

**Leadership
Competencies
& Evaluation**

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PERFORMANCE PARTNERS INTERNATIONAL LLC

WHERE STRATEGY MEETS PERFORMANCE

Elements of Individual Competency

BEHAVIORS

Specific observed actions, in response to stimuli or specific situations, such as showing empathy—trainable

TRAITS

Observed characteristics, reflecting aspects of a personality that are consistently displayed over time, such as a strong work ethic—much less trainable

DRIVERS

Factors or influences that motivate or trigger behaviors or traits, such as role modeling a strong work ethic—used in training

SKILLS

Learned Facts and Procedures, that allow specific tasks or activities to be completed in a job role—trainable

CMP

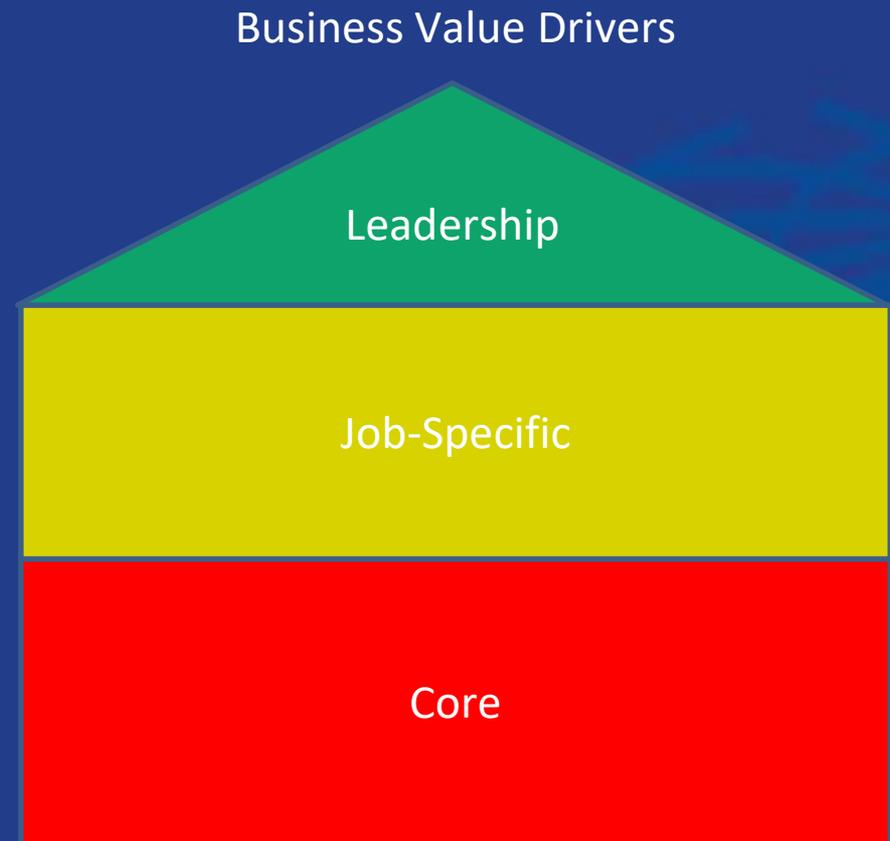
Complexity of Mental Processing, ability by which an individual processes information, recognizes patterns, and analyzes/solves problems—not trainable

Types of Organizational Competencies

Key competencies for leadership roles within the organization

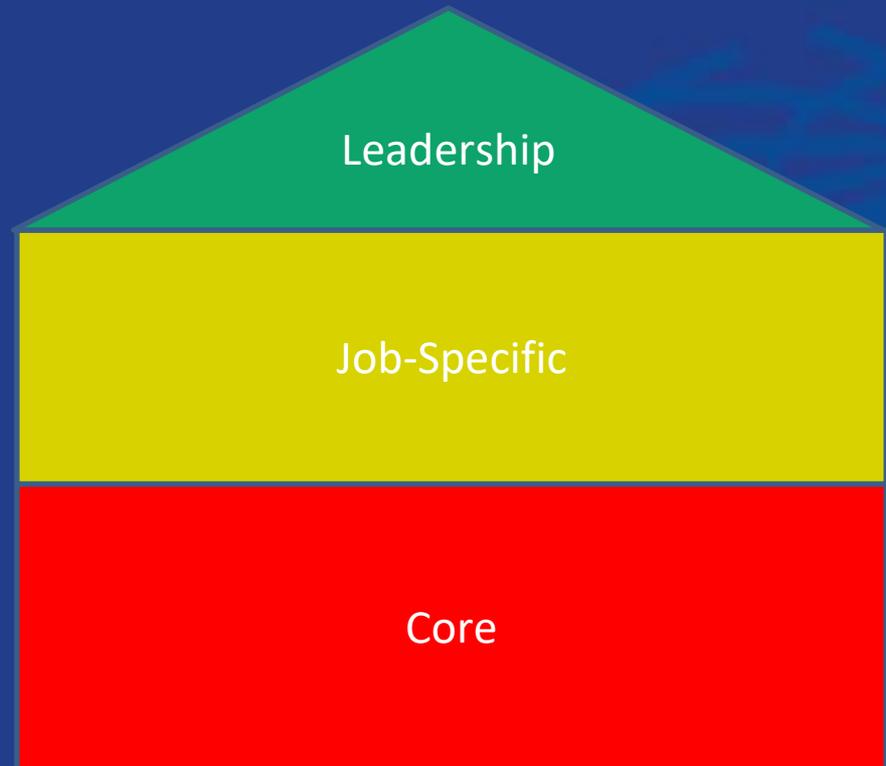
Competencies required to successfully complete specific jobs or functions within the organization

