

Everything We Thought We Knew...About Leadership Competencies is Wrong (almost)

Bay Area OD Network Workshop
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Odds of achieving potential to perform and grow improve with intelligent actions motivated by seven simple truths.



Note: the truths are simple...
but the actions are not easy!

Truth. Growth is good.

Action.

Grow

Grow to increase value,
impact, and opportunity.



Target Outcomes

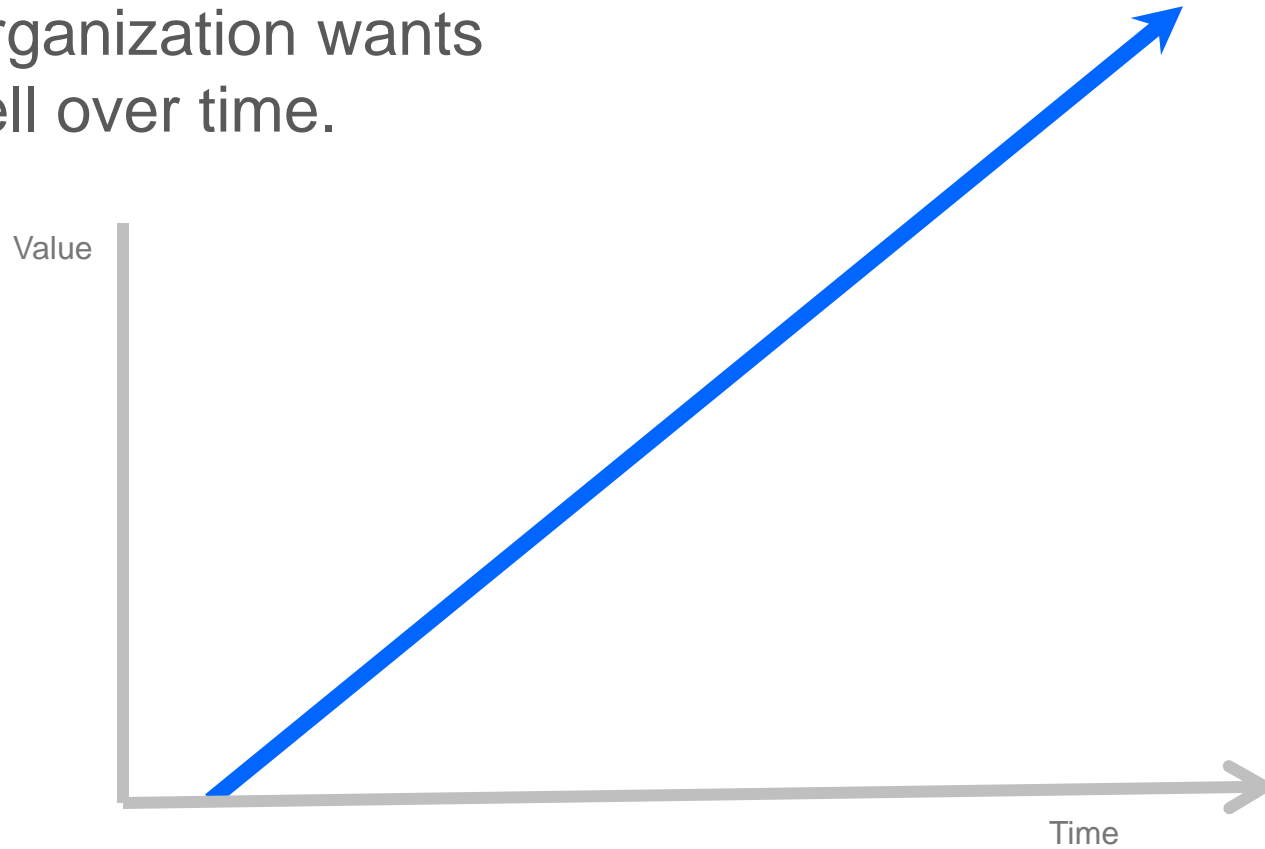
- Understand that the ‘ideal’ executive skill set changes as an organization matures.
- Practice a way to discern a team’s skill-mix and compare it with successful organizations at the same stage of maturity.
- Learn an easy way to assess, and feed back, individual executive performance and growth.

Tenets

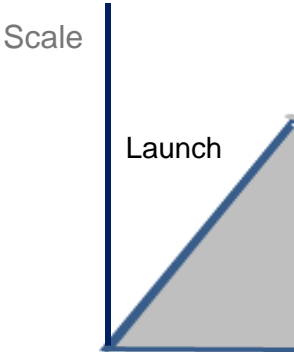
- As organizations evolve...so should executive team competencies in order to increase the odds of success.
- A single leader can only do so much as the organization matures, so build an aligned team of balanced strengths.
- Executive team competencies can be developed, culled, and/or expanded to align with its current and next stage of organization maturity.

The Dream

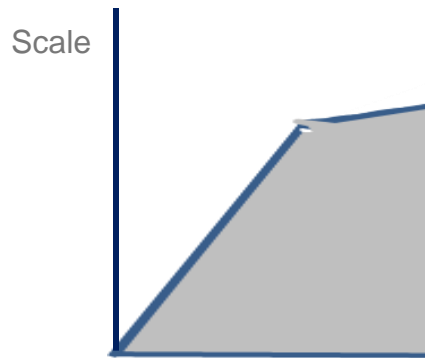
Every organization wants to do well over time.



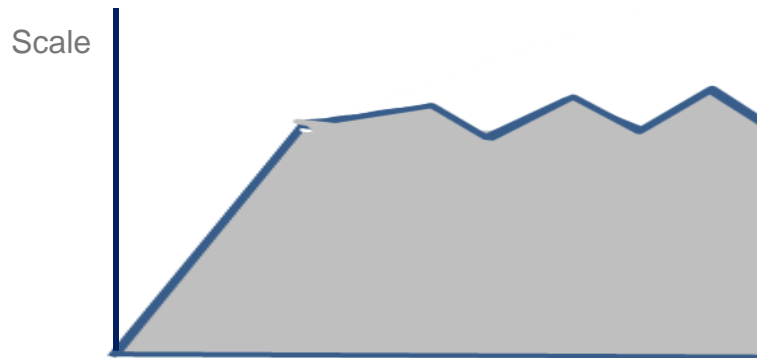
Many start-ups launch quickly.



The rate of growth might eventually slow.

