

Uncovering Potential ... Planning Success

Studies show that over 35% of new executives fail in their first 18 months on the job due to lack of fit and coachability. In fact, Boards of Directors have rated CEO succession their top priority and also their number one weakness.* High performing companies commit to targeted leadership evaluation and development to build the knowledge, skills and behaviors necessary to achieve future goals.

Work with Performance Management Partners to:

- ✚ Clearly define required leadership skills and behavioral expectations that will drive success in the future.
- ✚ Measure leadership capacity and bench strength in your organization and identify talent gaps.
- ✚ Identify and retain high performing and high potential leaders.
- ✚ Establish a framework for development planning to drive behavioral change.

It All Begins with Feedback

360° feedback is a powerful way to provide a deeper understanding of strengths and growth areas in order to enhance your leadership development process. Research indicates that collecting information from a variety of people with different perspectives increases the objectivity and validity of a feedback experience. Individual “buy-in” also increases, generating commitment to personal development and increasing the likelihood of improved performance.

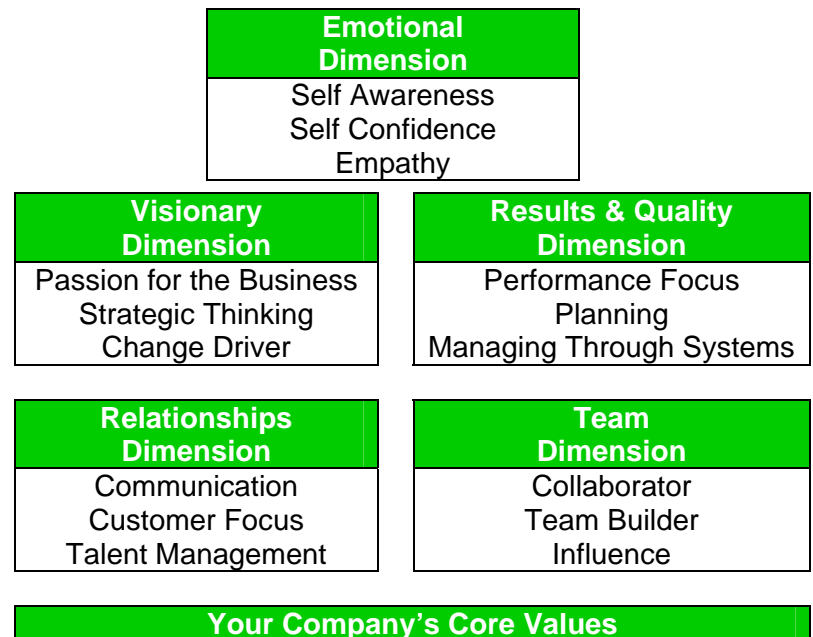
*National Association of Corporate Directors and the Center for Board Leadership.

Step One: Define Target Leadership Competencies

Select the competencies necessary to support your *future* business strategy, not just what has worked in the past. Based on decades of experience working with leaders, we’ve established our five dimensions of leadership and associated competencies. We’ve also designed our platform to be one of the most flexible, cost-effective technologies on the market. Whether you use our leadership model or your own, even the most demanding requests can typically be ready for your review within 2 business days.

Five Dimensions of Leadership & Competencies

Leadership Competencies can be completely customized based on your strategies.



Step Three: Use Potential and Performance Data to Measure Promotability

Couple Leadership 360° results with self assessment tools that measure critical thinking, emotional intelligence and personality traits to identify individuals with the performance and potential to grow within your organization. Our Talent Grid objectively differentiates managers based on current performance levels, strengths and potential for growth.

Talent Grid

		Potential An individual's capacity for growth based on competencies and "fit" as measured by self-assessments.		
		Low	Medium	High
Performance Actual performance based on Leadership 360° or performance review results.	High	Effective Performer Has overcome significant competency gaps to exceed performance expectations.	Solid Performer Able to demonstrate most leadership competencies to exceed performance expectations.	Top Performer Naturally possesses desired leadership competencies and exceeds performance expectations. Has significant potential for growth.
	Medium	Stable Contributor Has significant competency gaps which may result in average performance. Could have limited potential for growth.	Emerging Contributor Capable of demonstrating leadership competencies but could be more successful in applying them to exceed expectations.	Natural Contributor Naturally possesses desired leadership competencies but could be more successful in applying them to exceed expectations.
	Low	Mismatch Has significant competency gaps which may be driving low performance. Most likely has limited potential for growth.	Questionable Capable of demonstrating many leadership competencies but may lack the ability to apply them to meet expectations.	Capable Naturally possesses desired leadership competencies but is not successfully applying them to meet expectations.

Step Four:

Find out more about how Performance Management Partners can support your leadership development needs at every step of the process through follow-up assessments, training, coaching and development.



Competencies for 360° Feedback, Succession Planning and Leadership Development

Select from the list below to build your company’s leadership competencies. Our Leadership 360° and other development programs can be customized if your company has already defined core competencies for leaders.

- Emotional Dimension**
- Assertiveness
 - Competitiveness
 - Empathy
 - Flexibility
 - Humor
 - Optimism
 - Presentation Skills
 - Self Awareness and Control
 - Self Confidence
 - Self Development
 - Work/Life Balance

- Visionary Dimension**
- Ambiguity
 - Business Acumen
 - Comfort with Change
 - Creativity and Innovation
 - Entrepreneurship
 - Initiative
 - Overseas Work Success
 - Passion for the Business
 - Range of Perspectives and Interests
 - Risk Taking
 - Strategic Thinking

- Results Dimension**
- Action Orientation
 - Adherence to Policy
 - Ambition
 - Analytical Thinking
 - Comfort with Paperwork
 - Computer and Keyboarding Skills
 - Decision Making Skills
 - Detail Orientation
 - Follow-Through
 - Independent
 - Managing through Systems
 - Meeting Management
 - Numerical Accuracy
 - Organization
 - Performance Focus
 - Planning
 - Problem Solving/Consensus Building
 - Process Re-Engineering
 - Project Management
 - Quality Orientation
 - Responsibility Acceptance
 - Safety Orientation
 - Technical Learning
 - Written Communication

- Relationship Dimension**
- Coaching & Developing Others
 - Comfort with Diversity
 - Communication
 - Customer Focus
 - Delegation
 - Diplomacy
 - Front-Line Service
 - Listening
 - Motivation of Others
 - Sales Orientation
 - Talent Management
 - Talent Selection
 - Talent Builder

- Team Dimension**
- Facilitation
 - Influence
 - Informing Others
 - Objectivity
 - Political Savvy
 - Team Builder
 - Team Player

