Assessing & Developing People: Confessions of an executive coach

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Does anything about succession planning wake YOU up at night?

Are your executives losing any sleep? Over what?

"The thing that wakes me up in the middle of the night is not what might happen to the economy or what our competitors might do next; it is worrying about whether we have the leadership capacity and talent to implement the new and more complex global strategies."

-- David Whitwam, Whirlpool Corporation
in <u>Grow Your Own Leaders</u>
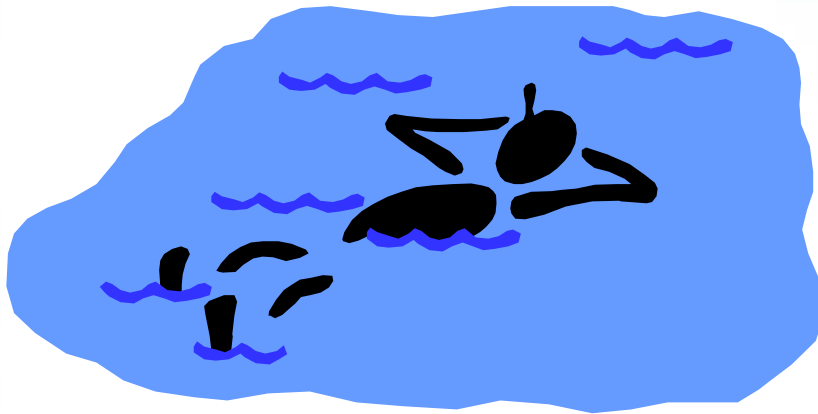by Byham, Smith & Paese (2002)

Blinder 1: Competency complacency
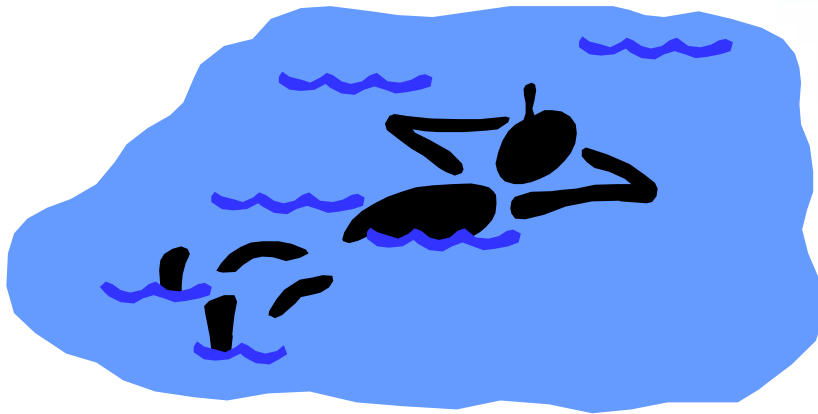
- How many of your competency models were developed more than 5 years ago?

- Do your models reflect what it will take to achieve future business results?

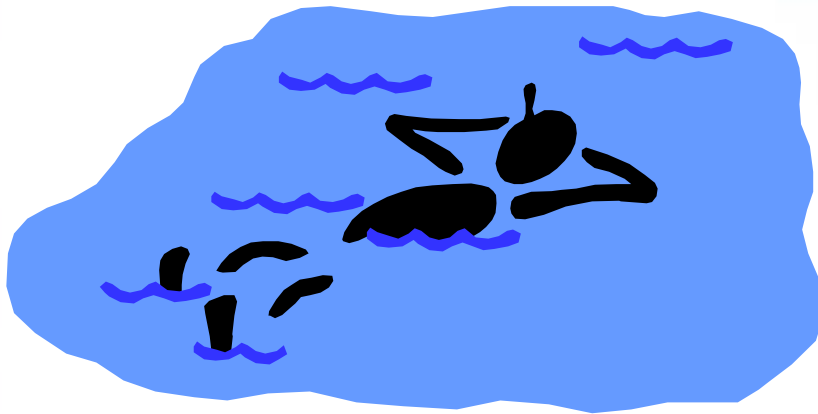- Are your HR systems integrated around critical competencies?