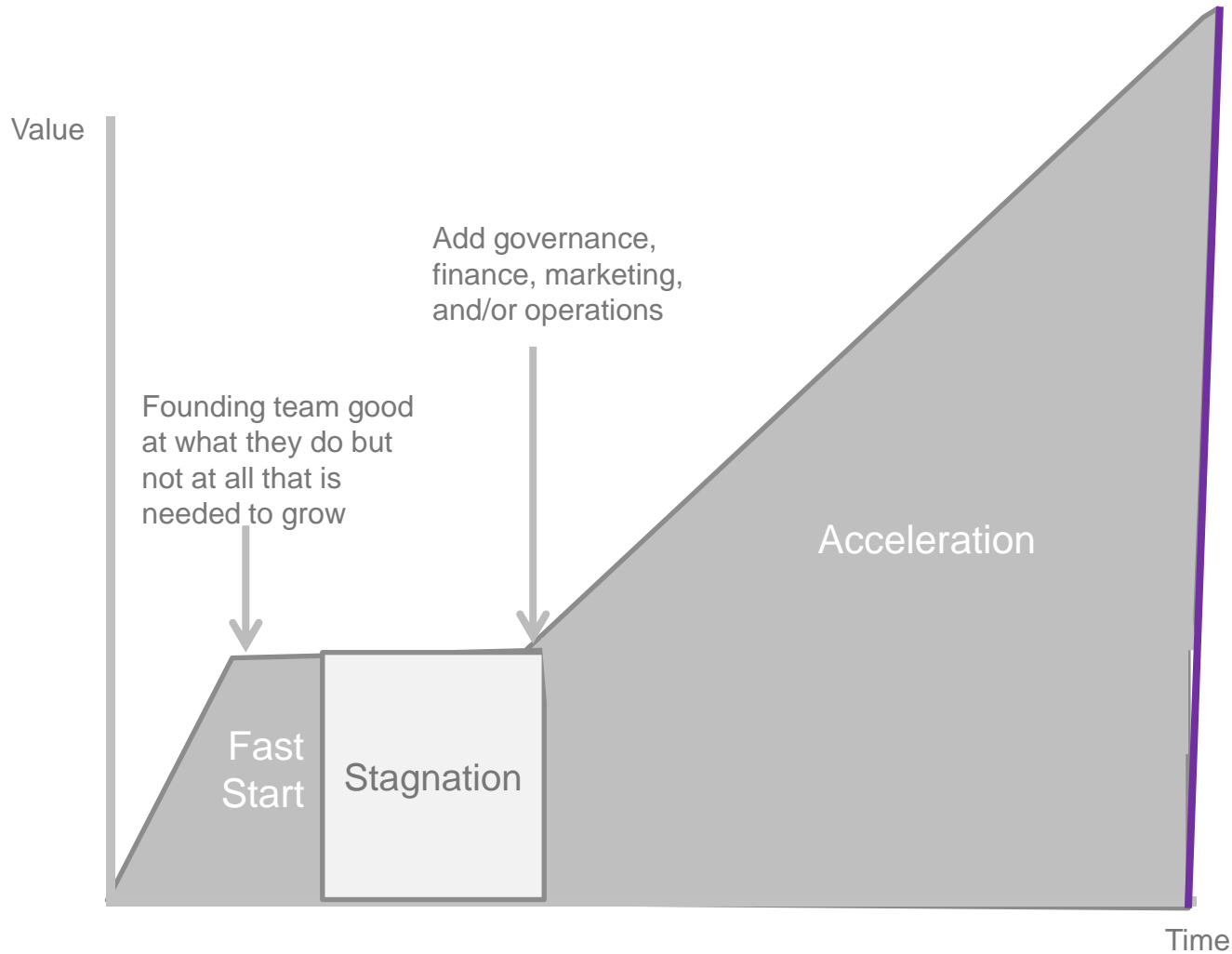


Founders may lose confidence; hire “pros” who clash with the culture and fail to click.



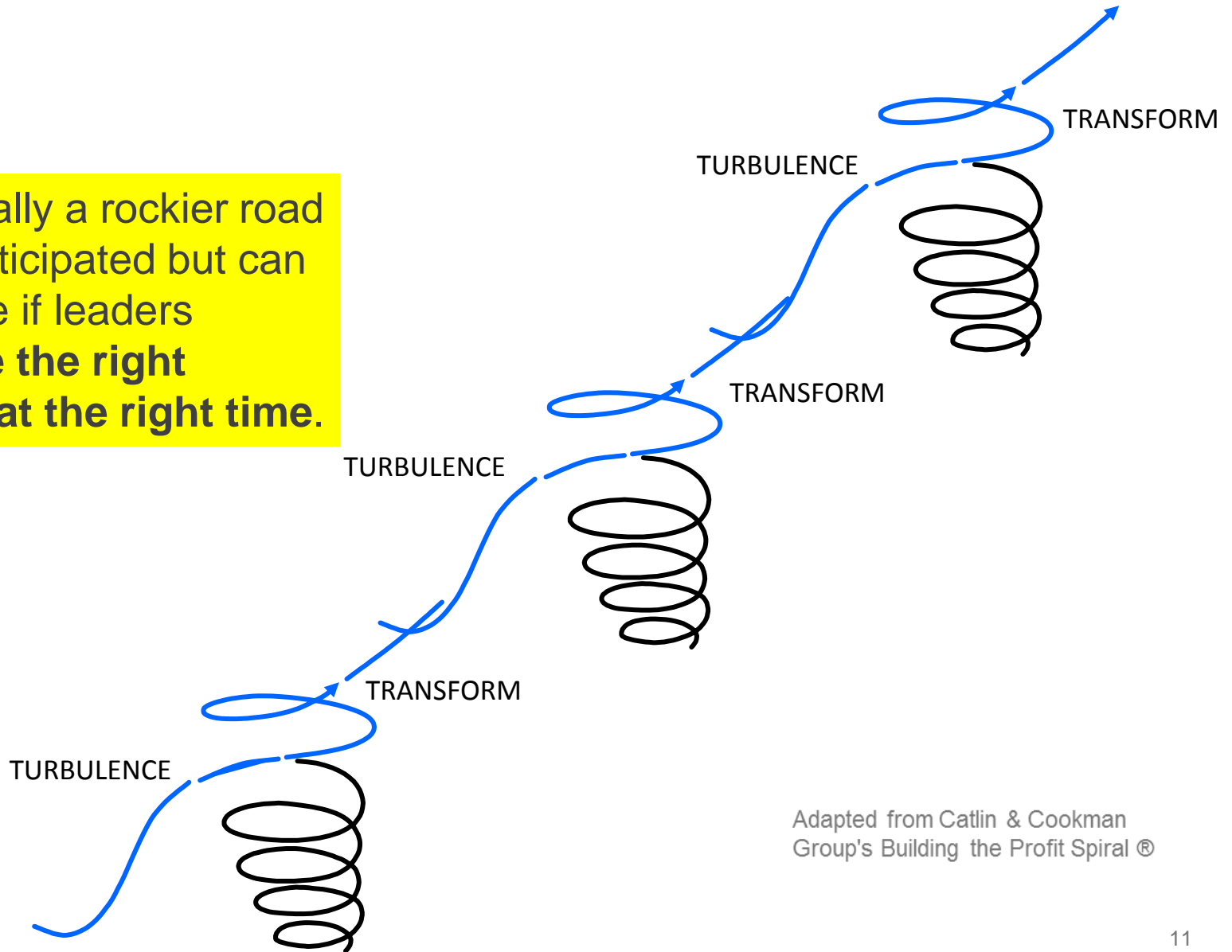
May lead to **throwing-in the towel** before target value or impact achieved.

