Defining Leadership Potential:
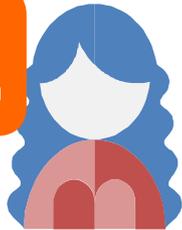
A case study from the electronics manufacturing industry

Calum McComb

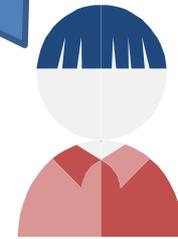Industrial Psychologist

ACSG Conference 2016

The initial conversation

Suggested series of interventions across the levels of the organisation

LEVEL OF FOCUS

Leadership

Individual Level

Team Level

Organisation Wide

| Values & Culture | Team/BU Charters | Job Models | Leadership Charter |

Defined Organisational Values & Behaviours

Team Charters & KPI's

Individual Job Profiles & KPI's

Defined Leadership Behavioural Model

DELIVERABLE
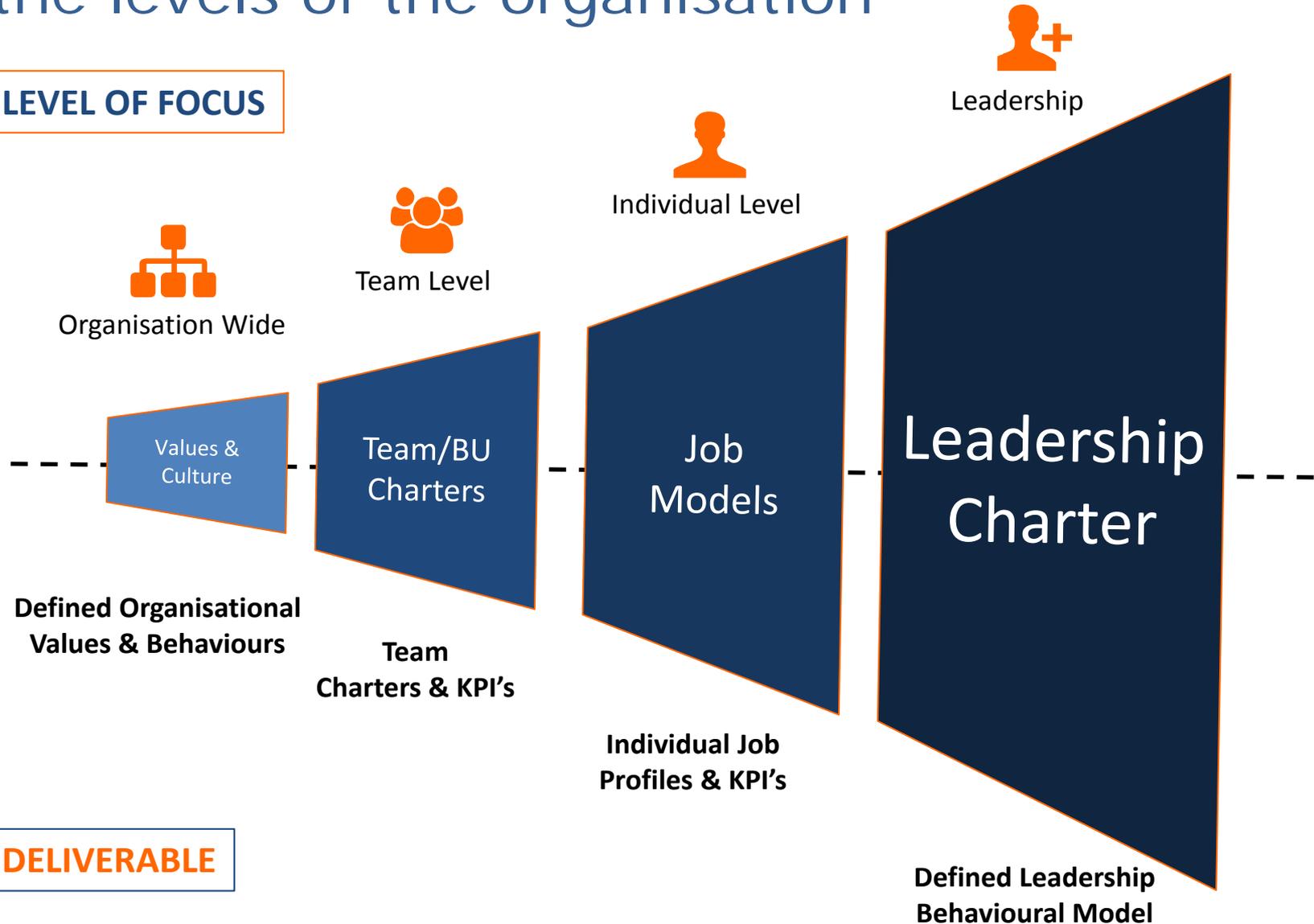
Potential for what?

