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A Department of
Corporate Education, Development & Training

SAND2008-7460P

Chart your course!

# *Welcome to the Extraordinary Leader Workshop*

Facilitator: Val Rasmussen

March 11, 2008

- Two years researching the impact of leadership performance and the key behaviors that great leaders demonstrate

- Data set of 200,000 evaluations on 20,000 people

- Contrasted the highest-performing 10% to the lowest-performing 10%

- The approach: Lead with the data!

- The result: New insights that fundamentally change the way we think about leadership development

For a Full Report of the Research . . .

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THE
EXTRAORDINARY
LEADER

TURNING GOOD MANAGERS INTO GREAT LEADERS

FOREWORD BY DAVE ULRICH,
NAMED #1 MANAGEMENT GURU BY *BUSINESSWEEK*

JOHN H. ZENGER & JOSEPH FOLKMAN

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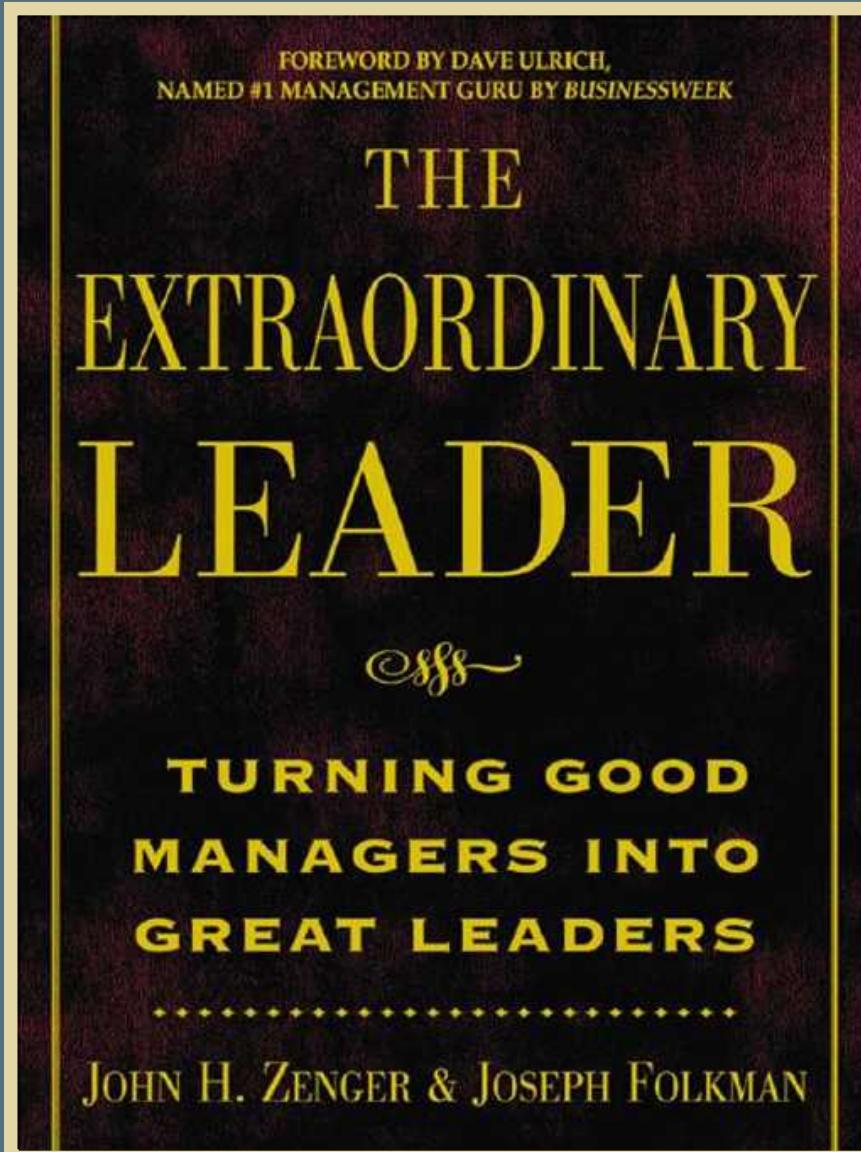
To provide you with the **insights** and **tools** you need to become and remain an extraordinary leader within Sandia National Labs

Page 1-2

Exercise: Best Leaders and Worst Leaders

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1. Individually answer your assigned questions (either "best leader" or "worst leader").

