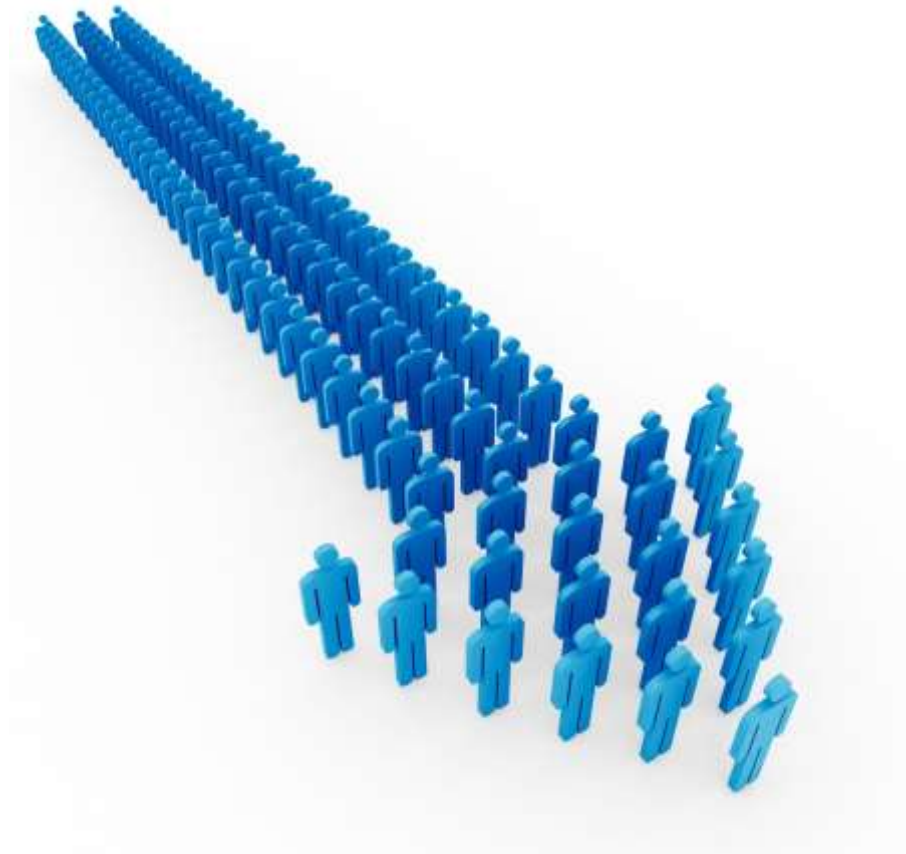


Leadership Potential Indicator

>Performance Improvement Tips



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TIPS: HOW TO IMPROVE YOUR LEADERSHIP SKILLS

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First Level Managers

Managing change

Competency	Learning suggestion
Initiating activity	Read HBR's 10 Must Reads on Managing Yourself (HBR Collection).
	Demonstrate a sense of urgency for achieving goals and resolving problems.
	Talk to your boss and mentor about behaviors that demonstrate drive and initiative.
	Act quickly when problems arise or circumstances change.
	Review whether your performance is suffering from too much multitasking.
Taking risks	Read Courage as a Skill by Kathleen K. Reardon (HBR Article).
	Learn to take calculated risks.
	Do an interactive, action-learning courage-building workshop.
	Talk to your peers about their approach to risk-taking.
	Take things in small steps to make steady progress towards a larger goal.
Creating and innovating	Read Six Thinking Hats by Edward De Bono .
	Try out creative thinking techniques such as the six thinking hats and brainstorming with your team.
	Attend a course on creativity and innovation.
	Exchange thoughts and ideas about how to manage innovation with colleagues.
	Create time for you and your team to identify opportunities for innovation.
Adapting to change	Read Managing Change (HBS Press Book).
	Use change as a catalyst for new ideas, enthusiasm and progress.
	Get your team prepared and ready for change.
	Communicate with your team throughout all phases of change and address people's concerns about it.
	Talk to peers about how they are handling major change projects.