Blinder 1: Competency complacency

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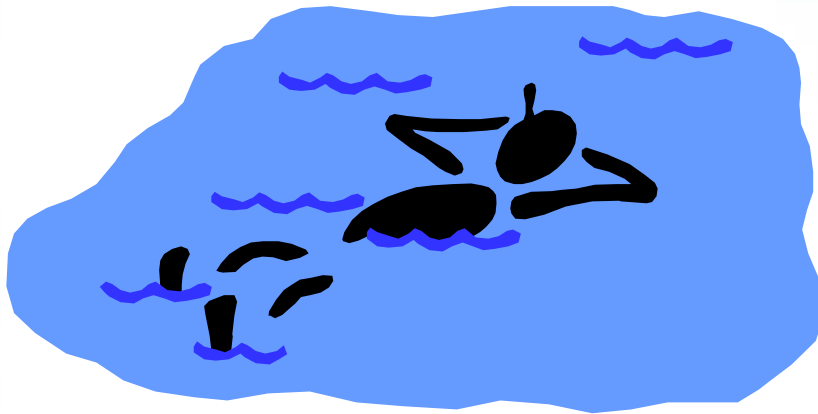
"Our R&D initiatives change every year"
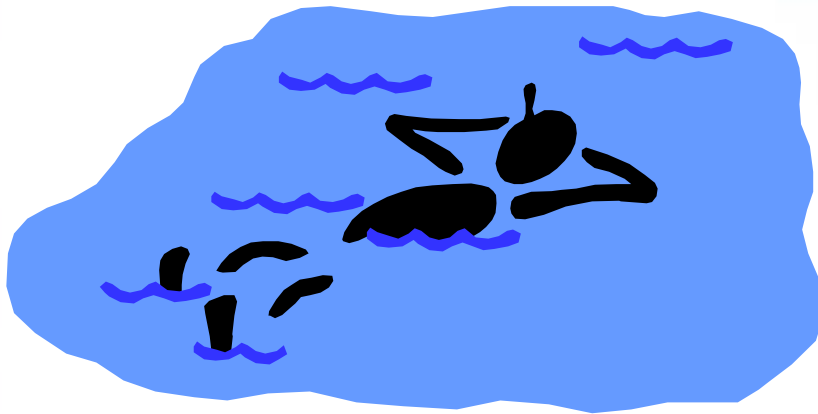
--Marguerite Kunze, Baxter

Blinder 1: Competency complacency

3. Are your HR systems integrated around critical competencies?

Blinder 1: Competency complacency

4. Does ANYONE care?

"Does your competency model tell a compelling story?"

--Jim Walker, Walker Group

Competency model options

1. **Borrow other model(s)**

2. **Build leadership brand**

Competency model options

Borrow other model(s)

o Many choices but tailoring may be costly and will lose uniqueness

✓ Ease of plug 'n play

✓ Can buy integrated 360, interview, performance management, training programs

✓ Tried & true descriptors, behavior anchors

Build leadership brand

✓ Unique model can reflect future orientation, create buy-in, drive results

o Takes time to develop

o Great effort may be needed to align or integrate with present systems, programs

o Measurement challenges

"Keep your success profile grounded in business strategy"

--Lucien Alziari, Pepsi

Competency model options

Standards for models that create brand:

1. Linked to and balanced cross key result areas
2. Aligned with current strategy, organization capability and values
3. Leveraged in the organization's enabling systems
4. Integrated and differentiated by employee level
5. Aligned with senior executive beliefs and behaviors

From HRPS article: "Leveraging Leadership Competencies to Produce Leadership Brand: Creating Distinctiveness by Focusing on Strategy and Results" by Intagliata, Ulrich & Smallwood in <u>Human Resource Planning</u>, 2000(3)

What's the right stuff?

- Lominger's 67 competencies & 19 staller-stoppers
- Gallup's 34 strengths
- DDI's 9 strategic leadership roles
- Wilson Learning's 15 executive competencies
- PDI's family of PROFILOR models
- CCL's leadership skills (BENCHMARKS)
- AON/ASI's LEADeR profile
- Hogan's Personality Inventory & Development Survey
- ePredix Global Personality Inventory
- CPP's California Psychological Inventory (CPI) scales

What's the right stuff?