What does leadership potential look like?

Leadership

Leadership Charter

What do we want to create potential for?

Defined Leadership Behavioural Model

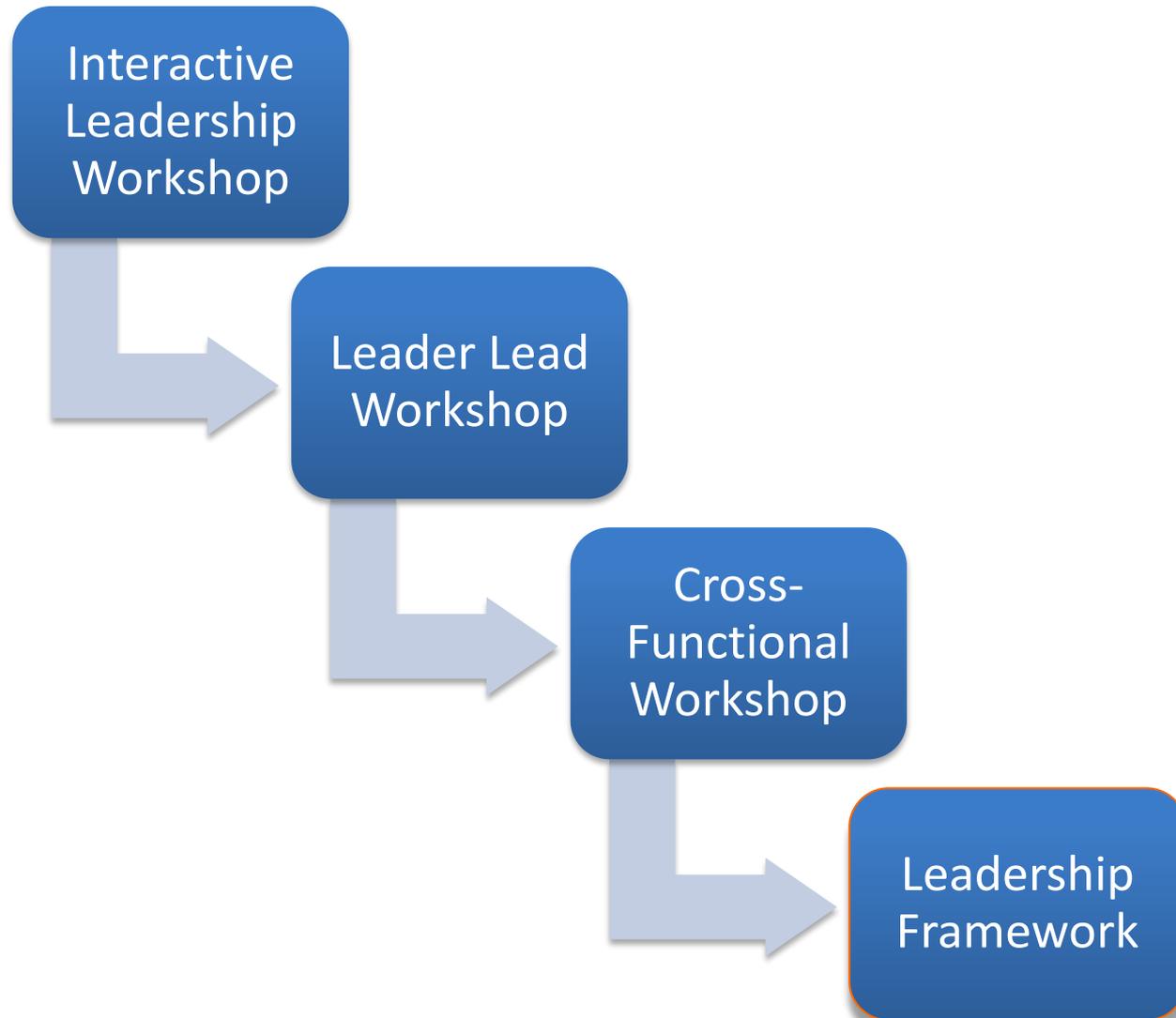# How do we create direction for leaders to realize their potential?

