Strengths-based Development

Joe Folkman, President
Zenger Folkman
Please contact nguyen.truong@l-a.com.vn to get a sample report of the leadership development program.
Video [https://goo.gl/DvnEbs](https://goo.gl/DvnEbs)
Leadership Development That Drives Results

Zenger Folkman’s strengths-based leadership development programs are built on research gathered from more than 850,000 individual 360-degree assessments. These findings are delivered through a unique cross-training approach that is proven to increase leadership effectiveness.

Le & Associates is the sole strategic partner of Zenger Folkman in Vietnam. To get a sample research report, please contact us via nguyen.truong@l-a.com.vn
Leadership Makes A Difference
Leadership influences year to year growth in sales

Study based on 95 store managers based in Mexico – data collected in 2014

Leadership Effectiveness Percentile

- Bottom 10%: 0.7
- Next 25%: 2.6
- Middle 30%: 6.1
- Next 25%: 6.1
- Top 10%: 7.4

% Growth in Sales vs Prior Year
Leadership Skills Influenced Employee Engagement

Results from 66,869 Global Leaders

Great leaders make a great difference
Good leaders have an adequate impact
Poor leaders create dissatisfaction
Employee Engagement versus Leadership Effectiveness across Different Organizations

Leadership Effectiveness

Employee Engagement Percentile

Bottom 10%  11th - 35th  36th - 65th  66th - 90th  Top 10%

Software (279)  Oil Company (2,935)  Banking (2,881)  Telecom (11,393)  Broadcaster (199)  Leaders in Vietnam  Rocket Scientists (60)
Question – What can leaders do to become great leaders?
Impact of Fatal Flaws

Fatal flaws have a profound negative impact on a leader's effectiveness and the engagement of direct reports. Our advice to leaders with fatal flaws: fix them!
Leaders focusing on weaknesses would work to develop their lowest scoring competencies.
Above Average Effectiveness

No Fatal Flaws with the Majority of Competencies
Above Average

With a weakness focus leaders try to maintain consistent effectiveness across all their competencies which does positively impact overall leadership effectiveness.
Leaders with just one profound strength achieve approximately the same level of leadership effectiveness. However, it’s apparent they have some weaknesses.
Leaders with three profound strengths are in the top 20% of leaders, in terms of their effectiveness.
Three Strengths Raises Leadership Effectiveness to the 80th Percentile

Average Percentile Ranking on 360 Results

Results based on assessments of 65,745 leaders

Number of Profound Strengths
(Competencies at the 90th percentile)
You do not have to be perfect to be an extraordinary leader!
Impact of Strengths for Male versus Female

One strength gives a bigger boost to females

Average Percentile Ranking on 360 Results

Results based on assessments of 16,902 Males and 8,981 Female Leaders
Younger Leaders Get Slightly More Impact from Strengths

Average Percentile Ranking on 360 Results

Number of Profound Strengths
(Competencies at the 90th percentile)
Strengths Have a Significant Impact Across the World

Average Percentile Ranking on 360 Results

- North America
- Europe
- Central/South America
- Middle East
- Asia

Number of Profound Strengths (Competencies at the 90th percentile)
Leaders with Profound Strengths Have Higher Employee Engagement

The More Strengths Leaders Have the Higher the Employee Engagement

- Fatal Flaws - No Strengths
- Below Average
- Average
- 1 Strength
- 2 Strengths
- 3 Strengths
- 4 Strengths
- 5 Strengths

Employee Engagement Percentile

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Discovering Strengths and Building Strengths

Discovering Strengths

Building Strengths
What is a Strength?

- Something you are passionate about, you enjoy doing, that energizes you?

This is your Passion
BUT
Are your passions your strengths?
Passion and Competence—Some Things to Consider

Passion is about what energizes you.

And passion generally correlates to competence.

But not always!

The people around us may hold a different view.

Passion is about what energizes you.
What is a Strength?

Something others would assess you as being exceptional.
People Can Move From Good to Great

In a study of leaders who participated in a pre-post test study, 57% show a positive improvement in their overall effectiveness. Looking at the number of strengths in the pre-test, we found on average leaders had 1.56. In the post-test number more than doubled to 4.29.
How to Build a Strength in Self-Improvement?
Research That Can Help You Develop a Strengths-building Plan

• What did people who were very effective at improving themselves do that enabled them to be successful?