General competencies that all employees must possess to enable the organization to reach its goals



Layers of Organizational Competencies

Business Value Drivers



Differentiator:

Shared qualities benchmarked across effective organizational leaders

Management:

Shared qualities benchmarked across effective organizational managers

Technical:

Qualities defined by the requirements of specific business jobs or functions

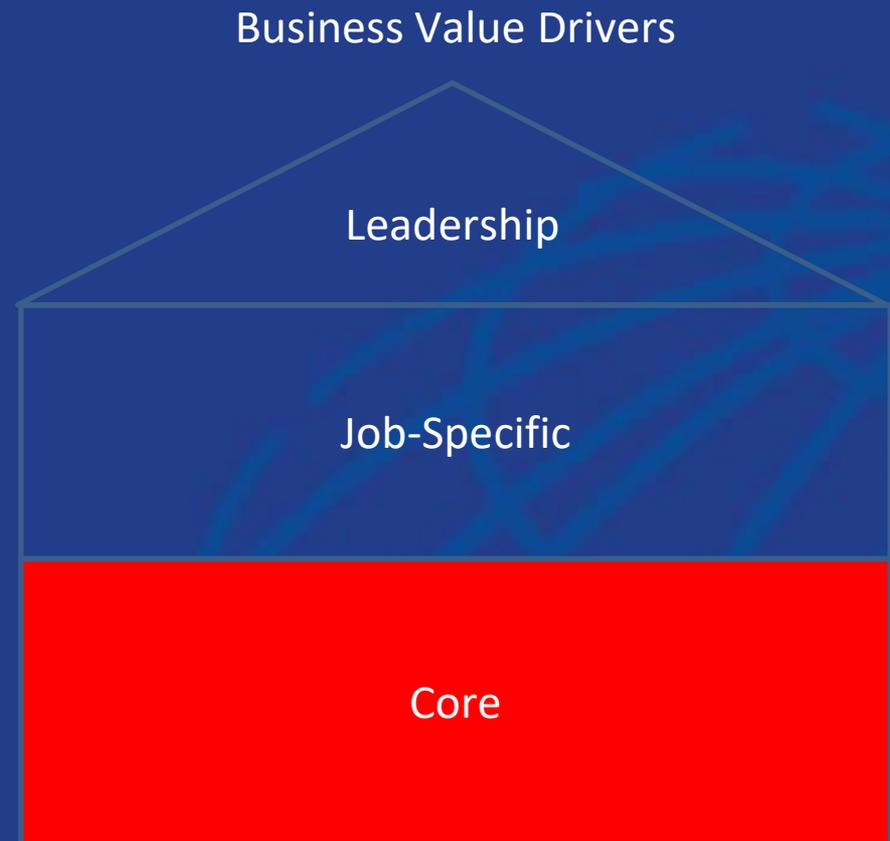
Fundamental :

Shared qualities considered essential for all employees regardless of their function or level

Benchmarked Core Competencies

EXAMPLE

- Professionalism
- Customer Centricity
- Reliability
- Flexibility
- Teamwork
- Integrity



2012-2013 Talent Management Benchmarking- PPI Research

Benchmarked Job-Specific Competencies

EXAMPLE

- Communication Skills
- Performance Feedback
- Respecting Diversity
- Decision Making
- Accountability
- Risk Management



2012-2013 Talent Management Benchmarking- PPI Research

Benchmarked Leadership Competencies

EXAMPLE

- Crafting a Vision
- Building Alignment
- Championing Execution
- Being Driven
- Analytical Thinking
- Being Transformational