Needed to answer a few questions:

1. What differentiates successful from unsuccessful leaders in the business?

2. What must leaders deliver into the business?

3. What must leaders do to deliver?

4. What must leaders have in order to deliver into the business?

5. What does the literature tell us about leadership potential?

Process followed

Series of workshops:

Interactive Leadership Workshop

Leader Lead Workshop

Cross-Functional Workshop

Leadership Framework

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Interactive leadership workshop

Understanding Leadership Principles

Autocratic	Democratic
Transactional	Transformational
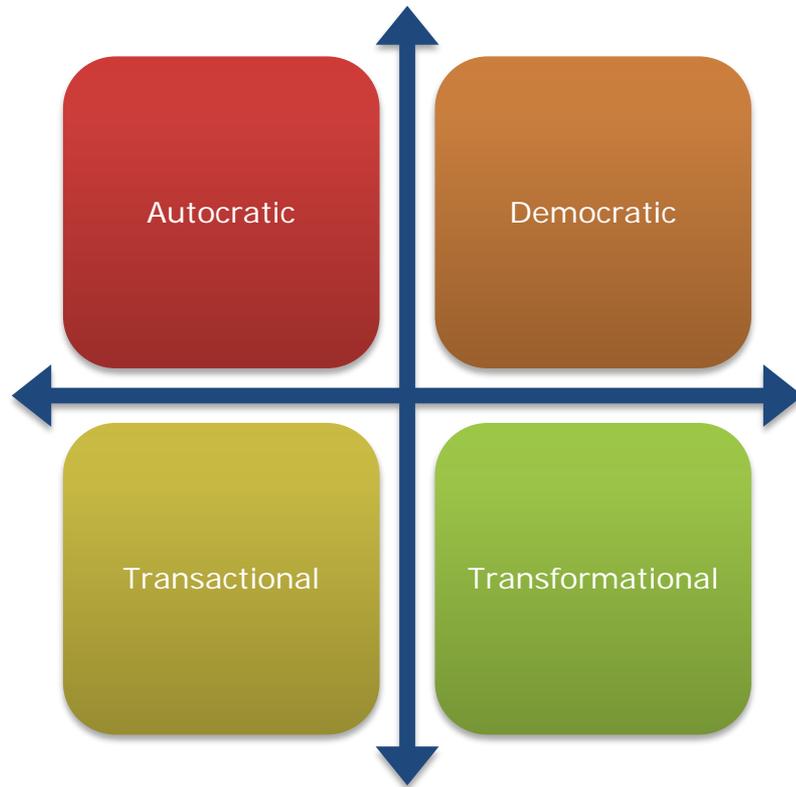
Differentiating Great vs. Poor Leadership

Great Leader Qualities   Poor Leader Qualities

Leader lead workshop with their department teams

A bottom up approach to defining:

1 **Our purpose**

2 **Our key deliverables**

3 **Our expectations of the Managing Director**

4 **Our expectations of senior leadership**

5 **Our expectations of fellow team members**

6 **Values & behaviours**

Thematic analysis of output data from leader lead workshops

A leader who creates structure

Clearly defines the roles and responsibilities of others
Creates structure by maintaining up-to-date organograms of work te
Creates alignment between individual, team and organisational goa
Delegates clear lines of authority
Ensures resources are in place to meet goals

A leader who takes control

Takes swift decisive action to correct problems
Makes sound decisions based on logic and rationale
Takes responsibility for decisions that need to be made
Shows drive and determination to achieve goals
Holds others accountable to deliver on their promises

A solution driven leader

Breaks problems down into smaller parts to understand them bette
Provides insights by quickly gets to the root cause of problems
Identifies opportunites for growth in the market
Uses a logical and rational approach to solve problems
Comes up with practical solutions to solve problems

	A leader who empowers others
1	
2	Coaches and mentors others in the organisation
3	Inspires a sense of meaning and purpose for others
4	Shows appreciation for the efforts of others at all levels in the orgal
5	Recognises the value of all functions or departments in the busines
6	Provides realistic career paths for employees to work towards
7	

...eader who communicates

ates open channels for regular communication
Provides regular feedback about the companies direction to others
Provides communication about changes that may impact on others
Persuades and negotiates effectively to shape the opionions of others
Conveys messages in a way that is easy for others to understand

A leader who drives delivery

Develops and implements clear standardized work processes for others to follow
Understands the processes and procedures that others follow in order to achieve g
Is foccused on ensuring the accuracy and precision of tasks completed
Authorises and delivers documents on time
Ensures projects are completed in full and on time

Literature Review

What are the core components of potential?

