






Welcome to our Webinar Today:

BOLD LEADERSHIP

A New Competency For The Future!


Presented by:
Dr. Folkman
and Joyce Palevitz

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Dr. Joe Folkman
President


Joe Folkman, Ph.D., is globally recognized as a top leader in the field of psychometrics, leadership, and change. He is a consultant to some of the world's most successful organizations, a best-selling author, and a frequent keynote speaker and conference presenter. His research has been reported in numerous publications including, The Harvard Business Review, Forbes, CIO Magazine, The Wall Street Journal, Huffington Post, Business Insider, CNN, and others.
For more go to: <http://zengerfolkman.com/joe/>



Joyce Palevitz
Vice President, Delivery Services


Joyce Palevitz is vice president of delivery services at Zenger Folkman. With more than twenty-five years of experience in leadership development and communication, Joyce ensures that Zenger Folkman facilitators offer the best content and delivery skills in the industry. Joyce's particular areas of specialty include leadership development, executive coaching, executive communication skills, change management, and business-to-business relationship management.
For more go to: <http://zengerfolkman.com/joyce/>

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When we think of bold behaviors, what comes to mind?

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Some Examples of Bold Behaviors

- Comfortable with "thinking big."
- Not afraid to take on a large, powerful competitor.
- Seeks feedback from others.
- Thinks in unconventional ways, outside usual bounds.
- Invests in an unproven idea.
- Comfortable tackling a large project.
- Takes a risk developing a new product.
- Outwardly speaks up on a controversial topic.
- Comfortable taking a position contrary to his/her senior leaders on a contentious topic.
- Tends to move at a faster pace than others.
- Willing to take personal responsibility for an unpopular decision.
- Comfortable setting extremely high goals.

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DEFINITION


Bold Leadership

Influential behaviors that push boundaries; having a strong, immediate, positive impact on both people and organizational outcomes.

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BOLD Leadership

Can You Measure It?



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What Do Bold Leaders Do? (360-degree data)

1. Challenge standard approaches.
2. Create an atmosphere of continual improvement.
3. Do everything possible to achieve goals.
4. Get others to go beyond what they originally thought possible.
5. Energize others to take on challenging goals.
6. Quickly recognize situations where change is needed.
7. Have the courage to make needed changes.

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Some People Are Described As BOLD But They Are Ineffective Leaders

Bad Bold Behaviors

- Aggressive
- Autocratic
- Arrogant

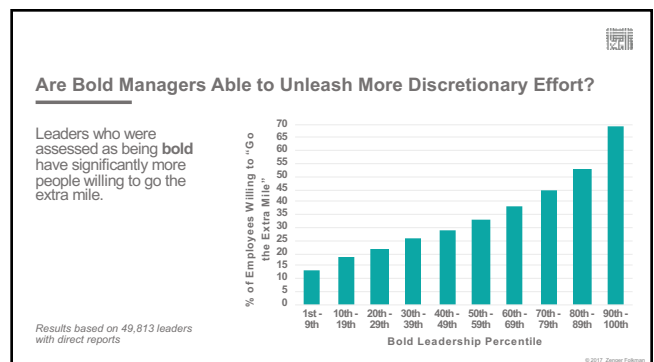
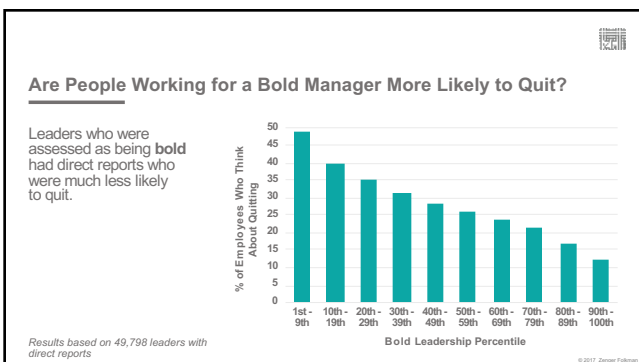
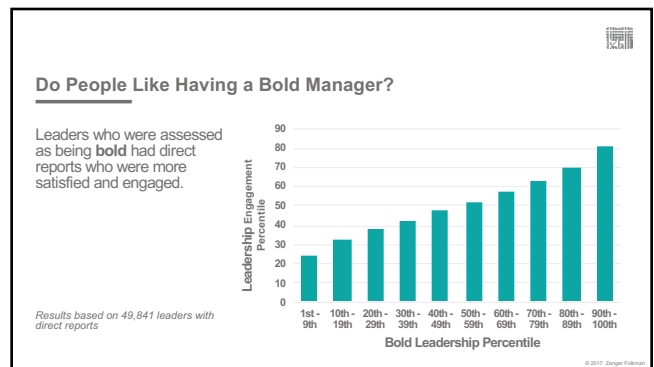
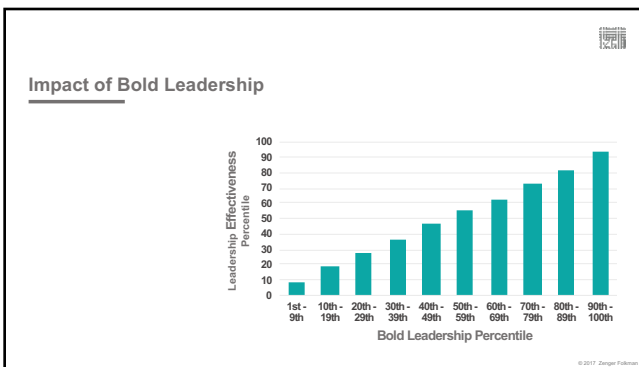
These behaviors are interpreted as Bold but have negative side effects for leaders.

