

## The New Extraordinary Leader

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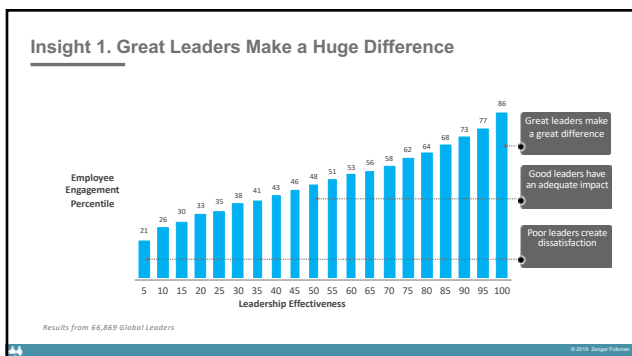
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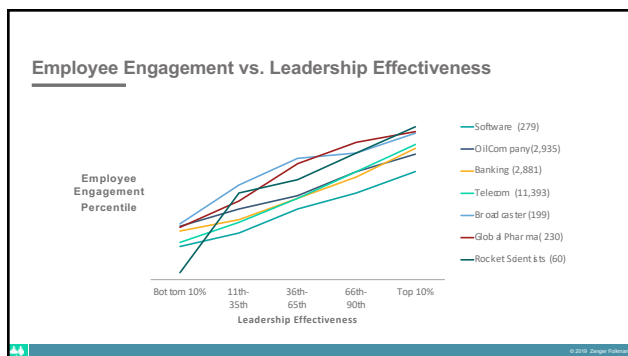
## 33 Insights

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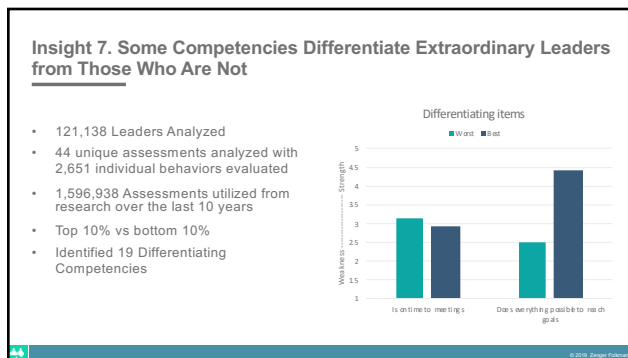
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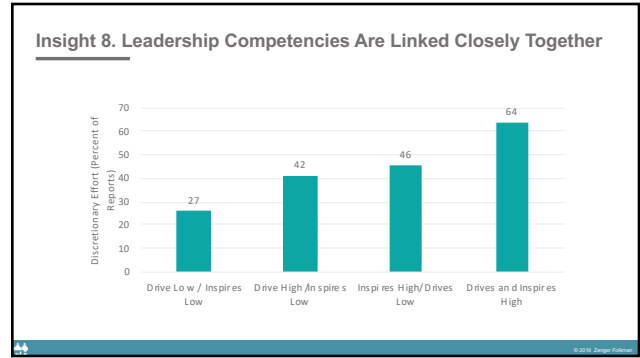
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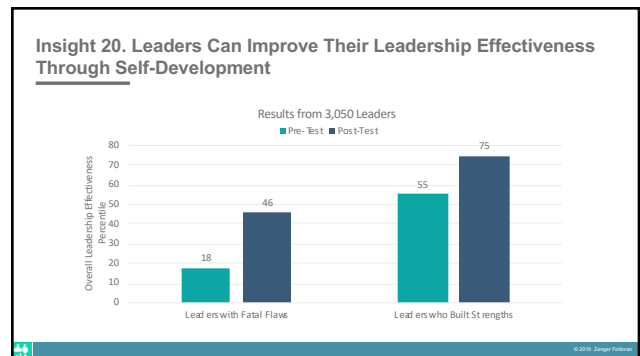
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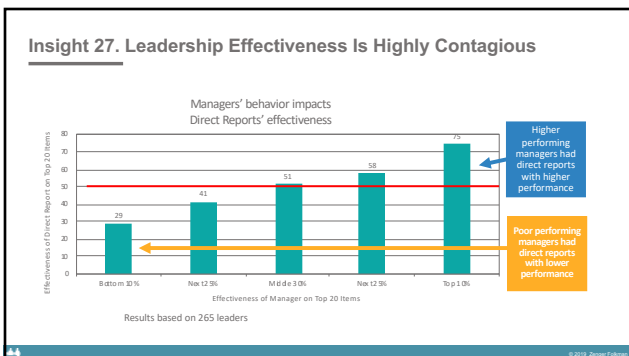
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**Prescription for Effective Leadership Development Initiatives**

1. Tailor the LD initiatives to the organization.
2. Enlarge the scale and scope of the LD initiatives.
3. Ensure executive support and involvement.
4. Select powerful learning interventions that change behaviors.
5. Integrate LD initiatives with the corporate culture.
6. Provide ongoing sustainment.