Silzer & Church, assimilated the following:

Cognitive Skills
Conceptual/Strategic/Intellect

Personality Variables
Dominance/Resilience/Interpersonal

Performance Record
Track Record/Leadership Experiences

Learning Variables
Adaptable/Interested/Open

Leadership Skills
Empowering/Developing/Inspiring

Motivation Variables
Engagement/Aspiration/Risk Taking

Review of Existing Measurable Frameworks

Current measurable frameworks: What can we measure for

Cognitive Competency Frameworks

Competency Graph
Manny's processing scores in terms of generic **Diagnostic Accumulation** (SST) requirements

Dimension	Sub-Dimension	Requirement: Standard Deviation							Description
		-3	-2	-1	-0	1	2	3	
Future orientation	Strategic								Planned problem-solving, learning and ideas orientation, flexibility
	Long-term								Following arguments through, identifying future implications and consequences
Operational orientation	Pragmatic								Focusing on tangible and practical, investigating between relevant and...
	Analytical								Applying...
	Logical reasoning								
Technical-specialist approach	Detail orientation								...checking
	Structured approach								...listing, categorising, and summarising information
	Memory...								...on previously acquired knowledge and retaining and recalling information
Holistic									Internalising learning experiences, trusting own gut level insights, openness to subtle awareness, identifying patterns via subconscious integration of complex information
									Synthesising fragmented / discrepant information into a meaningful and coherent whole, applying a holistic approach, understanding the bigger picture
									Generalising and abstracting verbal concepts, taking unusual perspectives for creative formulation
Innovative approach	...erating alternatives								Applying critical and divergent reasoning about alternative possibilities, change-orientation
	Learning orientation								Flexibly aquiring new ideas and concepts, adaptability, curiosity, open-mindedness, change-orientation
	Creative conceptualisation								Verbal reformulation, reframing, redefining, reconceptualising, using abstract, unusual or flowery language / concepts
Self-awareness (personal management)	Metacognition								Having awareness, monitoring and evaluating own perceptions, opinions and ideas, introspection, improving functioning
	Prioritisation								Clarifying and prioritising vague and unclear issues to inform decision-making
	Seeking challenge								Preferring complex, vague and challenging issues, adaptability, energy, interest in intellectual endeavours

4 ...sters

12 Sections

36 Dimensions

108 Facets

108 Facets

Behavioural Competency Frameworks

Solving Problems

...ople
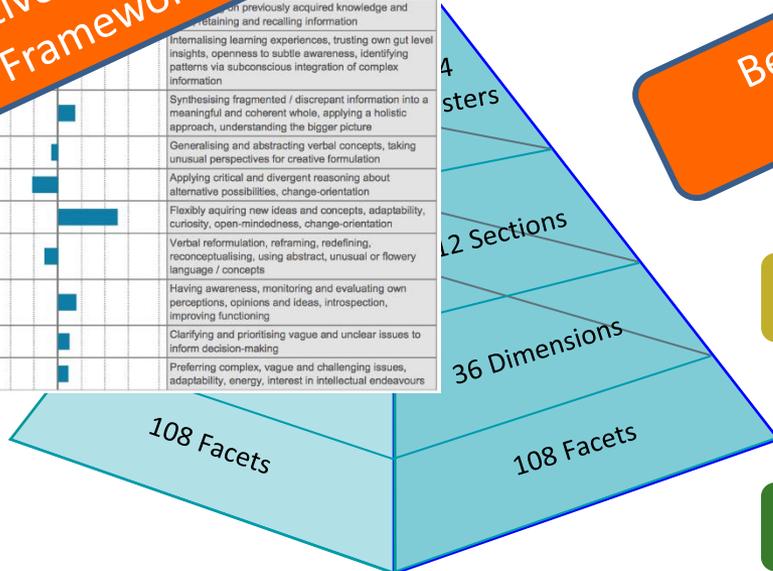
Adapting Approaches

Delivering Results

Evaluating Problems

Investigating Issues

...ovation

Building Relationship

Communicating Information

Providing Leadership

Showing Resilience

Adjusting to Change

Giving Support

Processing Details

Structuring Tasks

Driving Success

Leadership potential defined into twelve areas of competency potential

Leaders with high potential for...

