

**MSP Feedback Guide 2010**

# **Leadership Potential Indicator (LPI)**

**Feedback to Test Takers**

### Introduction (page 2 of the report)

#### Key points to make

- The Leadership Potential Indicator (LPI) assesses aspects of your leadership behaviour and style by asking you questions about your behaviours, attitudes and reactions in various management and leadership situations.
- Groups of questions relate to different aspects of management and leadership skills called competencies. It is the particular combination of competencies possessed by a person that shapes their leadership style and contributes to their performance.
- Competencies are not the only influence on your performance, however, as your personality, your particular talents, your interests, your values, your pattern of intellectual abilities, your life experience, and your current situation also contribute to making you the person you are.
- Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you.
- Your profile is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring here is your own perception of what you are like.
- The results can be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious – for example, whether you were very frank, whether you were very self-critical or whether you felt under pressure to convey a more than usually positive impression of yourself.
- The LPI is designed to help you clarify your view of yourself and help you to develop and achieve personal growth. If you do not recognize yourself in the LPI profile and narrative report, check what other people think by taking views from bosses, peers and direct reports.

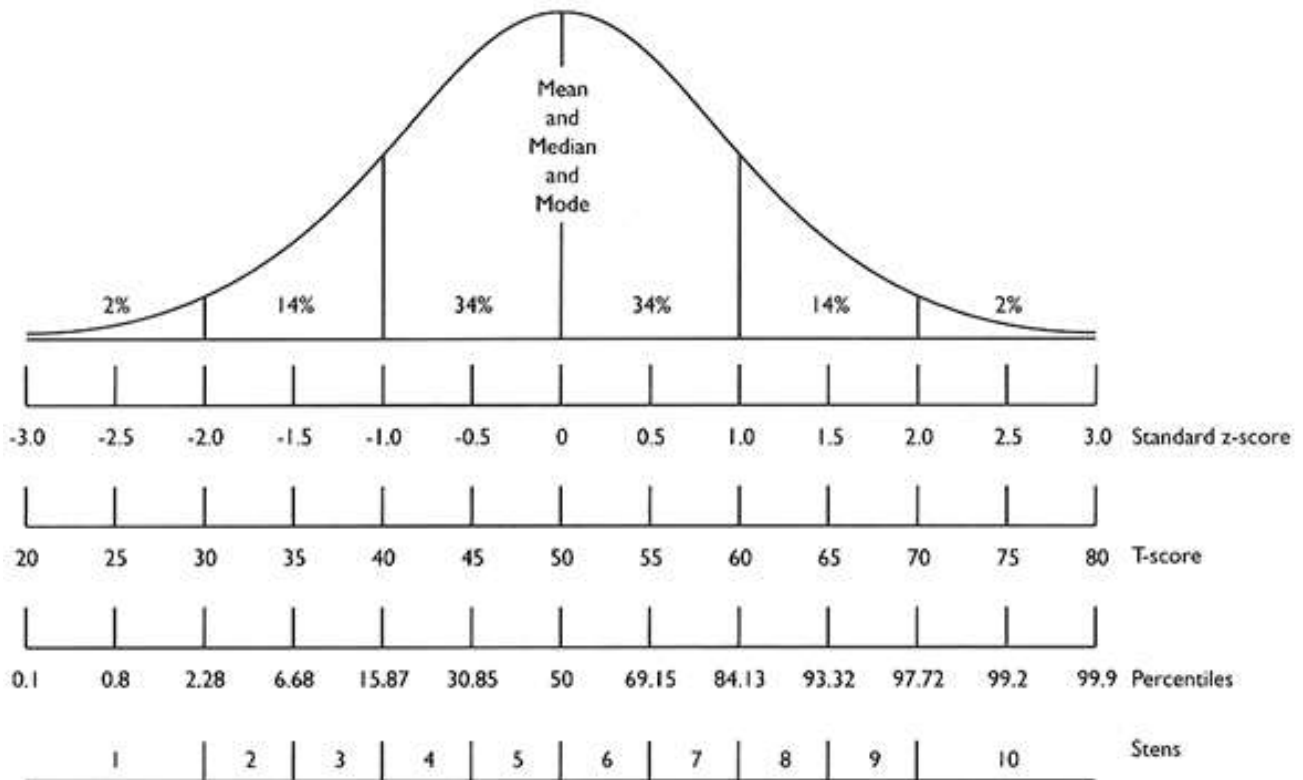
### Your leadership profile summary (page 3 of the report)