First Level Managers

Planning and organizing

Competency	Learning suggestion
Analyzing and interpreting	Read <u>Competing on Analytics: The New Science of Winning</u> (HBS Press Book).
	Commit to using analytics to help develop your strategies and policies.
	Consider a course to develop your understanding of the theory behind various quantitative methods and the limitations.
	Ask for advice from someone whose analytical skills you admire.
	Collect and analyze data to develop a comprehensive understanding of your customers.
Making decisions	Read <u>HBR's 10 Must Reads on Making Smart Decisions</u> (HBS Press Book).
	Develop a structured approach to decision-making based on information gathering, analysis and consultation.
	Find out about different decision-making techniques using free videos and skill-building articles at MindTools.com .
	Learn from bosses and colleagues whose decision-making skills you admire.
	When something large is at stake, insist on getting all the information you need to make a sound decision.
Planning and prioritizing	Read <u>Essentials of Project Management: Business Literacy for HR Professionals</u> (HBS Press Book).
	Use project management techniques to build the team's operational plans.
	Book yourself onto a project management training course.
	Consult colleagues who have managed major projects.
	Involve stakeholders in the development of project plans and governance arrangements.
Monitoring quality	Read <u>Improving Business Processes</u> (HBS Press Book).
	Discuss and set quality standards with the team.
	Do a course such as the <u>ASQ online Certified Manager of Quality/Organizational Excellence</u> .
	Share views and experiences with your coach/mentor and people you network with.
	Focus on small improvements that produce continual progress.

First Level Managers

Interpersonal skills

Competency	Learning suggestion
Communicating	Read Harvard Business Essentials: Guide to Business Communication (HBS Press Book).
	Invest time in providing others with access to information.
	Sign up for a course on communication skills.
	Observe and learn from colleagues whose communications skills you admire.
	Ask your team how good you are at keeping them informed.
Listening and supporting	Read Manager's Guide to Face-to-Face Communication Collection (HBR Newsletter Collection).
	Let other people speak first and listen to people’s views without interrupting.
	Look like you care and ask questions to show that you are interested in what people are saying.
	Observe the behaviors of a colleague or boss who demonstrates good communication and listening skills.
	Ask team members to tell you when you seem to stop listening.
Relating and networking	Read Making Relationships Work: A Conversation with Psychologist John M. Gottman by Diane Coutu (HBR Article).
	Identify your key customers and stakeholders and build strong relationships with them.
	Consider customer service and relationship building training.
	Build and maintain a wide network of contacts relevant to your current position and future career plans.
	Talk to peers about how they manage their bosses, customers, and stakeholders.
Team working	Read The Discipline of Teams by Jon Katzenbach and Douglas Smith (HBR Article).
	Invest time and effort exploring, shaping, and agreeing on a common purpose and translating it into specific performance goals.
	Set up outward bound and other team-building programs.
	Talk to your peers about how they manage their teams.
	Ensure that every member has an equal amount of real work and everyone contributes in concrete ways to the team’s goals.

First Level Managers

Results orientation

Competency	Learning suggestion
Achieving goals	Read <u>Putting the Balanced Scorecard to Work by Robert Kaplan and David Norton.</u>
	Make sure you have a clear understanding of the strategy by reading strategy documents, speeches by the CEO, reports to shareholders etc.
	Do a short course on how to use the Balanced Scorecard approach.
	Identify a mentor who can coach/advise you on strategy execution.
	Evaluate your willingness to delegate and your delegation skills.
Meeting customer needs	Read <u>The Four Things a Service Business Must Get Right by Frances Free.</u>
	Maintain a database containing customer account history, contacts, interactions, assets etc.
	Induct and train new recruits for customer service.
	Discuss with your mentor how you might develop and implement a customer service strategy.
	Review regularly with the team how to improve customer satisfaction.
Focusing on the business	Read <u>Understanding Finance: Pocket Mentor Series (HBS Press Book).</u>
	Establish which pieces of financial data you need to pay attention to in order to know what shape your business is in.
	Take a course to learn how to use income statements, balance sheets, and ROI analysis.
	Ask an expert in finance to help you address financial issues and problems.
	Discuss with peers what they have learnt about how to manage the money.
Learning and developing	Read <u>HBR's 10 Must Reads on Managing Yourself.</u>
	Talk to the most important people in your life about what they need from you.
	Think about how to improve all aspects of your life.
	Review your portfolio of skills and competencies and set goals for improvement activities.
	Take incremental steps that move you towards a larger goal.