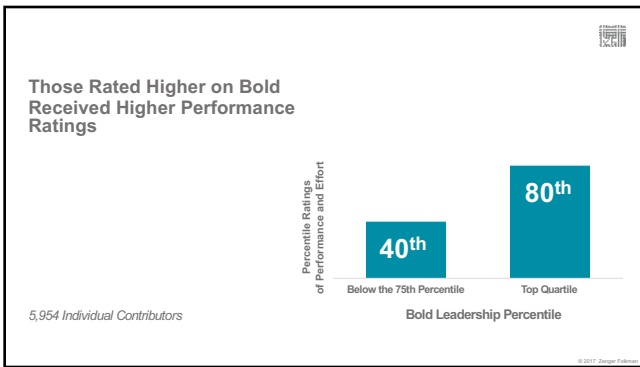
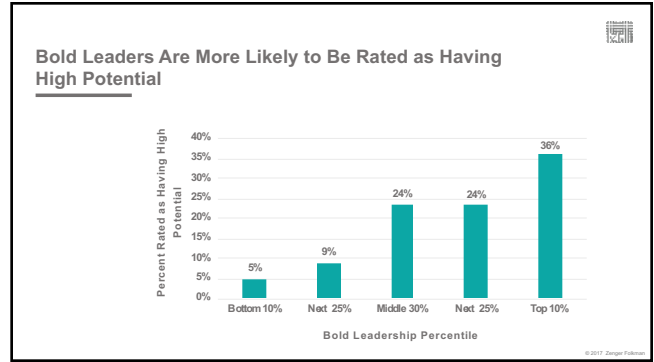
Good Bold Behaviors*

- Skilled at getting others to stretch rather than demanding
- Constructively challenges the standard approaches
- Inspires and energizes others
- Helps others understand
- Finds ways to improve new ideas

*Results based on analysis of 8,086 leaders rated in the top decile on their ability to be Bold

