

While waiting for the presentation to begin, please take the [Self-Assessment](#) survey.

Type into your browser:
bit.ly/peace-provoc
 Link is case-sensitive.

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Peacemakers versus Provocateurs

Dr. Joe Folkman, President of Zenger Folkman

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The Self-Assessment

Type into your browser:
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 (Link is case-sensitive)

Why a self-assessment?

- Preferences vs. Proficiency
- Self-data can enhance the learning experience.

Peacemaker or Provocateur?


Peacemakers are more concerned with resolving conflict. They are highly concerned for others and go out of their way to include or involve others. They are motivated to resolve conflict and encourage cooperation. They are highly concerned for others and go out of their way to include or involve others. They are motivated to resolve conflict and encourage cooperation. They are highly concerned for others and go out of their way to include or involve others. They are motivated to resolve conflict and encourage cooperation.

Provocateur

Provocateurs are more concerned with achieving goals. They are highly motivated to achieve goals and become a champion for new projects or programs. They market, persuade, and encourage others to have the courage to make changes. They encourage others to consider new approaches.

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Objectives

- Micro learning experience.
- Backed up with Zenger Folkman research.
- Analyze individual results from the self-assessment.
- Share insights on how individuals can become more effective leaders.
- Provide tools and guidance to encourage each attendee to identify one area for improvement.

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Are You a Peacemaker or a Provocateur?

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Which approach is more like you?

<p>Peacemaker</p> <ul style="list-style-type: none"> • Motivated to resolve conflict. • Encourages cooperation. • Highly concerned for others. • Stays in touch with other's issues and concerns. • Goes out of their way to include or involve others. 	<p>Provocateur</p> <ul style="list-style-type: none"> • Challenges others to do everything possible to achieve goals. • Becomes a champion for new projects or programs. • Market, persuade, and encourage others to have the courage to make changes. • Encourage others to consider new approaches.
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Peacemaker vs Provocateur Survey Results

- Check your email!
- From: "Zenger Folkman"
- Results represent your preferences.
- Which is your strongest preference?

Peacemaker or Provocateur:
Peacemaker or Provocateur: This is a 360-degree survey that asks your colleagues, subordinates, and superiors to rate you on a scale of 1 to 5 on various leadership behaviors. The results are based on the average of all responses. The results are based on the average of all responses. The results are based on the average of all responses.

Peacemaker
Your score: 5

Provocateur
Your score: 5



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Peacemaker Capabilities




- Honesty and Integrity – More likely to honor commitments, walk their talk and follow through on commitments.
- Developing Others – More skilled at coaching and giving feedback. Others felt these leaders were truly concerned about their development.
- Communication – Helps others understand how their work contributed to the business.
- Trust – Trusted by all members of the work group and trusted to use good judgment.
- Ask for and Acts on Feedback – Looks for feedback and makes a real effort to change.




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Provocateurs Capabilities




- Innovation – Encourages others to consider new approaches and recognizes the need to change.
- External Focus – Brings in relevant information from outside the organization and better understands customer needs.
- Strategic Perspective – Helps others understand the organizational vision and objectives.
- Solves Problems – Anticipates and responds quickly to problems. Spots new trends and potential problems.
- Stretch Goals – Skilled at getting team members to stretch for difficult goals. Sets high standards of performance.
- Takes Initiative – Willing to go above and beyond what is expected.




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Questions about these two approaches



- Who favors one approach over another?
- Which approach makes a person a more effective leader?
- What can I do to improve one of these approaches?



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Study on Peacemakers and Provocateurs



Looked at 360-degree results for 85,937 leaders. Identified leaders who were above average at one skill and below average at the other.

Identified leaders who were in the top quartile on both skills.


