

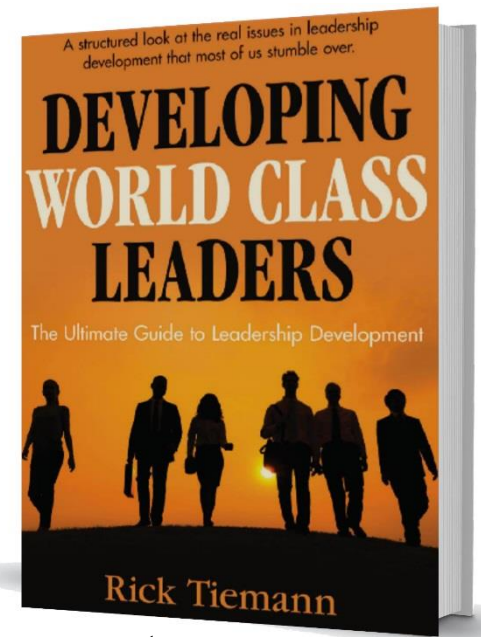
Developing World Class Leaders

The Ultimate Guide to Leadership Development



Developing World Class Leaders

The Ultimate Guide to Leadership Development



Presented by:
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Rick Tiemann

- ❖ **Over 42 years of business experience to include international business work**
- ❖ **Owned 3 companies before the age of 30**
- ❖ **Former President of \$75M Fire and Security Company**
- ❖ **Experience in mergers and acquisitions to include turnarounds and employee integration**
- ❖ **Since 1991, has served as a behavioral coach to presidents, executives, managers, and salespeople and has evaluated over 13,000 assessments.**
- ❖ **Our belief is that one of the biggest challenges facing businesses today is how to attract, hire, train, retain and develop the right people.**



The Executive Group

Specialists in Talent Management and Organizational Development

- ❖ Started in 1991 to help organizations develop their business and organizational needs.
- ❖ A consulting firm focused on Organizational and Business Development offering a vast array of services to enhance individual and organizational effectiveness.
- ❖ Supports clients in the areas of
 - Selection
 - Employee, Sales and Leadership Development
 - Employee Intervention
 - Executive Coaching
 - Organizational Effectiveness
 - Business Development and Strategic Planning
 - Sales Force Optimization

Linking Human Capital with Strategic Intent!