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Key Take Away—Impact on You

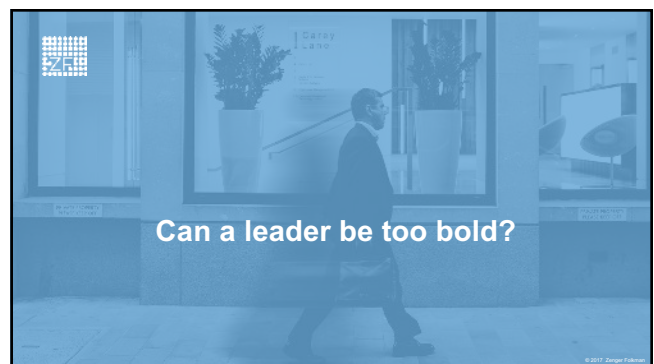
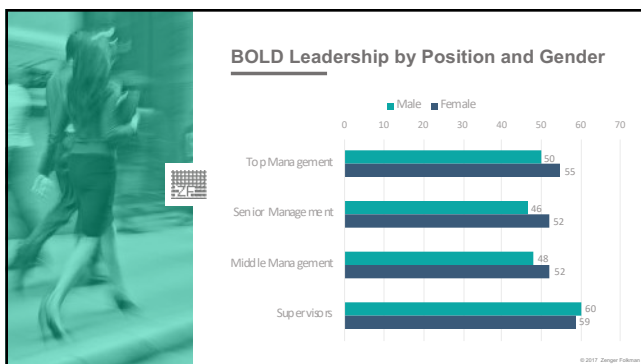
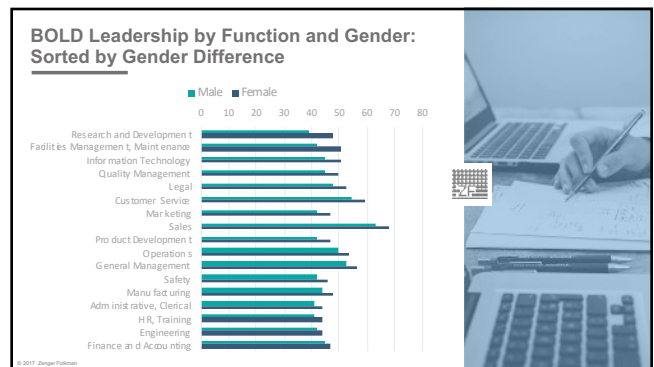
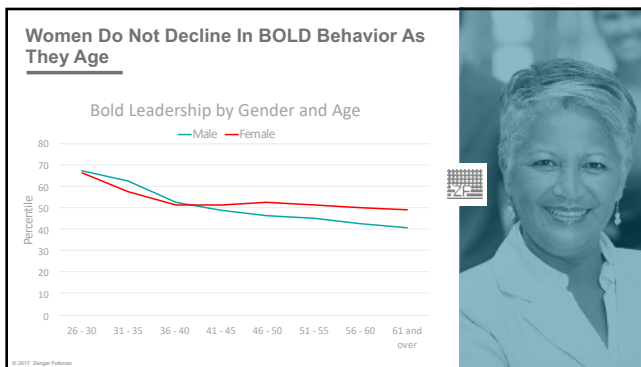
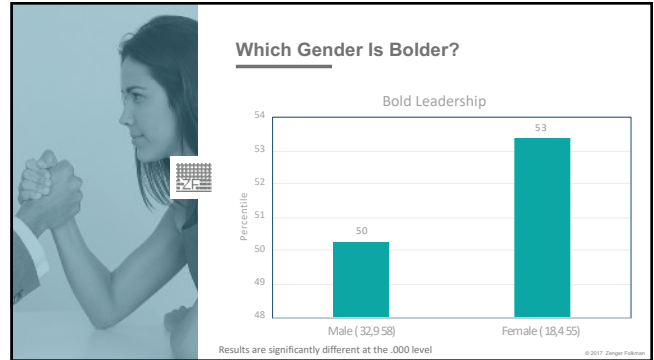
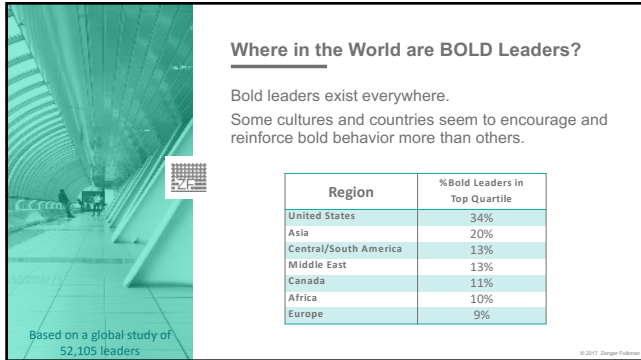
Improved leadership effectiveness.