2012-2013 Talent Management Benchmarking- PPI Research

Benchmarked Leadership Competencies

EXAMPLE

❑ Leadership Competency Inventory

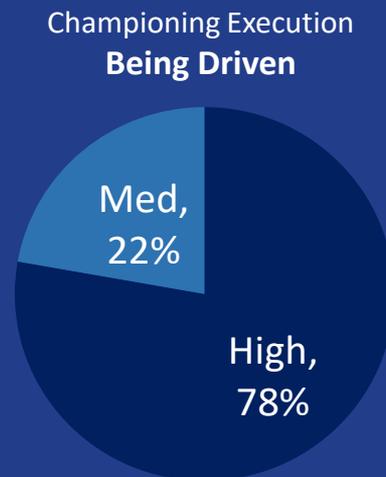
- **Crafting a Vision**
 - **Building Alignment**
 - **Championing Execution**
- **Being Driven**
 - **Analytical Thinking**
 - **Being Transformational**

Trait, Behavior, CMP

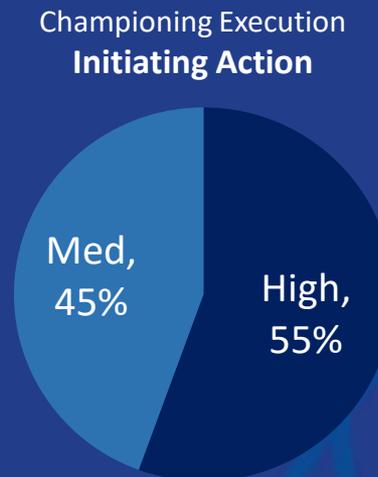
Benchmarked Leadership Competencies

EXAMPLE

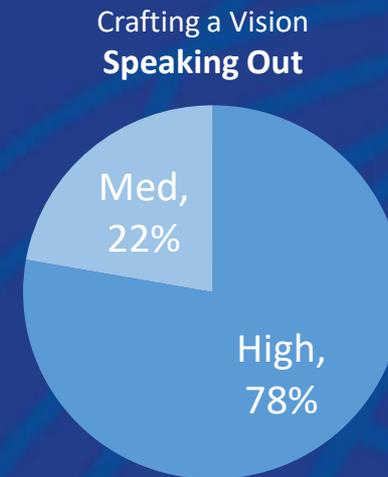
- ❑ **Managers' Assessed Strengths – A group naturally inclined to take initiative in their drive for results and willing to voice bold ideas**



- Competitive Spirit
- Focused on Results



- Entrepreneurial Spirit
- Proactivity Highly Valued



- Willing to Speak Up
- Champion Bold ideas

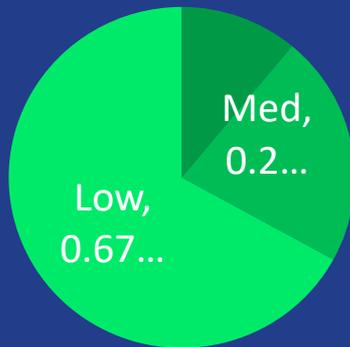
Benchmarked Leadership Competencies

EXAMPLE

Areas for development

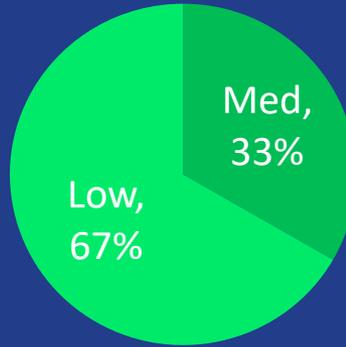
- ❑ **Managers' Assessed Challenges** – A group that tends to be more matter-of-fact than encouraging, often presents information without engaging in an exchange of perspectives, communicates in a challenging rather than receptive manner, and seldom recognizes contributions

Building Alignment
Being Receptive



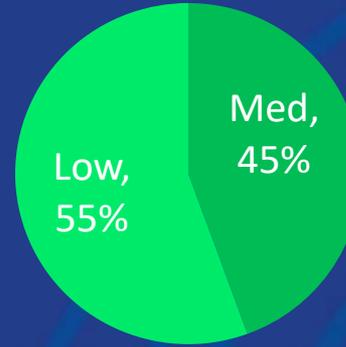
- Dismissive of Opinions?
- Negative Body Language?

Building Alignment
Being Encouraging



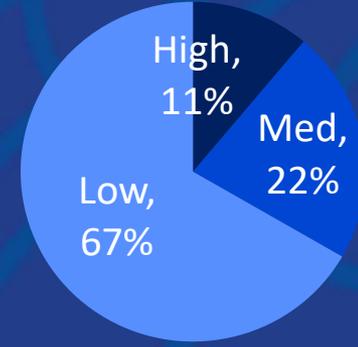
- Lacking Show of Appreciation?
- Disallowance of Concerns?

