

The Extraordinary Leader

Going from Good to Great



**Simpson
Grierson**

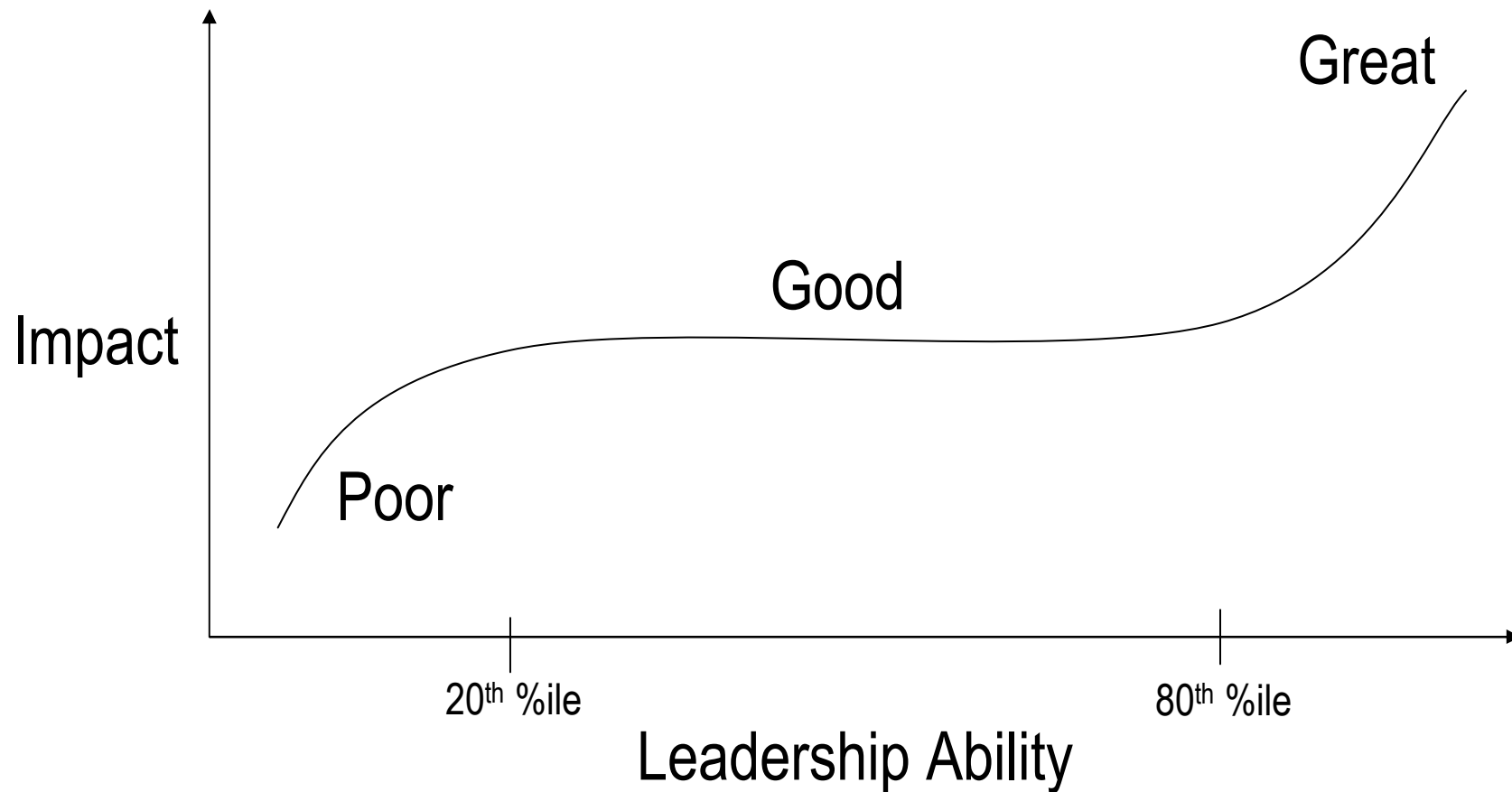
Philosophy

“Great leaders are not defined by the absence of weakness,
but rather by the **presence of strength**.”