- 11% of the population were Provocateurs
- 11% of the population were Peacemakers
- 21% of the population were above average on both skills
- 17% of the population were in the top quartile on both skills




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Women versus Men



	Men	Women
Peacemaker		Assumption
Provocateur	Assumption	

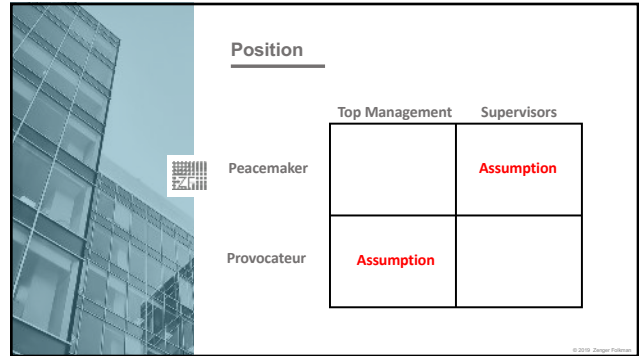


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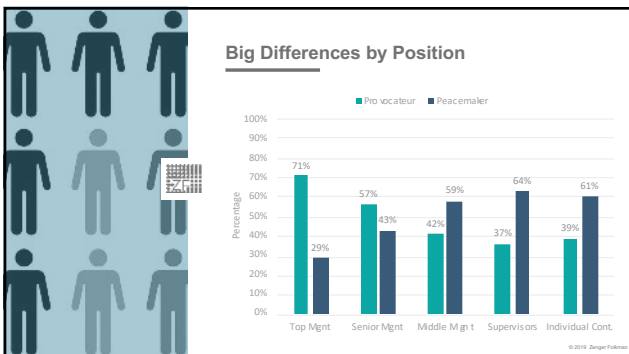
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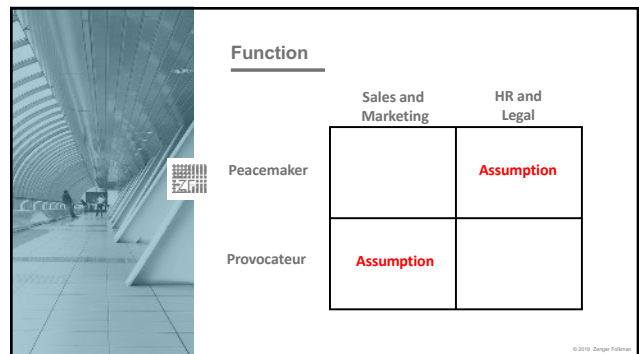
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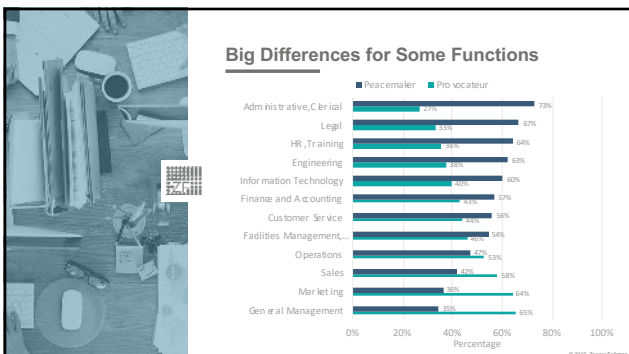