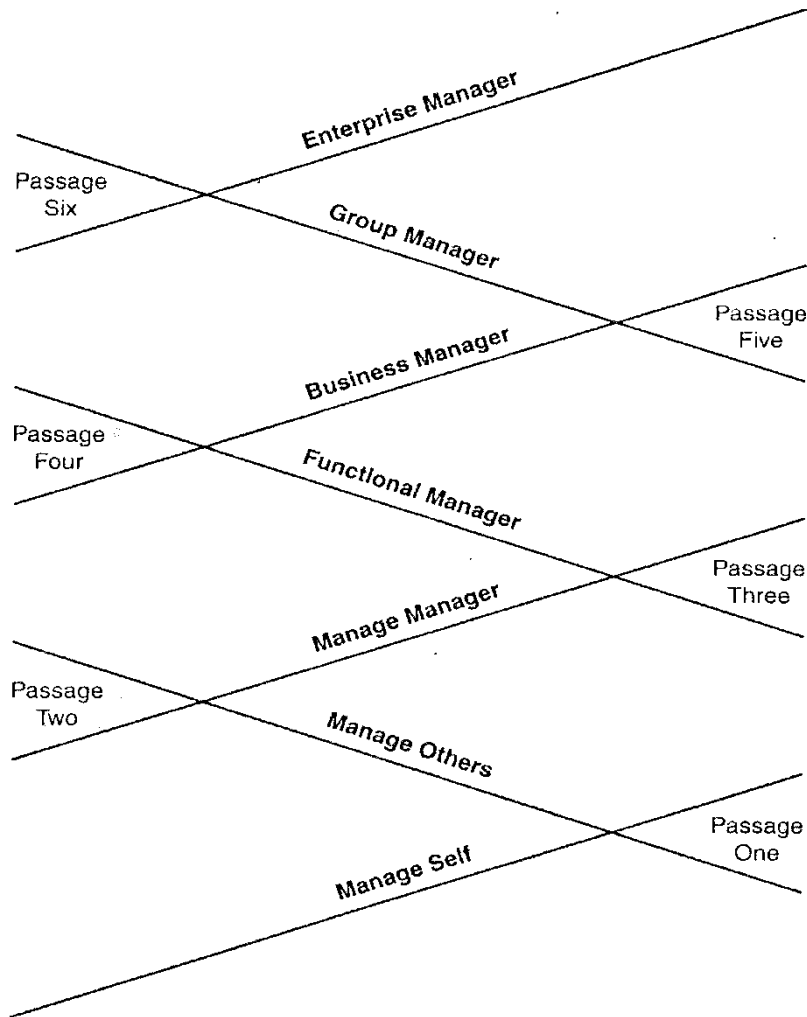


Identify and assess your talent pool

- Are my leaders functioning as well as they can?
- Are my results where they should be?
- Who are my leaders for tomorrow? Are they ready now? What will it take to prepare them?
- Where are my weakest links? Can they be strengthened?
- How committed is each member of my team to our goals and objectives?
- Can they identify, articulate and implement them?



Leadership Readiness

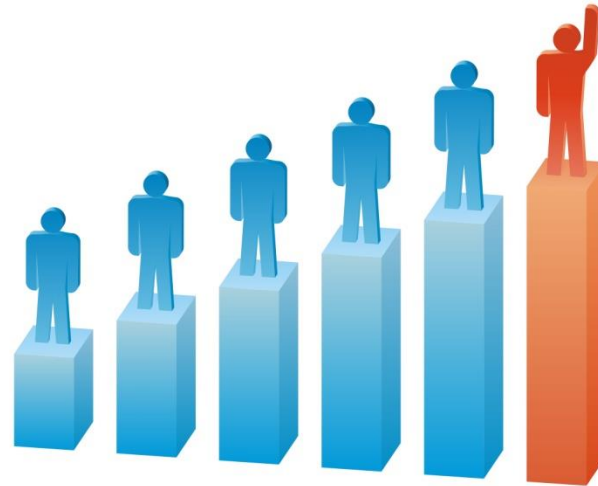


Each passage represents a major change;

- New work values
- New time horizons
- New applications
- New skill requirements
- New thinking skills



Leadership Readiness



On a scale of 1-10, with 10 being the highest, how would you rate the readiness of your leaders?





What challenges do you face?

- A. We need to establish our leadership competencies.
- B. Our bench strength is weak.
- C. We need an effective development program.
- D. We need to have an effective succession plan.
- E. All of the above.



Developing World Class Leaders

What does a strategic leadership development program need to consist of in order to be considered strategic?

Would your leadership development program qualify as being strategic?



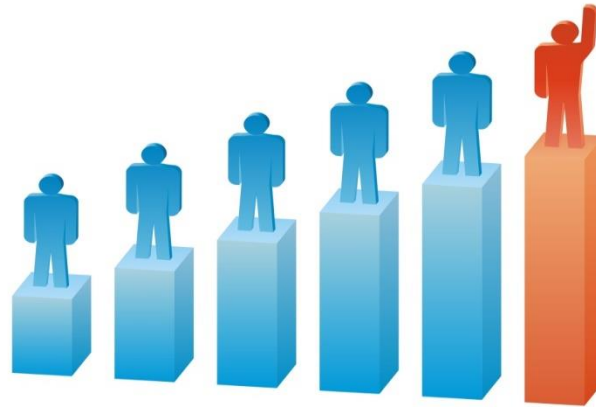
Why Leadership Programs Fail to Deliver Results

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- I. It is not a strategic corporate initiative.**
- II. There is no formal structure, program or process to follow.**
- III. It is not properly funded.**
- IV. There is no accountability.**
- V. There is no assessment process in place or, if there is, it is very weak.**
- VI. The President does not indoctrinate the process throughout the organization.**



Leadership Program



On a scale of 1-10, with 10 being the highest, how would you rate the quality of your leadership program?