First Level Managers

Leadership

Competency	Learning suggestion
Persuading and influencing	Read <u>Changing Minds: The Art and Science of Changing Our Own and Other People's Minds</u> by Howard Gardner.
	Build strong relationships with key people whose support you need.
	Go on a negotiating skills training course.
	Learn from people whose influencing skills you admire.
	Address the priorities and concerns of individuals and groups you are seeking to influence.
Motivating and empowering	Read <u>HBR's 10 Must Reads on Managing People</u> .
	Encourage teamwork and try to make jobs more meaningful, challenging and interesting.
	Do a course to increase your understanding of techniques and behaviors that will improve team performance, productivity and satisfaction.
	Learn from a colleague who is skilled at getting the best from people.
	Do a 360-degree feedback assessment to find out how other people see you and what it feels like to work for you.
Coaching others	Read <u>Coaching People: Pocket Mentor Series (HBS Press Book)</u> .
	Create time for coaching and ask for feedback on your efforts.
	Learn about what it takes to be a good coach – for example, the eleven core coaching competencies.
	Learn from a colleague or boss who excels in coaching.
	Learn to do directive and non-directive coaching and ask your clients to critique your actions.
Coping with pressure	Read <u>Pull the Plug on Stress</u> by Bruce Cryer, Rollin McCraty, and Doc Childre (HBR Article).
	Learn about and practice the freeze-frame technique to manage stress and performance anxiety.
	Do a short course on how to develop personal resilience.
	Talk to peers about the things they do to manage stress in the job.
	Take exercise and keep physically fit.

Middle Managers

Managing change

Competency	Learning suggestion
Initiating activity	Read HBR's 10 Must Reads on Managing Yourself (HBR OnPoint Collection).
	Present proposals for change and improvement to your bosses.
	Encourage the team to demonstrate a sense of urgency for achieving goals and resolving problems.
	Use peers as a sounding board for ideas and proposals for change.
	Volunteer for new responsibilities and assignments.
Taking risks	Read Courage as a Skill by Kathleen K. Reardon (HBR Article).
	Assess where your team lies on candor, purpose, will, rigor and risk by taking Your Courage Index™ at courageinstitute.org .
	Ask your team whether you have achieved the right balance between being too assertive and not assertive enough.
	Be prepared to take bold moves and calculated risks in order to make things better.
	Develop contingency plans for risky situations and worst case scenarios.
Creating and innovating	Read The Silver Lining: An Innovation Playbook for Uncertain Times by Scott Anthony .
	Review with the team how successful you have been in implementing new ideas.
	Identify innovation opportunities through mapping every step of the job and determining how to improve execution.
	Explore the use of the Balanced Scorecard framework to drive the innovation process.
	Create time for you and your team to identify opportunities for innovation.
Adapting to change	Read The Hard Side of Change Management by Harold Sirkin, Perry Keenan, and Alan Jackson (HBR Article).
	Use the DICE framework to assess whether you have addressed the hard side of change management.
	Involve stakeholders in developing the change strategy, plans and governance arrangements.
	Ensure that you have the visible backing of senior executives for the change programmed.
	Draw up a detailed change plan with clear transformation stages and targets.

Middle Managers

Planning and organizing

Competency	Learning suggestion
Analyzing and interpreting	Read <u>Analytics at Work: Smarter Decisions, Better Results</u> by Thomas Davenport, Jeanne Harris and Robert Morison.
	Review whether you have the right quantitative data and techniques to do predictive modeling.
	Encourage and reward team members for committing to quantitative, fact-based analysis.
	Talk to your peers about how they are using analytics to support decision making.
	Learn when to run with the numbers and when to run with your instincts and intuition.
Making decisions	Read <u>A Leader's Framework for Decision Making</u> by David Snowden and Mary Boone (HBR Article).
	Develop systems for team members to share information.
	Use the Cynefin framework to tailor your leadership style according to whether the context is simple, complicated, complex, or chaotic.
	Adopt a broad, inclusive approach that considers all methods of improvement and addresses all aspects of the decision process.
	Invite feedback from direct reports and peers on your decision making style.
Planning and prioritizing	Read <u>Project Management: The View from 30,000 Feet</u> (HBR Article Collection).
	Break plans into a series of mini rapid results projects each with its own team.
	Establish challenging goals and give team members the space to figure out what it takes to achieve these.
	Test your project, program and portfolio management knowledge online at www.pmi.org .
	Talk to other project managers to exchange views and ideas on effective procedures and controls.
Monitoring quality	Read <u>Improving Business Processes</u> (HBS Press Book).
	Establish responsibilities within the team for processes as well as outcomes.
	Do a course such as the <u>ASQ online Certified Manager of Quality/Organizational Excellence</u> .
	Involve stakeholders in redesigning processes.
	Identify and adopt best practice from within and outside the company.

