

EXECUTIVE LEADERSHIP COACHING



PenLion

LEADERSHIP AND STRATEGY DEVELOPMENT

Leadership

Leadership is like any fine art – the concepts are learned in a moment, but their effective application is a lifelong challenge

The Background Picture

- ▣ There is generally a high executive leadership failure rate; 30%+ of *Fortune* 500 CEOs fail within 3 years.
- ▣ The supply line is broken; only 3 % of companies in a McKinsey survey felt they developed leaders effectively.
- ▣ In South Africa the demand exceeds supply and accelerated leadership development is vital to economic growth.

Proposition

- ▣ PenLion develops the leadership skills of executives through a coaching process that applies scientifically researched strategies and proven best practices on leadership.
- ▣ A sharp individual focus and the application of fundamental rules of development accelerates speed to competence on the leadership skills that matter on the job.
- ▣ The result is a steady supply of highly skilled leaders to drive your business into the future.

The Researchers



- Dr. Michael M. Lombardo, former Director of Leadership Development Research at the Center for Creative Leadership



- Dr. Robert W. Eichinger, former practitioner at Pepsico and Pillsbury.

*Both are recognized authorities
on leadership research.*

The Leadership Model

- ▣ Research by the Center for Creative Leadership and Lominger has;
 - established a universal model for leadership.
 - defined the most effective means of developing executives.
 - assessed how best to identify HIPOs

LEADERSHIP ARCHITECT®



The Basic Factors

- ▣ Strategic Skills
 - ▣ Operating Skills
 - ▣ Courage
 - ▣ Energy & Drive
 - ▣ Organizational Skills
 - ▣ Personal & Interpersonal Skills
- +
- ▣ Trouble with People
 - ▣ Trouble with Results

The Devil is in the Detail

- ▣ Each Factor is comprehensively detailed and described by 67 specific Competencies.
- ▣ This level of fine detail enables focused development on the job.
- ▣ The Good News is that most people are rated Good on 12 of the Competencies
- ▣ The Bad News is that most executives are rated Poor on 8 VITAL competencies.

Top 12

NA/EUR

**Rank
Ordered
Out of
67
For
Mgr's &
Exec's**

1	3	Intellectual Horsepower
2	4	Ethics/Values
3	1	Integrity/Trust
4	2	Functional Skills
5	11	Customer Focus
6	5	Action Oriented
7	17	Managing Diversity
8	6	Perseverance
9	10	Standing Alone
10	8	Approachability
11	12	Comfort around Top Mgt
12	7	Drive for Results

Bottom

12

NA/EUR

Rank

Ordered

Out of

67

67	59	Developing Others
66	63	Personal Learning
65	57	Understanding Others
64	58	Confronting Direct Reports
63	67	Managing Vision/Purpose
62	64	Conflict Management
61	66	Dealing with Paradox
60	52	Managing Through Systems
59	62	Motivating Others
58	56	Directing Others
57	65	Personal Disclosure
56	53	Patience

The Big 8 Show Stoppers

- ▣ Executives fail because of one or more of these;
 - Dealing with ambiguity
 - Creativity
 - Innovation management
 - Motivating others
 - Planning
 - Strategic agility
 - Building effective teams
 - Managing vision & purpose

Career Stoppers & Stallers

- ▣ Research reveals that there are behaviours that either stall or stop a career from advancing. These are;
 - Does not relate well to others
 - Self centered
 - Does not inspire or build talent
 - Too narrowly skilled
 - Does not deliver results

Leadership Assessment

- ▣ PenLion assesses executives using an online 360 from Lominger called *Voices*.
- ▣ The output is a comprehensive leadership profile across the 8 Factors and 67 Competencies.
- ▣ The profile is used to assess overall executive effectiveness and areas for improvement.
- ▣ It also drives the development plan and coaching process.

The *Voices* Report

- ▣ Comprehensive report as a basis for the coaching journey. This report contains 130+ pages of detail.
- ▣ Report identifies specific skills for attention.
- ▣ Detail includes; Skill rating, Blind Spots, Hidden Strengths, Rater narrative, Staller/Stopper overview and narrative.
- ▣ May also include Importance rating, Importance/Skill matrix and Best Development opportunities.

The Development Picture

- ▣ Research shows that most effective executives;
 - have 8-10 real Strengths
 - no Noise (key Competencies below average)
 - no Flaws (Stoppers /Stallers or Blind Spot)

Development Facts

- ▣ Development is a demanding process that takes much time and effort.
- ▣ There are no short cuts to the executive suite.
- ▣ Some 70% of development takes place on the job, 20% through People/Feedback like Coaches and 10% through coursework.
- ▣ Development requires Learning agility in contexts characterised by Variety, Adversity, Intensity and Diversity.

The Development Plan

- ▣ The development plan follows a structured process and is built using well researched strategies.
- ▣ There are 16 basic types of development plans incorporating 6 basic learning modes.
- ▣ These are customised to the specific needs and job context of the executive and are captured in a comprehensive practical plan.
- ▣ The result is development that improves job/level related leadership skills.

The Coaching Process

5. Blend

**Real change must
follow this
sequence**

4. Build

3. Act

2. Accept

1. Aware

**75% of Successful
Development Happens
Here**

The Coaching Journey

- ▣ PenLion coaches the client through the journey from *Voices* to development plan implementation.
- ▣ The engagement takes the form of 6 individual personal face to face sessions spread over a period of 6 months.
- ▣ Further engagement may be arranged as a separate assignment.

The Return

- ▣ Working on developing leadership skills takes a great deal of time and effort.
- ▣ So make sure you are working on the Right areas for development.
- ▣ One research case found that companies in the Top 20% of talent management practitioners outperform their industry ROE by 22 % points.
- ▣ Investing in the Right leadership development is a key driver of business performance.

It's tough but worth it

Experience is not something one can pass to another. For this, you have to go through the fires.

George Bernard Shaw

THE END

Contact PenLion for further
information