#### Key points to make

- The LPI is based on a five factor model of management and leadership competencies which was developed by identifying the most frequently occurring competencies in company competency frameworks. The five factors/meta-competencies in the model are:
  - Managing change
  - Planning and organising
  - Interpersonal skills
  - Results orientation
  - Leadership
- The instrument has 20 scales measuring different aspects of these meta-competencies. These scales are shown on the profile chart on page 11 of your report along with a short explanation of what each scale reflects.
- The scores on the profile chart are based on an international comparison group of over 20,000 people who have taken the test. The majority of respondents come from the USA, Canada, UK, Australia, New Zealand, and Singapore.
- The mean age of the group was 37.7 with a standard deviation of 10.8. Fifty two percent were men and 48 percent were women. Just over 50 percent of respondents were from the USA. Just over sixty percent described themselves as white.
- The group includes over 1,000 top managers - people with job titles such as CEO, vice president, president, managing director or director.
- The scores reported in the profile sheet are Standard Ten Scores (Stens). Figure 1 shows how Stens and other commonly used scales map onto the normal distribution curve.
- The average range on a Sten scale is from 4 to 7 with a score of 4 interpreted as low average and a score of 7 interpreted as high average. Sixty eight percent of people score in this middle range. Sixteen percent of people score higher than 7 and sixteen percent score lower than 4.
- There are statistically significant correlations between scores on the questionnaire scales and ratings of job performance. The correlations between the five key factors and job performance ranged from 0.29 to 0.34 with a median correlation of 0.33.
- Analysis indicates that about 15% of the variability in job performance ratings is explained by competencies assessed by the questionnaire. This compares favourably with general intelligence which is considered to account for between 10 and 20 percent of academic and job success.

## Feedback to Test Takers

- Page 3 presents a summary of your profile which is presented in more detail on pages 4-10.



- The LPI report provides three different perspectives on your leadership style and competencies:
  - First, the report assesses your current effectiveness on the five LPI meta-competencies and twenty competencies. This is shown on the profile chart on page 11 of the report.
  - Second, the report provides an assessment of your leadership level against Jim Collins' theory of Level 5 Leadership. This is covered on pages 4-5.
  - Third, the report gives an idea of where you stand on the four leadership functions in Dave Bartram's corporate leadership model. This is covered on pages 6-9.

## Feedback to Test Takers

### Level 5 leadership (page 4-5 of the report)

#### Key points to make

*What level are you?*

- According to Jim Collins, one of the distinguishing features of great companies is the presence of what he calls Level 5 Leadership. Collins' framework of leadership level is summarised on page 4 of the report.
- Your leadership level score is based on the percentage of the maximum possible total score that your total score represents. Your total score is the sum of your scores across the twenty LPI scales.
- The LPI total score is designed to give you a rough idea of what level you have reached compared to other managers and leaders. The score that you get on the questionnaire is less important than how you see yourself against Collins' model, however, and what you plan to do to improve your leadership effectiveness.

Level	Competence	Top % Position
1	Highly capable individual who makes productive contributions through talent, knowledge, skills and good work habits	60%
2	Contributing team member who contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting	50%
3	Competent manager who organizes people and resources toward the effective and efficient pursuit of predetermined objectives	33%
4	Effective leader who catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards	15%
5	Executive who builds enduring greatness through a paradoxical blend of personal humility and professional will	2%

## Feedback to Test Takers

- A score falling into the bottom 40% of the international comparison group is interpreted as meaning that there are key gaps in the person's core competencies that need to be addressed.
- If your score is within this group, it could indicate that you have been hard on yourself. In high-stakes selection and development situations, many people seem to feel compelled to overrate their competencies, so people who are very self-critical/hard on themselves get penalized.

*Where are you on will and humility?*

- Page 5 of the report provides a short section dealing with Collins' concept of will and humility. This is based on your scores on a group of transformational competencies covering the will side of leadership, and a group of people management competencies covering the people management side of leadership. These are shown in the table below.

<b>Transformational</b>	<b>People Management</b>
Persuading and Influencing Communicating Relating and Networking Taking Risks Achieving Goals Making Decisions	Adapting to Change Listening and Supporting Team Working Motivating and Empowering

## Feedback to Test Takers

### Developing the vision, sharing the goals, gaining support, delivery success (pages 6-9 of the report)

#### Key points to make

- This is the first of four sections dealing with the four key leadership functions influenced by (but not identical to) Dave Bartram's model of corporate leadership. The four functions in the model are:
  - Developing the vision dealing with the strategy aspect of leadership
  - Sharing the goals dealing with the communication aspect of leadership
  - Gaining support dealing with the people aspect of leadership
  - Delivering success dealing with the operational aspect of leadership
- For example, the first section looks at your approach to the strategy domain based on your scores on two of the LPI meta-competencies: Managing Change and Planning and Organising. According to whether you score high or low in each of these competencies, you are put into one of 4 quadrants in a table where each quadrant depicts a distinctive leadership style.