There are many choices,but don't start there if you are trying to change your business…

"What are the critical things for the CEO to message about leadership, and what few should you measure?"
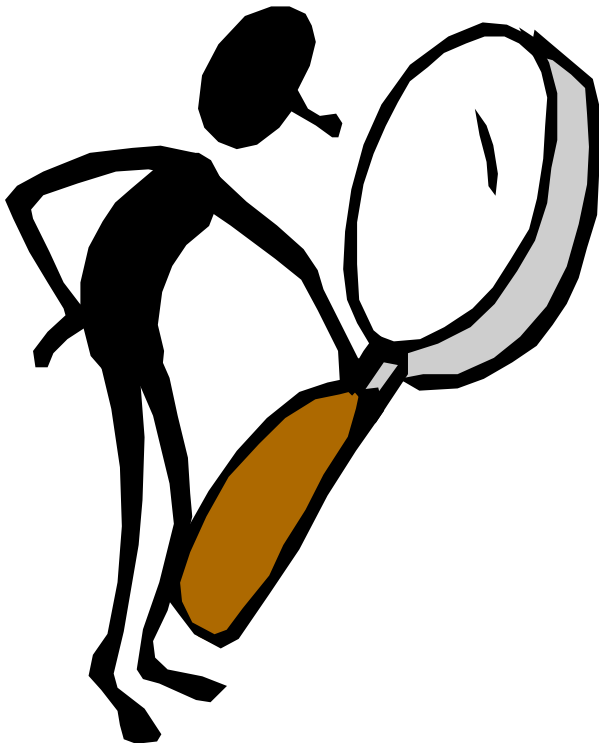
--Mary Eckenrod, Cisco

Confession 1: It may not matter which model(s) you use

… if you don't care about impact

Confession 1: It may not matter which model(s) you use

- Many similarities between models
- How model is used may be more important than which model is selected
- Some people may be jaded, need fresh approach (e.g., leadership branding)

Role vs. competency focus

	DDI Strategic Leadership Roles	Wilson Learning Executive Competency Model
Business acumen	Navigator Global Thinker Enterprise Guardian	Reaching astute decisions Understanding global competitive environment Leveraging technology Maximizing stakeholder value
Strategic leadership	Strategist Entrepreneur Change Driver	Developing vision & strategy Developing structure & processes Demonstrating courage Creating & sustaining momentum
Relationship management	Captivator Talent Advocate Mobilizer	Influencing with credibility Managing talent Creating trust Encouraging dialogue Fostering collaboration Resolving conflicts
Personal		Managing personal & career development

Role vs. competency focus

Developmental assignments can help people develop particular competencies.

Do you know what role(s) a person will be playing in their next assignment?
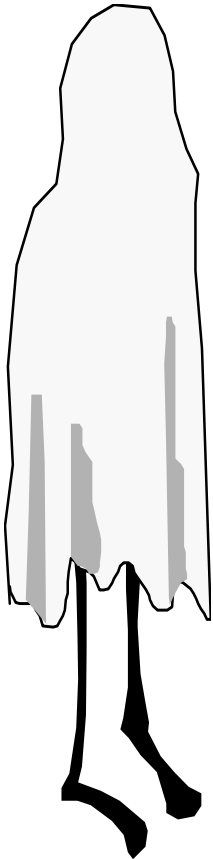
"Prescription without diagnosis is malpractice"

--Jim Bolt, EDA

Blinder 2: Fear of assessment

Organizations may shy away from assessment for reasons such as:

- CEO with bad prior experience
- HR guinea pig getting bad news
- Ready-fire-aim culture

"Find pain or create it"

--Jim Walker, Walker Group

Assessment options

- 360 surveys
- 360 interviews
- Behavior-based interviews
- Cognitive tests
- Personality tests
- Other inventories (e.g., values)
- Simulations
- Acceleration centers ("day in the life")
- Feedback (developmental vs. integrated)

Assessment options

Along with internal data such as:

- Nomination ratings
- Interviews
- Performance management data
- Self-assessments
- Other?

Assessment options

What is the purpose of YOUR assessment process? Are you trying to:

1. Do replacement planning or build an acceleration pool?

2. Determine someone's readiness for promotion?

3. Contrast the capability of particular candidates?

4. Predict the long-term potential of future leaders?

The Japanese Bill Gates Challenge

- How to predict potential in recruiting and selecting the next Bill Gates from a population of Japanese high school and/or college students?

- What BEHAVIOR do (Japanese) entrepreneurs show early in life?

- What PERSONALITY traits might be predictive?

- How much COGNITIVE capability is required for technical entrepreneurs?

- Once identified, what would it take to DEVELOP and RETAIN such people?