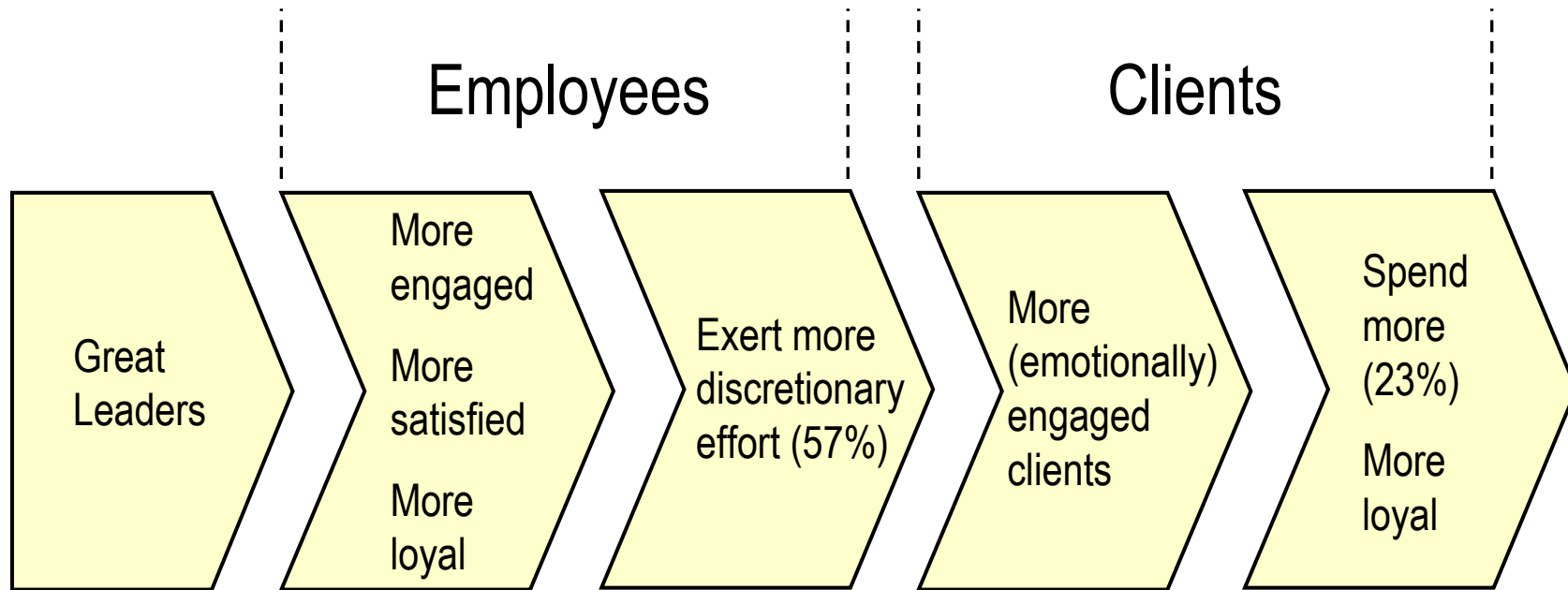
The key to developing great leadership is to build strengths.”