Success comes when leaders and teams evolve along with their organizations.



The Reality

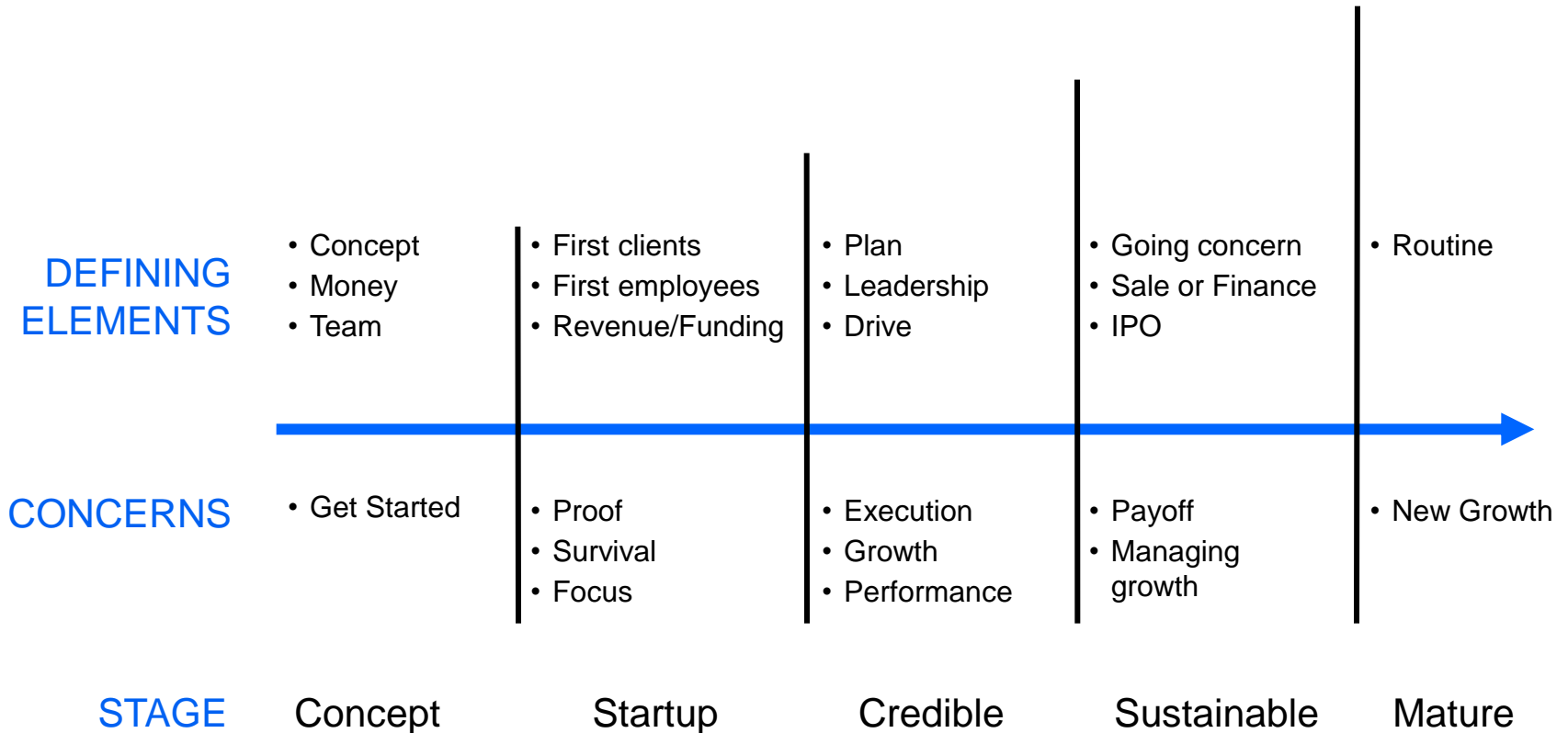
It's usually a rockier road than anticipated but can be done if leaders **change the right things at the right time.**



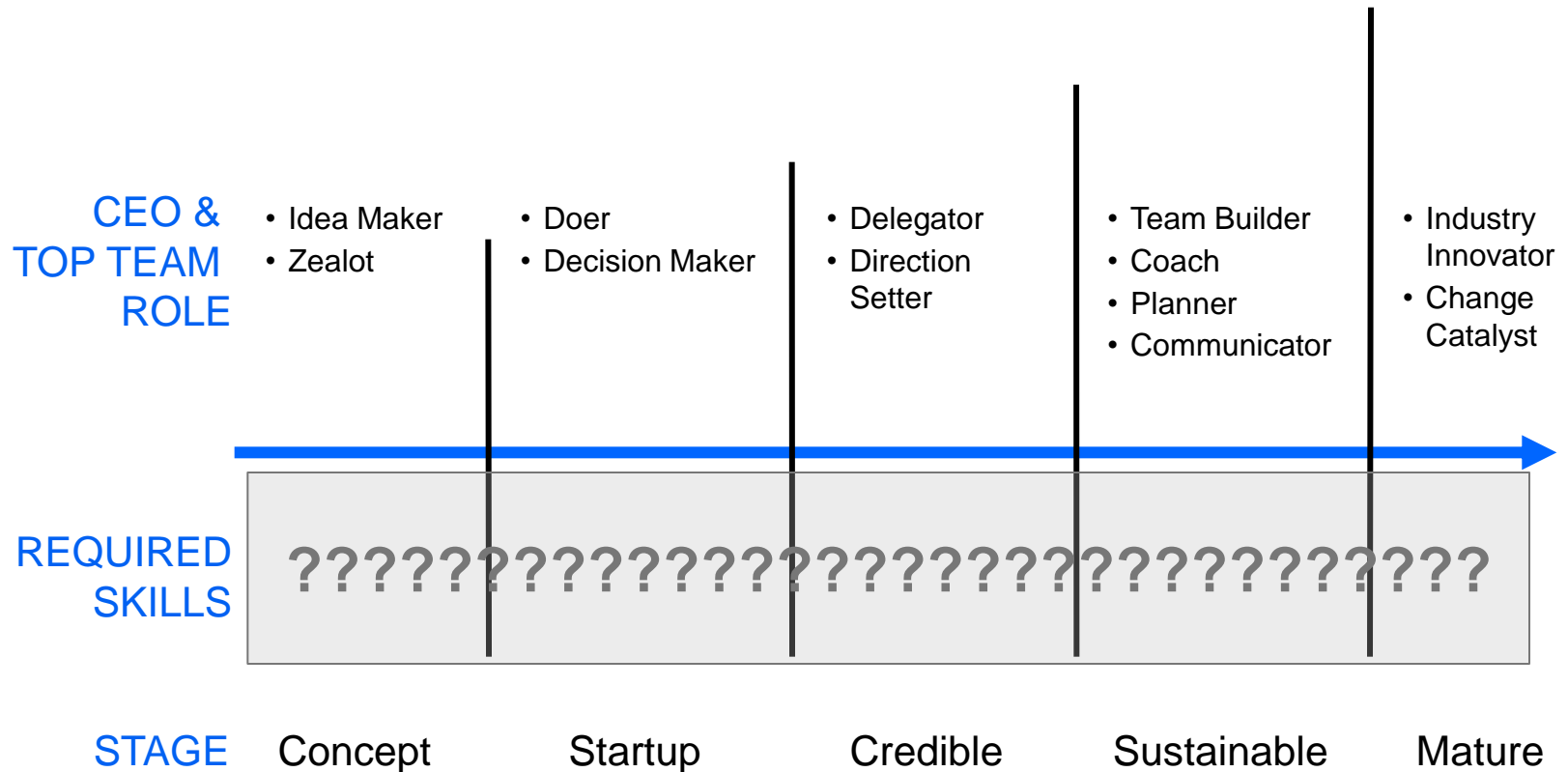
Adapted from Catlin & Cookman Group's Building the Profit Spiral ®