Confession 2: Data is conflicting
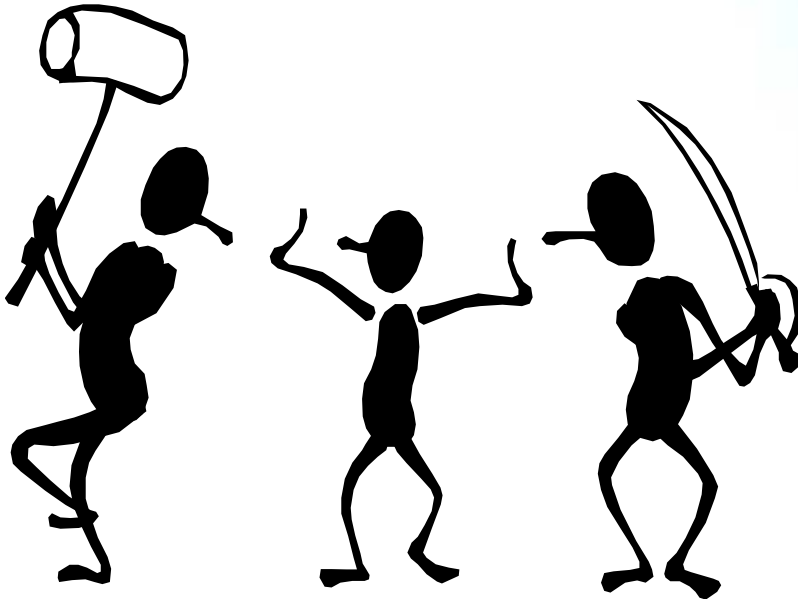
- Difficult to obtain multiple measures of same competency
- Multiple measures do not always converge
- Difficult to eliminate bias(es)

Assessment methods to explore

- Acceleration Centers[sm] (DDI)
- Assessment for Management Challenges (Wilson Learning)
- Aon/ASI's LEADeR™ program
- Individual assessment process for manager-executive-CEO levels (PDI)

Assessment methods to explore

Acceleration Centers℠ (DDI)

"Strategic Leadership Experience" helps leaders:

- Improve their ability to deliver better business results by applying the 9 leadership roles in the workplace

- Bridge the gap from operational to strategic leadership

- Minimize derailers that can impede their success as a senior leader

- Establish peer networks across organizations and functions

Assessment methods to explore

Assessment for Management Challenges (Wilson Learning)

- Driven by e-mail and voicemail "in-basket" materials

- Scheduled as a day-in-the-life of a GM

- Includes computerized evaluation and report production process

- Individual feedback coaching session

Assessment methods to explore

LEADeR™ program (AON)

- 4-hour leadership assessment and development program

- Focuses on relevant business challenges

- Integrates with client competency model(s)

- Features business simulations for different audiences

- Provides feedback based on competencies or business challenges

- Provides efficient, cost-effective administration and implementation

- See DEMO at www.hrservices.aon.com

Assessment methods to explore

Individual assessment process for manager-executive-CEO levels (PDI)

- Contact your local PDI office
- Or ask me later about services offered by PDI, Linkage, Lominger, BTS, and other vendors I have mentioned
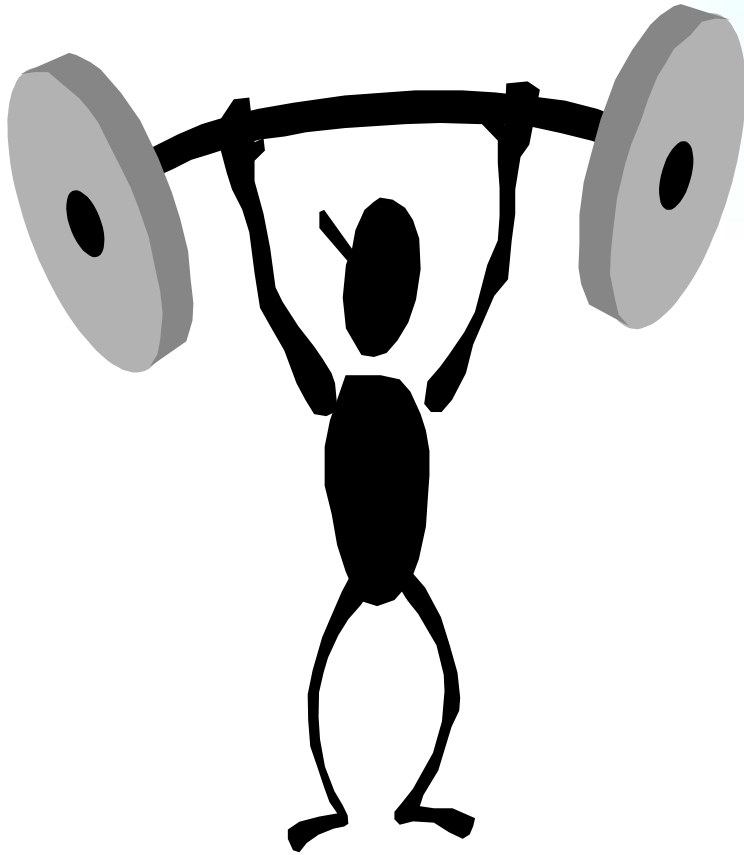
Assessment methods to explore

