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Accelerating Leadership Development –

Why You Should Do This Now!

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A Client's Retrospective View:

- Had great success in the development of leaders
- Leaders have improved at a statistically significant level on all the competencies we measure

Q: "What would you do differently?"

A: "I would begin earlier in the leader's career."


The Urgent Need for Leadership



- 60% of companies facing leadership shortages that impede their performance
- 31% say developing leaders is their largest talent issue (Deloitte)
- 10,000 baby boomers retire every day
- 30% drop in appropriately aged managers between 2009 and 2015

How Might This Be Solved?

solution



- Identify individuals currently in the firm who are capable of stepping into these roles
- Accelerate the development process for them

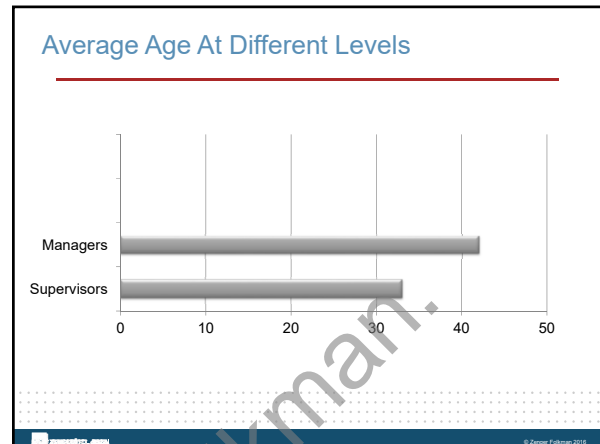
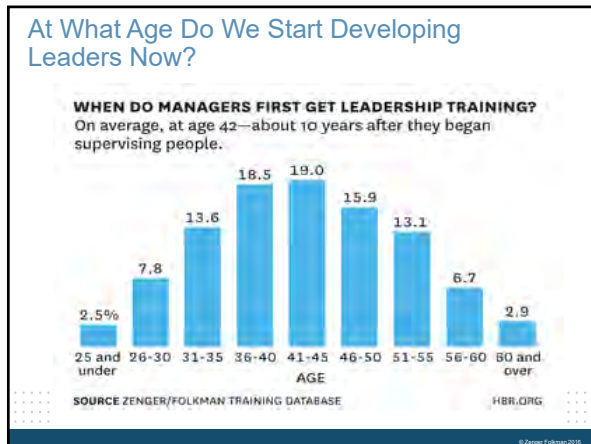
Potential Groups



1. Newly Appointed Supervisors and Team Leads
2. Individual Contributors

Young Supervisors





When Do We Start Developing Leaders?

- The average supervisor would typically wait **9 years** before participating in anything but a **basic development program**
- We are waiting until leaders move beyond the supervisory level before we start serious development

Do Leadership Abilities Come With the Title?

- Research shows less than 10% of leaders will have development plan without encouragement and direction from their company

1. Challenge: Create a Culture That Values Development

- Set expectations—everyone will progress
- Take development plans seriously
- Self-development elevated to a high priority, supported by all levels of management

2. Start Leadership Development Earlier

- Older leaders often feel they are in a game where rules get changed at half-time
- Development is ideally a life-long habit, driven by a set of learning skills


3. Fewer Painful Mistakes Are Made



- Every worker has the right to work with an excellent boss
- Learning by trial and error causes an undue number of mistakes
- We rely totally on the role models the leader has had
- Graduates from the even the best universities have seldom had leadership development

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4. Good Habits are Acquired Early



There is noticeable difference in those who learn a skill at young age versus an older

A few hours or days of instruction followed by deliberate, correct practice creates elevated levels of skill

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5. Organizations Perform Better

We have compelling data that proves there is a strong relationship between leadership skills and:

- Employee engagement
- Employee retention
- Customer satisfaction
- Improved productivity
- Greater innovation




Beginning a decade earlier means the organization benefits from a longer period of stronger leadership

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6. Fewer Failures

At the current time, we practice a "sink or swim" approach

How many leaders who failed could have been saved with "early-on" development that gave them the basics for leading effectively




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What Needs to Change?

Continue to emphasize promotions from within

- Evidence supports the fact that promotions from within work better




- Identify early those with leadership potential
- Provide more formal and informal development opportunities at a younger age

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Focus More Attention on Younger Staff

Classic breakdown of generational groups:

1. Traditionalists	Born from 1930 to 1945
2. Baby Boomers	Born from 1946 to 1965
3. Gen X	Born from 1966 to 1981
4. Gen Y (Millennials)	Born from 1982 to 2000



- Today we are devoting roughly 88% of our development effort to Gen X and older.
- Only 12% to Gen Y


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quiz

Gen X and Baby Boomers are more driven to attain peak results for their organization than younger colleagues (Gen Y)

a. True
b. False

Answer: False
Younger group had the highest scores when it came to driving for results




quiz

Experienced colleagues are more inclined to collaborate and be good team players than their younger generation counterparts

a. True
b. False

Answer: False

For "Collaboration and Teamwork," Gen Y scored at the 60th percentile. Scores were lower for each older generation. The Traditionalists, for example, were at the 46th percentile.