Managing Change	Higher	<b>Originator</b>	<b>Modernizer</b>
	Lower	<b>Traditionalist</b>	<b>Implementer</b>
		Lower	Higher
Planning and Organising			

## Feedback to Test Takers

- If you have high scores on each of these meta-competencies, you will appear in the top right of the Modernizer quadrant which is the preferred and balanced leadership style. The other three leadership styles are the result of a high score in one competency area and a low score in the other. The narrative gives brief descriptions of each style and an explanation of where you lie at present with a suggested development tactic where appropriate.
- Remember that this is a device to encourage you to think about the skills, abilities, qualities, and behaviours that lie behind effective leadership. This is not rocket science and you should not get hung up about where you are positioned in the table. The majority of people who lie in the middle of the table exhibit characteristics of more than one style.
- The table below shows how the model has been constructed across the four leadership functions, and which pairs of LPI competencies are used in the construction of the tables

Function	LPI Competency	Style
Developing the vision	Managing change Planning and organizing	Modernizer
		Originator
		Implementer
		Traditionalist
Sharing the goals	Interpersonal skills Leadership	Director
		Presenter
		Regulator
		Personal performer
Gaining support	Managing change Interpersonal skills	Catalyst
		Explorer
		Adaptor
		Defender
Delivering success	Results orientation Planning and organising	Corporate manager
		Individual contributor
		Planner
		Steady worker

### Development advice (page 10 of the report)

#### Key points to make

- Most people don't need to completely change their style to improve their effectiveness as a manager and leader. The following kinds of modest changes have been suggested by experts in the field of emotional intelligence and leadership.
- Try to understand what you do well, what motivates and satisfies you and what people and situations push your buttons. Assess how your mood affects your behaviour and performance. Seek feedback to check whether how you see yourself is the same as how other people see you
- Observe people and listen to their conversations. Get to know people on a personal level and try to understand their perspectives and work well with them. Walk around your work environment and notice what is happening. Put yourself in other people's situations and ask yourself what you would do.
- When things get difficult, give yourself time to digest difficult situations and sleep on things. Put your immediate needs on hold in favour of achieving larger goals. Give things an opportunity to work out before reacting but don't allow things to fester. Use performance enhancement techniques such as breathing techniques, visualisation, and smiling and laughing to help manage pressure and lift your mood.
- Try to use your feelings as a signal to understand what is going on, and balance emotional considerations and facts when making decisions. Try to make your decisions transparent, and try to be reliable and genuine when you discuss your reasons for decisions.
- Displaying positive emotions such as enthusiasm and optimism can be a huge motivator. Convey to your team the message that you know they can do it. It will raise their confidence and encourage them to work harder.
- Encourage people to think about new ways of doing things and come to you with ideas and suggestions. When someone comes to you with ideas, think first about the positive aspects of their proposals - "yes and" instead of "no but". Engage people by asking them what they would do rather than by dictating solutions.
- Create space in your diary to find out about and pay attention to people's views and concerns. Be careful not to operate through only the best performers who will quickly be perceived as your favourites. Personally thank subordinates for their efforts. Face-to-face communication is best but written notes and emails will also do.
- The LPI Development Guide provides further suggestions for learning and development activities.

# Leadership Potential Indicator (LPI) Learning Suggestions

**MySkillsProfile.com**

Learning and development suggestions for first level, middle level, and senior level managers who have taken the Leadership Potential Indicator.

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## First Level Managers

Managing Change	
Competency	Learning Suggestion
Initiating Activity	Read <a href="#">HBR's 10 Must Reads on Managing Yourself</a> (HBR Onpoint Collection)
	Demonstrate a sense of urgency for achieving goals and resolving problems
	Talk to your boss and mentor about behaviours that demonstrate drive and initiative
	Act quickly when problems arise or circumstances change
	Review whether your performance is suffering from too much multitasking
Taking Risks	Read <a href="#">Courage as a Skill</a> by Kathleen K. Reardon (HBR Article)
	Learn to take calculated risks
	Do an interactive, action-learning courage-building workshop
	Talk to your peers about their approach to risk-taking
	Take things in small steps to make steady progress towards a larger goal
Creating & Innovating	Read <a href="#">Six Thinking Hats</a> by Edward De Bono
	Try out creative thinking techniques such as the six thinking hats and brainstorming with your team
	Attend a course on creativity and innovation
	Exchange thoughts and ideas about how to manage innovation with colleagues
	Create time for you and your team to identify opportunities for innovation
Adapting to change	Read <a href="#">Managing Change</a> (HBS Press Book)
	Use change as a catalyst for new ideas, enthusiasm and progress
	Get your team prepared and ready for change
	Communicate with your team throughout all phases of change and address people's concerns about it
	Talk to peers about how they are handling major change projects