Plus you can use people's performance in developmental assignments as an assessment

Blinder 3: Expecting too much (or too little) from coaches

- Coaches cannot always make up for years of neglect by bosses, HRD
- Some people/issues are inappropriate for coaching
- Life coaches are popular but often lack business experience
- Excessive training for coaches may delay implementation

Coaching options

- Coaching offered to people in key roles, at particular levels, going through transitions

- Coaches included as facilitators in hi-po training programs

- Coaching packages offered at different price-points for people & departments who have budget for training

- Providing both internal & external coaches

"Focus limited resources on where you will have the greatest impact in the shortest period of time"
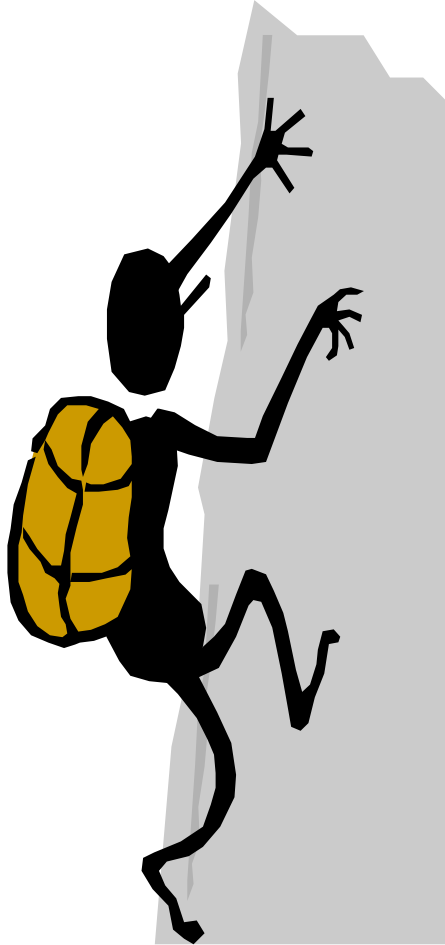
--Mary Eckenrod, Cisco

Coaching options

How many coaches does your organization have?

Confession 3: Sometimes client buys invisible coaching

- HR leader wanted to become more strategic. Coach helped analyze stakeholders, develop HR strategies in response to business needs. Work was invoiced as training program.

- BU president was concerned about transitioning back to HQ. Weekend coaching work-out was billed as sales consulting.

- How many invisible coaches are working for your organization?

Choosing the right coaching goal

Coaching can help people be more intentional about what there is to be learned or developed in a new assignment (e.g., position, role, project, task force, etc.)

"Get people to think about their careers as an accumulation of experiences rather than positions"

--Lucien Alziari, Pepsi

Choosing the right coaching goal

- Enhancing project learning & success
- Growing capability to handle new challenges
- On-boarding (transitioning to new role)
- Remedial skill-building (e.g., "charm school")
- Becoming more visionary, strategic
- Communicating with passion & influence
- Increasing external awareness, networking
- Encouraging more innovation & risk-taking
- Leveraging a strength more creatively
- Leaving a legacy (e.g., developing successor)

DILEMMAS

Do you want to hear some stories or have more time for questions?

Dilemma 1: Who is the client?

- Plan for 360+coaching
- Staff attended off-site to observe people, culture
- Client rejected staff
- Debrief revealed (new) client's mental model
- Won coaching project after substituting staff
- Lessons: culture, respect & "Gomen na sai"

Dilemma 2: When does too much process compromise results?

