




## A New Technology to Help Leaders Go to the Next Step in Developing Strengths

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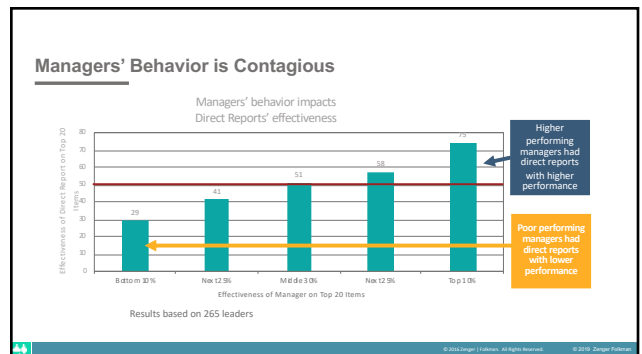

## Better Leaders, Better Results

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### Our Goal 25 Years Ago: "Help Bad Leaders become Good Leaders"

- Our first efforts to help leaders improve was primarily focused on helping bad leaders to no longer be bad; hopefully for some to become good leaders.
- We believed the major problem to overcome was their weaknesses. Identifying significant weaknesses was the key to improvement.

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### Original Process

- Assess each leader
- Identify their weaknesses
- Create plan to improve those weaknesses

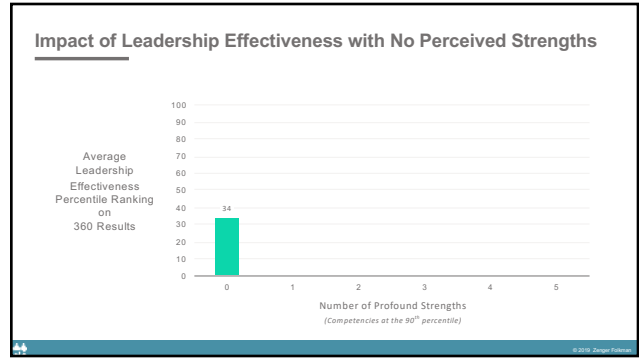
Assumption—A leader's weaknesses hold them back from being a good leader.

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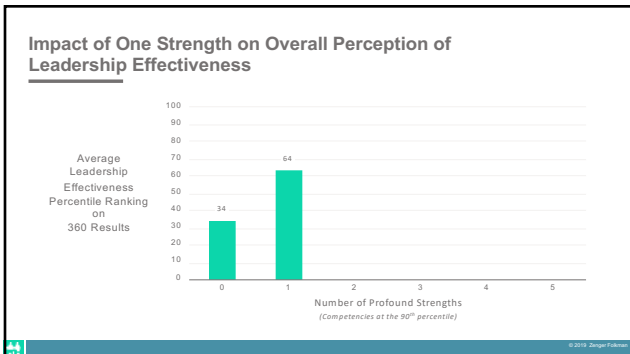
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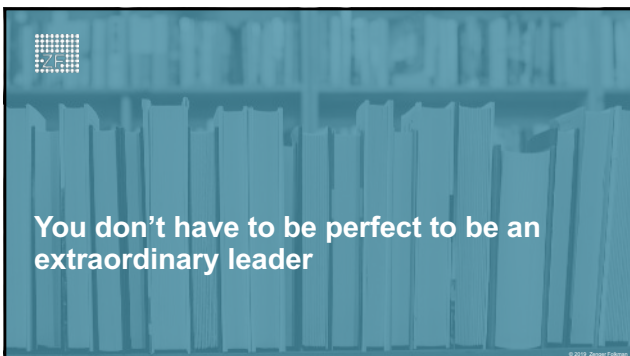
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### New Assumption

It is not the absence of weaknesses that make leaders extraordinary but rather the presence of strengths.

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### Are all the approaches to strengths the same?

**Using Natural Strengths to Succeed**

Assumptions

- People are born with or acquire at a young age a few capabilities.
- If a person can identify those capabilities and use them in their everyday life, they will be more successful.

**Building Strengths**


Assumptions

- Everyone is attracted to or prefers some activities over others. These are our passions and interests.
- Often when you are passionate or interested in something you become better at that activity.
- Passions and organizational needs can change over time.
- Through practice and using the right approach strengths can be built.

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### This discovery raised a new question

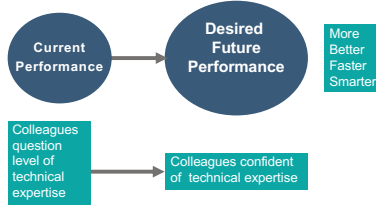
Are the methods used to build strengths the same as those used to fix weaknesses?