Empowering people

Communicating information

Taking the lead

Leading Others

Providing leadership to others means empowering and growing people to become future leaders, communicating openly and assuming the role of leader through effective decision making and taking the lead.

Leadership potential defined into twelve areas of competency potential

Leaders with high potential for...

Effective leaders must first lead themselves before they can lead others. Self-leaders deal with uncertainty and change, they listen to and show consideration towards others, and they are transparent and consistent in their actions.

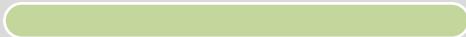**Leading Self**

Staying resilient

Considering people

Leading authentically

Leadership potential defined into twelve areas of competency potential

Leaders with high potential for...

Providing direction	**Leading Business**	Effective business leaders provide clear goals and direction, they create structure so that everybody knows what is expected of them and where they fit in, and they ensure that processes are in place to guide delivery against goals.

Providing direction

Creating structure

Enabling delivery

Leadership potential defined into twelve areas of competency potential

Leaders with high potential for...

Leading industry requires innovation and creativity from everybody and it is the task of leaders to foster this. It requires solving problems and finding solutions, and the life-long pursuit of learning about new things to keep abreast of change.
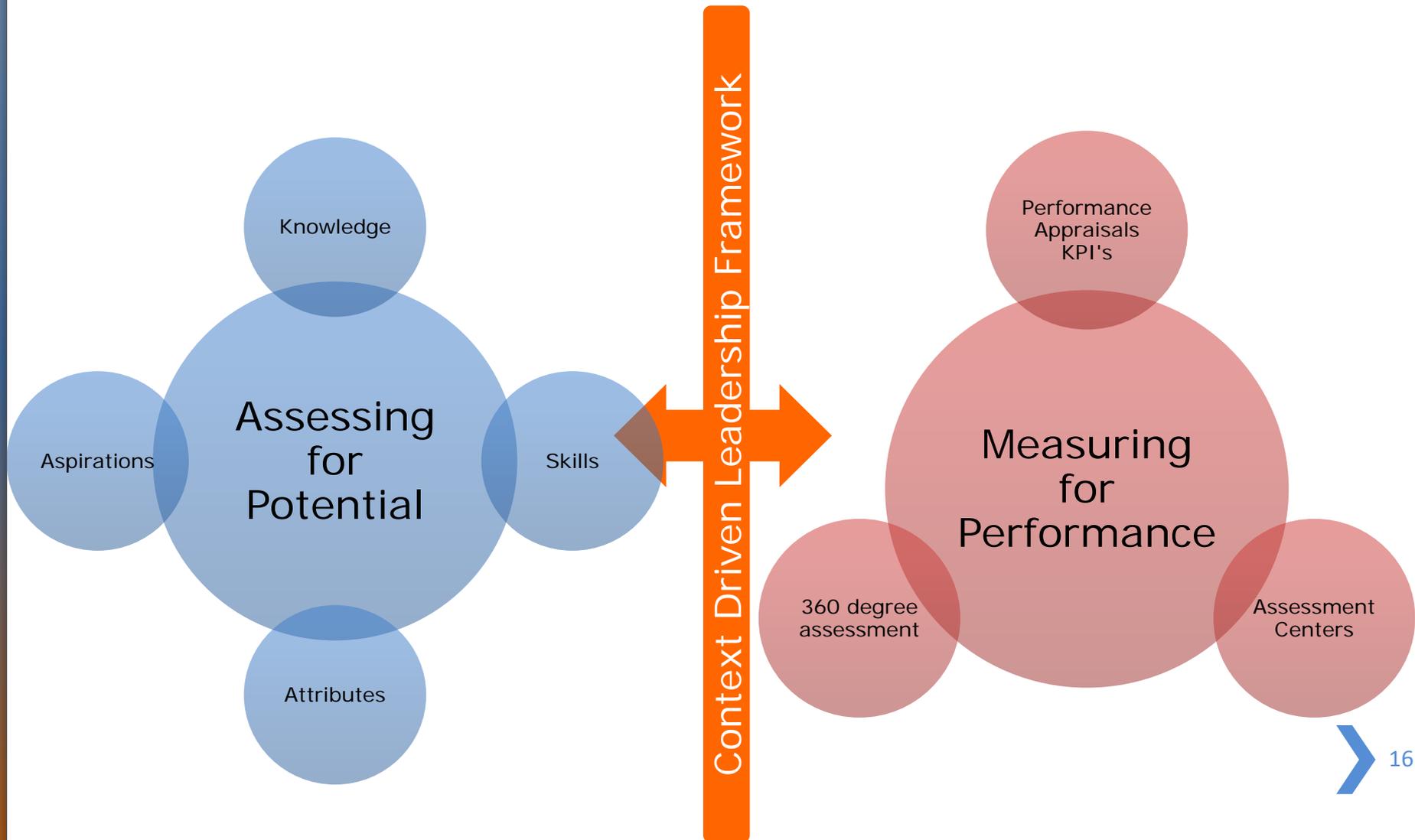
Leading Industry