Key Take Away—Impact on the Team

Increase engagement, retention & discretionary effort.

Key Take Away—Impact on Your Career

Bold leaders are more likely to be promoted to higher levels in the organization.



The Interaction between Bold Approach and Sound Judgment

Sound Judgment ↔ BOLD Approach

*51,137 leaders in our global 360-degree database

If You Have Sound Judgment...

Sound Judgment ↔ BOLD Approach

If this IS a strength... But this ISN'T...

The probability of being an extraordinary leader: 1%

If You Have a Bold Approach...

Sound Judgment ↔ BOLD Approach

If this ISN'T a strength... But this IS...

The probability of being an extraordinary leader: 4%

Poor Judgement

Q. Why does a bold leader with poor judgement have a low probability of being extraordinary?

A. They want to boldly go where no sane person would ever go!

If leaders were less bold, would it increase the probability of them being extraordinary?

If You Have a Bold Approach...

Sound Judgment ↔ BOLD Approach

If this ISN'T a strength... But this is **ABOVE AVERAGE**...

The probability of being an extraordinary leader: 0.1%

If You Are Effective At Both

If these are BOTH strengths...

The probability of being an extraordinary leader:

1%	1%	1%
+ 4%	+ 3%	+ 9%
95%! 5%	97%! 5%	91%! 5%

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Sound Judgement Strategic Vision Positive Relationships

Which balancing behaviors made demonstrating **Bold Leadership** a profound strength?

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What Does This Tell Us?

If you lack a bold approach and are reasonably skilled in at least one of these other approaches, you can increase your effectiveness by increasing your bold approach.

If you are reasonably bold, you can increase your effectiveness by increasing your skills in one of these other approaches.

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Your Influence Preference Self-Assessment Results

What it is:

- Excellent indicator of what you *like* to do and *prefer* to do.
- The assessment gives you guidance on **how you can become** a bold leader.

What it isn't:

- An indication of your competence in these areas.

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How Do You Become More Bold?

What can a leader do without displaying **jerk-like** behaviors?

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Cross-training to Build Strengths

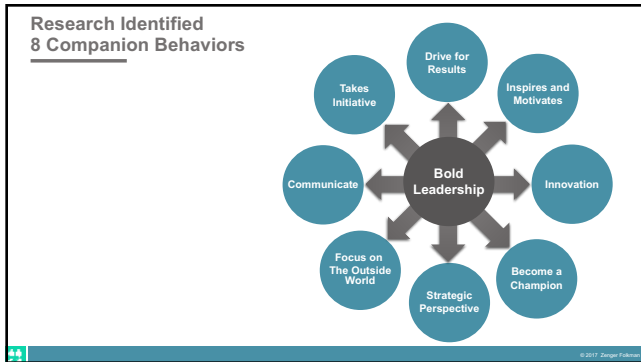
When building strengths, the best approach is to build around them.

Some Olympic swimmers cross-train by:

- Boxing (builds upper-body strength and shoulder endurance).
- Weightlifting (builds power and explosiveness, aiding flip-turns).
- Brazilian Jiu-Jitsu (builds the core and keeps the mind calm under pressure).

More "swimming" simply isn't enough.

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The Best Evidence of Bold Leadership is "Delivering Results"

Drive for Results

<p>Timid Leaders Resist taking on challenging goals.</p>	<p>Bold Leaders Are willing to take on challenging goals and ask team members to stretch.</p>
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Get others to help raise the bar. Invite each member of your team to propose two "game changing" goals.