## First Level Managers

Planning & Organising	
Competency	Learning Suggestion
Analysing & Interpreting	Read <a href="#">Competing on Analytics: The New Science of Winning</a> by Thomas Davenport and Jeanne Harris
	Commit to using analytics to help develop your strategies and policies
	Consider a course to develop your understanding of the theory behind various quantitative methods and the limitations
	Ask for advice from someone whose analytical skills you admire
	Collect and analyse data to develop a comprehensive understanding of your customers.
Making Decisions	Read <a href="#">Why Bad Decisions Happen to Good Managers</a> (HBR Article Collection)
	Develop a structured approach to decision-making based on information gathering, analysis and consultation
	Find out about different decision-making techniques using free videos and skill-building articles at <a href="#">MindTools.com</a>
	Learn from bosses and colleagues whose decision-making skills you admire
	When something large is at stake, insist on getting all the information you need to make a sound decision
Planning & Prioritising	Read <a href="#">Essentials of Project Management: Business Literacy for HR Professionals</a> (HBS Press Book)
	Use project management techniques to build the team's operational plans
	Book yourself onto a project management training course
	Consult colleagues who have managed major projects
	Involve stakeholders in the development of project plans and governance arrangements
Monitoring Quality	Read <a href="#">Improving Business Processes</a> (HBS Press Book)
	Discuss and set quality standards with the team
	Do a course such as the <a href="#">ASQ online Certified Manager of Quality/Organizational Excellence</a>
	Share views and experiences with your coach/mentor and people you network with
	Focus on small improvements that produce continual progress

## First Level Managers

Interpersonal Skills	
Competency	Learning Suggestion
Communicating	Read <a href="#">Harvard Business Essentials: Guide to Business Communication</a> (HBS Press Book)
	Invest time in providing others with access to information
	Sign up for a course on communication skills
	Observe and learn from colleagues whose communications skills you admire
	Ask your team how good you are at keeping them informed
Listening & Supporting	Read <a href="#">Face-to-Face Communications for Clarity and Impact: The Results-Driven Manager Series</a> (HBS Press Book)
	Let other people speak first and listen to people's views without interrupting
	Look like you care and ask questions to show that you are interested in what people are saying
	Observe the behaviours of a colleague or boss who demonstrates good communication and listening skills
	Ask team members to tell you when you seem to stop listening
Relating & Networking	Read <a href="#">Making Relationships Work: A Conversation with Psychologist John M. Gottman</a> by Diane Coutu (HBR Article)
	Identify your key customers and stakeholders and build strong relationships with them
	Consider customer service and relationship building training
	Build and maintain a wide network of contacts relevant to your current position and future career plans
	Talk to peers about how they manage their bosses, customers, and stakeholders
Teamworking	Read <a href="#">The Discipline of Teams</a> by Jon Katzenbach and Douglas Smith (HBR Article)
	Invest time and effort exploring, shaping, and agreeing on a common purpose and translating it into specific performance goals
	Set up outward bound and other team-building programs
	Talk to your peers about how they manage their teams
	Ensure that every member has an equal amount of real work and everyone contributes in concrete ways to the team's goals

## First Level Managers

Results Orientation	
Competency	Learning Suggestion
Achieving Goals	Read <a href="#">Putting the Balanced Scorecard to Work</a> by Robert Kaplan and David Norton
	Make sure you have a clear understanding of the strategy by reading strategy documents, speeches by the CEO, reports to shareholders etc
	Do a short course on how to use the Balanced Scorecard approach
	Identify a mentor who can coach/advise you on strategy execution
	Evaluate your willingness to delegate and your delegation skills
Meeting Customer Needs	Read <a href="#">The Four Things a Service Business Must Get Right</a> by Frances Frei
	Maintain a database containing customer account history, contacts, interactions, assets etc - for example, salesforce.com
	Induct and train new recruits for customer service
	Discuss with your mentor how you might develop and implement a customer service strategy
	Review regularly with the team how to improve customer satisfaction
Focusing on the Business	Read <a href="#">Understanding Finance: Pocket Mentor Series (HBS Press Book)</a>
	Establish which pieces of financial data you need to pay attention to in order to know what shape your business is in
	Take a course to learn how to use income statements, balance sheets, and ROI analysis
	Ask an expert in finance to help you address financial issues and problems
	Discuss with peers what they have learnt about how to manage the money
Learning & Developing	Read <a href="#">HBR's 10 Must Reads on Managing Yourself</a>
	Talk to the most important people in your life about what they need from you
	Think about how to improve all aspects of your life
	Review your portfolio of skills and competencies and set goals for improvement activities
	Take incremental steps that move you towards a larger goal