2. Try to think of someone you've actually worked for—not a public figure.

3. When everyone at your table has answered the questions individually, compare your answers and see if you can identify common characteristics.

4. Be prepared to share your group's answers.

# Good does not equal great—and Sandia National Laboratories needs you to be great.

Exhibit A: Leadership vs. Turnover

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Average Percent Turnover

Bottom 30% Poor Leaders	19
Middle 60% Good Leaders	14
Top 10% Great Leaders	9

Extraordinary leaders are much better at holding on to their people.

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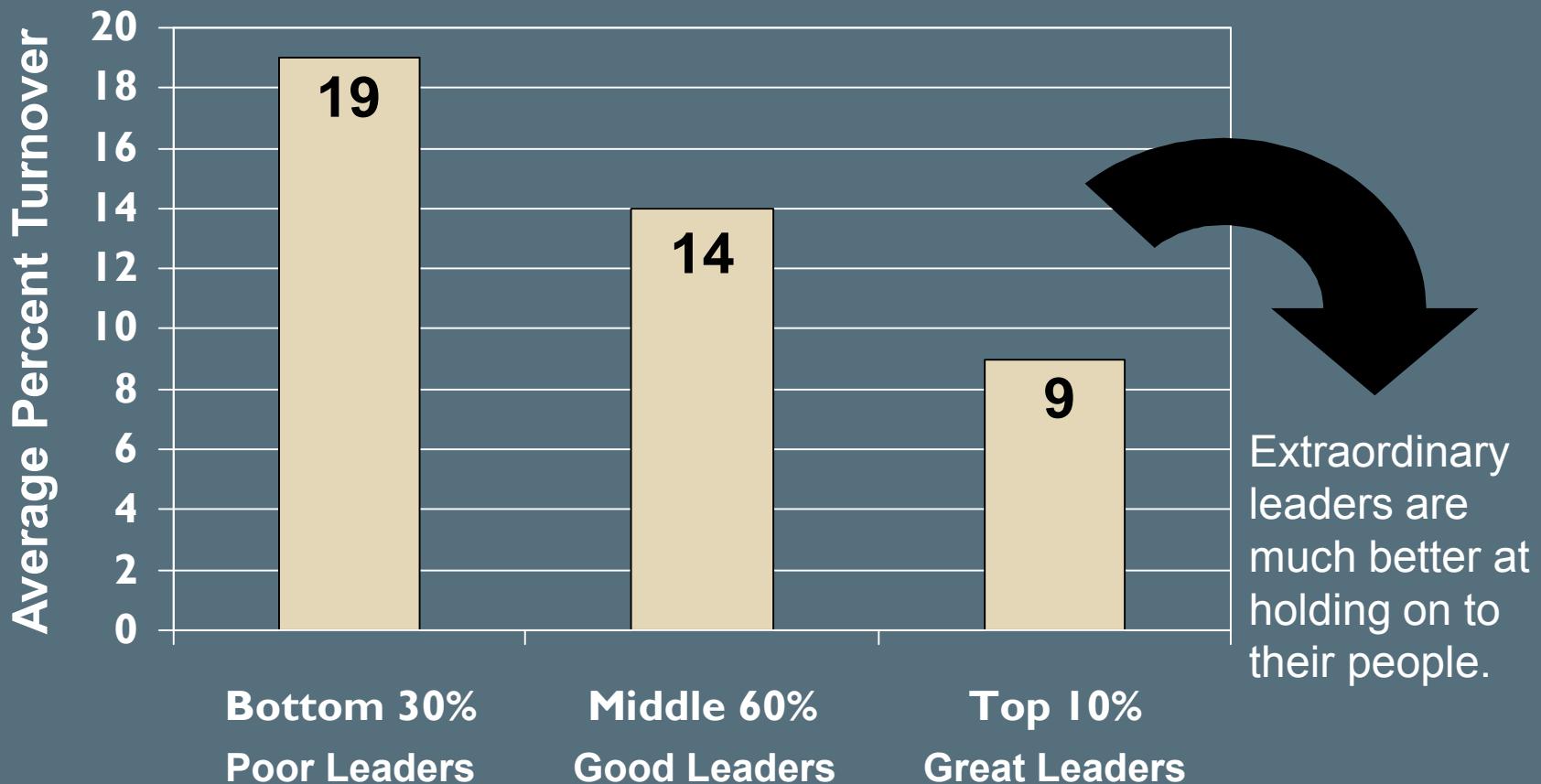
Exhibit B: Leadership vs. Customer Satisfaction
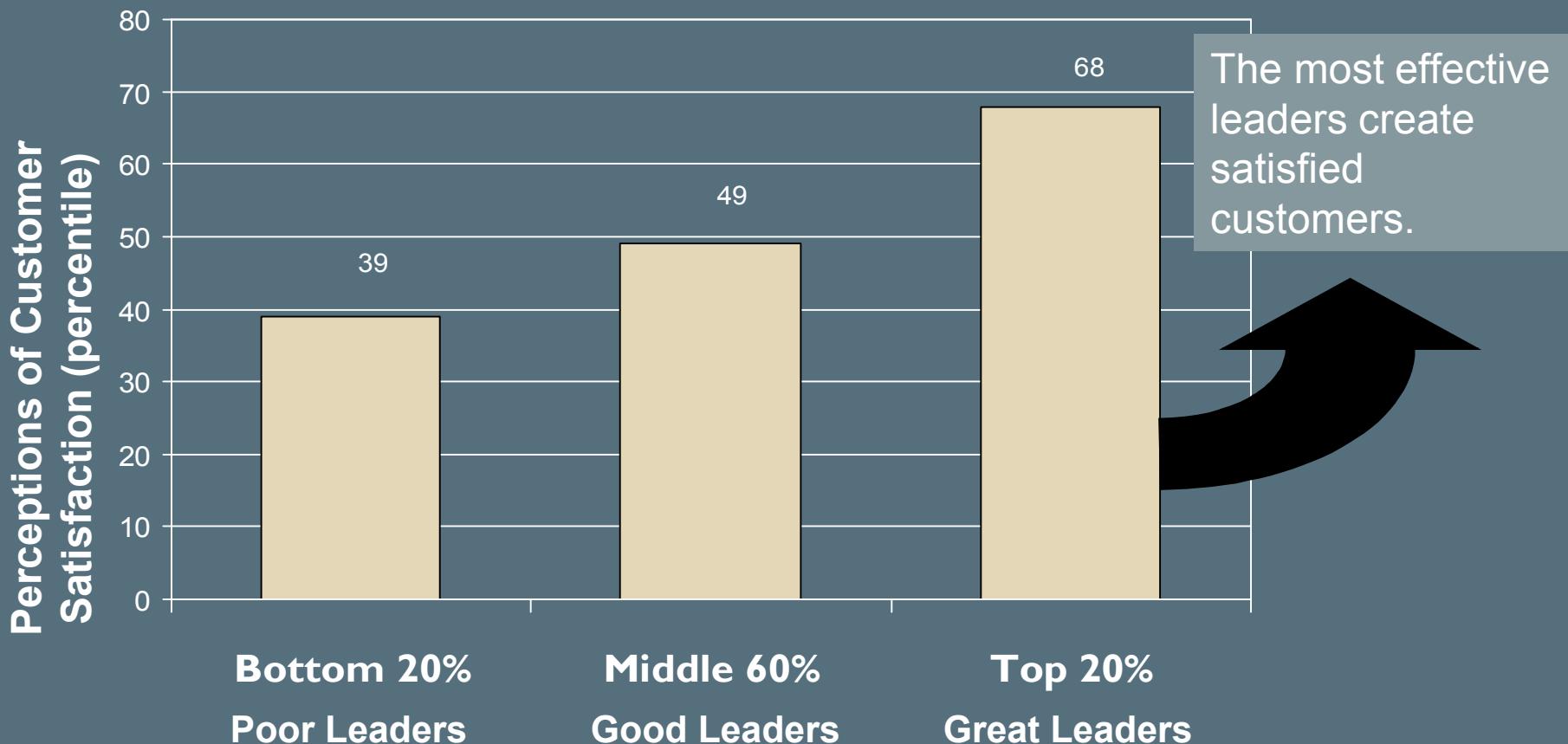
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The most effective leaders create satisfied customers.