Middle Managers

Interpersonal skills

Competency	Learning suggestion
Communicating	Read Manager's Guide to Face-to-Face Communication Collection (Newsletter Collection).
	Develop a team or project communication plan as part of your operational/business plan.
	Consider a course in advanced communication skills.
	Explore with peers how to improve access to information.
	When you have to deliver bad news, tell people in a straightforward manner what they need to know.
Listening and supporting	Read Listening Begins at Home by James Stengel, Andrea Dixon, and Chris Allen (HBR Article).
	Set aside time without distractions to listen to people's views and concerns.
	Facilitate team meetings so team members really listen to each other.
	Read between the lines to find out meaning that is not necessarily put into spoken words.
	Encourage people to express opposing viewpoints and listen to what they have to say.
Relating and networking	Read Strategic Alliances: Three Ways to Make Them Work (HBS Press Book).
	Look for ways to bring out the positive and try to say, "yes" as often as possible.
	Develop win/win relationships with customers, employees, suppliers, and investors.
	Review and improve relationships between team members.
	Review the effectiveness of your stakeholder management arrangements.
Team working	Read Managing Teams (HBS Press Book).
	Hold regular team meetings to discuss the vision, work activities and plans, review performance, celebrate achievement etc.
	Create a team environment where members feel safe to express their views and concerns and put forward ideas.
	Actively manage learning efforts so that the team has the right blend of technical, interpersonal, and problem solving skills.
	Ask the team for feedback on your management style and skills.

Middle Managers

Results orientation

Competency	Learning suggestion
Achieving goals	Read Leading Change with the Strategy Execution System (Balanced Scorecard Report Article).
	Make sure you have a clear understanding of the strategy by reading strategy documents, speeches by the CEO, reports to shareholders etc.
	Assess the learning and development that the team will need to implement the strategy.
	Consult and engage key stakeholders in managing execution.
	Hold people accountable for managing delivery.
Meeting customer needs	Read Marketing Myopia by Theodore Levitt .
	Talk to key customers and stakeholders about their perceptions of your customer service.
	Hire, induct, develop, and reward employees with customer service in mind.
	List your key customers and summarize what you know about their requirements.
	Talk to staff about issues they face in delivering services to customers.
Focusing on the business	Read HBR Guide to Finance Basics for Managers (HBS Press Book).
	Establish which pieces of financial data you need to pay attention to in order to know what shape your business is in.
	Take a course in advanced financial management techniques.
	Discuss with peers what they have learnt about how to manage the money.
	Identify where you would cut costs if efficiencies are needed.
Learning and developing	Read Be a Better Leader, Have a Richer Life by Stewart Friedman (HBR Article).
	Pursue excellent performance at work, home, and in the community.
	Review your portfolio of skills and competencies and set goals for improvement activities.
	Invite feedback from bosses, direct reports, peers, and customers.
	Support the learning and development of your team and inner circle.

Middle Managers

Leadership

Competency	Learning suggestion
Persuading and influencing	Read <u>Mastering the Art of Persuasion</u> (Newsletter reprint).
	Take time to visit and consult the people you are seeking to influence.
	Do a course on advanced negotiation skills.
	Ensure that your gestures, expressions and tone of voice match the words being spoken.
	Ask your peers whether they think you are fighting the right battles.
Motivating and empowering	Read <u>Motivating People</u> (HBS Press Book).
	Take an interest in your team to find out what moves them, gives them satisfaction, makes them feel good etc.
	Review whether your performance management systems are seen as fair, trustworthy, and transparent.
	Link rewards and performance in areas such as praise, recognition, and job assignments.
	Do a 360-degree feedback assessment to find out how other people see you and what it feels like to work for you.
Coaching others	Read <u>Coaching People: Pocket Mentor Series</u> (HBS Press Book).
	Take a course in advanced coaching skills.
	Integrate development and coaching into team planning and performance management.
	Cultivate your own peer-to-peer coaching network.
	Ensure coaching integrates personal development and organizational needs.
Coping with pressure	Read <u>Managing Stress</u> (HBS Press Book).
	Encourage the team to be composed, relaxed and professional in open work places.
	Provide opportunities for the team to relax and unwind.
	Watch for the warning signs of extreme stress and depression in your team.
	When under pressure, step back, get things in perspective, and if necessary develop a new game plan.