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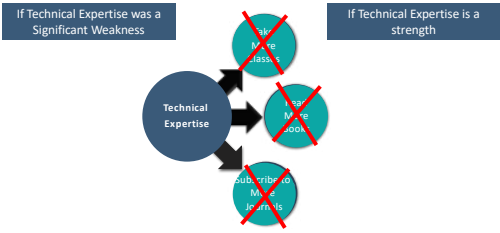
### Linear Development

- How do you build a strength? Current approach to development plans.




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### Linear versus Non-linear Development



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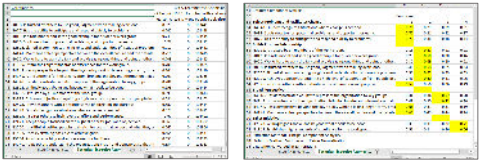
### What is Linear Development?

- Based on intuitive logic.
- Most firms in the leadership development space have created dictionaries of linear development activities.
- This approach helps people move from poor performance to acceptable performance.
- But, doing the same thing (even with more vigor) and expecting radically different outcomes is basically the definition of insanity.
- Our conclusion: to build a strength often requires a different approach.

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### To understand what leaders did to develop strengths we analyzed our data

- What did the leaders with profound strengths in a competency do that average leaders did not do?
- Analyzing data from thousands of leaders led to new insights.



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### Competency Companions Provide Non-linear Insights

The **Competency Companion Development Guide** provides research based on thousands of leaders on how to build a profound strength.

The research examined what the best leaders did to build their competence on each of the 19 differentiating competencies.

We've called this process non-linear development.

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### Non-linear Development Gives Leaders Options

- Using companion behaviors provides alternative ways to build strengths.
- We recommend focusing effort on just two or three companion behaviors.
- Leaders can choose those behaviors that fit them and their personality.

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### How do Competency Companions Work?

- The competency and the competency companion often fit together in people's perceptual systems.

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### How do Competency Companions Work?

- Competency companions facilitate the expression of the behaviour associated with that competency.

There is a linkage between interpersonal skills and technical skills.

What appears to happen is that strong interpersonal skills:

- Facilitate the sharing of knowledge.
- Persuade others to a new position.
- Increase positive interactions in solving problems.

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### How do Competency Companions Work?

- Achieving a high level of skill in one behaviour helps develop a related behaviour.

For example, one of the strongest competency companions for "developing other people" is being skilled and interested in developing yourself. If leaders do not have a well-defined, actionable career plan for themselves, it is more difficult to assist their direct reports in creating their career plans.

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### How do Competency Companions Work?

- A competency companion is a building block or core element of the desired competency.

A strong companion behaviour to integrity is assertiveness.

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### How do Competency Companions Work?

5. Competency companions change the context in which we operate.

We found a strong relationship between a person's ability to communicate and the extent to which a person is trusted. Typically, when people attempt to improve their ability to communicate, they focus on the message and the delivery (e.g., what they say and how they say it).

Listening better often has far more impact on being perceived as an excellent communicator.



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### How do Competency Companions Work?

6. Developing a competency companion changes the person.

Many people have had the experience of developing a new skill and then observing interesting side effects.

- Learning to play golf well gives a person increased confidence.
- Regular exercise makes people feel less stressed.
- Accomplishing a challenging goal causes depression to go away.


Strengthening a competency has the capacity to change a person's perspective, attitudes, and outlook on life.



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### Companion Behaviors – Is there good evidence for the theory?

- Our initial research indicated that improving a companion behavior would improve an intended competency.
- The only way to test this theory would be to gather pre-test and post-test results on a group of leaders.




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### Evidence that improving companion competencies causes improvement in a competency being developed

- Analyzed a dataset of 882 leaders who had participated in the Extraordinary Leader assessment and had both pre- and post-test data.
- 157 of the leaders showed that they made a significant improvement in the competency "Inspires and Motivates Others."
- We examined data from these individuals to see if there was a link between the improvement of a competency and the improvement of the companion behaviors.