## First Level Managers

Leadership	
Competency	Learning Suggestion
Persuading & Influencing	Read <a href="#">Changing Minds: The Art and Science of Changing Our Own and Other People's Minds</a> by Howard Gardner
	Build strong relationships with key people whose support you need
	Go on a negotiating skills training course
	Learn from people whose influencing skills you admire
	Address the priorities and concerns of individuals and groups you are seeking to influence
Motivating & Empowering	Read <a href="#">HBR's 10 Must Reads on Managing People</a>
	Encourage teamwork and try to make jobs more meaningful, challenging and interesting
	Do a course to increase your understanding of techniques and behaviours that will improve team performance, productivity and satisfaction
	Learn from a colleague who is skilled at getting the best from people
	Do a 360 feedback assessment to find out how other people see you and what it feels like to work for you
Coaching Others	Read <a href="#">Coaching People: Pocket Mentor Series (HBS Press Book)</a>
	Create time for coaching and ask for feedback on your efforts
	Learn about what it takes to be a good coach – for example, the eleven core coaching competencies
	Learn from a colleague or boss who excels in coaching
	Learn to do directive and non-directive coaching and ask your clients to critique your actions
Coping with Pressure	Read <a href="#">Pull the Plug on Stress</a> by Bruce Cryer, Rollin McCraty, and Doc Childre (HBR Article)
	Learn about and practice the freeze-frame technique to manage stress and performance anxiety
	Do a short course on how to develop personal resilience
	Talk to peers about the things they do to manage stress in the job
	Take exercise and keep physically fit

## Middle Level Managers

Managing Change	
Competency	Learning Suggestion
Initiating Activity	Read <a href="#">HBR's 10 Must Reads on Managing Yourself</a> (HBR OnPoint Collection)
	Present proposals for change and improvement to your bosses
	Encourage the team to demonstrate a sense of urgency for achieving goals and resolving problems
	Use peers as a sounding board for ideas and proposals for change
	Volunteer for new responsibilities and assignments
Taking Risks	Read <a href="#">Courage as a Skill by Kathleen K. Reardon</a> (HBR Article)
	Assess where your team lies on candour, purpose, will, rigor and risk by taking Your Courage Index™ at <a href="http://courageinstitute.org">courageinstitute.org</a>
	Ask your team whether you have achieved the right balance between being too assertive and not assertive enough
	Be prepared to take bold moves and calculated risks in order to make things better
	Develop contingency plans for risky situations and worst case scenarios
Creating & Innovating	Read <a href="#">The Silver Lining: An Innovation Playbook for Uncertain Times by Scott Anthony</a>
	Review with the team how successful you have been in implementing new ideas
	Identify innovation opportunities through mapping every step of the job and determining how to improve execution
	Explore the use of the Balanced Scorecard framework to drive the innovation process
	Create time for you and your team to identify opportunities for innovation
Adapting to change	Read <a href="#">The Hard Side of Change Management by Harold Sirkin, Perry Keenan, and Alan Jackson</a> (HBR Article)
	Use the DICE framework to assess whether you have addressed the hard side of change management
	Involve stakeholders in developing the change strategy, plans and governance arrangements
	Ensure that you have the visible backing of senior executives for the change programme
	Draw up a detailed change plan with clear transformation stages and targets

## Middle Level Managers

Planning & Organising	
Competency	Learning Suggestion
Analysing & Interpreting	Read <a href="#">Analytics at Work: Smarter Decisions, Better Results</a> by Thomas Davenport, Jeanne Harris and Robert Morison
	Review whether you have the right quantitative data and techniques to do predictive modelling
	Encourage and reward team members for committing to quantitative, fact-based analysis
	Talk to your peers about how they are using analytics to support decision making
	Learn when to run with the numbers and when to run with your instincts and intuition
Making Decisions	Read <a href="#">A Leader's Framework for Decision Making</a> by David Snowden and Mary Boone (HBR Article)
	Develop systems for team members to share information
	Use the Cynefin framework to tailor your leadership style according to whether the context is simple, complicated, complex, or chaotic
	Adopt a broad, inclusive approach that considers all methods of improvement and addresses all aspects of the decision process
	Invite feedback from direct reports and peers on your decision making style
Planning & Prioritising	Read <a href="#">Project Management: The View from 30,000 Feet</a> (HBR Article Collection)
	Break plans into a series of mini rapid results projects each with its own team
	Establish challenging goals and give team members the space to figure out what it takes to achieve these
	Test your project, program and portfolio management knowledge online at <a href="http://www.pmi.org">www.pmi.org</a>
	Talk to other project managers to exchange views and ideas on effective procedures and controls
Monitoring Quality	Read <a href="#">Improving Business Processes</a> (HBS Press Book)
	Establish responsibilities within the team for processes as well as outcomes
	Do a course such as the <a href="#">ASQ online Certified Manager of Quality/Organizational Excellence</a>
	Involve stakeholders in redesigning processes
	Identify and adopt best practice from within and outside the company