- Custom 360 for top%
- Detailed specs, coach screening & training
- Lengthy internal data collection, norming
- 3 meetings: feedback, devplan, follow-up
- Lessons: Importance of clear ownership; results vs. going thru the motions

Dilemma 3: Does client need a hammer or a screwdriver?

- Tests & skill-building in accelerated, hi-po executive training

- Coach assigned later to help integrate info, apply to actual job challenges

- Lessons: second review plus sounding board may enhance understanding & results for senior staff (especially?)

Dilemma 4: How to bridge between conflicting needs?

- High-talent CFO had no successors
- Employee survey showed management issues
- 360 + interviews & coaching for key staff
- CFO revealed exit plan
- Progress reports & 3-ways
- Lessons: value of knowing perceptions; challenge of maintaining trust; people want to hear they are valued

Dilemma 5: How much weight to place on assessment data?
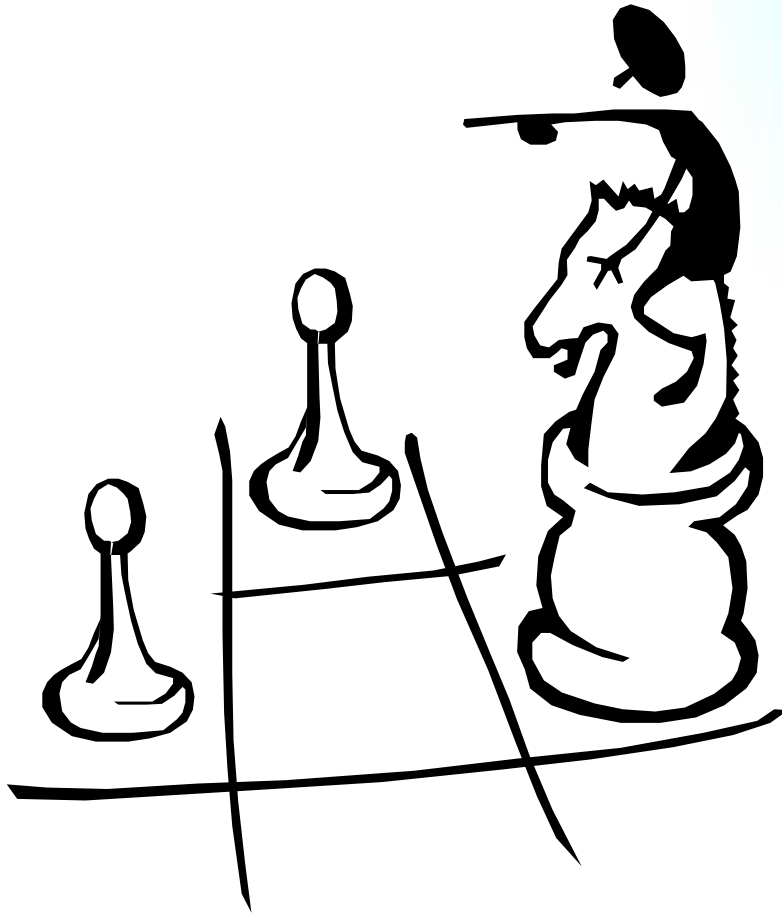
- Several levels of in-depth assessments used for executive hiring & promotions
- Custom competency model includes values
- Special cross-cultural assessment center helped identify potential & place/move managers into new structure
- Lessons: Values provide RJP & powerful screen; common assessment provides more level playing field outside USA