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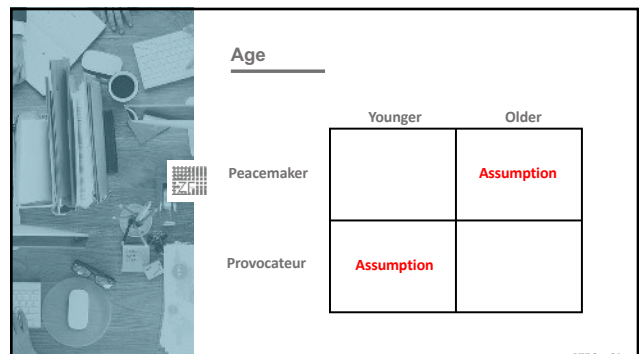
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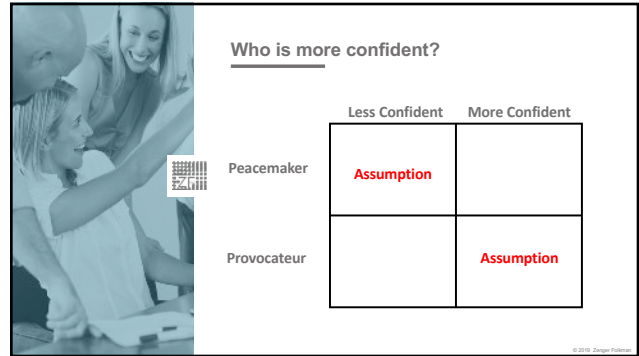
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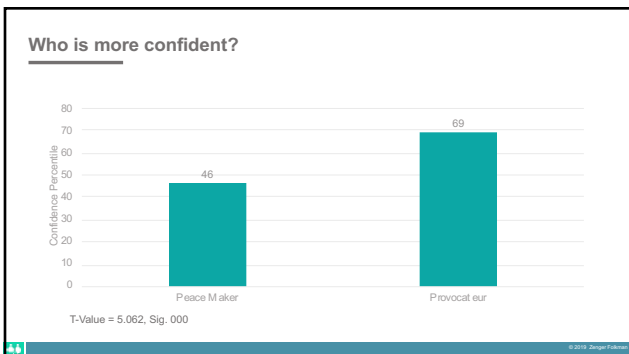
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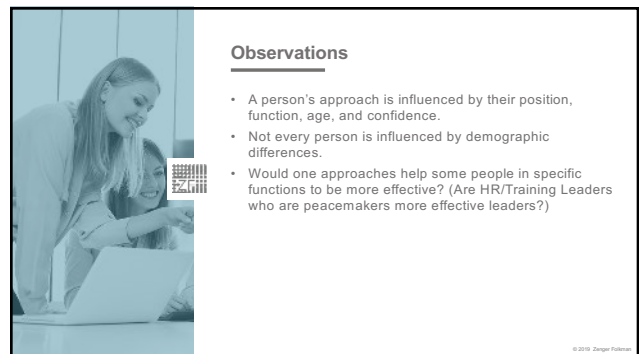
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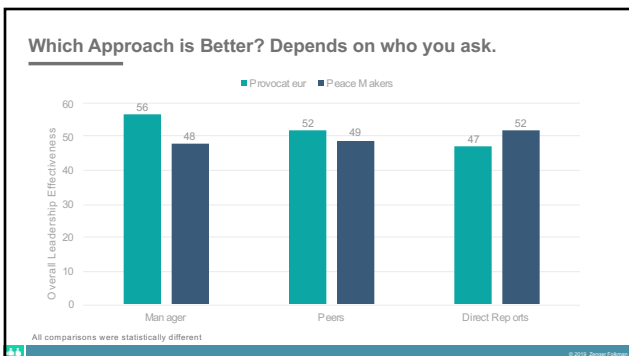
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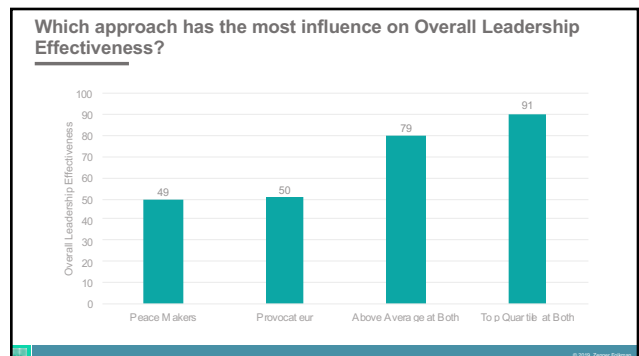
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Take another look at your assessment results

