

ZENGER | FOLKMAN



## Sustainment, Herd Immunity and Leadership Development

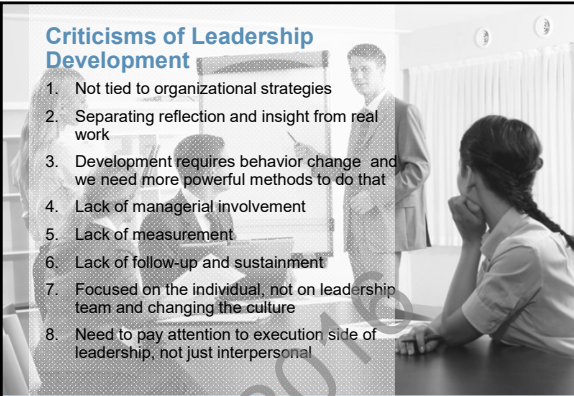
Jack Zenger, CEO  
Zenger Folkman

The Extraordinary Leadership Summit  
July 13, 2016

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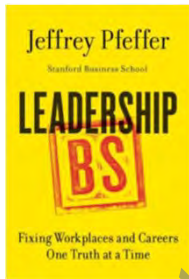
### Criticisms of Leadership Development

1. Not tied to organizational strategies
2. Separating reflection and insight from real work
3. Development requires behavior change and we need more powerful methods to do that
4. Lack of managerial involvement
5. Lack of measurement
6. Lack of follow-up and sustainment
7. Focused on the individual, not on leadership team and changing the culture
8. Need to pay attention to execution side of leadership, not just interpersonal



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### Some Criticism is Ill-Founded



Jeffrey Pfeffer  
Stanford Business School  
**LEADERSHIP BS**  
Fixing Workplaces and Careers  
One Truth at a Time

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### Big Concerns Are Practicality, Measurement and Sustained Change




- My first bucket of cold water conducting leadership development
- ZF committed to addressing this need

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### Advancing the Extraordinary Leader

- Latest attempt to create sustainability
- Give visibility about our thinking



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### Two New Bodies of Content

- Building sustainment and development into your job
- More powerfully immersing managers into their subordinate's development plans



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**We Encountered Good Research from Yost and Plunkett, Published in 2009**



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**Development and Work Don't Have to be Separate**

Remove the conceptual barrier between development and productive work activity



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**8 Ways To Combine Development and Work**

1. Learn new information
2. Build new relationships
3. Initiate special interest groups
4. Develop new habits of planning and reflection

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**8 Ways To Combine Development and Work**

5. Create new feedback mechanisms
6. Restructure your job
7. Lead out in technology
8. Experiment with leadership or management practices

8


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**Involving Your Manager**



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**Impact of Manager Support on Development**




Level of Manager Support	Percent of Leaders Who Feel They Have Improved
Unsupportive Manager	33
Somewhat Supportive	50
Very Supportive Manager	74

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### How Involved Was Your Manager in Your Development?

- Criteria:
  - Time spent?
  - Conversations initiated?
  - Attitude of genuine interest?



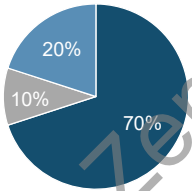
### Why Aren't Managers More Involved?

- Common answers?
  - Time
- Real reasons?
  - Comfort
  - Don't feel it is their responsibility
  - Can't see payoff
  - Not asked to be involved




70/20/10

- Not accurate numbers, but some truth in concept
- Your job is a great place to practice
- Willie Sutton's wisdom



Willie Sutton



— Willie Sutton

### Extraordinary Leader Development System

- Discussion Points with Managers
- Coaching
- Team Sustainers
- Content Refreshers
- 360-degree Reassessment
- ATEL Workshop
- Follow-on Skill-building Workshops



### Extraordinary Leader Development System (cont.)

- Embed competencies in performance management and selection processes
- Measure and report
  - Aggregate 360-Degree assessment reports
  - Executive Summaries
  - Business Outcomes Survey