Top Managers

Managing change

Competency	Learning suggestion
Initiating activity	Read HBR's 10 Must Reads on Managing Yourself (HBR OnPoint Collection).
	Encourage the people you are responsible for to take the initiative and be proactive and inventive.
	Consider how the organization could make a greater contribution to the community.
	Identify potential candidates for additional responsibilities and assignments.
	Coach and mentor others in the behaviors that demonstrate enterprise and resourcefulness.
Taking risks	Read Leading Through a Crisis (HBR Blog Network).
	Encourage your managers to challenge each other and sharpen individual and collective thinking.
	Assess whether the organizational climate is conducive to calculated risk-taking.
	Coach and mentor others in intelligent risk taking.
	Continue to take bold moves and calculated risks in order to make things better.
Creating and innovating	Read the Innovator's Guide to Growth: Putting Disruptive Innovation to Work by Scott Anthony, Mark Johnson, Joseph Sinfield and Elizabeth Altman .
	Establish metrics to assess innovation-related activities.
	Use the 4 Ps to capture an idea's business model: population, penetration, price, and purchase frequency.
	Use your knowledge and expertise in innovation to support and coach others.
	Create time for you and your team to identify opportunities for innovation.
Adapting to change	Read John Kotter Classics Set (HBR Special Collections).
	Evaluate recent change projects use the DICE framework and identify the lessons learned.
	Develop and promote executives who take calculated risks, deliver results, and lead in the face of uncertainty.
	Use your expertise to support and coach others in managing change and supporting change leadership.
	Be prepared to free up your best managers to lead key projects.

Top Managers

Planning and organizing

Competency	Learning suggestion
Analyzing and interpreting	Read <u>Analytics at Work: Smarter Decisions, Better Results</u> by Thomas Davenport, Jeanne Harris and Robert Morison.
	Hire employees for their expertise with numbers and arm them with the best quantitative tools.
	Raise the visibility of analytical and data-based decision making within the organization.
	Use your knowledge and expertise to coach and support others in analytics.
	Consider how you would handle investors, the community and the media if the company faced a major problem.
Making decisions	Read <u>The Decision-Driven Organization</u> by Marcia Blenko, Michael Mankins, and Paul Rogers.
	Think about how to reorganize the structure of your business unit around decisions.
	Assess whether you need to institutionalize decision making procedures, responsibilities and accountabilities.
	Use your knowledge and expertise to coach and help develop other people in strategic decision making.
	Carry out “look backs” on major decisions by the leadership team assessing outcomes and how to improve the process.
Planning and prioritizing	Read <u>Strategic Intent</u> by Gary Hamel and C.K. Prahalad (HBS Press Book).
	Identify the lessons learned from recent key projects.
	Identify how to streamline and improve the organization’s approach to planning and project management.
	Use your knowledge and expertise to coach others in planning and project management.
	Be prepared to question collective beliefs and pull the plug on bad projects before they fail.
Monitoring quality	Read <u>Executing for Results</u> (HBS Press Book).
	Consider how to redefine jobs, design training, and adapt reward systems to focus on processes as well as outcomes.
	Make managers responsible for overseeing processes rather than activities.
	Use your knowledge and expertise to coach others on how to improve quality and systems.
	Establish metrics to measure cross-functional process performance.