- Would being more effective at being a provocateur make you a more effective leader?
- Would being more effective at being a peacemaker make you a more effective leader?

Provocateur or Peacemaker?


How do you prefer to influence others? Do you prefer to challenge others to think differently, or do you prefer to help them see things from a different perspective? Do you prefer to challenge others to think differently, or do you prefer to help them see things from a different perspective?

Provocateur
 You are more likely to be a provocateur if you are more likely to challenge others to think differently, or if you are more likely to help them see things from a different perspective.

Peacemaker
 You are more likely to be a peacemaker if you are more likely to help them see things from a different perspective, or if you are more likely to challenge others to think differently.

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Focus on your strengths

Our main message to leaders over the last two decades is build your strengths.


We know that is a very useful approach and works incredibly well in most circumstance.

But...

Looking at the data from these two broad approaches taught us that sometimes you need to build a power combination by combining two skills together.

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Why does doing both reasonably well make a leader more effective?

- Some situations need peacemakers and others need a provocateur.
- Both approaches are powerful motivators.
- Sometimes people will take advantage of peacemakers.
- Sometimes people will feel manipulated by provocateurs.

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Criteria for Selecting One Element to Work on Improving

Lowest Score

There is a high correlation between your preference and your effectiveness.

Highest Impact


If you were to improve one element, which would have the greatest impact?

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The Five Companion Behaviors of Provocateurs

- We analyzed multi-rater data on over 87,000 leaders and identified five key clusters of items around being a provocateur.
- The five elements for being a provocateur are:
 - Sets Stretch Goals
 - Champions Change
 - Strategic Perspective
 - Focus on Priorities
 - Takes Initiative




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The Five Companion Behaviors of Peacemakers

- We analyzed multi-rater data on over 87,000 leaders and identified five key clusters of items around being a peacemakers.
- The five elements for being a peacemaker are:
 - Builds Trust
 - Inspires and Motivates Others
 - Develops Others
 - Communicates Powerfully
 - Asks for and Acts on Feedback



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Self-Assessment Ratings on Companion Behaviors

On the self-assessment you rated your effectiveness on 10 items that evaluated your effectiveness on each of the companion behaviors.

Based on which approach you select to improve look down the companion behaviors and identify the 2 or 3 behaviors that will have the greatest impact on your ability to improve.

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Example of Peacemaker Companion Behaviors

Companion Behaviors for Peacemaker
In the assessment you rated your effectiveness on the following ten behaviors. Our research has found that improvement in a few of these behaviors would improve your effectiveness at being a peacemaker. The higher the rating score the more effective you rated yourself. Your score is the number (1,4,3,2,1) before each behavior listed below.

- (5) Is trusted by all members of the work group. (Builds Trust)
- (4) Inspires others to high levels of effort and performance. (Inspires and Motivates)
- (3) Is truly concerned about developing others. (Develops Others)
- (2) Skilled at communicating insights and understanding of issues or problems. (Communicates Powerfully)
- (4) Makes a real effort to improve based on feedback from others. (Asks for and Acts on Feedback)

Rating Scale
5. Outstanding Strength
4. Strength
3. Competent
2. Needs Some Improvement
1. Needs Significant Improvement

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Example of Provocateur Companion Behaviors

Companion Behaviors for Provocateur

- (3) Is skillful at getting people to stretch for goals that go beyond what they originally thought possible. (Sets Stretch Goals)
- (5) Quickly recognizes situations where change is needed. (Champions Change)
- (4) Helps others understand the organization's vision and objectives so that they can translate them into challenging and meaningful goals. (Strategic Perspective)
- (3) Keeps people focused on the highest priority goals and objectives. (Focuses on Priorities)
- (2) Is energetic and excited to take on challenging goals for which he or she is held personally accountable. (Takes Initiative)

Rating Scale
5. Outstanding Strength
4. Strength
3. Competent
2. Needs Some Improvement
1. Needs Significant Improvement

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Evaluating your self-ratings compared to global norms

Average Overall Self-Rating
Based on the above ten items we computed your average rating so that you could understand how your ratings compared to over 100,000 other leaders.

Overall Average Self-Rating
Your average overall rating is between the 29th and the 79th percentile. Your average overall scores was 4.

To identify how your rating compares to others find where your average rating falls in the table below:

Bottom 25% (2.80)
Bottom 50% (3.00)
Bottom 75th (3.30)
Average (3.75)
Top 25th (4.00)
Top 10% (4.40)
Top 5% (4.90)


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Next Steps

- Complete the survey download your **free development guide** to get even more insights (a download link will be provided at the end of the survey).


Take the survey by going to:
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Identify one competency you would like to improve



Survey link — bit.ly/zfwebcast19

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Be a Peacemaking Provoker

[The planet does not need more successful people. The planet desperately needs more peacemakers, healers, restorers, storytellers, and lovers of all kinds.](#)
[Dalai Lama](#)


The important thing is that men should have a purpose in life. It should be something useful, something good.
[Dalai Lama](#)

“Be a provocateur! Provoke people to think! Provoke sleepers to awake! Provoke slaves to revolt against their masters! Provoke everyone to gain control over their fates unchecked! Provoke the lonely to participate in the crowds and provoke the crowds to visit the loneliness! Be a provocateur! Provoke people to cross the bridges so that they can see the other side!”
 — Mehmet Murat ildan

Survey link — bit.ly/zfwebcast19


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Survey
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