Zenger and Folkman
2004

The Impact of Leadership

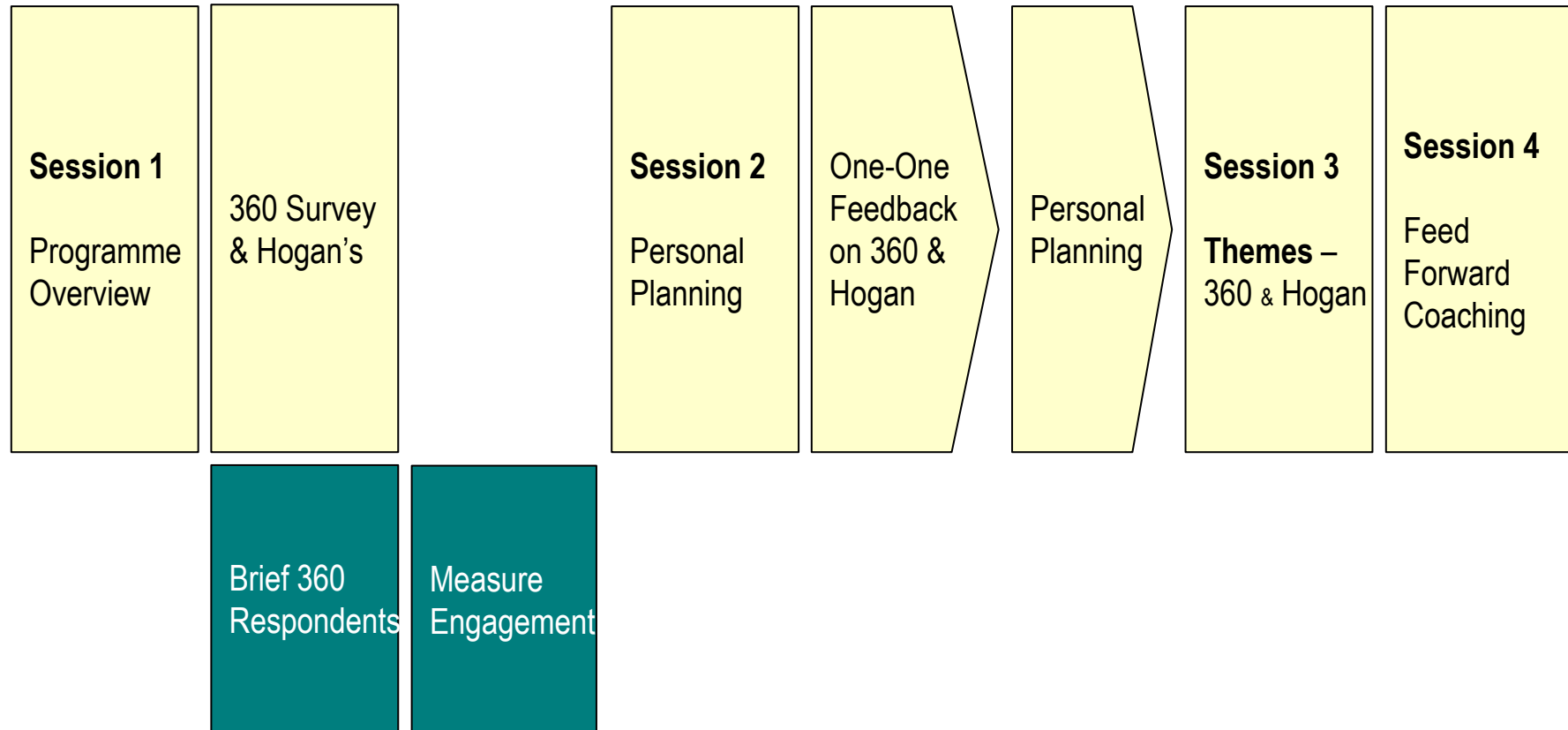


Impact of Great Leaders

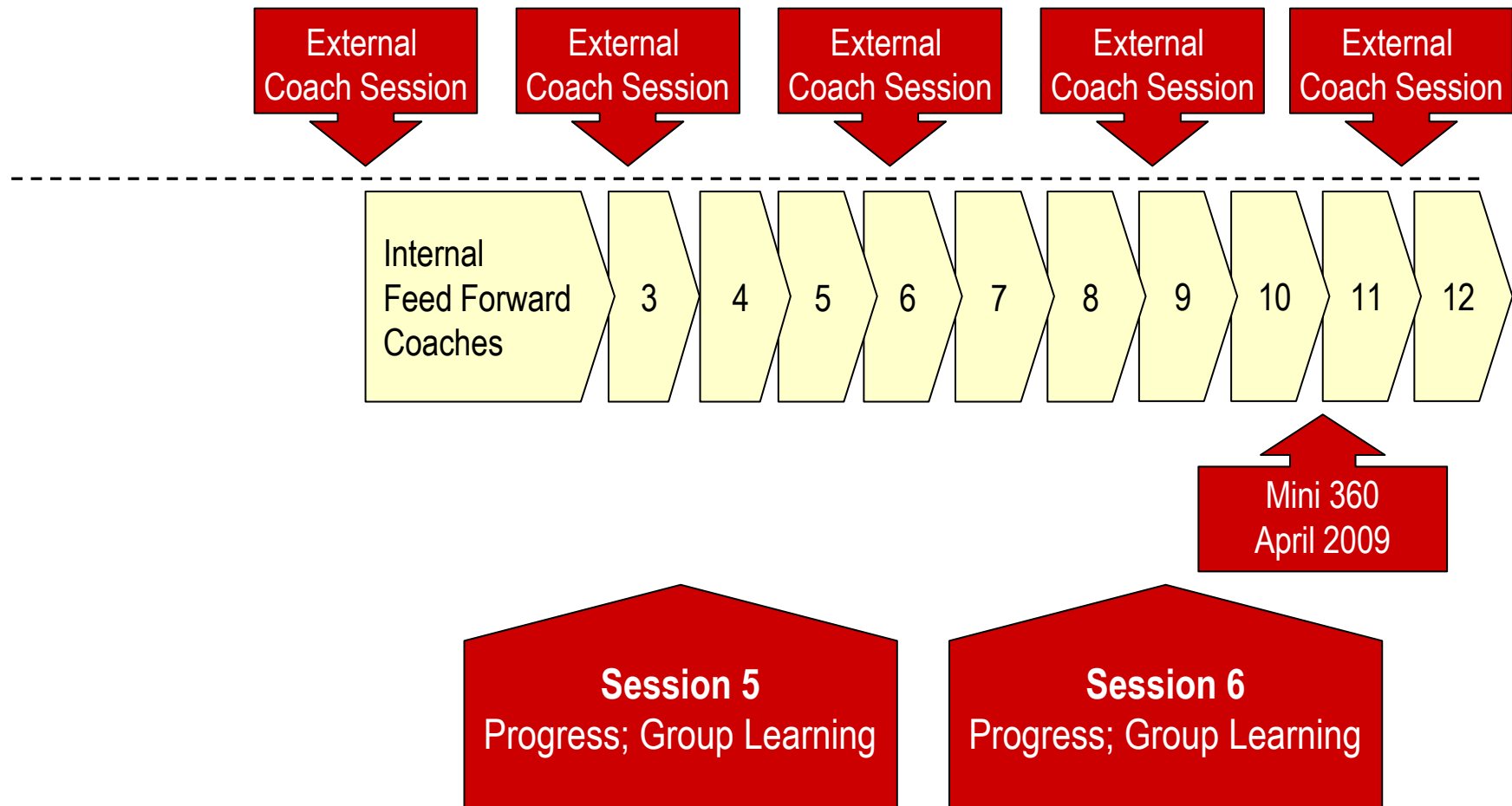


Gallup – Fleming, Coffman & Harter, 2005

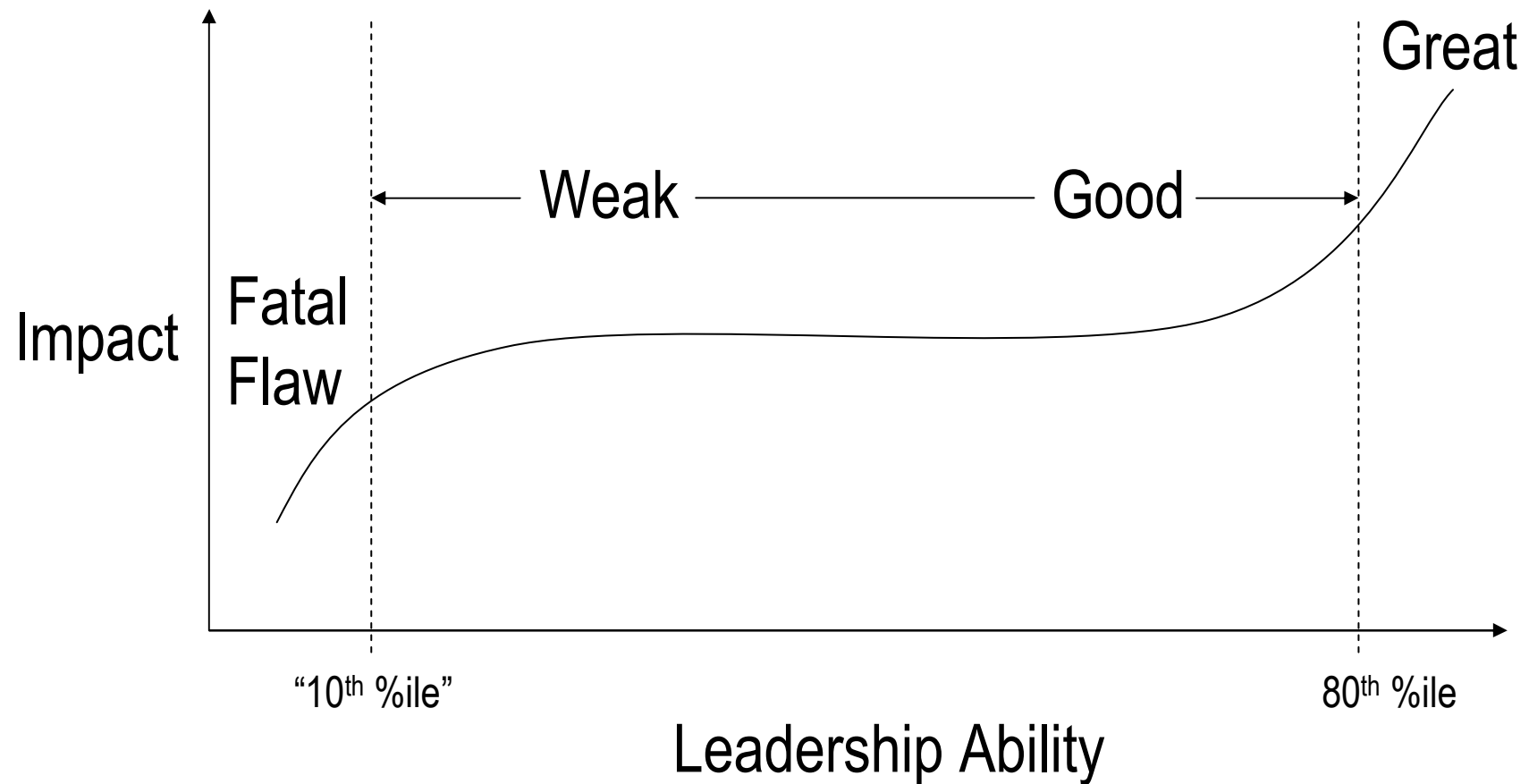
Programme Part 1 – FEEDBACK



Programme Part 2 – FEED FORWARD



Fatal Flaws vs Weakness – Good vs Great



Common Fatal Flaws

- Lack of **technical competence**
- Poor **business acumen**
- Poor **communication and relationship** skills
- Inability to **develop others**
- Lack of **self awareness**

The programme identifies the Fatal Flaws unique to Simpson Grierson