• We have research on thousands of leaders and the answer to that question is in the data.
Research Methodology

183,463

14,466

Found specific behaviors used by people who developed themselves.
Cross-training Companion Behaviors

Development Plan

1. Listening. I realize that most of the time I am defensive and I rarely listen to others. I asked all of my direct reports, my spouse and children to rate my listening effectiveness weakly.

2. Take Risks. I also realize that I am too comfortable in my current role and tend to avoid risks. I need to challenge myself to develop. I identified 3 new skills I am going to work on next year.
The Theory of Companion Competencies

• Linear development helps leaders move from poor performance to good performance.

• Linear development methods “run out of gas” when leaders are attempting to build strengths.

• Multiple datasets from thousands of leaders showed that certain “companion competencies” were consistently correlated with high performance on another competency (e.g., assertiveness was correlated with high integrity and honesty).

• Our theory was that improving the companion competency would result in improvement of the competency that was in need of development.
Do we have solid evidence that improving “companion” competencies causes improvement in the competency being developed?

- Looked at a dataset of 882 leaders who had participated in the Extraordinary Leader assessment and had both pre- and post-test data.
- 157 of the leaders made a significant improvement in the competency “Inspires and Motivates Others.”
- We examined the data from these individuals to see if there was a linkage between the improvement of a competency and the improvement of the companion behaviors.
Research Identified 10 Companion Behaviors for Inspires and Motivates Others
Looking at Pre- versus Post-test Differences on Individual Behaviors

• The 157 leaders who significantly improved their ability to Inspires and Motivates others, their change in effectiveness went from the 33rd to the 73rd percentile.

• Each of the remaining 46 behaviors in the survey were compared between pre- and post-test results.
22 of the top 25 behaviors showing the largest significant differences connected to 9 of the companion behaviors in the model

It is apparent that most of the shift in effectiveness could be attributed to a shift on the companion competencies and their supporting behaviors.
Pre- and Post-test Results

Pre- & Post-test Changes on Companion Competencies

- Inspires and Motivates Others
- Clear Vision and Direction
- Being Collaborative and a Team Player
- Communicates Powerfully and Prolifically
- Establishes Stretch Goals
- Fosters Innovation
- Champions Change
- Develops Others
- Takes Initiative
- Making an Emotional Connection
- Role Model

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If You Are a High Potential Executive…

• And you have no profound strengths the probability that you will be asked to create an action plan for immediate improvement…
In Performance Reviews…

- If you have no profound strengths, the probability that you will be given a rating of “Meets Expectations,” in other words “your average”…
What is the Difference in Sales for Store Managers in Mexico with Profound Strengths?
What is the Difference in Sales for Regional Sales Managers in the US with Profound Strengths?

<table>
<thead>
<tr>
<th>Millions of Dollars</th>
<th>No Strengths</th>
<th>Profound Strengths</th>
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</thead>
<tbody>
<tr>
<td>No Strengths</td>
<td>0</td>
<td>450</td>
</tr>
<tr>
<td>Profound Strengths</td>
<td></td>
<td>500</td>
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</table>
What is the Difference in Employee Engagement for Leaders Across the Globe with Profound Strengths?
What Percentage of Employees Who “Think About Quitting” had Leaders with Profound Strengths?

<table>
<thead>
<tr>
<th>% of Employees who Think about Quitting</th>
<th>No Strengths</th>
<th>Profound Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td></td>
<td>19</td>
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What Percentage of Employees are Willing to Give 100% Effort for Leaders with Profound Strengths?

![Bar Chart]

- No Strengths: 29%
- Profound Strengths: 52%

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Zenger Folkman helps organizations flourish by increasing the effectiveness of leaders at all levels. Our unique, strengths-based development methodology enables leaders to move faster and higher.

Each offering is solidly grounded in research, utilizing our extensive empirical database. The end results are statistically significant improvements in how leaders lead, how their employees engage and how their companies profit; allowing both leaders and organizations to soar to new heights.

Thank You

Contact us at nguyen.truong@l-a.com.vn