*Take our online survey and find out.....
www.leadershipculturesurveyonline.com*



Honest and direct feedback from multiple perspectives

Setting the Stage for Development

- Cannot be an HR driven program alone. It must be sponsored and driven from the top.
- We can only set up the conditions which encourage and support people who want to improve.
- Learning does not occur unless it is sparked by a person's own interest and curiosity.
- Learning will thrive if it is tied into someone's own vision, desires and objectives.



Defining a Sound Business Strategy

Porter's Model of Competitive Differentiation

- Product Innovation (Apple)
- Customer Service and Customer Loyalty (Nordstrom)
- Operational Effectiveness and Cost Efficiency (Wal-Mart)

You can't be all things to all people!



Leadership Competencies Linked to the Strategic Intent

How do you strike a balance between leadership competencies and the organization's strategic intent?



***Do you have a competency model
that is linked to your strategic intent?***



COMPETENCIES OVERVIEW

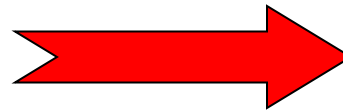
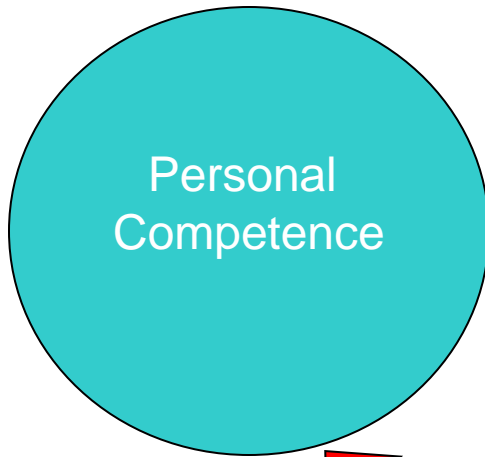
OVERALL DIAGNOSTIC PROFILE

	CHALLENGE AREAS			STRENGTHS		
	Key Concern	Manage	Scope to Improve	Positive	Strength	Clear Strength
Achieve Business Results				■	■	
Forward Planning				■	■	
Build Customer Loyalty			■	■	■	
Strengthen Partnerships			■	■	■	
Champion Diversity			■	■	■	
Adaptability				■	■	■
Lead and Coach Others			■	■	■	
Self Management						

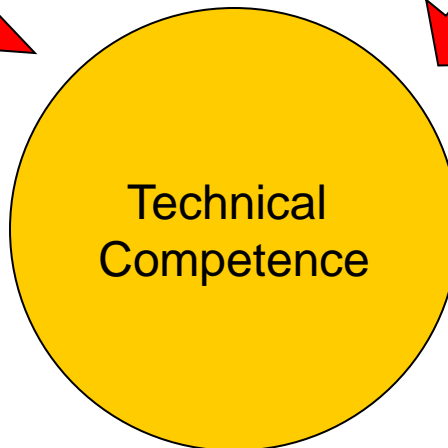
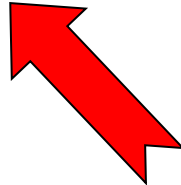
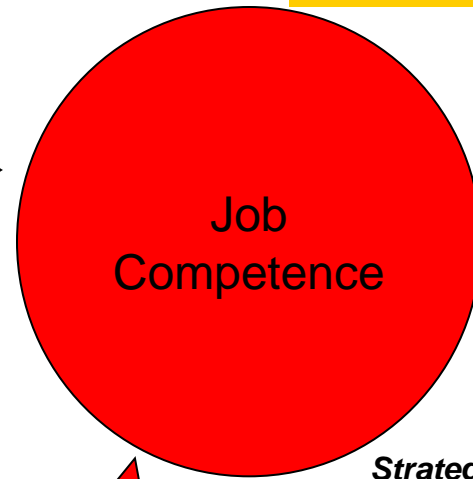


3 Dimensional Leadership

Behavior
Goals
Fears
Attitude
Motivators
Values
Ethics
Habits
Work Ethic
Emotional Intelligence
Problem Solving
Thinking Style



GAPS?