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**1. Tailor Initiatives to the Organization**

- Create a leadership model aligned with the strategy.
- Build on current successful leadership development.
- Empirically select the behavior(s) to emphasize.


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**Select Bold and Aspirational Objectives**


Getting 5s on a rating sheet is not the same as:

1. Building a strong pipeline of leaders.
2. Elevating corporate culture.
3. Ensuring that every employee has an excellent leader.
4. Raising the level of employee commitment.
5. Ensuring that every leader creates a personal plan of development.



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**2. Enlarge Scale and Scope**

Organizations thirst for excellent leaders.

- Not satisfied by a few at the top.
- Not satisfied by several stars sprinkled in the middle.
- Need not met by a "high-potential" program targeted at a few elites.
- Need not met by a remedial program for those faltering.
- How early in people's careers do we start?

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**Consider Two Scenarios**

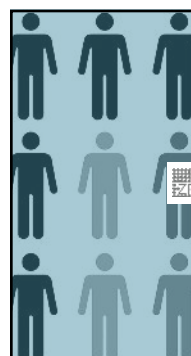
- A. Organization with 700 leaders/managers sponsors 20 different, high-quality programs. Each one has 25 participants. (500-person days of development.)
- B. Organization sponsors one high-impact development program and 500 managers attend it. (500-person days of development.)

**Which one will have the greatest impact? Why?**



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**Herd Immunity**

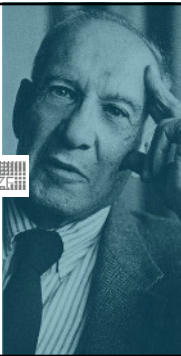
- Success of mass immunization programs hinges on reaching a high percentage of individuals.
- When a parent fails to immunize a child, or if you personally fail to get a flu shot, it impacts the entire community.
- If I fail to become an effective leader in my organization, I impact the entire company.

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### Peter Drucker and the Importance of Critical Mass

- Need to reach a minimum of a third of all managers, ideally more than two-thirds.
- This is the biggest deficiency we see in most organization's leadership development efforts.
- When organizations touch 20 out of 500 managers, there is minimal cultural impact, only individual benefit. No herd immunity.



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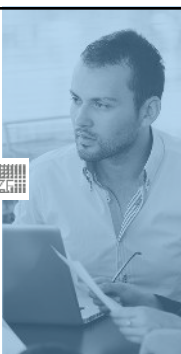
Do it for the herd



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### Waiting Too Long

1. At what age does the average supervisor get promoted to that position?  
Average = 27
2. What's the average age of participants in company leadership development programs?  
Average = 40.2
3. How many years does the typical supervisor function before receiving any formal development?  
Average = 13



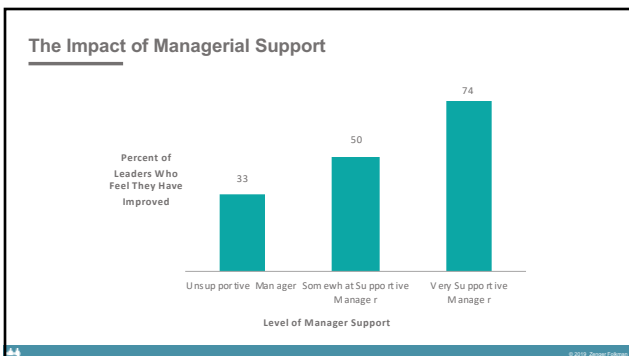
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### 3. Ensure Senior Executives Provide Support

1. What is support?
2. Emphasize importance of their example.
3. Involve executives as faculty, coaches, and mentors.
4. Encourage executives to sponsor a cohort.



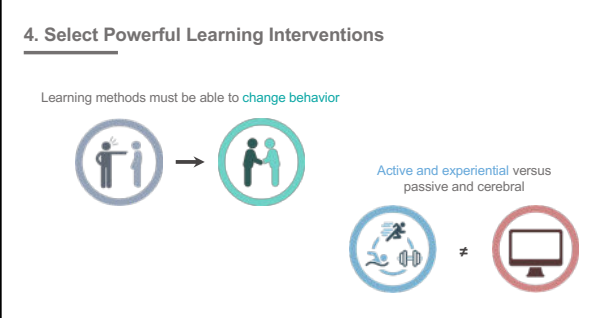
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### 4. Select Powerful Learning Interventions

Learning methods must be able to change behavior



Active and experiential versus passive and cerebral

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### Workhorses of Leadership Development

1. 360-degree feedback
2. Personal development plans
3. Coaching
4. Simulations
5. Behavior modeling, skill building programs
6. Using current job as classroom/laboratory
7. Senior executive interaction and involvement
8. Development earlier in people's careers
9. Widespread implementation
10. Manager involvement and oversight
11. Holding participants responsible for change


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### Characteristics of Powerful Interventions


Focuses on strengths, weaknesses if necessary



Includes Team



Transfers responsibility to the individual



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### 5. Integrating Development Into the Culture

- Link content of Leadership Development with current management practices
- Imbed content into other HR systems:
  - Recruitment
  - Selection
  - Onboarding
  - Performance Management
  - Compensation
  - Promotion

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### 5. Integrating Development Into the Culture

- Use current positions as classrooms and laboratories in which to apply what is learned.
- Create action learning projects using important and real issues the organization faces.
- Directly involve managers in development of their direct reports.