Organizations Mature

Through Five Stages



CEO and top team roles and required skills change by stage of maturity.



Based on “Leading at the Speed of Growth” by Catlin & Matthews.

Maturity Worksheet

Use the Executive Team Skill Assessment Worksheet for the organization you most identify with:

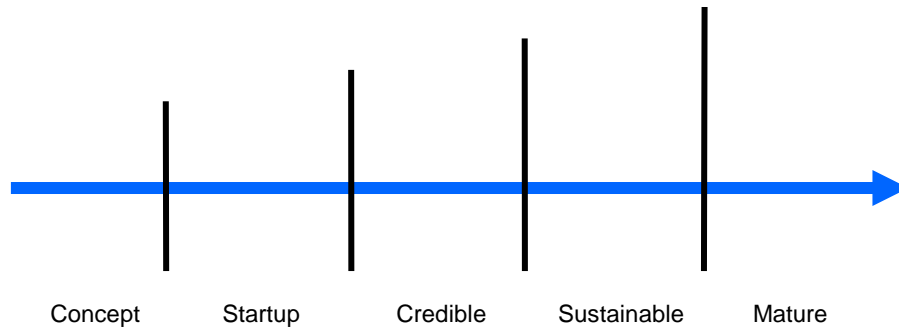
- your organization's top team
- the leaders of your unit
- your own organization.

Make an X to mark its current stage of maturity.

Executive Team Skill Assessment Worksheet

Organization name: _____

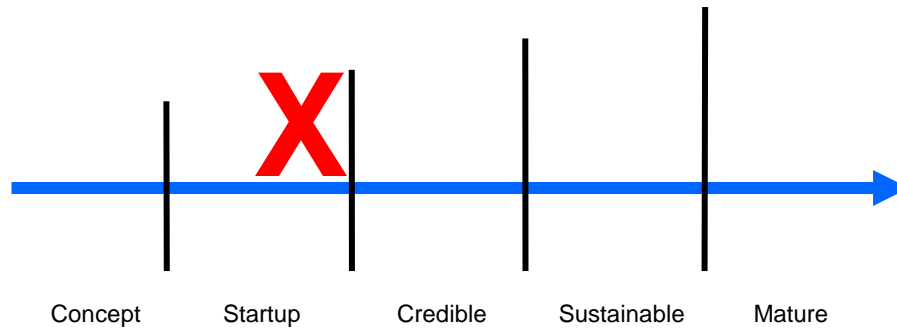
Mark its stage of maturity with an X:



Executive Team Skill Assessment Worksheet

Organization name: Example Organization

Mark its stage of maturity with an X:



Maturity Worksheet

Call out an organization example for each stage.

1x1 Exercise

- Think of a book on leadership.
- Stand up and turn to the person on your right:
 - Share the name of your book.
 - Share something you remember from the book you thought of.
- Sit back down; share book and topic when called upon.
- How many comments refer to leadership skills that change by stage of organization maturity?

Executive Skill Model*

- Most leaders need three generic competencies across all stages of organization maturity:
 - **Knowledge** (or Know) Skills
 - **Thinking** (or Think) Skills
 - **Execution** (or Act) Skills
- Each of the three competencies has three sub-skills, i.e. nine in total.

*From: “The Conduct of Due Diligence on Leader Talent”. OD Practitioner, vol. 32/#2, 2000, by Vicino & Green, pgs. 33-39.

Knowledge Sub-Skills *

- Technical and functional know-how
- Industry understanding
- Organization knowledge

*From: "The Conduct of Due Diligence on Leader Talent". OD Practitioner, vol. 32/#2, 2000, by Vicino & Green, pgs. 33-39.

Thinking Sub-Skills *

- Analytic
- Creative and innovative
- Strategic

*From: "The Conduct of Due Diligence on Leader Talent". OD Practitioner, vol. 32/#2, 2000, by Vicino & Green, pgs. 33-39.

Execution (Act) Sub-Skills *

- Planning and organizing
- Communication and influence
- Execution (action for results)

*From: "The Conduct of Due Diligence on Leader Talent". OD Practitioner, vol. 32/#2, 2000, by Vicino & Green, pgs. 33-39.

Summary of Three Generic Skill Sets

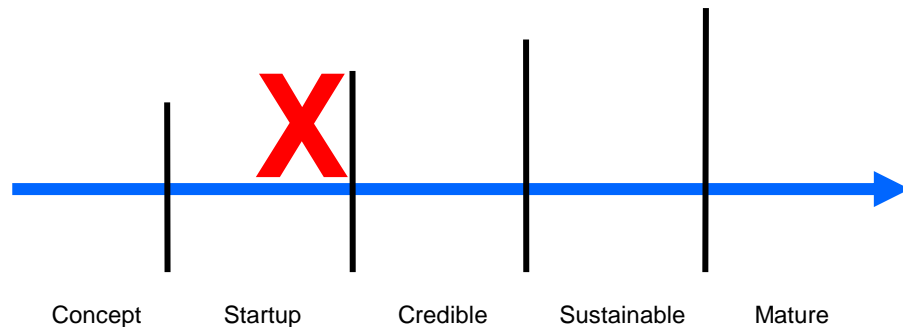
Know	Think	Act
Technical/Functional	Analytic	Planning
Industry understanding	Creative/Innovative	Communication
Organization knowledge	Strategic	Execution

Our approach: A two-part process in which we interview, survey, and multi-rate each executive.