Top 3 Employee Engagement Drivers

Teamwork

1. Ensure team is effective, efficient and fully utilised
2. Value and use individual strengths and talent
3. Do not abdicate responsibilities

Organisational Awareness

1. Involve the right people in planning and problem solving
2. Identify and manage key relationships to get results

Inspiring & Developing Others

1. Set up successors for great achievement
2. Empower and motivate others
3. Do not micro-manage

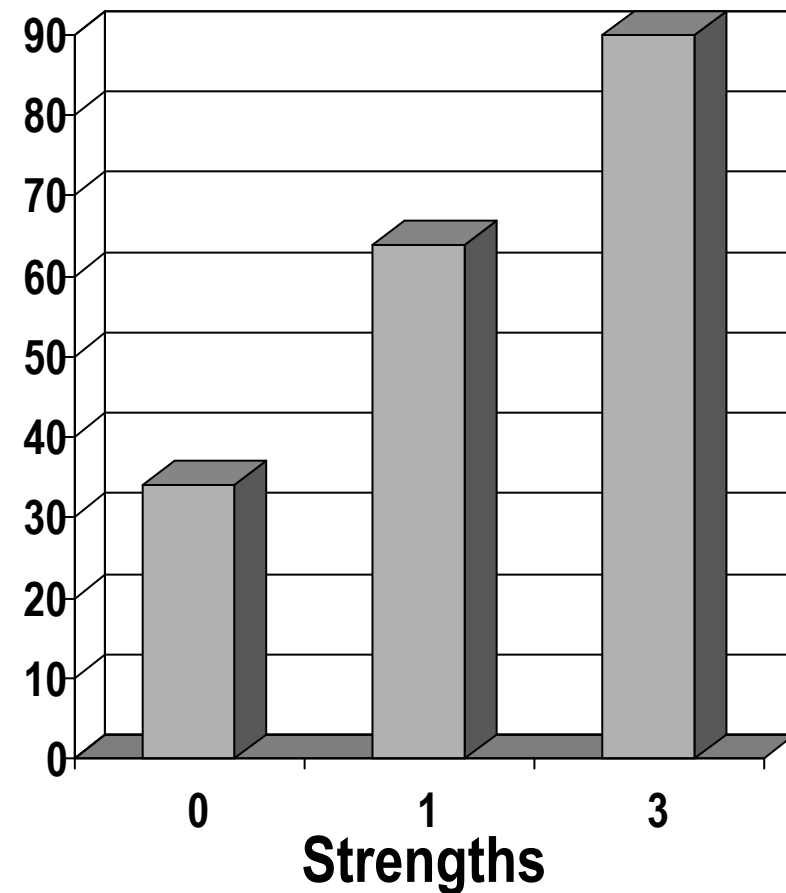
Strengths Matter

The 'worst leaders' (34th percentile or bottom third of leaders) had an average profile