Building Alignment
Exchanging Perspectives



- Discourage Discussion?
- Inflexible During Change?

Championing Execution
Offering Praise



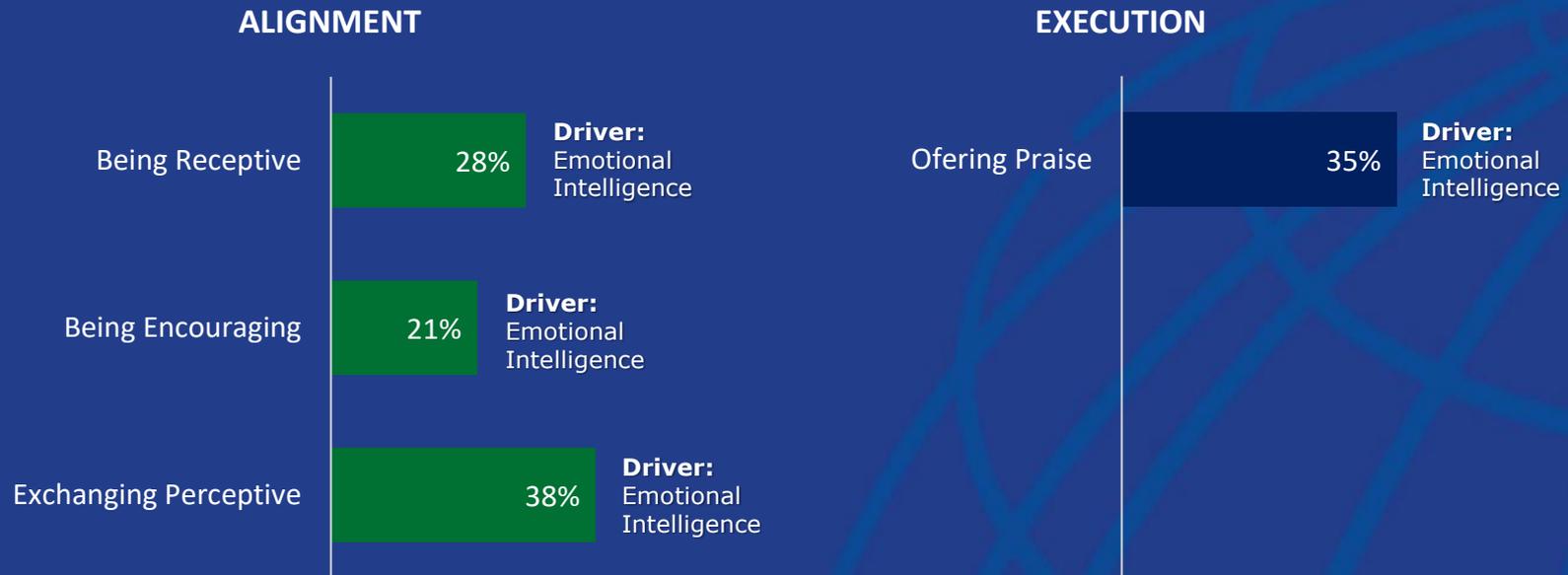
- Rarely recognize Contributions?
- Unlikely to Give Praise?