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### 6. Ensure Sustainment or Progression

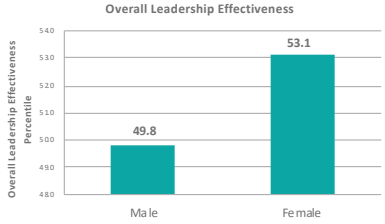
- Senior management support
  - *What generates that support?*
- Measurement of outcomes
  - *Repeat 360-degree feedback*
- Sustainment activities
  - *Coaching, refresh sessions, learning transfer activities*



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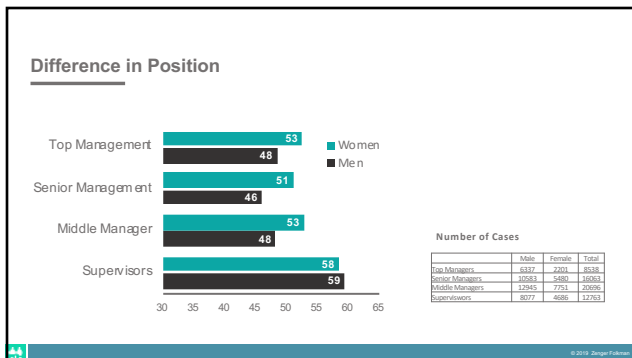
### Insight 31. Women Are Better Leaders Than Men

Overall Leadership Effectiveness



T value = 13.65, Sig. 0.000

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### Women Score Higher in Most Competencies

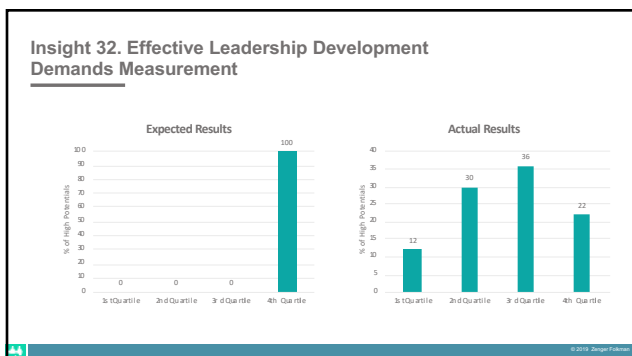
Percentile Score by Competency

Leadership Competencies	Male	Female	t	Sig.
Acts Initiatively	48.2	55.6	-20.90	0.00
Practices Self-Development	49.6	54.8	-21.59	0.00
Drives for Results	48.8	53.9	-21.23	0.00
Displays High Integrity and Honesty	49.1	54.0	-20.45	0.00
Develops Others	49.8	54.1	-17.85	0.00
Inspires and Motivates Others	49.7	53.9	-17.42	0.00
Builds Relationships	49.9	53.2	-13.86	0.00
Champions Change	49.8	53.1	-13.69	0.00
Establishes Stretch Goals	49.7	52.6	-12.29	0.00
Collaboration and Teamwork	50.2	53.6	-9.95	0.00
Connects to the Outside World	50.3	51.6	-5.37	0.00
Communicates Powerfully and Proficiently	50.7	51.8	-4.82	0.00
Solves Problems and Analyzes Issues	50.4	51.5	-4.46	0.00
Innovates	51.0	51.4	-1.84	0.07
Technical or Professional Expertise	51.1	50.1	4.261	0.00
Develops Strategic Perspective	51.4	50.1	5.188	0.00

Significant Positive Differences

■ Women  
■ Men

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### Next Steps

- Complete the survey to win one of 10 FREE copies of *The New Extraordinary Leader*.
- Download our new eBook to get even more insights (a download link will be provided at the end of the survey).

Take the survey by going to:

[bit.ly/zfnovember19](http://bit.ly/zfnovember19)

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Leadership has been shrouded with a “woo-woo” quality that drives our desire to make less mysterious something that has seemed so hopelessly baffling. Obviously, many more books on leadership will be written. We hope our research will help to push the study and understanding of leadership attributes and leadership development to the next rung on the ladder by removing some of that mystery.

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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/zfnovember19](http://bit.ly/zfnovember19)

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