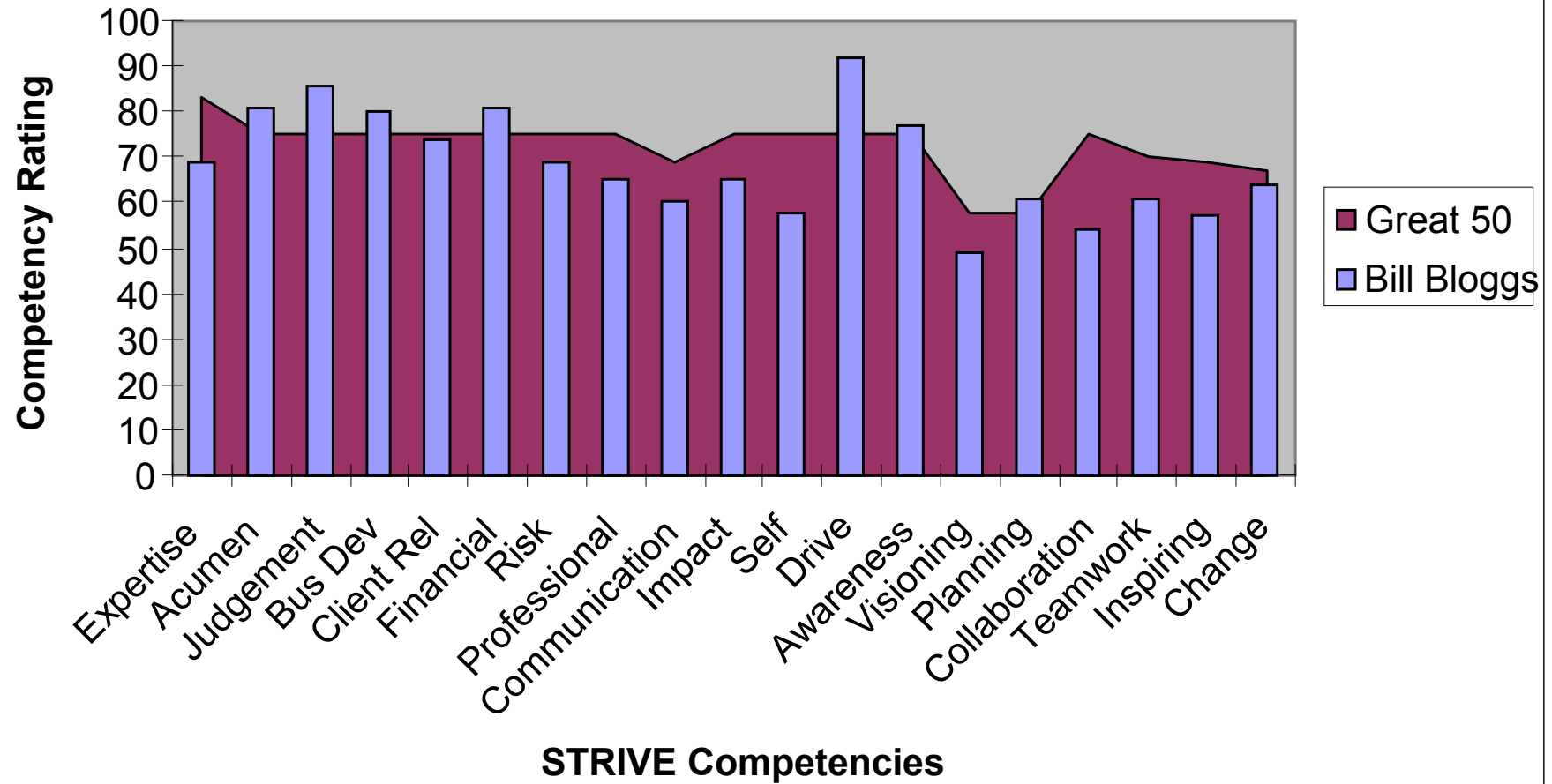
When leaders were seen by others as having **ONE** strength they moved to the 64th percentile