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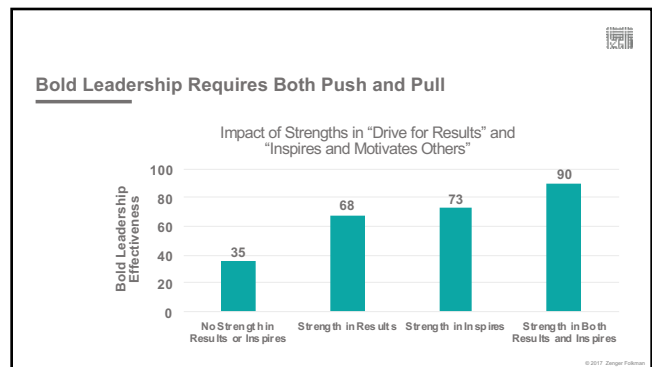
"Inspiring Others" is Bold

Inspires and Motivates

<p>Timid Leaders An emotional wasteland.</p>	<p>Bold Leaders Always finding ways to inspire and motivate others.</p>
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Convey your own passion and commitment about the work you are doing. You are the strongest force for creating high levels of engagement and commitment within your people.

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Helping People Find a Better Way is Bold

Innovation

<p>Timid Leaders Have the attitude, "If it ain't broke, don't try to fix it."</p>	<p>Bold Leaders Are constantly looking for new ways to do work. Their attitude is, "There is always a better way!"</p>
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Ask challenging questions. Most innovative ideas challenge existing practices. Enlist the help of other team members in thinking about a fresh new way to accomplish something.

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Bold Leaders Volunteer

Become a Champion

<p>Timid Leaders Never volunteer!</p>	<p>Bold Leaders Are willing to volunteer and become the champions for new projects.</p>
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Set a goal to become a champion for something this year.

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Strategic Perspective

Having a Clear, Distinct Vision is Bold

<p>Timid Leaders</p> <p>Understand the strategy and assume that others are clear.</p>	<p>Bold Leaders</p> <p>Are a broken record, constantly reminding others of the vision and what is needed to reach objectives.</p>
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Strategic Perspective

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Continually help team members see future possibilities and not just the current reality.

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Focus on The Outside World

Having an External Focus is Bold

<p>Timid Leaders</p> <p>Focus their attention to internal issues or problems.</p>	<p>Bold Leaders</p> <p>Look outside the organization to understand changing customer needs, competitors, and global issues.</p>
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Read, study, and ask questions about what is happening outside your organizations.

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Communicate

Bold Leaders Powerfully Communicate

<p>Timid Leaders</p> <p>Assume that others know what is going on and do not need to know additional information.</p>	<p>Bold Leaders</p> <p>Constantly look for opportunities to communicate, reinforce, and share relevant information with others.</p>
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Put yourself in the audience. Ask yourself, "What would I want to know or learn if I were sitting in the audience?" Sometimes the best way to communicate is to listen.

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Takes Initiative

Bold Leaders Take Initiative

<p>Timid Leaders</p> <p>Wait to be told what to do.</p>	<p>Bold Leaders</p> <p>Are quick to act when they see problems, issues, or conflicts.</p>
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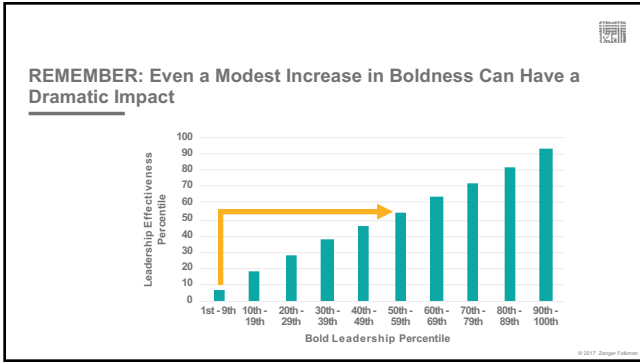
Look for opportunities to go beyond what is expected. Do it now!

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What is Your Bold Leadership Plan?

- Most people fail to change because they don't know what to do.
- Becoming a **bold** leader seems impossible without the insights from our companion behavior research.
- Select a few companion behaviors, based on your passion and the organizational need.
- Research shows that improvement in companion behaviors results in competency improvement.

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“The doors will be opened to those who are bold enough to knock.”

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THANK YOU

**Better Leaders.
Better Results.**

Our strengths-based leadership development programs are built with research gathered on more than 85,000 global leaders using over a million 360-degree assessments. These findings are delivered through our unique cross-training technology that is proven to increase leadership effectiveness.

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