Business Acumen
P&L Experience
Mergers and Acquisition

Strategic Planning
Leadership
Global Thinking
Interpersonal Skills
Communication Skills
Conflict Management
Coaching
Mentoring



Assessments that Evaluate the Depth of Talent

Emotional Intelligence Critical Thinking Skills

Why are they important in leadership?

How do we assess them properly?

How do they impact leadership success?



Desired Behaviors in the Workplace



- Drive and capacity to learn
- Able to engage in collaborative discussions
- Reliable, conscientious
- Good self-awareness
- Uses influence to be productive for the enterprise
- Good balance of compassion and business objectivity
- Emotionally resilient
- Able to reflect and learn from mistakes and success
- Seeks feedback and asks for constructive criticism
- Consistently gets good results
- Works well in a team and can also can be independent
- Respect for others



Problematic Behaviors in the Work Place



- High need for social approval
- High need impress with low need for approval
- Does not pick up on social queues of others
- May not possess enough self insight
- Over engages conversations / poor listening
- Makes decisions in isolation of others
- Can be harsh and unemotional
- Anger and aggressive tendencies
- High need for change and control
- Passive / Aggressive
- Dominate / Dependent
- Will alienate people
- Egotistical / Arrogant / Self Serving
- Condescending / Talks down to others





Additional Negative Traits

- Needs to have fun and explore but hates society rules and bucks the system with no internal self discipline to offset the need for fun
- Aggressive and angry at the world and has a chip on their shoulder and prone to fight
- Does not cope with things in general
- Idealist who is out of touch with reality
- The world is bigger than me and I don't know how to cope with it.
- Somber person who has little self esteem and down on life in general
- Sees the world as hostile and negative and not fun so life becomes challenging
- Highly impatient and critical of others and things surrounding their world



Assessments that Support the Talent Management Process

- 1. What does validity, reliability, test construct, test content and distortion have to do with a properly designed assessment?**
- 2. Why is one assessment not enough when it comes to assessing leadership talent?**
- 3. With so many different assessments on the market, why can't the majority of them support a strategic leadership assessment program?**



Types of Tests and Assessments

■ Behavioral Assessments

- DISC
- Extended DISC
- PI (Predictive Index)
- Birkman
- Caliper
- Meyers-Briggs
- Profiles International
- Target International
- Reid London House

■ Psychological Assessments

- 16PF
- Hogan
- NEO
- CPI
- Strong Interest
- OPQ
- Firo B

■ Clinical Assessments

- MMPI

■ Skills Tests

- Typing / MS Word Office
- GNeil Skill Sets (Math)
- Mechanical / Electrical

■ Reasoning Tests

- Wonderlic
- TTMA
- Watson-Glazer
- IQ



Understanding Assessments



5 Significant Things to Understand

1. **Validity**
2. **Reliability**
3. **Distortion**
4. **Test Construct**
5. **Test Content**



Executive Battery of Assessments

- Behavior
 - 16PF (Psychological)
 - Hogan Challenge (Potential De-railers)
 - DiSC (Behavior)
- Critical Thinking Skills
 - Thurstone Test Mental Alertness
 - Watson Glaser
 - Culture Fair



16 Primary Factor Scales

Provides an in-depth look at behavior

- | | | | |
|---|---------------------|----|--------------------|
| A | Warmth | L | Vigilance |
| B | Reasoning | M | Abstractedness |
| C | Emotional Stability | N | Privateness |
| E | Dominance | O | Apprehension |
| F | Liveliness | Q1 | Openness to Change |
| G | Rule-Consciousness | Q2 | Self-Reliance |
| H | Social Boldness | Q3 | Perfectionism |
| I | Sensitivity | Q4 | Tension |