Leaders with **THREE** strengths moved to the 90th percentile

Zenger and Folkman
2004

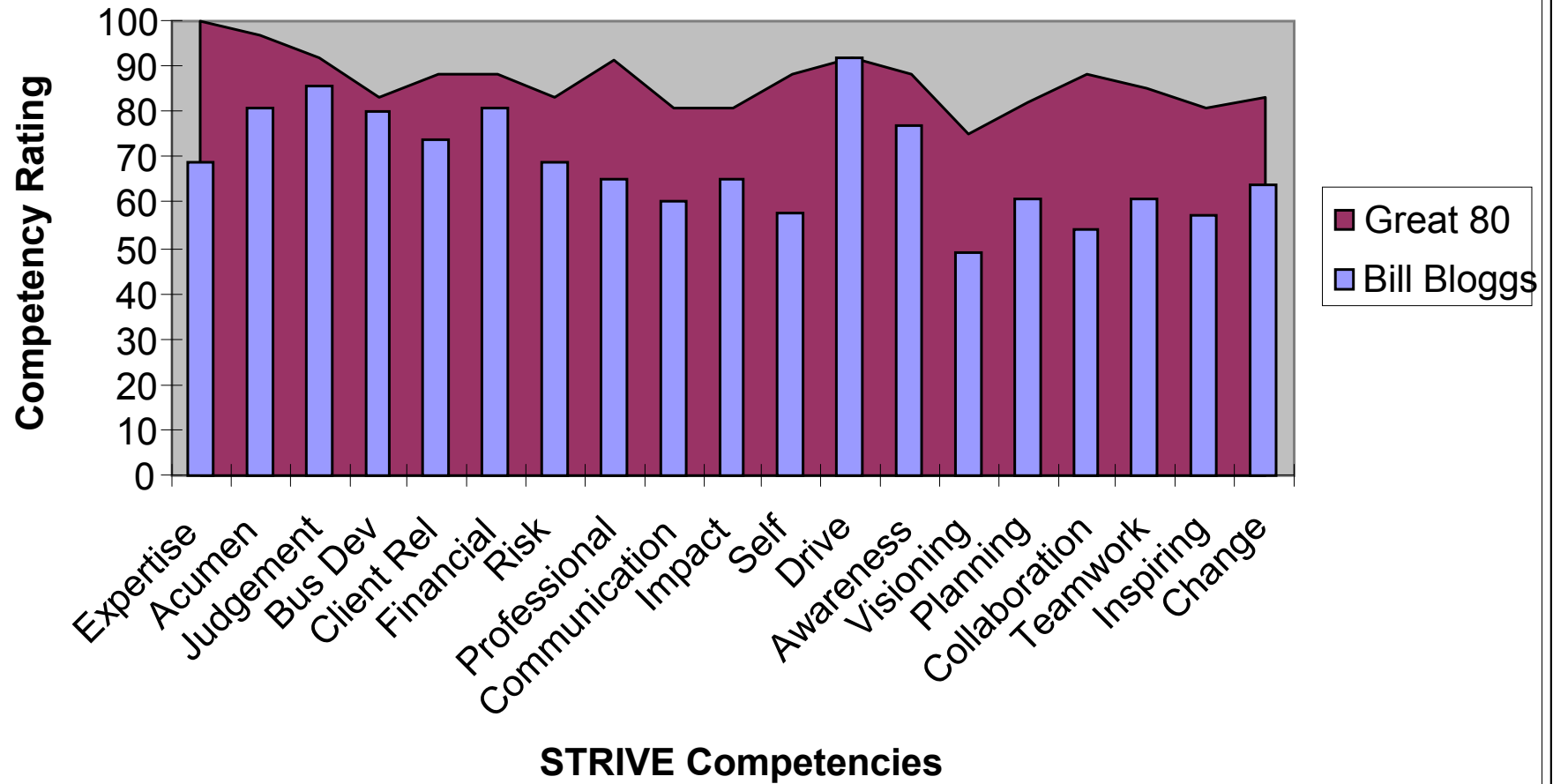


Mediocrity Summary: Bill Bloggs



Simpson Grierson

Greatness Summary: Bill Bloggs



Hogan's Profiles

- **Bright Side – Day to Day**
 - Getting along – gaining acceptance
 - Getting ahead – achieving status and recognition
 - Maintaining order – having predictability and order
- **Dark Side – Under Pressure**
 - Flawed extensions of “bright side” extensions
 - Emerge in stressful situations and impede effectiveness
- **Inside – Motivations, Values & Preferences**
 - Core values and goals – sense of identity
 - What drives you – your desires
 - Determines with whom you affiliate & what you appreciate

The Feedforward Process

Who uses this process

- Michael Dell – **CEO and Chairman, Dell**
- Mark Tercek – **MD, Goldman Sachs**
- JP Garnier – **CEO, GlaxoSmithKline**
- General Erik Shinseki – **Chief of Staff, US Army**
- George Borst - **CEO, Toyota Financial Services**
- John Alexander – **President, Centre for Creative Leadership**
- Alan Mulally – **CEO, Ford Motor Company**

The Research: What actually works

- Goldsmith's research on 86,000 participants at 8 of the worlds largest companies
- In every company studied one success factor emerged

How much Follow Up the Leader did

Feedforward

1. Choose 1 – 2 areas to improve (strengths/ fatal flaws)
2. Choose 5 internal coaches
3. Ask for feedforward suggestions each month
4. Meet with coach each month to refine action plan
5. Mini survey at 6 months

Mini 360 Survey

	-3	-2	-1	0	1	2	3	NCN	NI	
Personal Improvement Items:										
Delegates more effectively.....						4	4			
More skillfully manages unanticipated challenges from internal business partners.....						5	3			
Has Toni become a more effective leader in the past few months?.....						3	5			
Response and Follow-Up										
Did Toni talk with you about her feedback and action plan?.....						YES = 8				
How much follow-up has Toni done with you on her action items?.....		Did NOT Respond, No Follow-Up								
		Responded, but Did NOT Follow-Up								
		Responded, Did a LITTLE Follow-Up								
		Responded, Did SOME Follow-Up								
	3	Responded, Did FREQUENT Follow-Up								
	5	Responded, Did CONSISTENT/PERIODIC Follow-Up								