Benchmarked Leadership Competencies

EXAMPLE

Areas for development

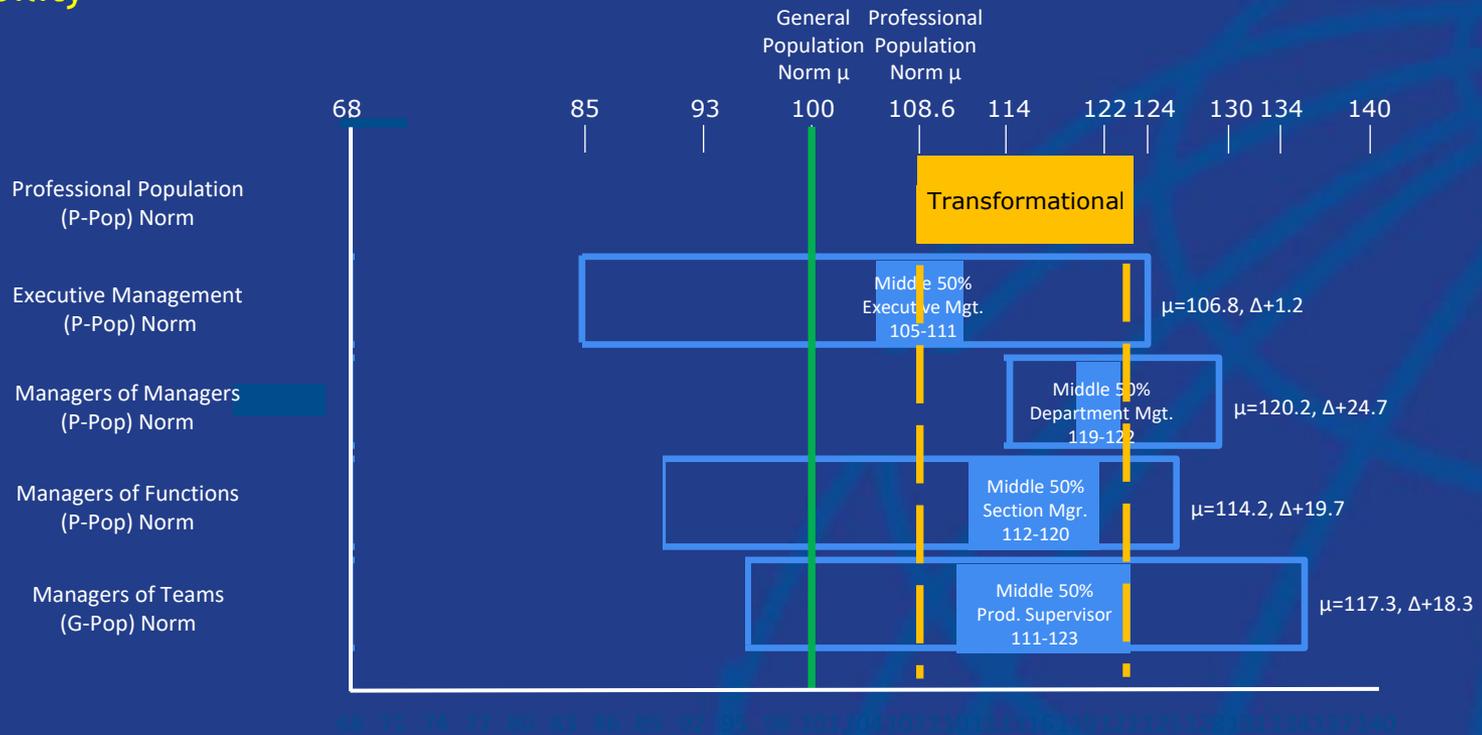
- Drill down into the Drivers of Managers' Assessed Challenges



Benchmarked Leadership Competencies

EXAMPLE

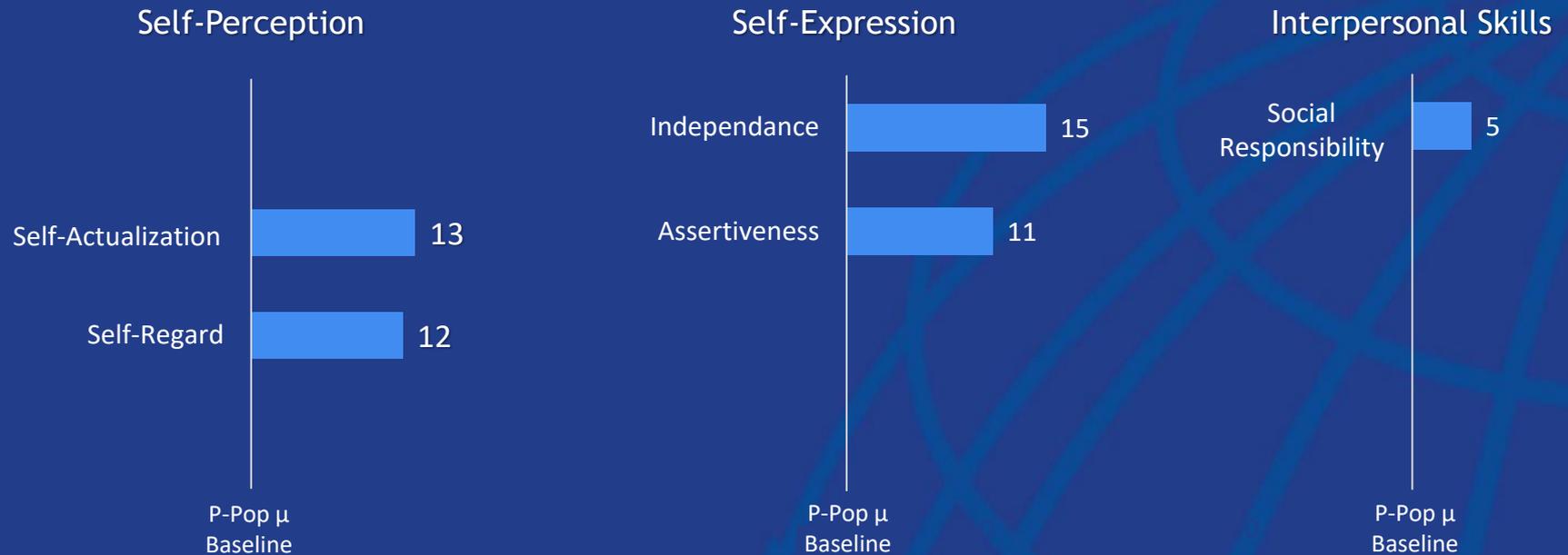
- Managers' Assessed Emotional Intelligence – Most managers were assessed with average EQ scores within professional benchmarks, with approximately 50% demonstrating transformational potential when matched with elevated cognitive ability