## Middle Level Managers

Interpersonal Skills	
Competency	Learning Suggestion
Communicating	Read <a href="#">Face-to-Face Communications for Clarity and Impact: The Results-Driven Manager Series</a> (HBS Press Book)
	Develop a team or project communication plan as part of your operational/business plan
	Consider a course in advanced communication skills
	Explore with peers how to improve access to information
	When you have to deliver bad news, tell people in a straightforward manner what they need to know
Listening & Supporting	Read <a href="#">Listening Begins at Home</a> by James Stengel, Andrea Dixon, and Chris Allen (HBR Article)
	Set aside time without distractions to listen to people's views and concerns
	Facilitate team meetings so team members really listen to each other
	Read between the lines to find out meaning that is not necessarily put into spoken words
	Encourage people to express opposing viewpoints and listen to what they have to say
Relating & Networking	Read <a href="#">Harvard Business Review on Strategic Alliances</a> (HBS Press Book)
	Look for ways to bring out the positive and try to say "yes" as often as possible.
	Develop win/win relationships with customers, employees, suppliers, and investors
	Review and improve relationships between team members
	Review the effectiveness of your stakeholder management arrangements
Teamworking	Read <a href="#">Managing Teams</a> (HBS Press Book)
	Hold regular team meetings to discuss the vision, work activities and plans, review performance, celebrate achievement etc
	Create a team environment where members feel safe to express their views and concerns and put forward ideas
	Actively manage learning efforts so that the team has the right blend of technical, interpersonal, and problem solving skills
	Ask the team for feedback on your management style and skills

## Middle Level Managers

Results Orientation	
Competency	Learning Suggestion
Achieving Goals	Read <a href="#">Putting Strategy to Work</a> (HBR OnPoint Collection)
	Make sure you have a clear understanding of the strategy by reading strategy documents, speeches by the CEO, reports to shareholders etc
	Assess the learning and development that the team will need to implement the strategy
	Consult and engage key stakeholders in managing execution
	Hold people accountable for managing delivery
Meeting Customer Needs	Read <a href="#">Marketing Myopia</a> by Theodore Levitt
	Talk to key customers and stakeholders about their perceptions of your customer service
	Hire, induct , develop, and reward employees with customer service in mind
	List your key customers and summarise what you know about their requirements
	Talk to staff about issues they face in delivering services to customers
Focusing on the Business	Read <a href="#">Finance Basics for Tough Times</a> (HBS Press Book)
	Establish which pieces of financial data you need to pay attention to in order to know what shape your business is in
	Take a course in advanced financial management techniques
	Discuss with peers what they have learnt about how to manage the money
	Identify where you would cut costs if efficiencies are needed
Learning & Developing	Read <a href="#">Be a Better Leader, Have a Richer Life</a> by Stewart Friedman (HBR Article)
	Pursue excellent performance at work, home, and in the community
	Review your portfolio of skills and competencies and set goals for improvement activities
	Invite feedback from bosses, direct reports, peers, and customers
	Support the learning and development of your team and inner circle

## Middle Level Managers

Leadership	
Competency	Learning Suggestion
Persuading & Influencing	Read <a href="#">Harvard Business Review on the Persuasive Leader</a> (HBS Press Book)
	Take time to visit and consult the people you are seeking to influence
	Do a course on advanced negotiation skills
	Ensure that your gestures, expressions and tone of voice match the words being spoken
	Ask your peers whether they think you are fighting the right battles
Motivating & Empowering	Read <a href="#">Motivating People</a> (HBS Press Book)
	Take an interest in your team to find out what moves them, gives them satisfaction, makes them feel good etc
	Review whether your performance management systems are seen as fair, trustworthy, and transparent
	Link rewards and performance in areas such as praise, recognition, and job assignments
	Do a 360 feedback assessment to find out how other people see you and what it feels like to work for you
Coaching Others	Read <a href="#">Coaching People: Pocket Mentor Series</a> (HBS Press Book)
	Take a course in advanced coaching skills
	Integrate development and coaching into team planning and performance management
	Cultivate your own peer-to-peer coaching network
	Ensure coaching integrates personal development and organizational needs
Coping with Pressure	Read <a href="#">Managing Stress</a> (HBS Press Book)
	Encourage the team to be composed, relaxed and professional in open work places
	Provide opportunities for the team to relax and unwind
	Watch for the warning signs of extreme stress and depression in your team
	When under pressure, step back, get things in perspective, and if necessary develop a new game plan

