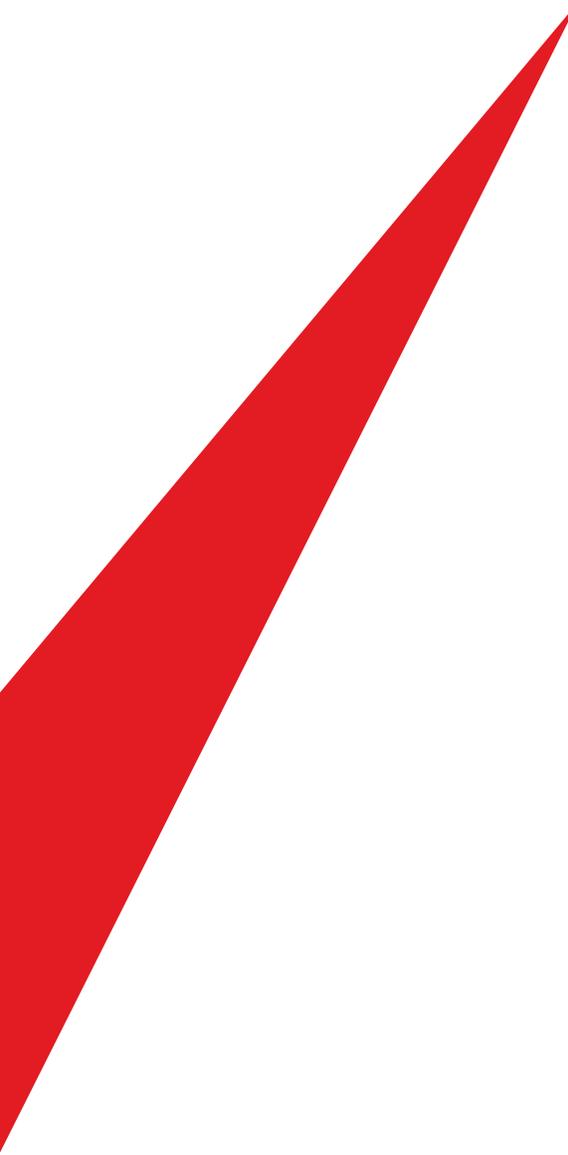**Be** *Masterful.*

Advanced Principle Number One

Leaders
Are
Grown.

Whether the impetus comes from

the commotion of mergers and acquisitions, gyrations in the global marketplace, or pressure from stakeholders, the bottom line is still the same. Companies need to have a systematic way to create and grow leaders throughout the organization.

The most powerful executive development experiences should serve to facilitate the candidate's refinement of his/her Emotional Intelligence (EQ) repertoire. By far the largest levers that leaders can operate for broad organizational impact are EQ-based. Ultimately, successful leaders are required to use mastery of self as their primary tool for impact.

While many important qualities such as vision, strength, dedication, compassion, and empathy come to mind, the real measure of a true leader is effectiveness—delivering the goods!

EQ
Emotional Intelligence Quotient

Emotional Intelligence refers to the ability to perceive one's own emotions and those of others, and to use those perceptions to guide one's thinking and actions.

As managers move upward along their career arcs toward senior manager or executive roles, EQ characteristics become increasingly predictive of their success.

For even the most technical professions—like scientists, software designers, and expert engineers—teamwork, cooperation, and rapport building are key success factors.

FROM OUR FILES

Mike started in the industry (on the front lines no less!) with raw talent, a heavy does of ambition, and a work ethic to match. He rose quickly and steadily, winning the admiration of the executive team and fueling high hopes for his future with the organization. While successful for many years, Mike began to hit somewhat of a wall under his unit's leadership. He felt increasingly frustrated with what happened to be leadership's haphazard decision making and sloppy handling of market data important to the company's strategy. His passion turned into frustration, eventually garnering him a reputation for being difficult. The arrival of new executive leadership and the establishment of a solid executive team reinvigorated Mike and, as a result, he regained his upward momentum. The new leadership recognized Mike's potential and selected him to participate in the Leadership Advance™, which they had identified as the approach needed to turn the organization around. Mike's natural leadership style immediately began to shine. Most impressive was the fact that he continually leveraged the developmental material to help his peers transfer learning to their work, as opposed to focusing solely on his own self-development. With the support of his boss, Mike increasingly took on executive-level-responsibilities, proving himself to be someone who gets the job done with quality and a solid leadership style. Even prior to his conclusion of the Leadership Advance, Mike was offered a significant promotion to Director of Marketing. The professional distance he traveled with that promotion basically represented a 65% increase in his talent value to the company.