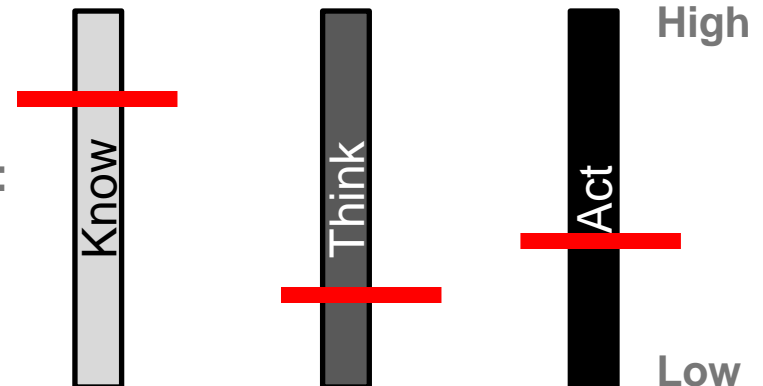
Executive Team Skill Assessment Worksheet

Organization name: Example Organization

Mark its stage of maturity with an X:



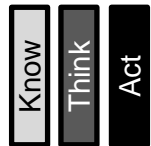
Draw a horizontal line to indicate the relative strengths of its top team in the three generic skill areas:



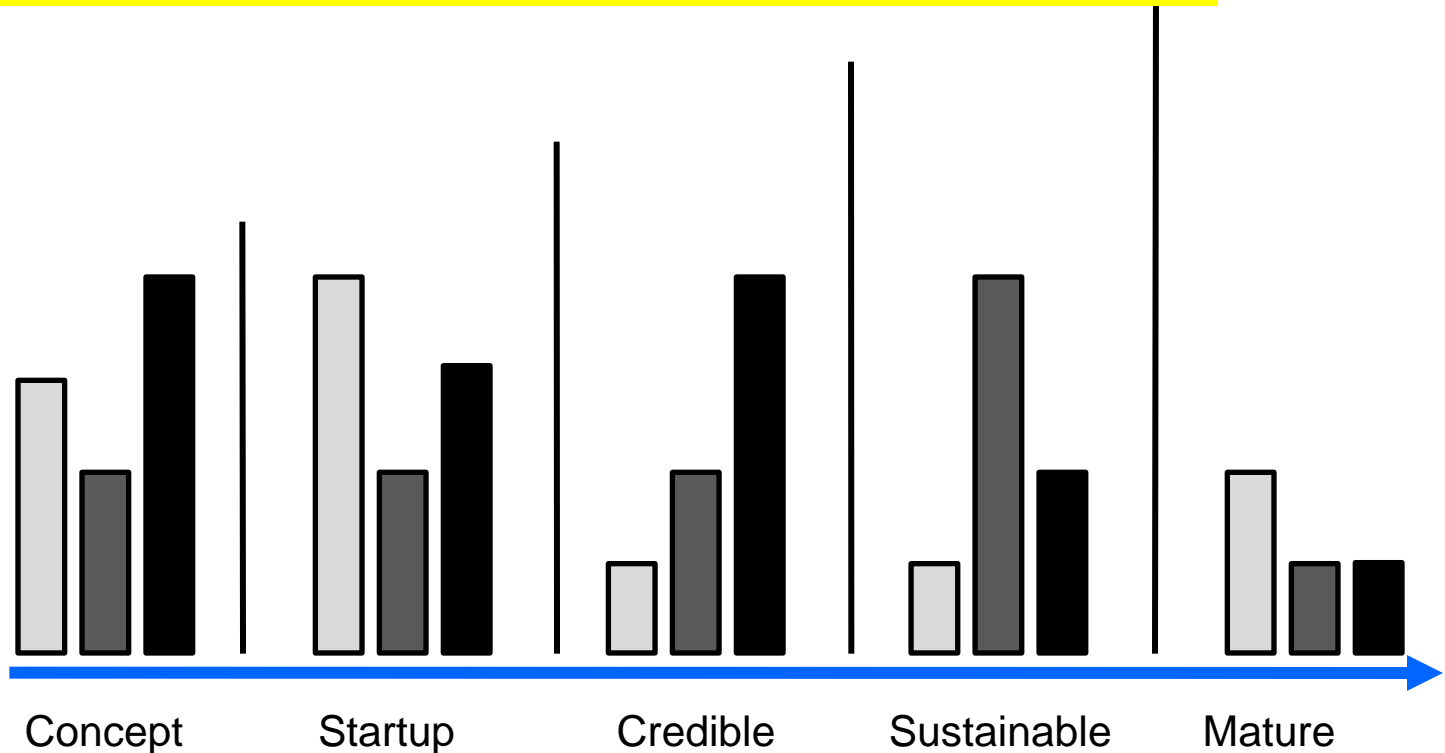
Ideal Mix of Competencies by Stage of Organization Maturity

Warning: The ideal skill mix does NOT *guarantee* success, but it increases the odds.

Key:



STAGE



Adapted from: "The Conduct of Due Diligence on Leader Talent" by F. Vicino, Ph.D. & B. Green, Ph.D, OD Practitioner, vol. 32/No.2, 2000

Worksheet

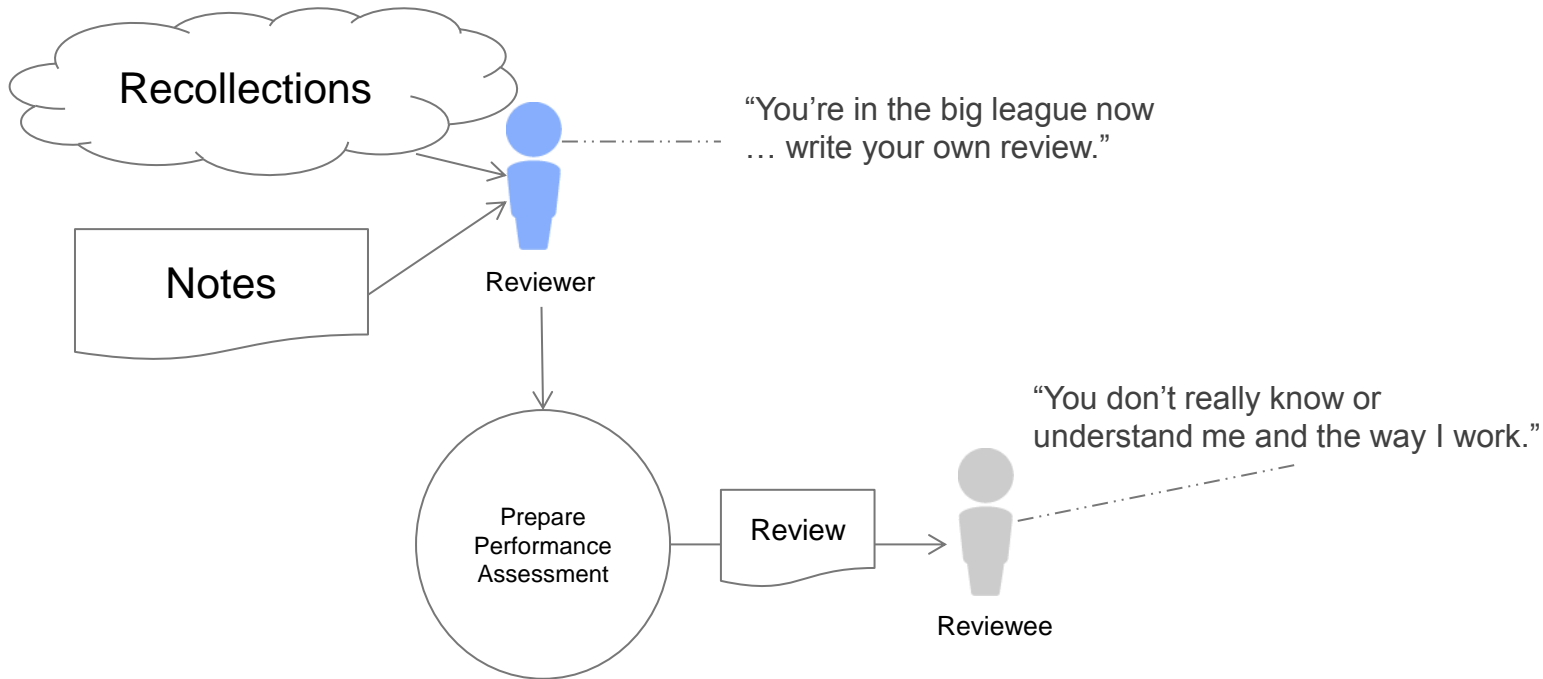
- Compare your ranking with the ideal skill mix for the stage of maturity selected earlier.
- What do you notice?
- **Punchline**: Research shows that ***successful organizations tend to have a different and specific mix*** of **Know-Think-Act** skills by stage of maturity!
- The game changes when we show a team how its skill mix compares with success norms for its stage.