Benchmarked Leadership Competencies

EXAMPLE

□ Drill down into Drivers of Managers' Emotional Intelligence Strengths

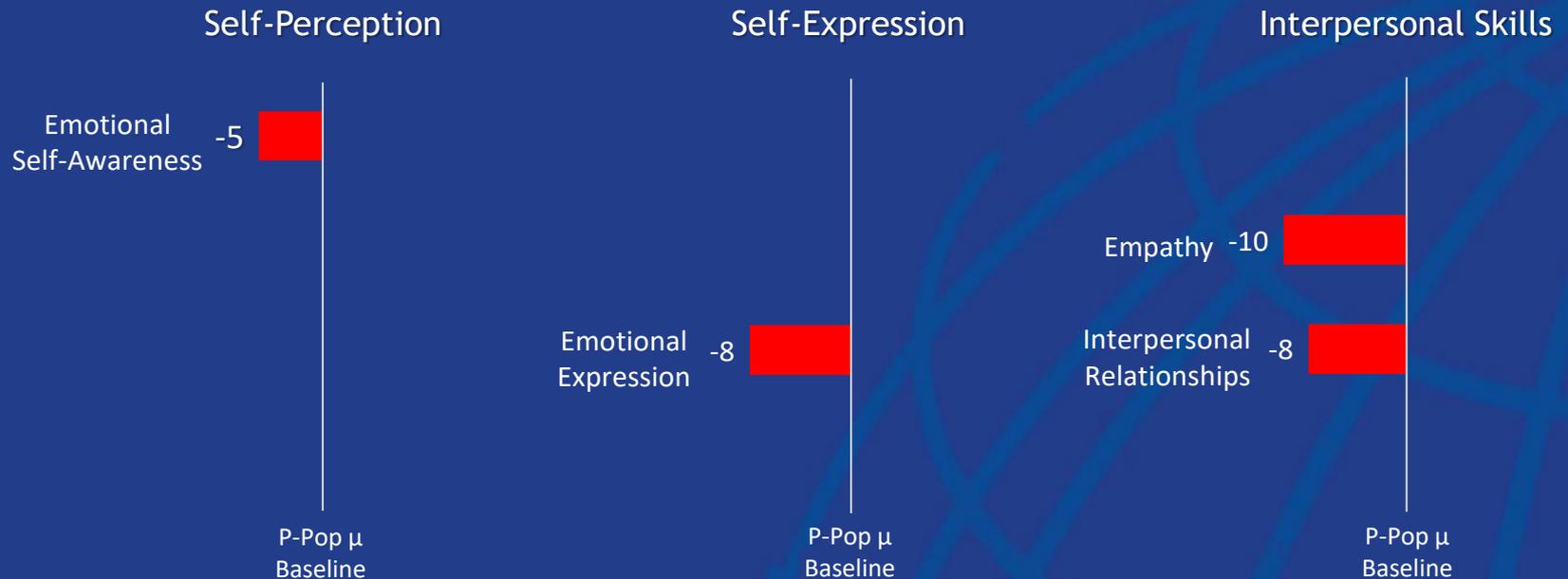


Benchmarked Leadership Competencies

EXAMPLE

Areas for development

- Drill down into Drivers of Managers' Emotional Intelligence Challenges



Benchmarked Leadership Competencies

EXAMPLE

□ Leadership Role-Specific Analytical Thinking Inventory

Level of Work	Responsibility	Analytical Thinking	Description
Manager of Business-Lines	<ul style="list-style-type: none"> Translating strategy into operational objectives Communicating the Vision 7-yr planning horizon 	<ul style="list-style-type: none"> Conceptual Parallel (What If-and-if) Transformational	Involves applying 'What-If' scenarios across multiple systems to explore potential outcomes, while managing inherent paradoxes
Manager of Managers	<ul style="list-style-type: none"> Achieving operational objective through asset maximization Operationalizing the Vision 5-yr planning horizon 	<ul style="list-style-type: none"> Concrete Parallel (If-and-if) 	Problem solving involves Systems Thinking , recognizing the system as a whole and the interdependent relationships among its parts