Quiz

Seniors are more open to change and innovation than their younger colleagues

• True
• False

Answer: False

• To no one's surprise, Gen Y received the highest scores on Innovation


Quiz

Seniors are more prone to work on improving themselves to become better leaders or individual contributors than their younger generation counterparts


• True
• False

Answer: False

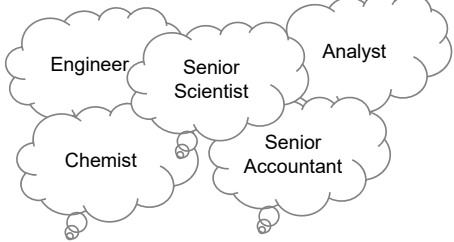
• Youngest group was at the 64th percentile for "Practices Self-development" while Boomers were at the 52nd percentile



3. Individual Contributors



Forgotten Leaders





• Is "Individual Contributor Leader" an oxymoron?
 • Are they leaders?
 • Do they influence others?

How Important are Individual Contributors?

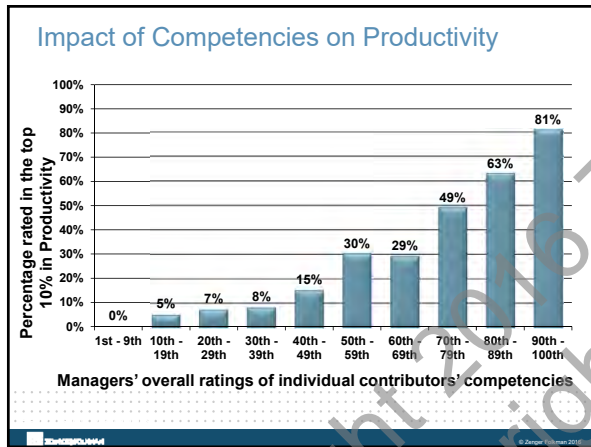
- They accomplish the lion's share of work
- They provide vital leadership
- They are the pool for future leaders
- Effective leaders require effective followers
- **Leadership occurs at all levels of an organization**

Organizational Success Depends on Them

Drucker observed: "The most effective organizations are those that enable ordinary people to do extraordinary things."

Charles A. O'Reilly of Stanford University, "Competitive advantage comes not from attracting unusual talent, but from utilizing the people already there."




Poll: How similar are individual contributors and managers in the competencies they display?

multiple choice

poll

Please vote now


- Extremely different
- Somewhat different
- Minor differences
- Identical



Competencies of High Performing Individual Contributors

- Close to managerial competencies
- Slight differences are:

How Can We Best Develop This Group?



Nearly Identical to Leadership Development



- Assessment
- Feedback
- Development planning
- Formal programs in selected areas

Nearly Identical to Leadership Development—cont.



- Follow-up coaching
- Managerial involvement
- Using current position as the classroom
- Action learning projects

Career Management

Stages of Contribution

1. Learning the Fundamentals (apprentice, neophyte, rookie, new-hire)
2. Applying Expertise (professional, independent, individual contributor, journeyman)
3. Guiding Others (mentor, coach, internal consultant, lead, idea generator)
4. Shaping the Future (visionary, pathfinder, statesman, sponsor, strategist)

These descriptors relate to contribution and behavior; not to formal positions in the hierarchy


- It is tempting to equate the two
- Resist that temptation

Each Stage Requires Different Development

1.	2.	3.	4.
			
Learning to gain trust of others	Technical competence, and self-management, taking initiative	Interpersonal skills, working with and through others	Strategic thinking, long-term, big picture

Retention of Individual Contributors

- They are extremely vulnerable if not cared for
- Loss of key contributors can be extremely damaging
- Work needs meaning, purpose, and opportunity for mastery
- Those above them should treat them with great respect and dignity
- Development programs can have a substantial positive impact



Impact of Development Programs for Individual Contributors


- Helps move people from having a job to having a career
- ↓
- Individual contributors greatly appreciate opportunity for development
- ↓
- Employers may have difficulty justifying cost and time commitment for training
- ↓
- The skills developed in this training will increase individual productivity
- ↓
- The opportunity for training will also help with employee retention

Observations

It takes time to develop effective leaders.

- Start earlier in careers
- Look at those important groups
 - Young supervisors and first line managers
 - Individual contributors

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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

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