Exhibit 1: My Co-Worker Did No Follow-Up

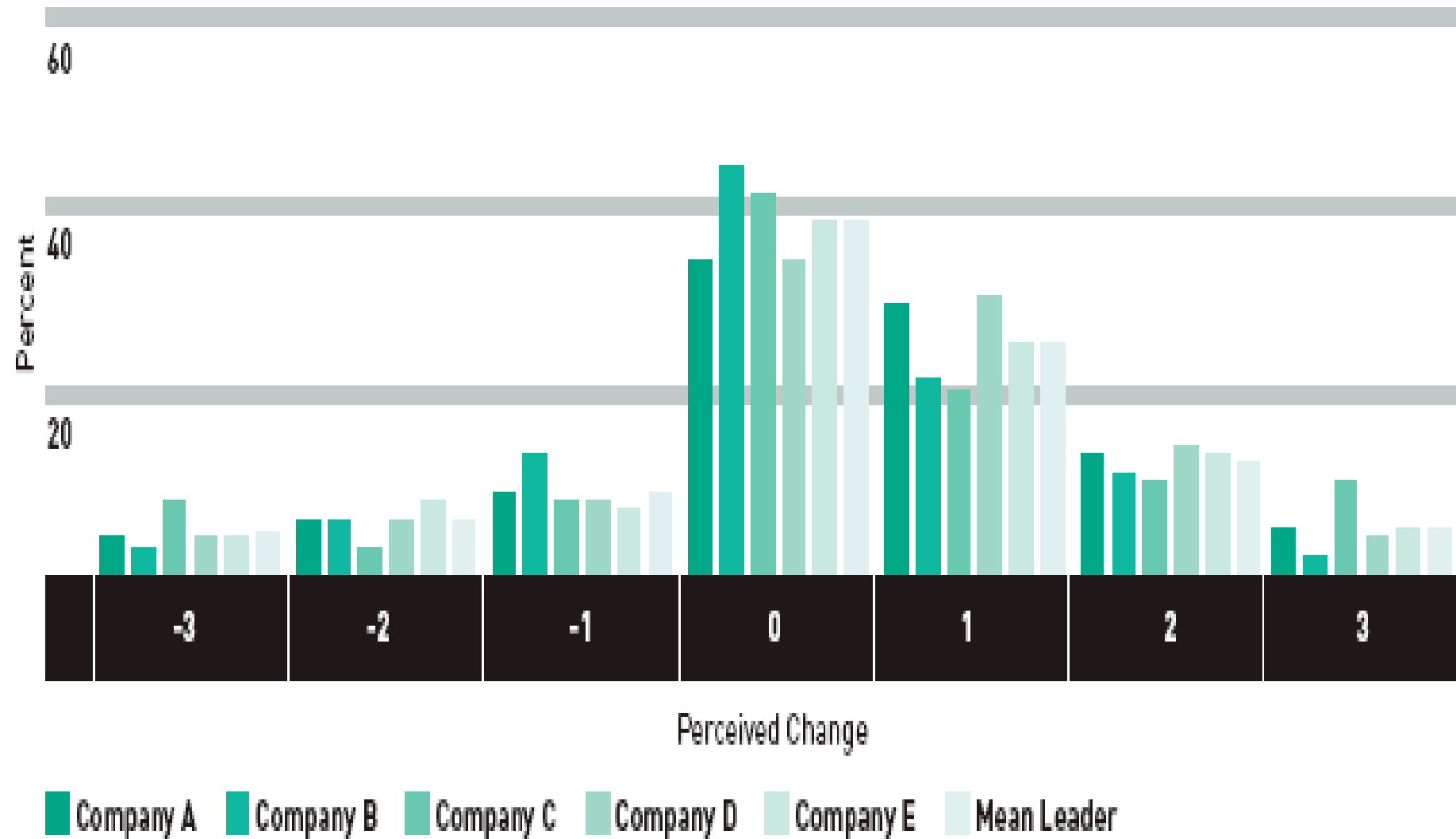


Exhibit 3: My Co-Worker Did Some Follow-Up

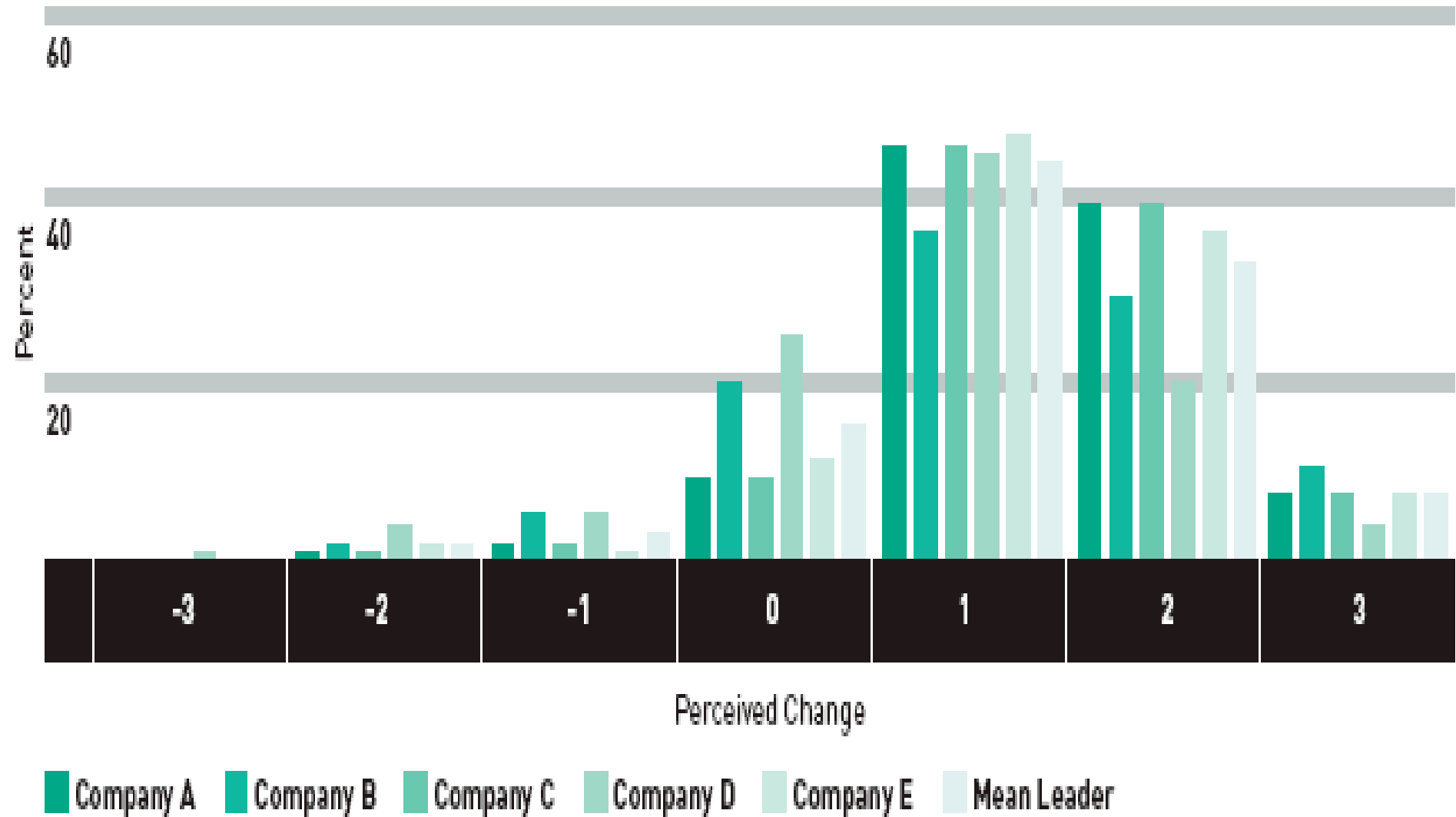
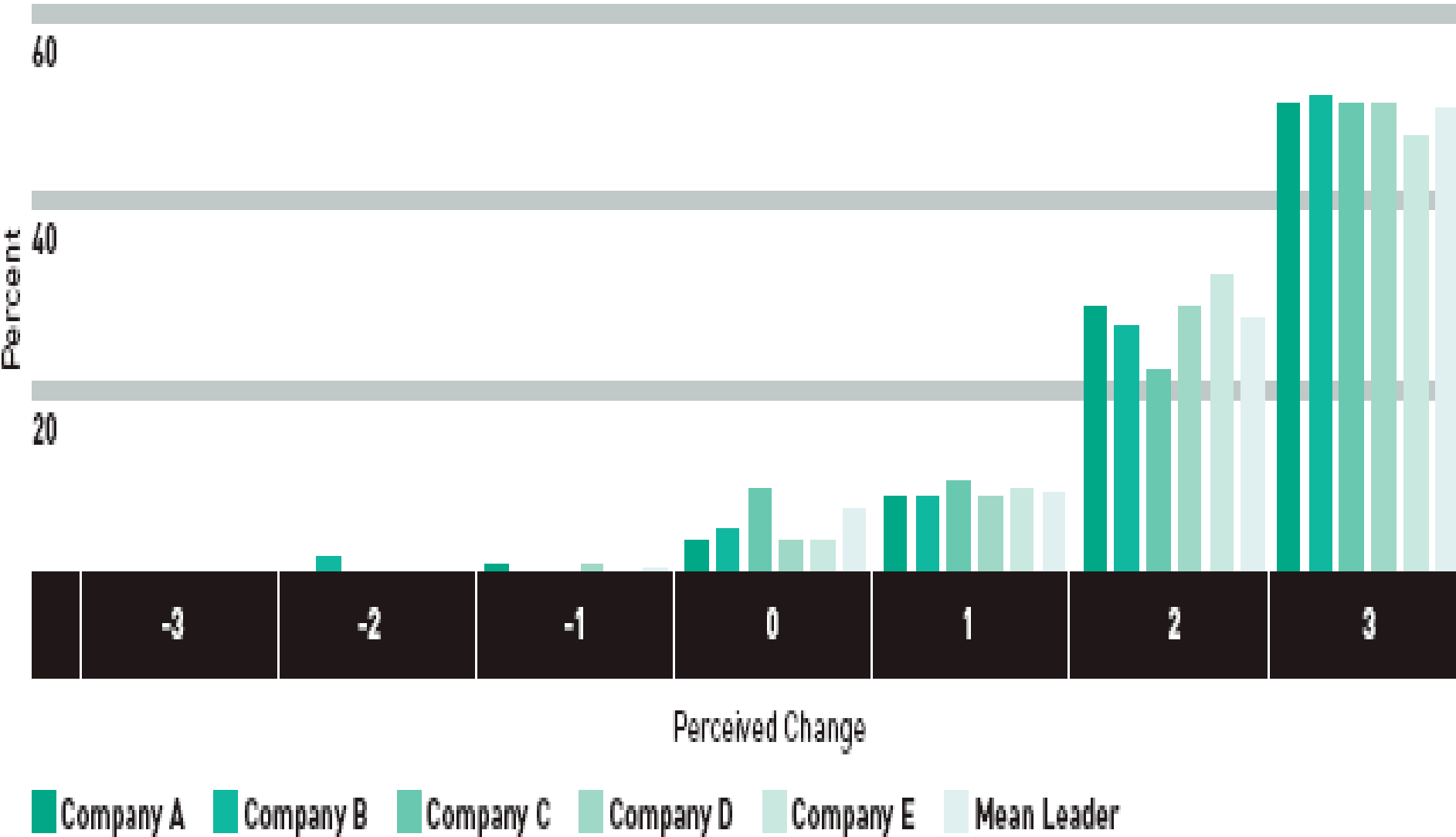


Exhibit 5: My Co-Worker Did Consistent or Periodic Follow-Up



Key Principles... in summary

- Focus on the strengths - identify and develop the CRITICAL competencies for Simpson Grierson
- Aim to build 3-5 strengths over time at least 1 in each domain
- Don't focus on weakness BUT... must address "fatal flaws" (derailers)
- Structured and directive!