## Senior Level Managers

Managing Change	
Competency	Learning Suggestion
Initiating Activity	Read <a href="#">HBR's 10 Must Reads on Managing Yourself</a> (HBR OnPoint Collection)
	Encourage the people you are responsible for to take the initiative and be proactive and inventive
	Consider how the organization could make a greater contribution to the community
	Identify potential candidates for additional responsibilities and assignments
	Coach and mentor others in the behaviours that demonstrate enterprise and resourcefulness
Taking Risks	Read <a href="#">Leading Through a Crisis</a> (HBS Press Book)
	Encourage your managers to challenge each other and sharpen individual and collective thinking
	Assess whether the organizational climate is conducive to calculated risk-taking
	Coach and mentor others in intelligent risk taking
	Continue to take bold moves and calculated risks in order to make things better
Creating & Innovating	Read the <a href="#">Innovator's Guide to Growth: Putting Disruptive Innovation to Work</a> by Scott Anthony, Mark Johnson, Joseph Sinfield and Elizabeth Altman
	Establish metrics to assess innovation-related activities
	Use the 4 Ps to capture an idea's business model: population, penetration, price, and purchase frequency
	Use your knowledge and expertise in innovation to support and coach others
	Create time for you and your team to identify opportunities for innovation
Adapting to change	Read <a href="#">Lead Change--Successfully, 3rd Edition</a> (HBR Article Collection)
	Evaluate recent change projects use the DICE framework and identify the lessons learned
	Develop and promote executives who take calculated risks, deliver results, and lead in the face of uncertainty
	Use your expertise to support and coach others in managing change and supporting change leadership
	Be prepared to free up your best managers to lead key projects

## Senior Level Managers

Planning & Organising	
Competency	Learning Suggestion
Analysing & Interpreting	Read <u><a href="#">Analytics at Work: Smarter Decisions, Better Results</a></u> by Thomas Davenport, Jeanne Harris and Robert Morison
	Hire employees for their expertise with numbers and arm them with the best quantitative tools
	Raise the visibility of analytical and data-based decision making within the organization
	Use your knowledge and expertise to coach and support others in analytics
	Consider how you would handle investors, the community and the media if the company faced a major problem
Making Decisions	Read <u><a href="#">The Decision-Driven Organization</a></u> by Marcia Blenko, Michael Mankins, and Paul Rogers
	Think about how to reorganize the structure of your business unit around decisions
	Assess whether you need to institutionalise decision making procedures, responsibilities and accountabilities
	Use your knowledge and expertise to coach and help develop other people in strategic decision making
	Carry out “lookbacks” on major decisions by the leadership team assessing outcomes and how to improve the process
Planning & Prioritising	Read <u><a href="#">Strategic Intent</a></u> by Gary Hamel and C.K. Prahalad (HBS Press Book)
	Identify the lessons learned from recent key projects
	Identify how to streamline and improve the organization’s approach to planning and project management
	Use your knowledge and expertise to coach others in planning and project management
	Be prepared to question collective beliefs and pull the plug on bad projects before they fail
Monitoring Quality	Read <u><a href="#">Executing for Results</a></u> (HBS Press Book)
	Consider how to redefine jobs, design training, and adapt reward systems to focus on processes as well as outcomes
	Make managers responsible for overseeing processes rather than activities
	Use your knowledge and expertise to coach others on how to improve quality and systems
	Establish metrics to measure cross-functional process performance