65% INCREASE IN TALENT VALUE

As with individual executive coaching, our group-based design brings to light deep insights, removes inner barriers to an individual's performance advancement, and allows participants to design and practice more effective leadership strategies until they're hard-wired into the development candidate's EQ repertoire. This inside-out approach synchronizes the candidate's inner motivational state with crystal-clear individual and organizational goal setting and, in this way, creates a powerful development experience for an intact team or a group of peers.

Our group based Leadership Advance™ process is built around a series of eleven half-day work sessions every few weeks. Approximately ten high-potential managers or executives develop—in unison—their leadership skill sets, provide one another with high-value and constructive performance feedback, enhance their EQ finesse, break down functional silos, and most importantly, tackle real-world business challenges.

The strength of this approach is that the entire process occurs in real-time and with the flow of the team members' work lives—no sterile classrooms and no intrusive and costly off-site travel to attend classes or workshops.

"Although uncertainty does not make intelligent choices impossible, it places a premium on robust adaptive procedures instead of strategies that work well only when finely tuned to known environments."
-Herb Simon
American economist

When Winston was first hired into security, many people thought that he would be "just another cop." It was true that Winston came from law enforcement, like many other security personnel. Yet, soon after joining the Leadership Advance, Winston recognized he needed to step up into the role of a leader, as well. He quickly realized the opportunity that lay before him, and he seized it. Just weeks the Leadership Advance, Winston was promoted to Director of Security for the entire complex, and he immediately started turning the department around. He attacked the practice of favoritism and overtime run amuck. By making swift changes in schedules and standing strong as a leader, he began adding value by saving the complex money, and turning around what had been a toxic culture built on seniority and entitlement. His projections were that the company would save over $30,000 per year with this one change.

$30,000 ANNUAL SAVINGS

Though Rachel routinely pulled decent performance from her sales department, she was barely scratching the surface of what she could accomplish given her own abilities, as well as those of her team. The reason? She avoided confronting a few underperformers, preferring to "keep the peace" instead. She compensated for their deficiencies by picking up where they left off, running herself ragged and, in the process, getting nothing close to the results she could have. Participating in the group-based Leadership Advance opened her eyes to her ineffectiveness as a leader. She learned that simply taking care of her department was deeply inferior to actually driving performance. The Leadership Advance pushed her to take advantage of real-life business situations. She did so with gusto, adding a whopping $470,000 (combined revenue and cost savings) the her department's balance sheet.

$470,000 ANNUAL SAVINGS

Moreover, the participants' performance feedback comes directly from key players in the team members' work lives. Additionally, the continual, development-stretching, action-learning experiments take advantage of real-life business situations, involve fellow team members, and are fully synchronized with the strategy of the organization. Given the complexity and difficulty of the core challenge—which is advancing the EQ finesse of each and every impact player—this design is an extraordinarily powerful solution to executive development.

In the end, most effective leaders will demonstrate ever-increasing finesse with a broad range of EQ behavioral vectors, such as secure self-awareness, quiet self-confidence, transparent genuineness, emotional self-mastery, resilience, empathetic mentoring, and core values-based role modeling. Certain EQ characteristics accelerate leadership effectiveness (e.g. conscientiousness, drive for achievement, openness to information and feedback, and helpfulness and sociability) while other personality-based factors operate as obstacles to a leader's impact (e.g. approval seeking, rigidity, mistrust, hostility, and a need to control).

Perhaps the truest measure of the success of an executive development process is its ability to prepare leaders to manage in the face of ambiguity, one of the most challenging areas for top managers in our global economy.