Implications For Leadership:

- Assessment
- Recruitment
- Selection
- Development
- Retention
- Transition
- Succession

Traditional Executive Assessment Process

If done at all!

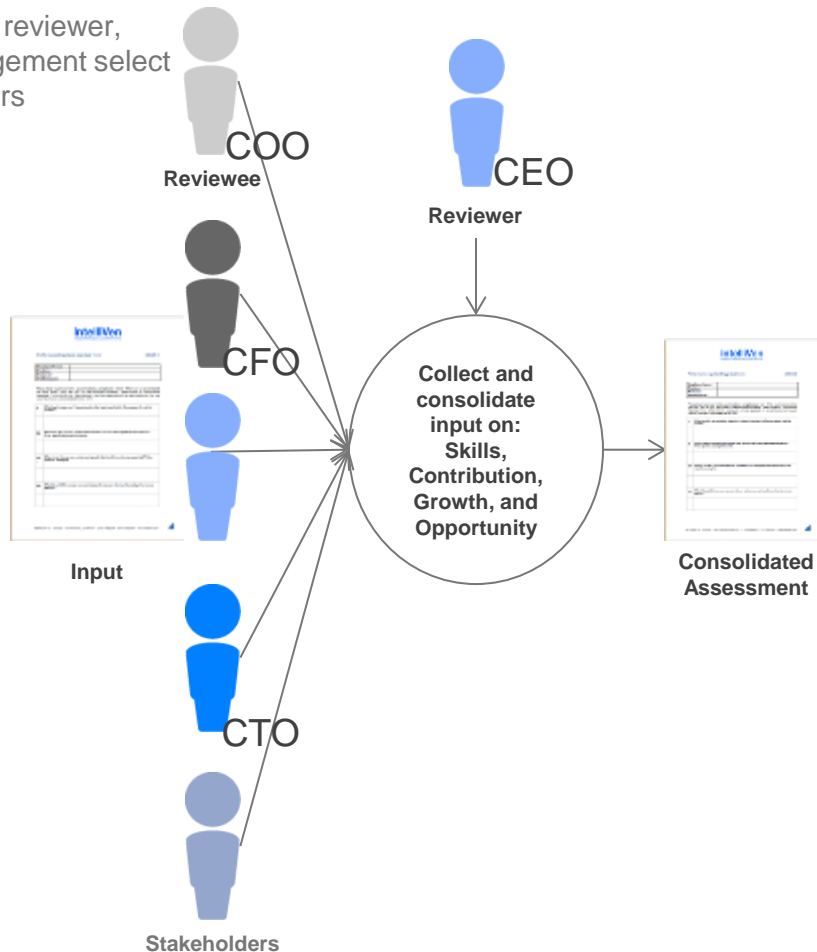


Weaknesses

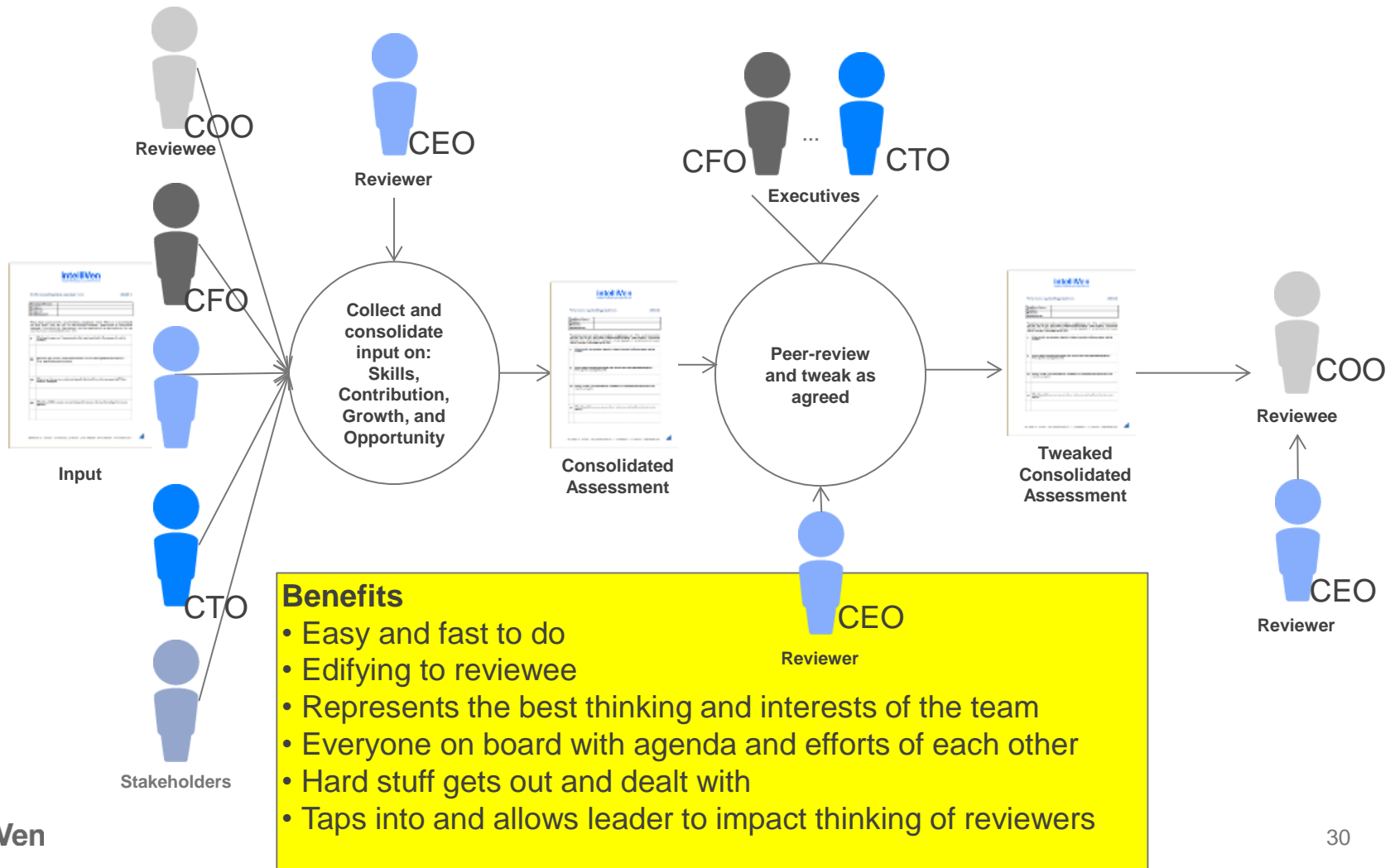
- Hard to do, time consuming, gets put-off, done last minute
- Arbitrary based on ability, skills, and perspective of reviewer
- May not represent best thinking or interests of the team
- Hard stuff gets pushed under the rug
- Demoralizing to reviewee
- Easy to ignore feedback

