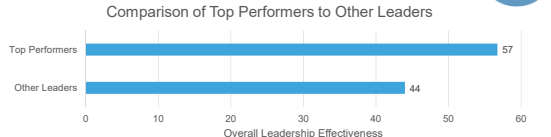
Positive Relationships

Knowledge/Expertise

Consistency

Is Quick to Act

Comparison of Top Performers to Other Leaders



Group	Overall Leadership Effectiveness
Top Performers	57
Other Leaders	44

We compared 884 “top performing” leaders to 6,613 “other” leaders. We found the “top performers” were significantly more effective leaders. Looking at the top behaviors that showed the most difference between the top and other leaders, the following items emerge.

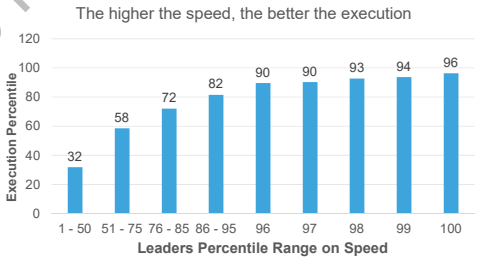
- Spots new trends, potential problems, and opportunities early.
- Has the ability to anticipate and respond quickly to problems.
- Quickly recognizes situations where change is needed.

Is Quick to Act

Leadership Speed is Emerging as a Key Dimension in Effective Leaders Today

Is there any downside to speed?


The higher the speed, the better the execution



Leaders Percentile Range on Speed	Execution Percentile
1 - 50	32
51 - 75	58
76 - 85	72
86 - 95	82
96	90
97	90
98	93
99	94
100	96

Create a High Performance Team

- Perhaps you have been on a team where you
 - Were highly motivated to keep up with the team.
 - Were proud to be a member.
 - Felt a strong bond between team members and it was fun to be at work.

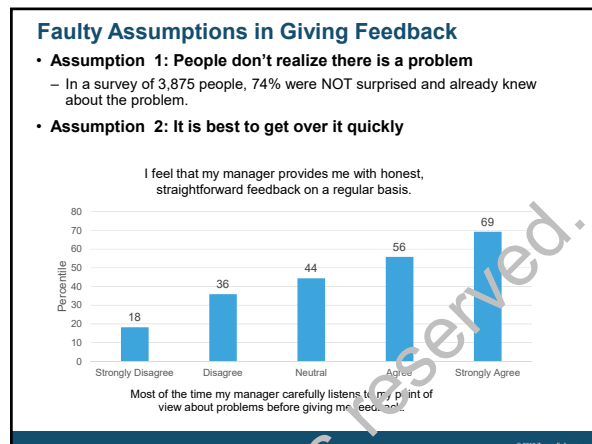
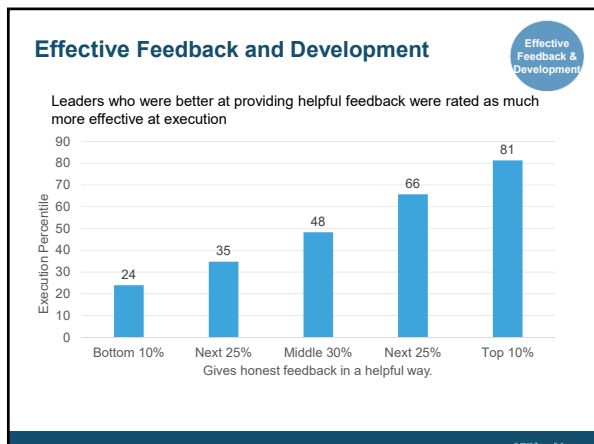


Create a High Performance Team

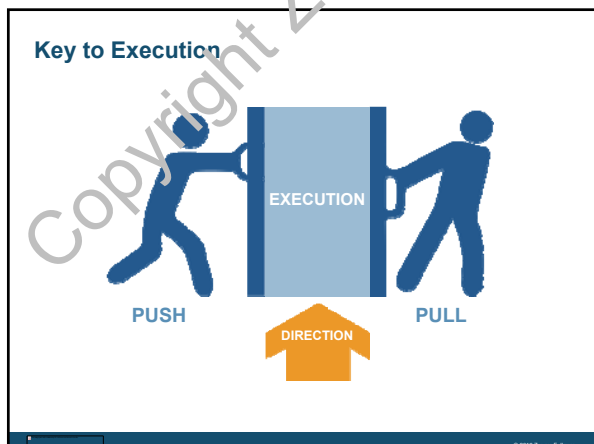
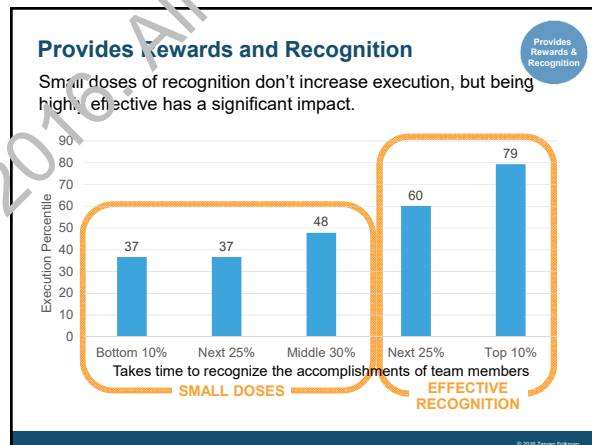
5 Leadership Behaviors that Create High Performance Teams (Results from 66,695 Teams)

Team Leaders:

1. **Inspire More Than They Drive**
 - High performance teams are more pull than push.
2. **Resolve Conflicts and Increase Cooperation**
 - Work to resolve differences quickly and promote cooperation. Conflicts can tear teams apart.
3. **Set Stretch Goals**
 - Set stretch goals and create an internal drive in the team to accomplish the impossible.
4. **Communicate, Communicate, Communicate the Vision and Direction**
 - Be a broken record and help team members focus on the vision.
5. **Are Trusted**
 - Be trusted by all team members.



- ### Improving Recognition and Reward Skills
- Catch people doing something right. (Ken Blanchard)
 - Recognize effort and hard work, not intelligence. (Carol Dweck)
 - Be better at noticing.
 - Say thank you more often.
 - Make more positive emotional connections.
-



ZF ZENGER | FOLKMAN

Zenger Folkman helps organizations flourish by increasing the effectiveness of leaders at all levels. Our unique, strengths-based development methodology enables leaders to move faster and higher.

Each offering is solidly grounded in research, utilizing our extensive empirical database. The end results are statistically significant improvements in how leaders lead, how their employees engage, and how their companies profit, allowing both leaders and organizations to soar to new heights.

THANK YOU

Contact us at info@zengerfolkman.com or www.zengerfolkman.com