



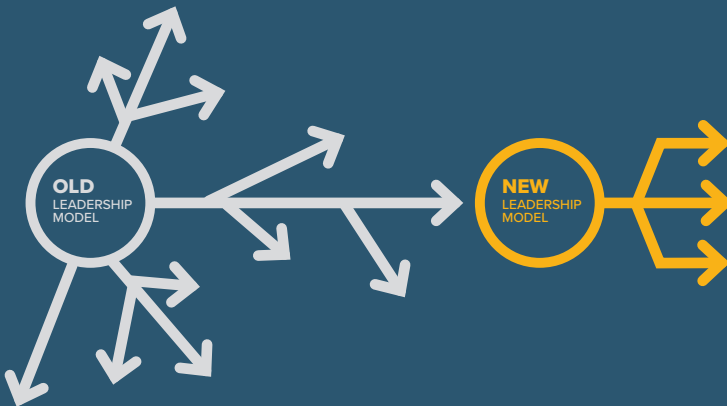
LEADERSHIP LEVERS

Simple.
Predictive.
Impactful.

Extraordinary Competency Models

Organizations are seeking simple, practical tools for leadership development. A greater focus on competencies has led organizations to shape models around achieving strategic goals and creating a common language. Competency models have enabled accuracy in assessment and clarity in development.

15 years ago, our research revealed 16 competencies that differentiated extraordinary leaders from all others. This unique point of view on competencies is a simple foundation that highlights how leaders can become extraordinary by focusing on the right behaviors at the right time. However, a growing trend has emerged to simplify competency models even further.



The Not So Simple Quest

The aim is to design a model containing only the few competencies that make the most difference. One reason for creating simpler competency models is the challenge to prepare broader and more diverse groups to be highly effective leaders. **Success hinges on integrating a shared concept about leadership applicable to all levels of an organization. As easy as this may sound, creating a simple model can prove difficult.**

In an effort to simplify, organizations often introduce complexity. Most often this occurs by creating competency definitions that are a combination of several behaviors. As highlighted in the example, a simplified competency such as *Resourcefulness* ends up being defined using behaviors from multiple competencies.

When competencies are defined by multiple concepts, it creates confusion when discussing and creating development plans. If you are trying to build a strength in *Resourcefulness*, do you focus on being more innovative, solving problems, team work, or on all of them? The simple model is not so simple anymore.

Behavioral Descriptions for Resourcefulness	Traditional Label
Actively seeks to create stretch goals for the team	Establishes Stretch Goals
Promotes a high level of cooperation across the work group	Collaboration and Team Work
Produces a range of alternative solutions to problems	Problem Solving
Pushes hard when faced with difficult targets, willingly putting in extra effort when required	Drives for Results
Can facilitate effective brainstorming	Innovation
Often recommends new ways of working	Innovation

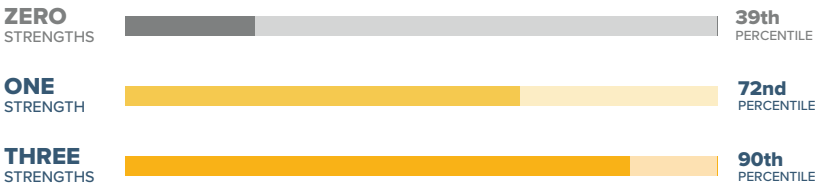
Deep Data Diving

Intrigued by the premise of combining differentiating competencies into a short but predictive competency model, we analyzed over one million 360-degree feedback assessments. Through behavioral clustering, **six prevailing leadership competencies emerged.**