Multi-Rater, Peer-Reviewed Assessment of Skills, Contribution, Growth, and Prospects

Reviewee, reviewer, and management select stakeholders



Multi-Rater, Peer-Reviewed Assessment of Skills, Contribution, Growth, and Prospects

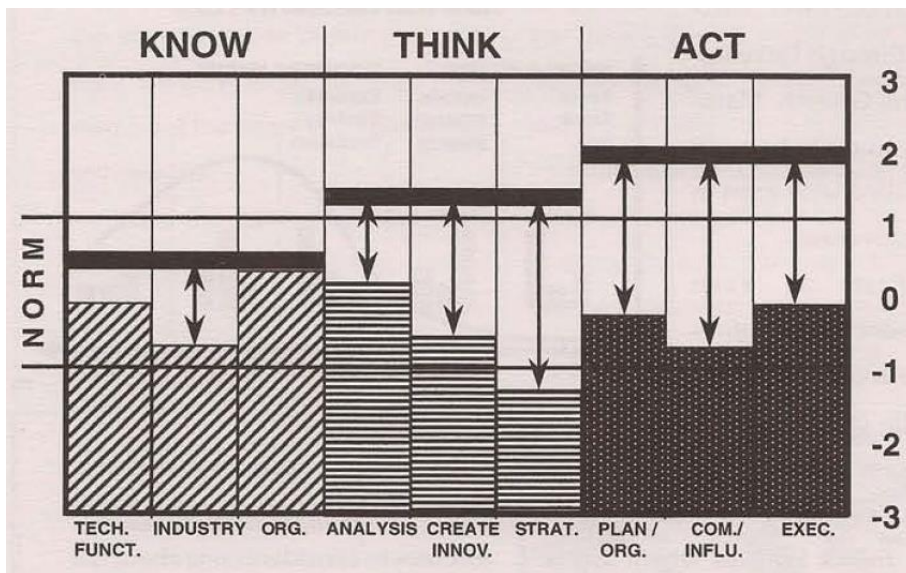


Case Study: Executive Team Profile

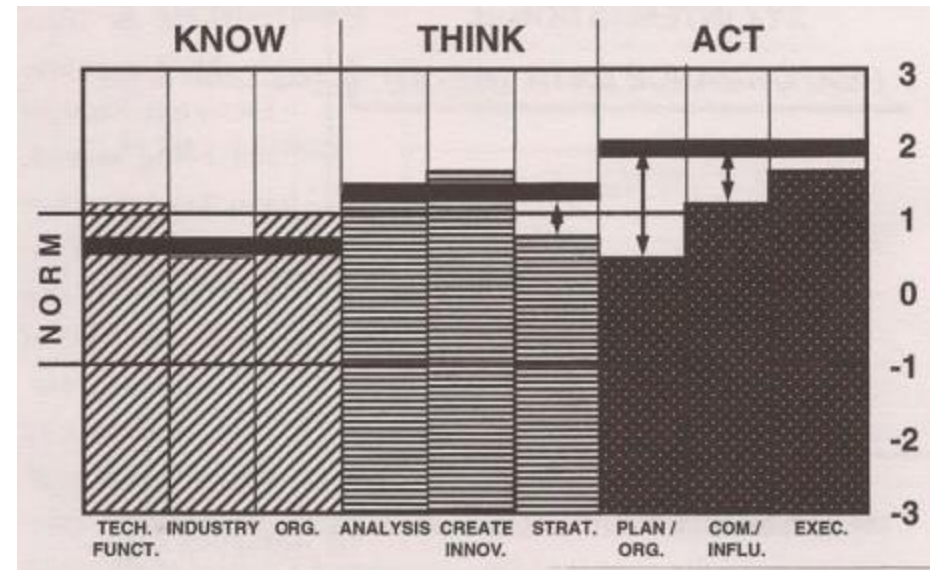
Pre & Post Intervention

Actual results for a global medical device manufacturer

Before



After



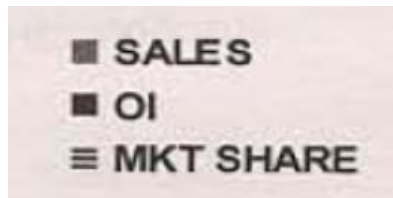
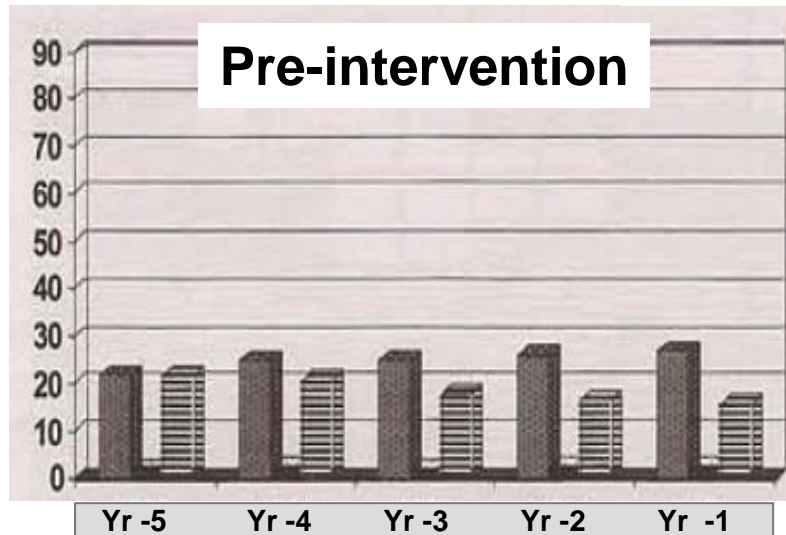
Cited from: "The Conduct of Due Diligence on Leader Talent" by F. Vicino, Ph.D. & B. Green, Ph.D, OD Practitioner, vol. 32/No.2, 2000

Case Examples:

Does this assessment and development system impact organization performance?