Manager of Functions	<ul style="list-style-type: none"> Executing collective improvement, & productivity Managing the Vision 1-yr planning horizon 	<ul style="list-style-type: none"> Concrete Serial (If-then-then) 	Cause and Effect of problems are clearly understood, allowing for more lasting solutions developed through conditional logic and structured reasoning
Manager of Teams	<ul style="list-style-type: none"> Executing effective work unit practices, productivity, & quality Front-line executing the Vision Monthly planning horizon 	<ul style="list-style-type: none"> Concrete Cumulative (and-and) 	Event patterns are recognized, and problems are anticipated, addressed proactively by Connecting-the-Dots
Operating Teams	<ul style="list-style-type: none"> Excellence of task Connected & engaged by Vision Daily to weekly outputs 	<ul style="list-style-type: none"> Concrete Declarative (or-or) 	Problems are addressed individually as they arise, relying on known facts and established routines, with solutions developed through iterative Trial and Error

Benchmarked Leadership Competencies

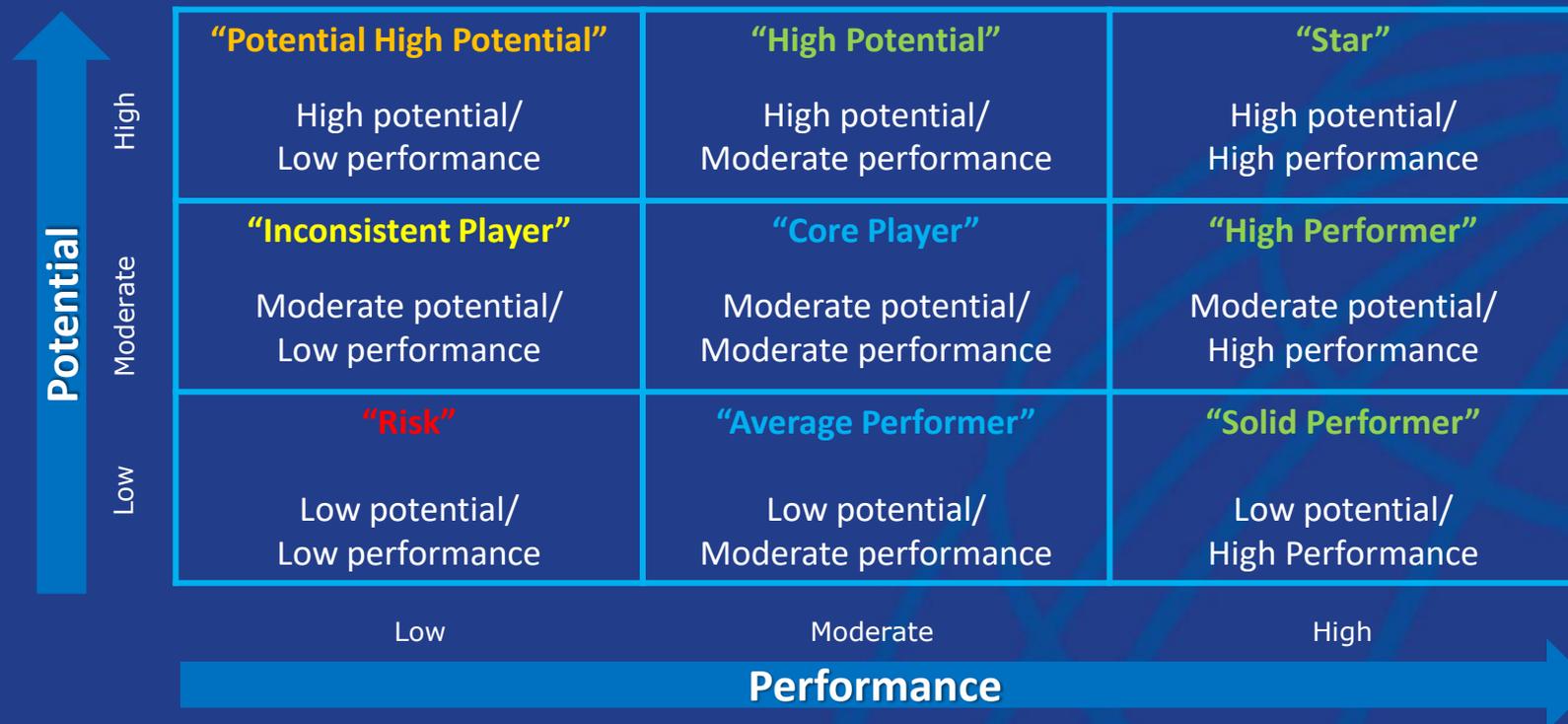
EXAMPLE

- Managers' Assessed Analytical Thinking – 45% of managers assessed demonstrated below-average capability in the analytical thinking required for team-based problem-solving



