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Methodologies and Tools

1. Extraordinary Leader

The Authority in Strengths-based Leadership Development

Zenger-Folkman delivers high-impact leadership development and corporate training programmes in all key industries, sectors and markets. We help our clients boost employee productivity, strengthen employee commitment, and improve bottom line profitability.

The strengths-based leadership development programmes are built on research gathered from more than 850.000 individual 360-degree assessments. Zenger-Folkman training programs are packed with action-oriented information gathered in hard science and proven to increase leadership effectiveness.

Leadership Development That Drives results

Zenger-Folkman and the research suggests that leaders are the primary factor behind employee productivity, commitment and bottom line profitability. These factors drastically affect an organisation's success.

This is all about research-proven leadership training programmes.

Strengths vs Weaknesses

Too often, leadership development and training programmes focus on what a leader or performer is not good at doing. The Zenger-Folkman leadership development programmes focus on building strengths. Research shows that leaders who build their strengths, rather than fix weaknesses, are more likely to become extraordinary leaders.

360 degree Feedback in Leadership Development

Zenger-Folkman, use hard science to determine what separates good managers from extraordinary leaders. We rely on the unique 360 degree feedback assessment process that evaluates how leaders perform in differentiating competency areas. Scores are then benchmarked against thousands of leaders across hundreds of industries, giving leaders a clear picture of where they stand in relation to their colleagues and other professionals across the world. Armed with empirical data, leaders are equipped to create a personal development plan focused on those things that will have the most impact on their performance and the organisation's success.

Traditional thinking divides leaders into two broad categories poor and good. The research on extraordinary leaders expands that thinking. Leaders can be poor, good or great - a seemingly small change, but one that can have a huge impact on the success of both individuals and organisations.

For individuals, this philosophy helps us understand that good is not great. It never was and never will be. Good is good, but the ultimate goal is to be extraordinary. Interestingly, an incremental improvement in leadership does not create significant improvements in performance outcomes.

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From organisations, this philosophy clarifies the competitive advantage of great leadership. The problem is not an abundance of poor performers, but the universal acceptance of good performers and the assumption that they cannot be any better. This assumption is simply false. Research shows that top performers avoid major mistakes and weaknesses. Almost none of the outstanding leaders we study had fatal flaws of areas in which they scored far below average. A fatal flaw exists when leaders have performance that will ultimately lead to career derailment or job failure.

A Few Thoughts About Identifying Fatal Flaws

Determining whether or not you may have a current or potential fatal flaw is truly more of an art than a science. You may perform below average on something that is not critical to your role and it may not present a problem. However, you may have a behaviour pattern that prevents you from being effective overall because it overshadows your other talents and strengths.

Fatal flaws affect your overall effectiveness, potentially resulting in the following:

- Performance problems
- Career plateaus
- Job failure
- Damaged relationships

Fatal flaws overshadow strengths or talents you possess. Fatal flaws tend to obscure or neutralise any other strengths you may otherwise have, as people cannot look beyond the glaring weaknesses to appreciate your talents.

The Fatal Flaws That Consistently Lead to Leadership Failure

- Not inspiring due to lack of energy
- Accepting mediocre performance in place of excellent results
- Lack of clear vision and direction
- Loss of trust stemming from perceived bad judgement and poor decisions
- Not a collaborative team player
- Not a good role model
- No self-development
- Lacking interpersonal skills
- Resistance to new ideas, thus do not lead change or innovate
- Focus is on self, not the development of others.

Identified Personal Characteristics Used to Assess Leadership Competencies.

Research has determined 16 leadership competencies that set the highly effective leadership apart from the rest. These are labelled these Differentiating Competencies. The research shows that the more

Differentiating Competencies you possess, the more likely you are to be perceived as one of the outstanding leaders in your organisation.