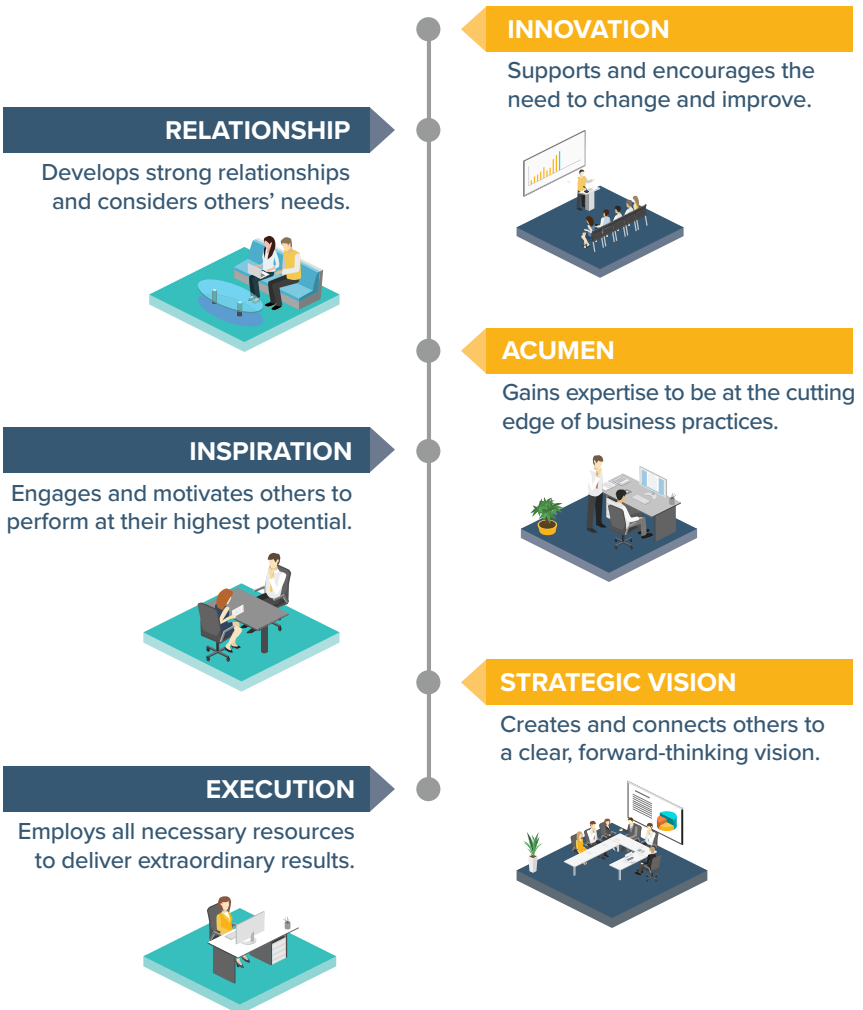
OVER 1,000,000
ASSESSMENTS

To validate this simpler model, leaders were ranked when they demonstrated strengths in the six competencies. **Having a strength in just one of the six put a leader in the 72nd percentile for overall effectiveness—three elevated them to the 90th percentile!**



The Six Leadership Levers

This model of six represent what is absolutely critical for a leader's success. **Simple, predictive and impactful**, these competencies have been named the Leadership Levers.



Up, Down, and All Around

The Leadership Levers have both the power and simplicity to be mobilized across an entire enterprise to discover and develop talent. The model is practical as a starting point, but also robust enough to be used in succession or 360-degree assessments. Aligning the common language of the Leadership Levers to talent management practices will **streamline developing talent and empower individuals to have more intelligent discussions about leadership development.**

Even though it is impossible to make a wrong choice when selecting which of the Leadership Levers to concentrate on, there are three essential factors that can provide focus:



Cross-Training

By identifying the Leadership Lever for which an individual has passion, demonstrated competence, and identified organizational need, development is accelerated and impact on the company increased.

Once a lever has been chosen, research has shown how a leader can create a personalized path for building it into a signature strength. Much like cross-training for athletes, a data-driven method has been developed for “leadership cross-training.” Using influential companion behaviors can help an individual excel in their core Leadership Lever. This simple method **allows individuals to craft a personalized development plan specific to their style, role, and goals within the organization.**

With these simple, clear, and practical tools, organizations can gain strategic advantages by developing leadership capability at all levels using the Leadership Levers.



DATA-DRIVEN LEADERSHIP CROSS-TRAINING

APPLICABLE TO ALL LEVELS
OF THE ORGANIZATION

Conclusion

Organizations need extraordinary leaders—and extraordinary leaders can come from anywhere in an organization. While more comprehensive competency models have their place, the **Leadership Levers model is powerfully simple in helping all employees develop and display extraordinary leadership behaviors** in their organizations.