While participating in the Leadership Advance, leaders of threes separate but interdependent business units discovered an improvement they could make to their internal operations. By coordinating efforts to speed delivery to customers, these leaders developed a solution that would yield incalculable benefits to the company in terms of customer satisfaction and loyalty. Oh, and by the way, it will also add $32,000 to the bottom line, year over year. With this kind of platform in place, the top leaders became deeply aligned with their mission, vision, core values, and long-term strategy. They all kept score using the same metrics. As a result of the conflict management techniques they cultivated during their group development process, they have initiated a new system that facilitates innovation on the upside and handles bumps in the road more effectively on the downside. "It really brought the team together," said the company's GM. "I believe without a doubt that it made us much more functional, it gave us direction, it clarified who and what we were, where were going, and what our roles were both as individuals and a team. All of that combined makes us much more profitable. Now all we need to do is roll it out to the rest of the company."

"IT REALLY BROUGHT THE TEAM TOGETHER… MADE US MUCH MORE FUNCTIONAL… GAVE US DIRECTION… CLARIFIED WHO AND WHAT WE WERE, WHERE WERE GOING, AND WHAT OUR ROLES WERE BOTH AS INDIVIDUALS AND A TEAM. ALL OF THAT COMBINED MAKES US MUCH MORE PROFITABLE."

Obstacles to Success

1. An organization's taking a fundamentally educational approach, as opposed to a genuinely developmental approach. The essential flaw in the logic of taking an educational approach is in believing that pouring solid leadership information into a candidate's head will serve to change their behavioral and performance repertoire. Indeed, it won't. All that results from an educational approach is that the candidate simply knows more, but it's very unlikely that they lead differently on the ground.

2. The failure of the program design or the organization to integrate the executive development process into the organization's performance management process. The most common model is one that sends candidates away, usually for several days at a time, either to a vacation-like venue or to a major business school. While these processes can be multifaceted and exquisitely orchestrated, it is uncommon for candidates to return with a detailed development plan in hand, against which their future performances may be judged and their development measured. There is no "handoff" from the outside program to the inside development infrastructure.

3. The issue of ownership of the executive development program. All too frequently the executive development initiative will be owned by HR. Perhaps this is not what is stated on paper or in public pronouncements by the CEO, but this is the actual reality of the day-to-day initiative. If the CEO is not whole-heartedly invested in the development of his or her executive talent, then the initiative will be measurably impaired by this lack of commitment, focus, and energy.

Your Business Has
Advanced Expectations

Revenues that increase year over year

Costs that decrease year over year

Leaders - "Talent Assets" - that increase their value over time

that demand an
Advanced Solution

One that can generate an impactful return on investment

to help your organization build
Advanced Leadership

The most critical factor in the sustainable growth of any enterprise

Xecutive Metrix's™ group-based Leadership Advance is a strategically targeted, intensive, small group executive development solution that produces remarkable ROI results.

HOW IT WORKS
The Leadership Advance design is built on principles of adult learning theory and action learning theory. A certain structure and regimen are built into the delivery, but the process is anything but linear. The following components are fundamental and core to the design's strength:

Assessment & Feedback: Every participant receives a rigorous leadership style assessment that creates a provocative "data mirror," and thus creates a compelling wake-up call and a personal call to action.

Integration with Your Organization's Leadership Expectations and Needs: Whether you have an existing leadership competency model or simply operate from job descriptions, your leadership expectations will be identified and each participant's performance and goals will be compared against them.

Unleashing Potential & Refining Attitudes: Leadership Advance uses a powerful motivational technology designed to harness each participant's own reservoir of untapped potential. And, because attitudes drive behavior, emphasis is placed on cultivating personal ownership and initiative as the drivers of individual efficacy.

Multiplied Thinking & Optimized Teaming Skills: Penetrating questions from colleagues generate innovative thinking, creative yet practical solutions, and enhanced learning. For example, do you believe that most employees understand the inter-dependability of each member's job? (Hint: Probably not!) This process gets them there and leads to startling results.

Ready? And… Action! It's all about tackling real problems and challenges: Participants confront work-related issues and deal with significant real-world challenges in real-time.

Apply, Discuss, Refine, Repeat: Eleven, half-day work sessions are held onsite every few weeks. Participants report on their ongoing action initiatives and solicit feedback from the group. Repeating this pattern over time, combined with seeing results that matter, are what solidify the participants' growing effectiveness as leaders.

Strategic & Synergetic Objectives: Participants discover the fundamental synergy between personal *and* professional goal setting, each being mutually interdependent and enhancing of the other. Our results-oriented methodology emphasizes risk-taking and finding innovative ways to align action initiatives with the organizations overall business strategy.