Leading innovation

Solving problems

Leading learning

Measuring Potential vs. Performance

Knowledge

Aspirations

Assessing for Potential

Skills

Attributes

Context Driven Leadership Framework

Performance Appraisals KPI's

Measuring for Performance

360 degree assessment

Assessment Centers

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Leadership performance in this business looks like...

Empowering People

- Coaches and mentors others to grow future leaders
- Inspires a sense of meaning and purpose in others
- Provides others with motivation and encouragement
- Creates opportunities for others to grow and develop their skills
- Provides realistic career paths for employees to work towards

Communicating Information

- Creates open channels for regular communication
- Provides regular feedback about the direction of the business to others
- Provides communication about changes that may impact on others
- Persuades and negotiates effectively to shape the opinions of others
- Conveys messages in a way that is easy for others to understand

Taking the Lead

- Takes swift decisive action to correct problems
- Makes sound decisions based on logic and rationale
- Takes responsibility for decisions that need to be made
- Shows drive and determination to achieve goals
- Holds others accountable to deliver on their promises

Leadership performance in this business looks like...
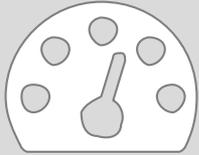
Staying Resilient

Adapts easily to changes and new challenges

Copes well with situations where there is uncertainty

Does not give up in the face of difficulties

Sees challenges as opportunities rather than threats

Remains calm and collected when under pressure

Considering People

Makes time to understand the needs of others

Involves others when making decisions that impact on them

Actively listens to the concerns of others

Shows concern for the welfare of others

Appreciates the contributions that other people make

Leading Authentically

Applies the same rules consistently for everybody in the organisation

Respects everybody in the organisation regardless of their differences

Is open to criticism and learns from mistakes

Leads by example by practicing what is preached

Always delivers on promises made

Leadership performance in this business looks like...
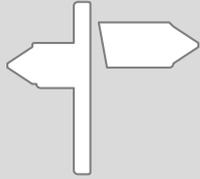
Providing Direction

Creates a clear vision for the future of the business or team

Develops plans and strategies to direct the efforts of people

Sets realistic goals and objectives with specific timeframes

Plans and facilitates regular meetings to track progress towards goals

Actively drives positive change in the business
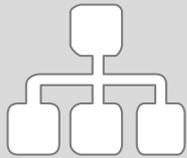
Creating Structure

Clearly defines the roles and responsibilities of others

Creates structure by maintaining up-to-date organograms of work teams

Creates alignment between individual, team and organisational goals

Delegates clear lines of authority

Ensures resources are in place to meet goals

Enabling Delivery

Develops and implements clear and standardized work processes

Understands the processes that others follow in order to achieve goals

Is focused on ensuring the accuracy and precision of tasks completed

Authorises and delivers documents on time

Ensures projects are completed in full and on time

Leadership performance in this business looks like...

Leading Innovation

Creates opportunities for brainstorming and creative thinking

Allows others to solve problems for themselves

Allows people to learn from their mistakes without being punitive

Responds with encouragement to the ideas of others

Encourages new ways of looking at work challenges

Solving Problems

Breaks problems down into smaller parts to understand them better

Provides insights by quickly gets to the root cause of problems

Identifies opportunities for growth in the market

Considers the facts and figures when solving problems

Comes up with practical solutions that work

Leading Learning

Shows motivation to learn about new things

Displays strong skills in one's area of technical expertise

Continuously strives to update specialist knowledge and skills

Encourages knowledge sharing between member of the organisation

Is quick to understand and learn new concepts