## Senior Level Managers

Interpersonal Skills	
Competency	Learning Suggestion
Communicating	Read <a href="#">Communicating for Results Collection</a> (HBR Special Collection)
	Evaluate the effectiveness of the organization's communication systems
	Review the effectiveness of your communications arrangements with stakeholders
	Use your knowledge and expertise in communications to coach others
	Consider whether you have struck the right balance between confidence and humility
Listening & Supporting	Read <a href="#">The Best Advice I Ever Got: Maureen Chiquet, Global CEO, Chanel</a> by Daisy Wademan Dowling (HBR Article)
	Obtain feedback on whether people think the leadership team listens to their views and concerns
	Spend time visiting different parts of the business and listening to what employees say
	Use your expertise to help other people develop their listening skills
	Actively seek employee feedback and to listen to the feelings and gossip in the organization
Relating & Networking	Read <a href="#">Loyalty Rules!: How Today's Leaders Build Lasting Relationships</a> by Frederick Reichheld (HBS Press Book)
	Review the quality of relationships between members of the leadership team
	Assess whether your company has genuine, open and collaborative relationships with its consumers
	Assess whether you have Japanese style partnering arrangements with your suppliers
	Use your skills and expertise to help others develop their relationship management skills
Teamworking	Read <a href="#">What Makes a Decisive Leadership Team, 3rd Edition</a> (HBR Article Collection)
	Worry about company performance and the kinds of teams that can deliver it.
	Spend time with individual teams discussing your expectations of their purpose and goals
	Help project teams get the necessary cooperation by opening doors and dealing with political obstacles
	Use your team building skills to support and coach others

## Senior Level Managers

Results Orientation	
Competency	Learning Suggestion
Achieving Goals	Read <a href="#">Execution Premium: Linking Strategy to Operations for Competitive Advantage</a> by Robert Kaplan and David Norton
	Ensure that your managers have a clear understanding of the strategy and access to strategy documents, speeches by the CEO, reports to shareholders etc
	Develop a strategic plan that is simple, clear, and focused and review your progress continually
	Review whether changes to decision rights, information flows, motivators, and changes to structure are needed
	Use your knowledge and expertise to support and coach others in managing execution
Meeting Customer Needs	Read <a href="#">Employees First, Customers Second: Turning Conventional Management Upside Down</a> by Vineet Nayar
	Review your customer service offering, how much it costs, your employees' capability, and how customers are involved
	Take a fresh look at whether you have the right balance between technology and human contact
	Use your knowledge and expertise to coach and develop others in customer service
	Research future customer needs and how you intend to meet them
Focusing on the Business	Read <a href="#">Finance Basics for Tough Times</a> (HBS Press Book)
	Identify how to improve the company's financial performance over the next 6 months
	Review the success of the company's briefings to the financial markets and investors
	Use your financial expertise to coach and mentor others
	Work out how to deal with a reset world of more regulation and greater interface with government
Learning & Developing	Read <a href="#">Be a Better Leader, Have a Richer Life</a> by Stewart Friedman (HBR Article)
	Review the organization's learning and development policies
	Encourage your managers to clarify what's important to them and act with integrity and creativity
	Use your expertise to coach others in how to lead in all parts of their lives
	Continue to think about how to be a better leader and have a richer life

## Senior Level Managers

Leadership	
Competency	Learning Suggestion
Persuading & Influencing	Read <a href="#">Power of Persuasion Collection</a> (HBR Special Collections)
	Use stories to help connect with people and get them to act on your ideas
	Gather influential people together to help form policy and strategy
	Use your knowledge and expertise to coach other people in the art of persuasion
	Walk the talk to inspire others to support and follow you
Motivating & Empowering	Read <a href="#">Level 5 Leadership: The Triumph of Humility and Fierce Resolve</a> by Jim Collins
	Be visible and accessible by visiting different parts of the organization, leading conferences and events etc
	Review whether the company's HR policies reflect the latest thinking on employee motivation
	Use your knowledge and expertise to coach and support others in employee motivation
	Commission a 360 survey to find out how people see the leadership team and what it feels like to work for you
Coaching Others	Read <a href="#">What Can Coaches Do for You?</a> by Diane Coutu and Carol Kauffman (HBR Article)
	Evaluate the use and effectiveness of coaching in your organization
	Lead or participate in coaching courses/events to help create a culture of coaching
	Use your knowledge and expertise to help others develop coaching skills
	Focus coaching efforts on how to help people produce better business results for the company
Coping with Pressure	Read <a href="#">What to Ask the Person in the Mirror</a> by Robert Kaplan (HBR Article)
	Watch for the warning signs of extreme stress and depression in your managers
	Assess whether the organization has the right HR policies to combat stress
	Coach others in how to handle pressure and stress
	Step back regularly and ask yourself how you are performing and what you may need to do differently

# Personal Improvement Plan

Name	Date
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Goal	Learning Activity	Review Notes
<b>Managing Change Competencies</b>		
<b>Planning &amp; Organising Competencies</b>		

Goal	Learning Activity	Review Notes
<b>Interpersonal Skills Competencies</b>		
<b>Results Orientation Competencies</b>		

Goal	Learning Activity	Review Notes
<b>Leadership Competencies</b>		
<b>Other Areas</b>		