Top Managers

Interpersonal skills

Competency	Learning suggestion
Communicating	Read <u>Communicating for Success Collection 6th Edition</u> (HBR Special Collections).
	Evaluate the effectiveness of the organization’s communication systems.
	Review the effectiveness of your communications arrangements with stakeholders.
	Use your knowledge and expertise in communications to coach others.
	Consider whether you have struck the right balance between confidence and humility.
Listening and supporting	Read <u>The Best Advice I Ever Got: Maureen Chiquet, Global CEO, Chanel by Daisy Wademan Dowling</u> (HBR Article).
	Obtain feedback on whether people think the leadership team listens to their views and concerns.
	Spend time visiting different parts of the business and listening to what employees say.
	Use your expertise to help other people develop their listening skills.
	Actively seek employee feedback and to listen to the feelings and gossip in the organization.
Relating and networking	Read <u>Loyalty Rules!: How Today's Leaders Build Lasting Relationships by Frederick Reichheld</u> (HBS Press Book).
	Review the quality of relationships between members of the leadership team.
	Assess whether your company has genuine, open and collaborative relationships with its consumers.
	Assess whether you have Japanese style partnering arrangements with your suppliers.
	Use your skills and expertise to help others develop their relationship management skills.
Team working	Read <u>Senior Leadership Teams: What it Takes to Make Them Great</u> (HBS Press Book).
	Worry about company performance and the kinds of teams that can deliver it.
	Spend time with individual teams discussing your expectations of their purpose and goals.
	Help project teams get the necessary cooperation by opening doors and dealing with political obstacles.
	Use your team building skills to support and coach others.

Top Managers

Results orientation

Competency	Learning suggestion
Achieving goals	Read <u>Execution Premium: Linking Strategy to Operations for Competitive Advantage by Robert Kaplan and David Norton.</u>
	Ensure that your managers have a clear understanding of the strategy and access to strategy documents, speeches by the CEO, reports to shareholders etc.
	Develop a strategic plan that is simple, clear, and focused and review your progress continually.
	Review whether changes to decision rights, information flows, motivators, and changes to structure are needed.
	Use your knowledge and expertise to support and coach others in managing execution.
Meeting customer needs	Read <u>Employees First, Customers Second: Turning Conventional Management Upside Down by Vineet Nayar.</u>
	Review your customer service offering, how much it costs, your employees' capability, and how customers are involved.
	Take a fresh look at whether you have the right balance between technology and human contact.
	Use your knowledge and expertise to coach and develop others in customer service.
	Research future customer needs and how you intend to meet them.
Focusing on the business	Read <u>Putting Integrity Into Finance</u> (HBS Case Study).
	Identify how to improve the company's financial performance over the next 6 months.
	Review the success of the company's briefings to the financial markets and investors.
	Use your financial expertise to coach and mentor others.
	Work out how to deal with a reset world of more regulation and greater interface with government.
Learning and developing	Read <u>Be a Better Leader, Have a Richer Life by Stewart Friedman</u> (HBR Article).
	Review the organization's learning and development policies.
	Encourage your managers to clarify what's important to them and act with integrity and creativity.
	Use your expertise to coach others in how to lead in all parts of their lives.
	Continue to think about how to be a better leader and have a richer life.

Top Managers

Leadership

Competency	Learning suggestion
Persuading and influencing	Read Power of Persuasion Collection (HBR Special Collections).
	Use stories to help connect with people and get them to act on your ideas.
	Gather influential people together to help form policy and strategy.
	Use your knowledge and expertise to coach other people in the art of persuasion.
	Walk the talk to inspire others to support and follow you.
Motivating and empowering	Read Level 5 Leadership: The Triumph of Humility and Fierce Resolve by Jim Collins.
	Be visible and accessible by visiting different parts of the organization, leading conferences and events etc.
	Review whether the company's HR policies reflect the latest thinking on employee motivation.
	Use your knowledge and expertise to coach and support others in employee motivation.
	Commission a 360 survey to find out how people see the leadership team and what it feels like to work for you.
Coaching others	Read What Can Coaches Do for You? by Diane Coutu and Carol Kauffman (HBR Article).
	Evaluate the use and effectiveness of coaching in your organization.
	Lead or participate in coaching courses/events to help create a culture of coaching.
	Use your knowledge and expertise to help others develop coaching skills.
	Focus coaching efforts on how to help people produce better business results for the company.
Coping with pressure	Read What to Ask the Person in the Mirror by Robert Kaplan (HBR Article).
	Watch for the warning signs of extreme stress and depression in your managers.
	Assess whether the organization has the right HR policies to combat stress.
	Coach others in how to handle pressure and stress.
	Step back regularly and ask yourself how you are performing and what you may need to do differently.

Personal Improvement Plan

Name	Date
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Goal	Learning Activity	Review Notes
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Managing change

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Planning and organizing

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Goal	Learning Activity	Review Notes
Interpersonal skills		
Results orientation		

Goal	Learning Activity	Review Notes
Leadership		
Other areas		