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### Research Identified 10 Companion Behaviors for Inspires and Motivates Others

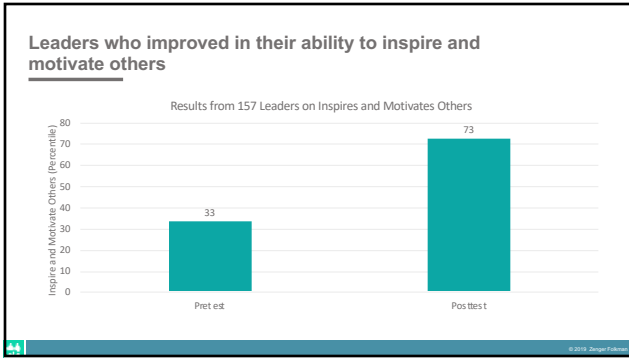


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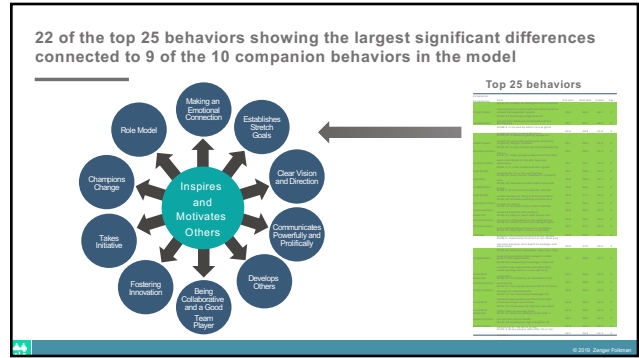
### Analyzed Pre- versus Post-test Differences on Individual Behaviors

- The 157 leaders who significantly improved their ability to Inspire and Motivate improved from the 33<sup>rd</sup> to the 73<sup>rd</sup> percentile on their effectiveness in that competency.
- Each of the remaining 46 behaviors in the survey were then compared between pre- and post-test results.

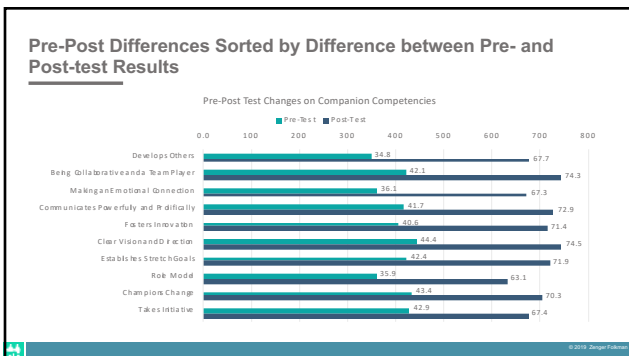
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### The Competency Companion Development Guide

- We have created development guides on over 50 competencies.
- Clients using a different 360-degree assessment can use our strength building insights.
- Each competency is defined and has a list of Linear Developmental Suggestions.

#### Technical/Professional Acumen

... (text) ...

#### Linear Developmental Suggestions

- 1. ...
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. ...

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### The Competency Companion Development Guide

- Next the companion behaviors are displayed. Each competency has between 8 and 13 unique companion behaviors.

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### The Competency Companion Development Guide

- For each companion behavior we provide a brief rationale of the connection between the companion behavior and the competency.
- We also did provide three specific developmental suggestions that can be included in a development plan.

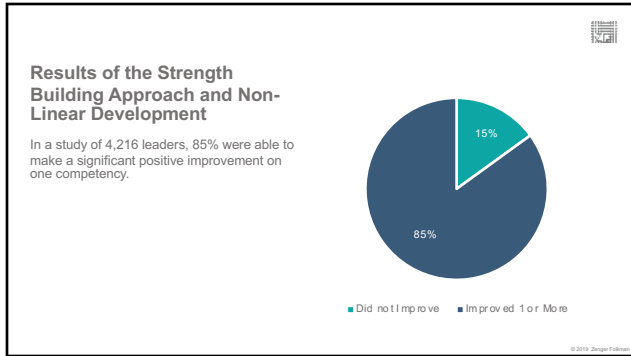
#### A. Solve Problems and Analyze Issues

... (text) ...

#### B. Build Relationships

... (text) ...

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### Next Steps

- If you or your employees are still focused on fixing weaknesses, consider how you might incorporate a strength building approach. Experiment with using a competency companion development guide for your leadership development efforts.
- The link to download the development guide is included in the survey at the end of this webinar.

You can take the survey by going to:  
**[bit.ly/zfoct19](http://bit.ly/zfoct19)**

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“Man often becomes what he believes himself to be. If I keep on saying to myself that I cannot do a certain thing, it is possible that I may end by really becoming incapable of doing it. On the contrary, if I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning.”

—Mahatma Gandhi

Survey link – [bit.ly/zfoct19](http://bit.ly/zfoct19)

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### Thank you

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

Survey link – [bit.ly/zfoct19](http://bit.ly/zfoct19)

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