Dilemma 6: When is the right time to begin on-boarding process?
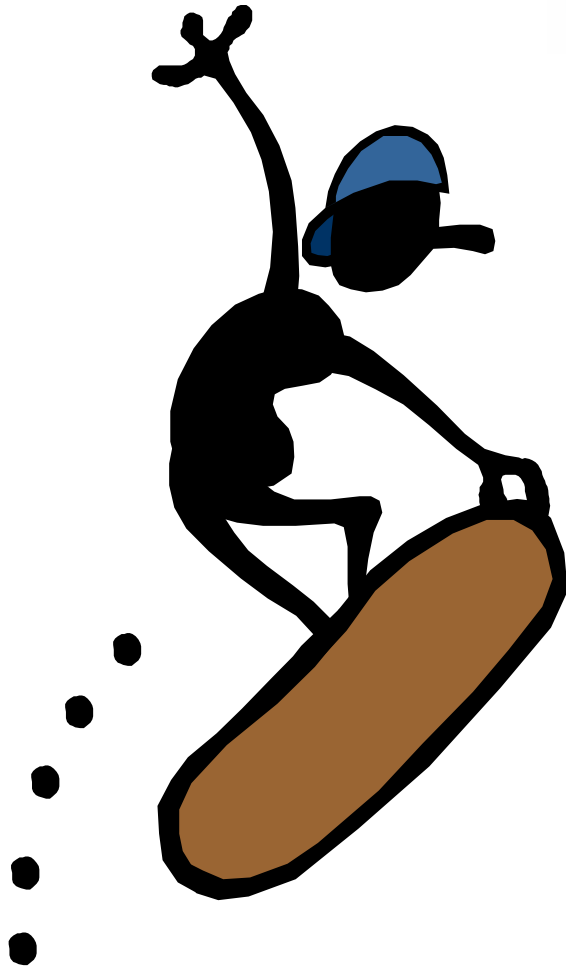
- Manager was being moved from one subsidiary to another in a different country
- On-boarding began with coach in original country
- Assessment in second country provided insight on new challenges for subsequent coaching
- Lesson: chemistry is 2-way street

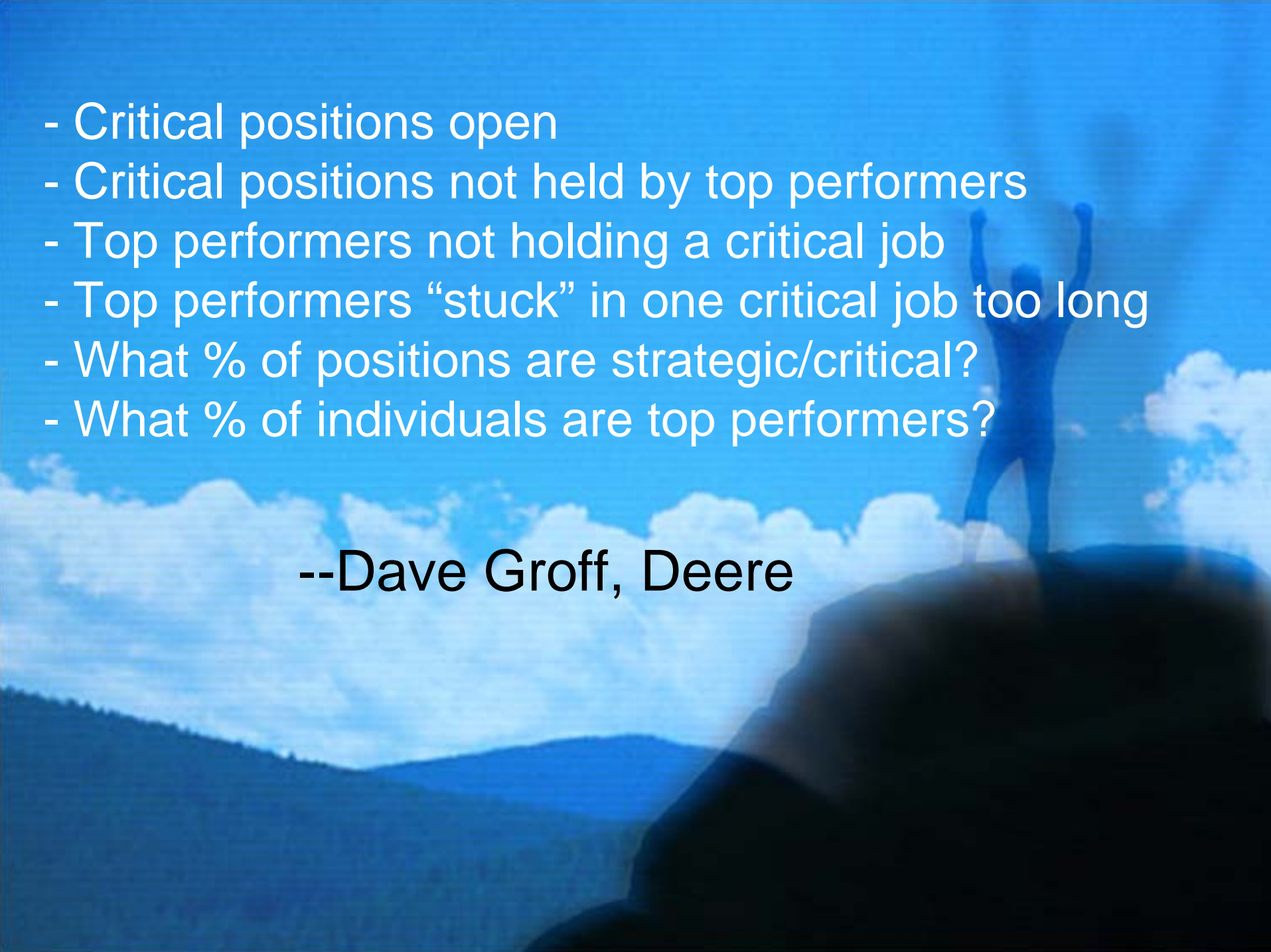# Dilemma 7: When/how to invest in selective acceleration?