Bipolar Scales

<u>Factor</u>	<u>Left Meaning (-)</u>	<u>Right Meaning (+)</u>
A	Reserved, Impersonal, Distant	Warm, Outgoing, Attentive to Others
B	Concrete	Abstract
C	Reactive, Emotionally Changeable	Emotionally Stable, Adaptive, Mature
E	Cooperative, Avoids Conflict	Dominant, Forceful, Assertive
F	Serious, Restrained, Careful	Lively, Animated, Spontaneous
G	Expedient, Nonconforming	Rule-Conscious, Dutiful
H	Shy, Threat-Sensitive, Timid	Socially Bold, Venturesome
I	Utilitarian, Objective, Unsentimental	Sensitive, Aesthetic, Sentimental
L	Trusting, Unsuspecting, Accepting	Vigilant, Suspicious, Skeptical, Wary
M	Grounded, Practical, Solution-Oriented	Abstracted, Imaginative, Idea-Oriented
N	Forthright, Genuine, Artless	Private, Discreet, Non-Disclosing
O	Self-Assured, Unworried, Complacent	Apprehensive, Self-Doubting, Worried
Q1	Traditional, Attached to Familiar	Open to Change, Experimenting
Q2	Group-Oriented, Affiliative	Self-Reliant, Solitary, Individualistic
Q3	Tolerates Disorder, Flexible	Perfectionist, Self-Disciplined
Q4	Relaxed, Placid, Patient	Tense, High Energy, Impatient, Driven



Areas of Potential Concern

A+ Q2-	High need for social approval
H+ A-	Hi need impress low need for approval
H+ I-	Does not pick up on social cues of others
H+ O-	May not possess enough self insight
H+ N-	Over engages conversations / poor listening
A- Q2+	Makes decisions in isolation of others does not like to collaborate
E+ A-	Can be harsh and unemotional and has "sting" to their words
E+ L+	Anger and aggressive tendencies
E+ Q1+	High need for change and control, impatient and critical
E- L+	Passive Aggressive, tends to sabotage covertly when angered
E+ Q2-	Dominant / Dependent
L+ A-	Will alienate people, love hate relationship with others
E+ H+ O-	Egotistical bordering on narcissistic
E+ L+ A-	Condescending and demeaning of others
F- O + L+	Low energy and pessimistic, fault finding



Negative Personality and Job Fit

F+, H+, G-, Q3- about fun and exploring but hates society rules and bucks the system with no internal self discipline to offset the need for fun

E+, L+, Q1+ angry at the world and have a chip on their shoulder and prone to argue and even fight

C-, O+ cannot cope well in general

I+ M+ Q1+ C- idealist who is out of touch with reality

E-, F-, O+, H- C- sees the world is bigger than me and I don't know how to cope with it all.

I+, M+. L+ ideas constantly playing on their mind with negative thoughts

O+, F- somber person who has little self esteem and down on life in general and add L+ and sees the world as hostile and negative and not fun so life becomes challenging



11 Core Traits of a Leader

- A+ Warmth
- B+ Reasoning
- C+ Emotional Balance
- E+ Competitiveness / Drive
- F+ Spontaneity
- G+ Conscientiousness
- H+ Social Boldness
- O- Self Confidence
- I+ Intuition
- M+ Creativity
- Q1+ Readiness towards change



The Story of Chuck



College Educated, Big East MBA

Engineering Major 3.89

Very intelligent

Extremely energetic

Very Competitive

Highly social and outgoing

Charismatic and engaging

Articulate

Creative

Sense of humor

Imaginative / thinks outside the box

Recruited out of college with a signing bonus



The Story of Chuck



In his first 3 years out of college he has been fired from his first two jobs.