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The 16 Differentiating Competencies are:

1. High Integrity and Honesty
2. Technical Professional Expertise
3. Solves Problems and Analyses Issues
4. Innovates
5. Practices Self Development
6. Drives for Results
7. Establishes Stretched Goals
8. Takes Initiative
9. Communicates Powerfully and Prolifically
10. Inspires and Motivates Others to High Performance
11. Builds Relationships
12. Develops Others
13. Collaboration and Teamwork
14. Develops Strategic Perspective
15. Champions Change
16. Connects Group to the Outside World

2. Gallup StrengthsFinder

The StrengthsFinder is an online assessment of personal talent that identifies areas in which an individual has the greatest potential for building strengths. The StrengthsFinder assessment presents 177 items that each consist of a pair of potential self-descriptors based on theory and research and used for more than 30 years.

Strengths-Based Development.

Your best path for success lies in building on who you already are rather than trying to become someone you are not and our talents help us understand who we are:

- They describe us;
- They influence our choices;
- They direct our actions;
- They explain why we are better at some things than others; and
- They help us filter our world.

Gallup research has proven the best opportunity for people to grow and develop is to identify their talents and build on those talents to create strengths.

Your talents - those thoughts, feelings and behaviours that come naturally to you - are the source of your true potential. The better you can apply these talents, the greater your potential to consistently act with more confidence, direction and hope.

Gallup created the strengths-based development approach and launched the Clifton Strengthsfinder assessment, leading millions of people worldwide to discover their strengths. The research led to four major conclusions:

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- 1) The study of Strengths created a new theory on what people are like and how they develop
- 2) Maximum productivity can be gained by focusing on strengths and managing weaknesses
- 3) Our greatest talent - the ways in which we most naturally think, feel and behave represent our innate power and potential. When we tap into this source of wisdom and power, we gain the ability to transform every moment, every interaction and every day.
- 4) The Clifton Strengthsfinder is a tool that can help us gain awareness of our greatest talents and begin turning them into strengths.

Strengths-based development is not just about identifying people's talents and strengths. It is about helping people recognise and develop their talents and strengths and then learn to apply these talents and strengths to accomplish their goals. This does not mean we ignore our weaknesses, but it does mean you work at your talents to turn them into strengths.

"You cannot be anything you want to be - but you can be a lot more of who you already are".

Strengths-Based Approach to Personal Development

Our talents and strengths are quick, powerful, dynamic and transformative. When people learn how to consciously seek and find ways to apply their talents to their goals and tasks, their ability to perform with excellence increases substantially.

A strengths-based development strategy starts by focusing on what people do well. It then builds on those strengths to help individuals become even more productive.

At its core, strengths-based development is based on three assumptions:

- 1) Only some behaviours can be learned. This includes skills we can practise or knowledge, we can pick up through a book or an experience.
- 2) The best role delivers the same outcomes using different behaviours. They play to their natural talents and strengths and perform the activity in a way that works for them.
- 3) Weakness fixing prevents failure, strengths building leads to success. We should address things that get in the way of our success by managing our weaknesses to prevent them from becoming obstacles.

The key to personal development is to fully understand how to apply your greatest talents and strengths in your every day life. While that means paying some attention to your lesser talents, decades of Gallup research reveal that your best opportunity for success is to recognise and develop your dominant talents.

Gallup has studied human nature and behaviour for more than 75 years and discovered that:

- People who know their talents and have the opportunity to use them at work are
 - (a) **6 times** as likely to be engaged in their jobs;
 - (b) **more than 3 times** as likely to report having an excellent quality of life.
- People who use their strengths every day have **7.8% higher productivity**.

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Managing Weaknesses

In a strengths based approach, a weakness is a shortage or a misapplication of talent, skill or knowledge that causes problems for you or others.

Adopting a strengths-based approach to development does not mean that a person can ignore his or her weaknesses. The reality is that a person cannot ignore his or her weaknesses as they will continue to stand in the way of what we want to accomplish. We have to find ways to manage them by finding support systems or building complimentary partnerships with others to address the situation. Using tools, methodologies or forming partnerships with another person who has that talent e.g. a shy person inviting an outgoing friend to a party to break the ice..