Leadership Competencies & Evaluation

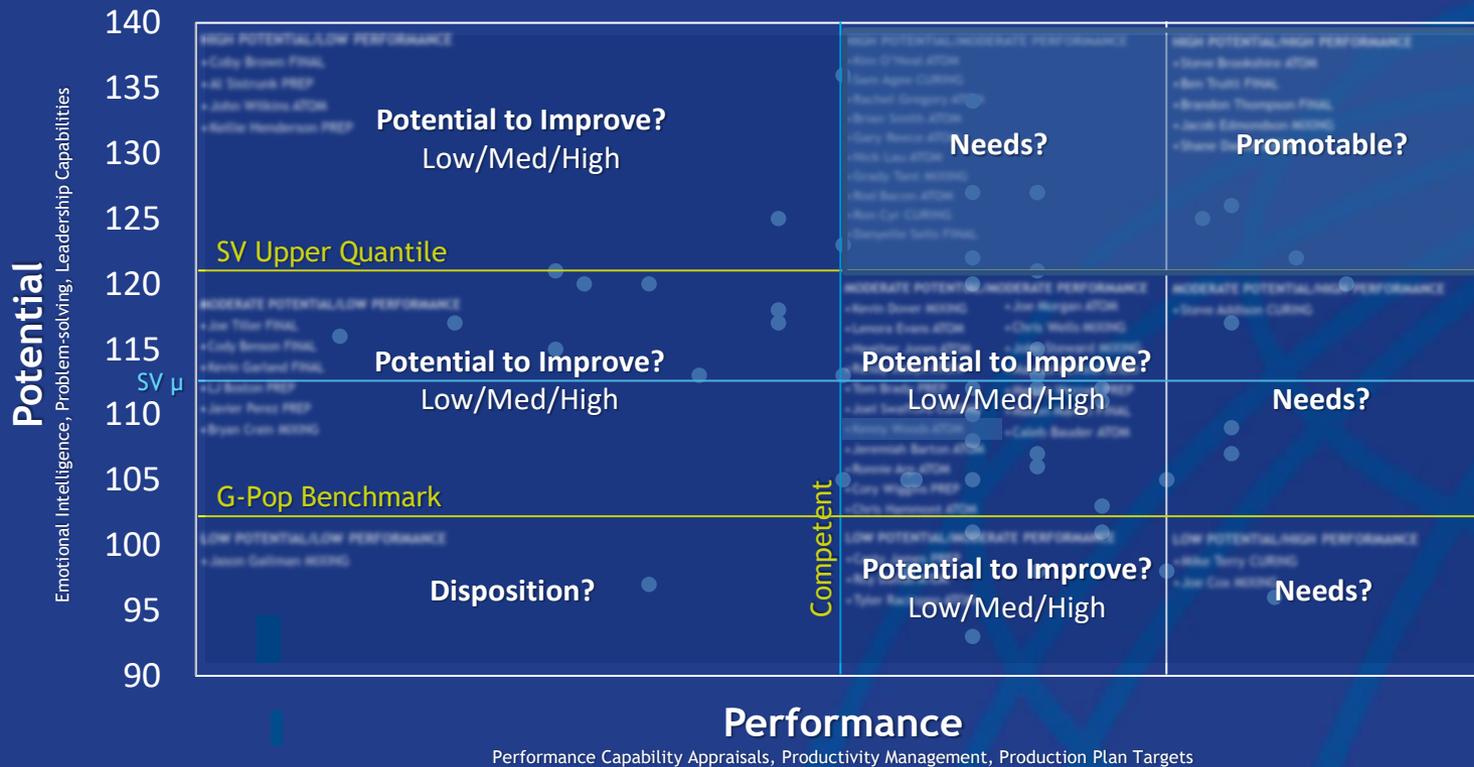
❑ Manager Potential Grid (9-Box)



Leadership Competencies & Evaluation

EXAMPLE

Manager Potential Grid (9-Box)



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Performance Partners International

PPI is a partnership in leading human capital management practices.

Our collaborations span all industries and business functions, guiding clients toward optimum organizational effectiveness through their people— **where strategy meets performance...**

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