- Developmental assessments for hi-pos & some new managers
- Leadership modules for hi-pos & particular BUs
- 360 + coaching for CTO and key staff
- Collaboration on new officer orientation
- Lessons: One size may not fit all; thin-skinned stars; internal champions (guinea pigs) selling value of assessment

What is the ROI for assessing & developing talent?

- Critical positions open
- Critical positions not held by top performers
- Top performers not holding a critical job
- Top performers "stuck" in one critical job too long
- What % of positions are strategic/critical?
- What % of individuals are top performers?

--Dave Groff, Deere

What is the ROI for assessing & developing talent?

1. What is the reaction of people in the pool; what is the reaction of their managers, mentors, and your executive sponsors?

2. Are people learning what you want them to learn from their assignments?

3. Are your development efforts producing the desired skills and behavior?

4. Is there enough internal talent to fill open positions? Are people performing well?

# What is the ROI for assessing & developing talent?

See "Grow Your Own Leaders" for suggestions about what to measure such as:

- Retention (voluntary turnover of hi-pos)
- Cross-BU movement
- Number of people in pool vs. target
- Quality of people in pool
- Advancement of pool members
- % senior jobs filled by pool members
- Long-term performance of members
- Contributions to organizational performance

Final confession:
We do the best we can
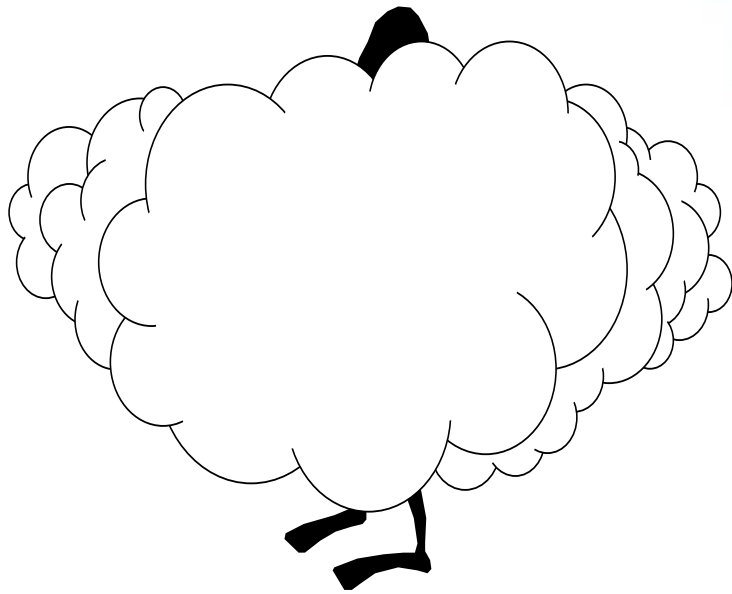
- It is an ongoing challenge to develop and implement a fair, reliable measurement process that yields valid predictions.

- It is an even greater challenge to calculate ROI when so many variables keep changing.

Resources

- Matt Paese, DDI, 630-891-6909
- Paul VanKatwyk, PDI, 612-337-3692
- Kay Cotter, Wilson, 952-828-8673
- David Workman, Lominger, 909-748-0927
- Betsy Koonce, Linkage, 763-797-5226
- Kevin Louiselle, FutureWork, 651-634-7134
- Kirk Rogg, Aon, 913-814-0395
- Jonas Ackerman, BTS, 203-316-2740
- Katherine Holt, Peakinsight, 970-247-1180

What are YOUR dilemmas and questions?