### Multiple Delivery Methods For Sustainment: (ATEL)

- Instructor led sessions—customized to fit your competency model
- Self-initiated learning plus a coaching session
- Completely self-paced (asynchronous)
  - Video assisted

### Skill Accelerators for The Extraordinary Coach

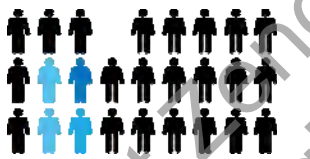
FUEL for:

- Effective Performance Appraisals
- Navigating Change
- Ongoing Coaching and Feedback
- Powerful Development Plans
- Valuing Employees



### Herd Immunity

- Success of mass immunization programs hinges on reaching a high percentage of individuals.
- When a parent fails to immunize a child or you fail to get a flu shot, it jeopardizes the entire herd.



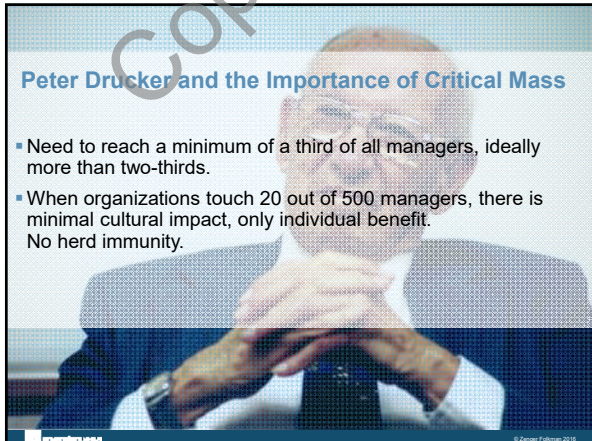
### Herd Immunity

What does that have to do with Leadership Development ?



### Peter Drucker and the Importance of Critical Mass

- Need to reach a minimum of a third of all managers, ideally more than two-thirds.
- When organizations touch 20 out of 500 managers, there is minimal cultural impact, only individual benefit. No herd immunity.



### Consider Two Scenarios

- Organization sponsors 20 different programs in which 25 people are involved in each. (Think university catalogue and small class sizes.)
- Organization sponsors one powerful, basic program and 500 managers attend it, out of 700 potential attendees.

Which one will have greatest impact?  
**Why?**

### Balance Development of Execution & Interpersonal Capabilities

**Interpersonal:**  
Inspiring and motivating, Teamwork, Collaboration, Communication, Developing others, Listening, Coaching, Feedback

**Execution:**  
A. Conscientiousness (Hard work, persistence, resilience, grit)  
B. Boldness (Stretch goals, aggressiveness, initiative)  
C. Speed (Efficiency, setting priorities, productivity, organized)  
D. Analysis (Problem solving, champions change)  
*We've written book on Speed. We're doing project on Bold with a client.*

### Why Has Sustainment Been So Hard for HR?

- Are we inclined to the interpersonal skills and competencies more than to the execution skills?
- Are we disinterested because there is less of an emotional hook in it?
- Is the execution side of leadership simply outside our comfort zone?
- Would you be drawn to teaching participants about:
  - a) Being more **aggressive**, persistent, proactive and bold
  - b) Moving more quickly, increasing **speed**
  - c) Becoming more **efficient**, following through, more detailed
  - d) Being more **analytical**, solving problems better
  - e) Championing **change**

“Habit is habit and not to be flung out of the window by any man, but coaxed downstairs a step at a time.”  
— Mark Twain

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JOE FOLKMAN'S KEYNOTE ADDRESS FROM OUR LEADERSHIP SUMMIT

“The Key To Organizational Agility—Leadership Speed”

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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](mailto:info@zengerfolkman.com) or [www.zengerfolkman.com](http://www.zengerfolkman.com)