The Story of Chuck



Bucks Authority

Party Guy

Defiant

Bucks System

Flighty

Impulsive

Does not see the need to conform

Idealist

Undisciplined

Verbally sarcastic

Argumentative

Narcissist

Good at masking and putting on a front



TOOK PERSONALITY TEST WITH WORK

The Executive Group

Company _____ Name _____
Date _____

Factor	Sten	Left Meaning	Standard Ten Score (STEN)										Right Meaning		
			1	2	3	4	5	6	7	8	9	10			
A	10	RESERVED Unengaging, distant													SOCIABLE Engaging, friendly
B	6	CONCRETE THINKING Hands on learning													ABSTRACT THINKING Independent learning
C	7	EASILY UPSET Job should fit needs													MANAGES FRUSTRATION Can adapt to job
E	10	SUBMISSIVE More passive, humble													ASSERTIVE Competitive, confident
F	8	SERIOUS Sober, somber													ENTHUSIASTIC Happy, lively, energetic
G	4	UNCONVENTIONAL Ignores expectations													CONVENTIONAL Follows rules
H	9	SOCIALLY RESTRAINED Shy, avoids spotlight													SOCIALLY BOLD Needs to impress others
I	7	TOUGH-MINDED Realistic, no-nonsense													SENSITIVE Susceptible to feelings
L	7	TRUSTING Accepting, naive													SUSPICIOUS Skeptical, blaming
M	8	PRACTICAL Focus on solutions													IMPRactical Focus on ideas
N	5	DIRECT WITH OTHERS Self-disclosing, open													INDIRECT WITH OTHERS Discreet, diplomatic, private
O	3	UNCONCERNED Casual, untroubled													WORRYING Fear of mistakes
Q1	10	RESISTS CHANGE Prefers the familiar													OPEN TO CHANGE Experimenting
Q2	2	WORKS IN GROUPS Collaborative													WORKS ALONE Independent, self-reliant
Q3	1	LESS ORDERLY Can be undisciplined													MORE ORDERLY Perfectionistic
Q4	9	PATIENT Relaxed, calm													IMPATIENT Tense, driven

Bucks Authority

PARTY GUY

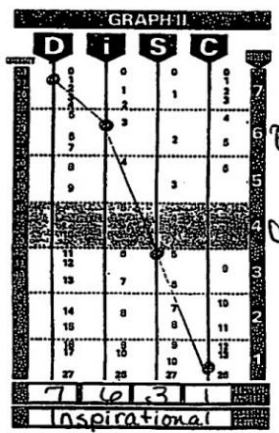
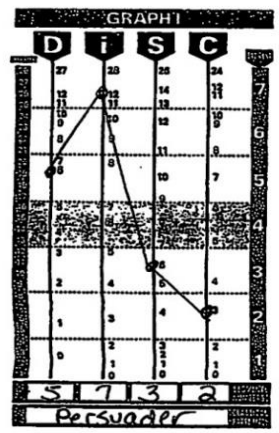
64 m & f 8

DISHANT RUCKER SYSTEM

FEELING IMPULSIVE

DON'T PUT HIS NEEDS ON TOP

UNDISCIPLINED - SARCASM



Raw Scores	Percentiles
L 54	82%
Q 39	80%
T 93	87%
CF 14/20	30%
WG 36	85%

Global Factors	Score
EX	10
ER	7
TM	1
IN	10
SC	2

The Story of Chuck

- Bucks Authority
- Party Guy
- Defiant
- Bucks System
- Flighty
- Impulsive
- Does not see the need to conform
- Idealist
- Undisciplined
- Verbally sarcastic
- Argumentative
- Narcissist
- Good at masking and putting on a front



