LEADERSHIP SPEED

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Zenger Folkman
Survey Insights from 5000+ Respondents

75%
I feel that I am often expected to move faster and do more.

63%
Too often I am frustrated that our organization moves too slowly and gets stalled.

70%
If this organization were to move faster, it would substantially influence our success.
In 1930, John Maynard Keynes—a world-class economist—predicted…

With efficiency increases, his grandchildren would only need to work about 15 hours per week.

Reality: More efficiency = doing a lot more.
“Human beings have never opted for slower.”

— Historian Stephen Kern
Workshop Goal

To create a practical plan to maximize your leadership speed in your current role.
Workshop Content

- Why Leadership Speed is Important
- What is Leadership Speed?
- How can I improve my Leadership Speed?
- Where should I focus first?
Why Leadership Speed is Important
Our research showed a clear connection between leadership skills and key organizational outcomes.

Results from 66,869 Global Leaders
Three Survey Items

1. Spots problems or trends early.
2. Quickly anticipates and responds to problems.
3. Quickly makes needed changes.
What Exactly is Leadership Speed

...and why should we care?
Does Just Moving Faster Make Leaders More Effective?
What is more important: doing things fast or doing things right?

*51,137 leaders in our global 360-degree database*
If you are effective at doing things fast…

The probability of being an extraordinary leader: 2%
Doing Things Right

If you are effective at doing things right...

The probability of being an extraordinary leader: 3%
If you are effective at doing things \textit{fast} and \textit{right}…

The probability of being an extraordinary leader: $3\% + 2\% = 5\%$
Powerful Combination

If you are effective at doing things *fast* and *right*…

The probability of being an extraordinary leader: 3% + 2% = 5%
Leadership Speed

The ability to execute fast and right.
Why is this important? We followed the data.
#1—Impact on You
You will be seen as 2x more effective

Overall Leadership Effectiveness Rating

Below the 75th Percentile

Top Quartile

Leadership Speed Rating

40th

83rd

2X MORE EFFECTIVE!
Better Performance Ratings

Poor Leadership Speed
Only 13% received “Exceed” or “Far Exceed” performance ratings

Great Leadership Speed
74% received “Exceed” or “Far Exceed” performance ratings
#2—Impact to the Team
Increase the engagement of those around you
No downside!
#3—Impact to the Organization
More people willing to go the extra mile

Organizational speed is a key strategic differentiator.
Can I Improve My Leadership Speed

...without becoming frantic?
Some of us would say it’s a matter of…

How can a leader increase leadership speed without becoming frantic?
Improving Leadership Speed:

• Crisper meetings—efficient, planned, fast paced

• Managing brief interactions---

• Increase the cadence of the organization
Complimentary behaviors:

• Leaders who are highly proficient at doing things fast and right exhibit 8 specific behaviors.
• These behaviors are like a shadow—they are always present in leaders who embody leadership speed.

*Results from 728,000 assessments on 52,000 leaders*
Cross-training Companion Behaviors

- Develop Strategic Perspective
- Foster Innovation
- Establish Stretch Goals
- Take Initiative
- Maintain Technical Profession Expertise
- Focus Externally
- Communication Powerfully
- Be Courageous
- Develop Strategic Perspective

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Cross-training Companion Behaviors

Be Courageous

Leadership Speed
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Focus Externally

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Maintain Technical Professional Expertise

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What’s most important for us?

• Think about your company and your environment.
• Consider each of the companion behaviors.
• Which two behaviors would have the most impact on your organization if they were practiced by everyone?
• Select a spokesperson for your group.
Where Should I Focus?
Your Pace Assessment

• To achieve proficiency at Leadership Speed, you need to execute fast **and** execute right.

• Your Pace Assessment will help you understand your “comfort zone.”

• Are you more comfortable with executing fast or executing right?
The Pace Report

Slow versus fast pace.
The Pace Report

Quality versus quantity.
Companion Behavior Preference

Based on your answers to the Pace Assessment items, we utilized a statistical algorithm to identify your preference for the eight companion behaviors associated with leadership speed. Your top four preferences are listed below and they should inform your selection for areas of focus because they indicate areas where you will likely excel.

1. Focus Externally
2. Be Courageous
3. Take Initiative
4. Maintain Technical Professional Expertise
Selecting a Focus Area

- Identify the 4 behaviors that will have the highest impact on the organization

- Identify your top 4 areas of highest preference based on the report recommendation and your own sense of where you can excel
What will you do tomorrow?
THANK YOU