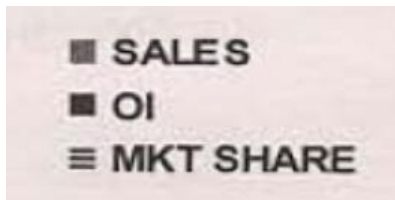
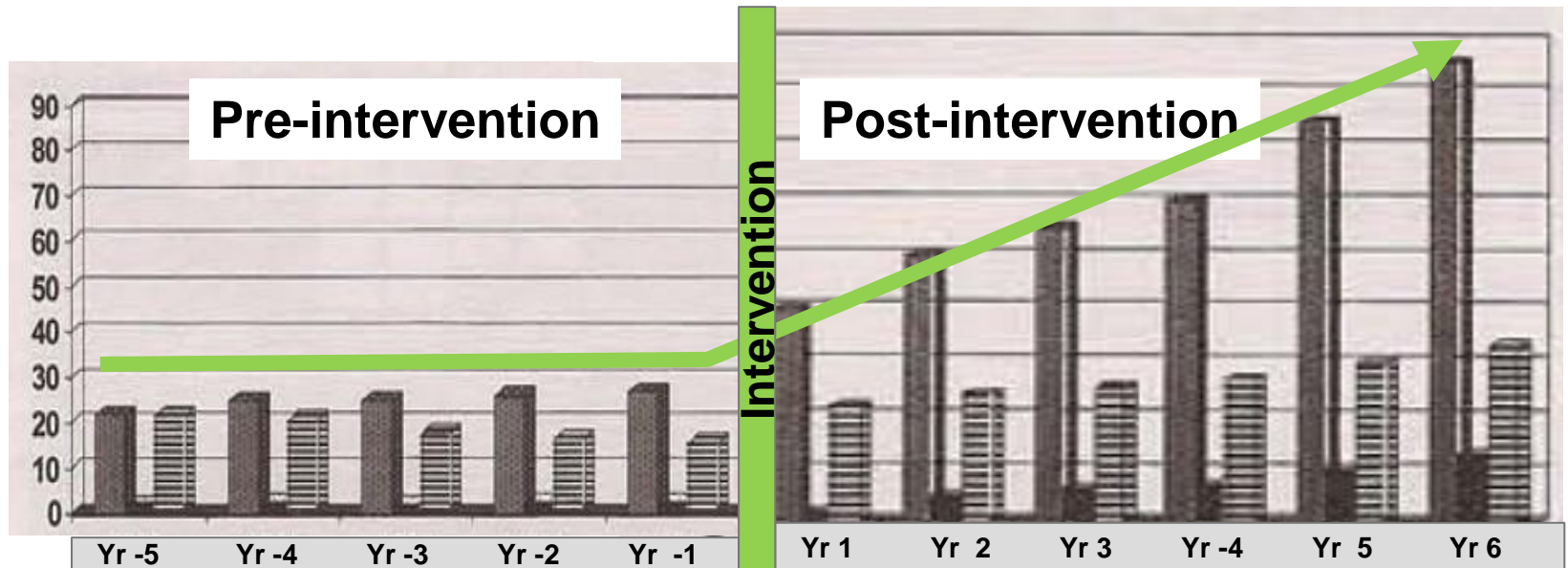
YES it does!

Performance improved for a global device manufacturer



Cited from: The Conduct of Due Diligence on Leader Talent by F. Vicino, Ph.D. & B. Green, Ph.D, OD Practitioner, vol. 32/No.2, 2000

Performance improved for a global device manufacturer



Cited from: The Conduct of Due Diligence on Leader Talent by F. Vicino, Ph.D. & B. Green, Ph.D, OD Practitioner, vol. 32/No.2, 2000

5 CEOs and top team members reveal positive impact one year post intervention.

Incidence counts from 59 responses collected from 19 executives with 190 raters, from 5 different organizations, post intervention.

Type of Impact	Positive Impact on Self	Positive Impact on Team
Incidence	19	31

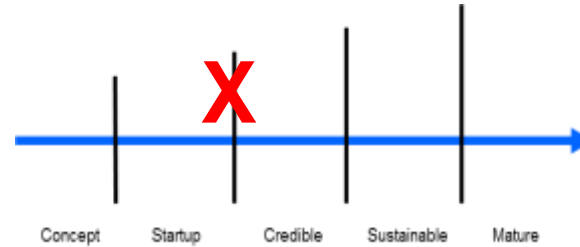
E.g.: “I recognize now more fully my strengths and weaknesses; it confirms my own awareness” significantly.”

E.g.: “We now have a senior manager representative to sit on our executive team to improve communication up and down our business.”

Cited from: “Listening To Leaders: Feedback on 360 Degree Feedback One Year Later”, by Brent Green, Ph.D., O.D. Journal, from the Global O.D. Institute, vol. 20, #1, 2002.

Don't take our word for it.

Talk to those who have
benefited.



- “This is the first time in 12 years I’ve had constructive feedback.”
- “I now wish to stay with this enterprise, whereas before the assessment process I was thinking of leaving.”
- “I feel we as an executive team can now talk openly with one another and move forward together.”
- “We now have specific growth areas to work on as individuals and as an executive team.”

Remember this:

- **Ideal team skill set changes** as organizations mature.
- You can **discern a team's skill-mix** and compare with successful organizations at the same stage.
- It can be **easy to assess and feed back individual executive performance and growth.**

What do *you* take away from
today's session?

IntelliVen Resources




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- Follow [@intelliven](#)
- IntelliVen tools, insights, videos
- Course syllabus, reading list, windows-of-time

Free to you

- PDF of today's slides

Today's
session



Fee-based

- Board-in-a-Box
- Management Team Workshops
 - Executive Performance Assessment
 - Executive Assessment vs Stage Ideal
 - Multi-rater Peer-review process
 - 360 Leadership Practices Inventory
 - Strategy Development
 - Initiative-to-Action
 - Contracting and Governance
 - Culture Development
- Manage to Lead Workbook
- Executive Training Sessions

Selected References

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Catlin, K. & Matthews, J. Leading at the speed of growth: journey from entrepreneur to CEO. Kauffman Foundation, 5-2001.

DiGiammarino, P. F. “How a top team spent a little time and took a big step to the next stage of growth”. <http://www.intelliven.com/how-a-top-team-spent-a-little-time-and-took-a-big-step-to-get-ready-for-the-next-stage-of-growth/>, 2015

Dierdorff, E. & Rubin, R. “Research: we’re not very self-aware, especially at work”, Harvard Business Review, 3-2015.

Green, B. “Listening to Leaders: feedback on 360-degree feedback one year later”, Organization Development Journal, vol.20, #1, 2002.

Vicino, F. & Green, B. “The Conduct of Due Diligence on Leader Talent”, OD Practitioner, vol. 32, #2, 2000.

Thank you,

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