The Story of Chuck and Bill



Chuck

College Educated, Big East MBA

Engineering Major 3.89

Very intelligent

Extremely energetic

Very Competitive

Highly social and outgoing

Charismatic and engaging

Expressive

Creative

Imaginative / thinks outside the box

Recruited out of college / signing bonus

Bill

College Educated, Big 10 MBA

Engineering Major 4.0

Highly intelligent

Very Motivated and Disciplined

Very Competitive

Very social and outgoing

Personable and engaging

Articulate

Creative

Imaginative / thinks outside the box



Factor	Sten	Left Meaning	Standard Ten Score (STEN)										Right Meaning		
			1	2	3	4	5	6	7	8	9	10			
A	7	RESERVED Unengaging, Distant									7				SOCIABLE Engaging, friendly
B	9	CONCRETE THINKING Hands on learning												9	ABSTRACT THINKING Independent learning
C	6	EASILY UPSET Job should fit needs									6				MANAGES FRUSTRATION Can adapt to job
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I	4	TOUGH-MINDED Realistic, no-nonsense											4		SENSITIVE Susceptible to feelings
L	4	TRUSTING Accepting, naive												4	SUSPICIOUS Skeptical, blaming
M	5	PRACTICAL Focus on solutions												5	IMPRACTICAL Focus on ideas
N	5	DIRECT WITH OTHERS Self-disclosing, open												5	INDIRECT WITH OTHERS Discreet, diplomatic, private
O	3	UNCONCERNED Casual, untroubled												3	WORRYING Fear of mistakes
Q1	10	RESISTS CHANGE Prefers the familiar												10	OPEN TO CHANGE Experimenting
Q2	2	WORKS IN GROUPS Collaborative												2	WORKS ALONE Independent, self-reliant
Q3	8	LESS ORDERLY Can be undisciplined												8	MORE ORDERLY Perfectionistic
Q4	4	PATIENT Relaxed, calm												4	IMPATIENT Tense, driven

VP General Manager – Promoted to President

B9 = Strong reasoning skills

E7 Q1/10 = Strong progressive orientation w high IQ desire to learn

Q3/8 Well organized with good follow up

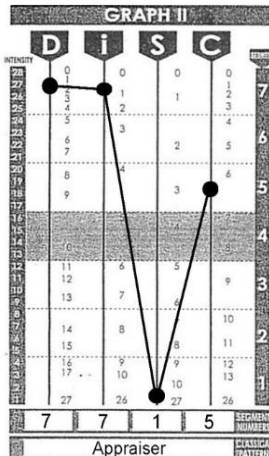
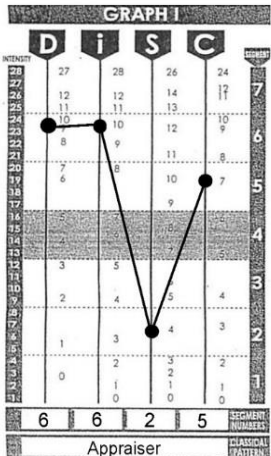
A7 Q2/2 Shows compassion for people sometimes not quick to discipline

E7 F6 H7 – Good energy and drive

Q1/10 L4 – Hard on himself

E7 H7 O3 – Strong confidence without arrogance

M5 Q1/10 – Progressive and innovative



Reasoning/Problem Solving		Global Factors	
Raw Scores	Percentiles	EX	Sten
L 57	90 %	8	
Q 43	90 %	3	
T 96	90 %	4	
Norms Used - MGR		IN	8
		SC	7
CF 133	98 %	10	Sten
WG 40	99 %		
Norms Used - Exec			



Setting the Stage for Development

Honest and Direct Feedback

It “MUST” come from multiple perspectives.

1. Management Review
2. Performance Reviews
3. Personal Assessments
4. 360-Degree Assessment
5. Peer reviews/interviews
6. External Coach



Interesting People



Mr. Bob – Branch Manger

Ms. Marissa – Operations Manager

Mr. Dave – Sales Manager

Ms. Jill Barad – CEO Mattel

Mr. George Ivestor – CEO Coca Cola



Questions?



Thanks for joining us today!

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Linking Human Capital with Strategic Intent