Perceptions of Customer Satisfaction (percentile)

- Bottom 20% Poor Leaders: 39
- Middle 60% Good Leaders: 49
- Top 20% Great Leaders: 68

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8
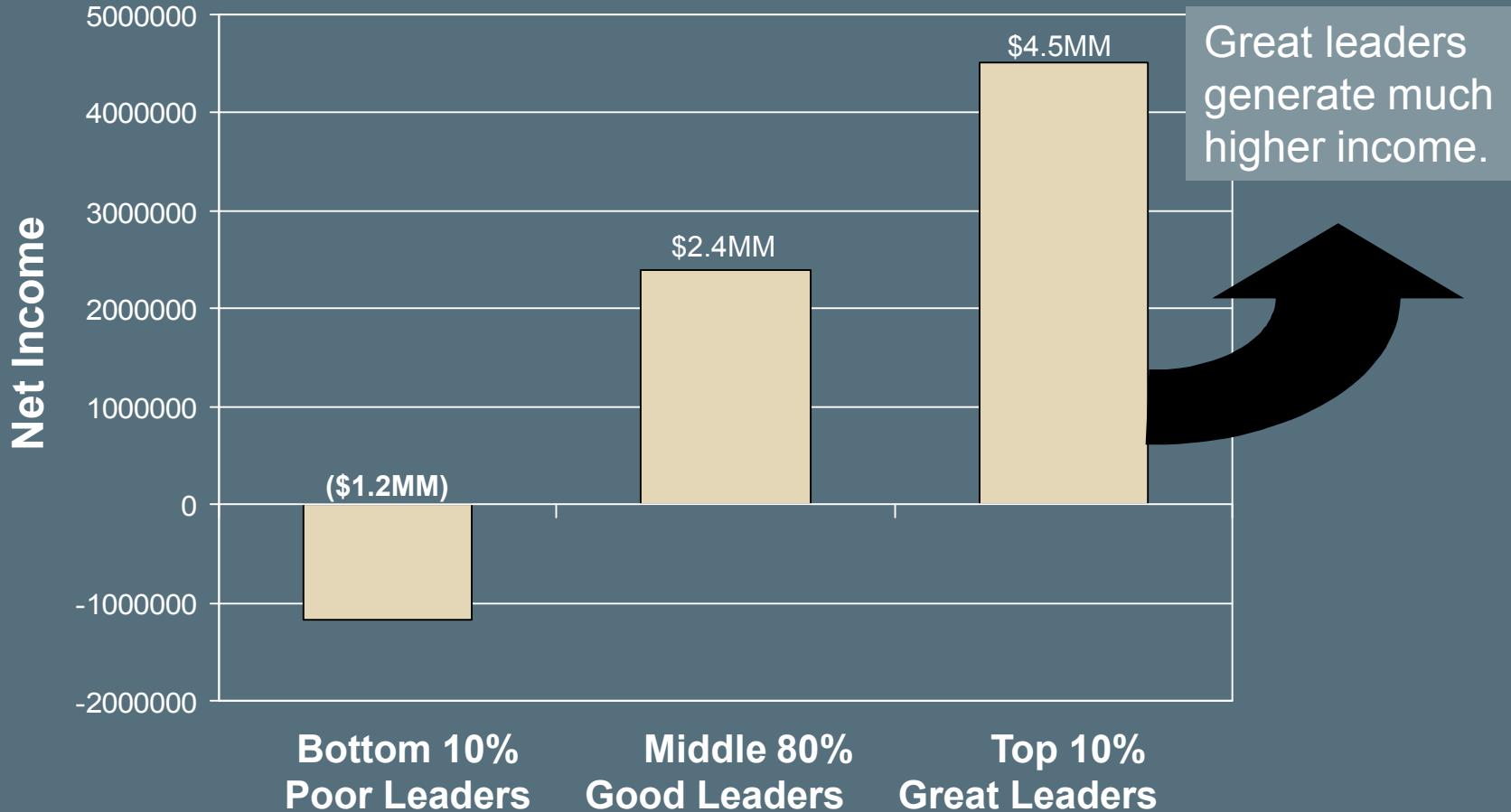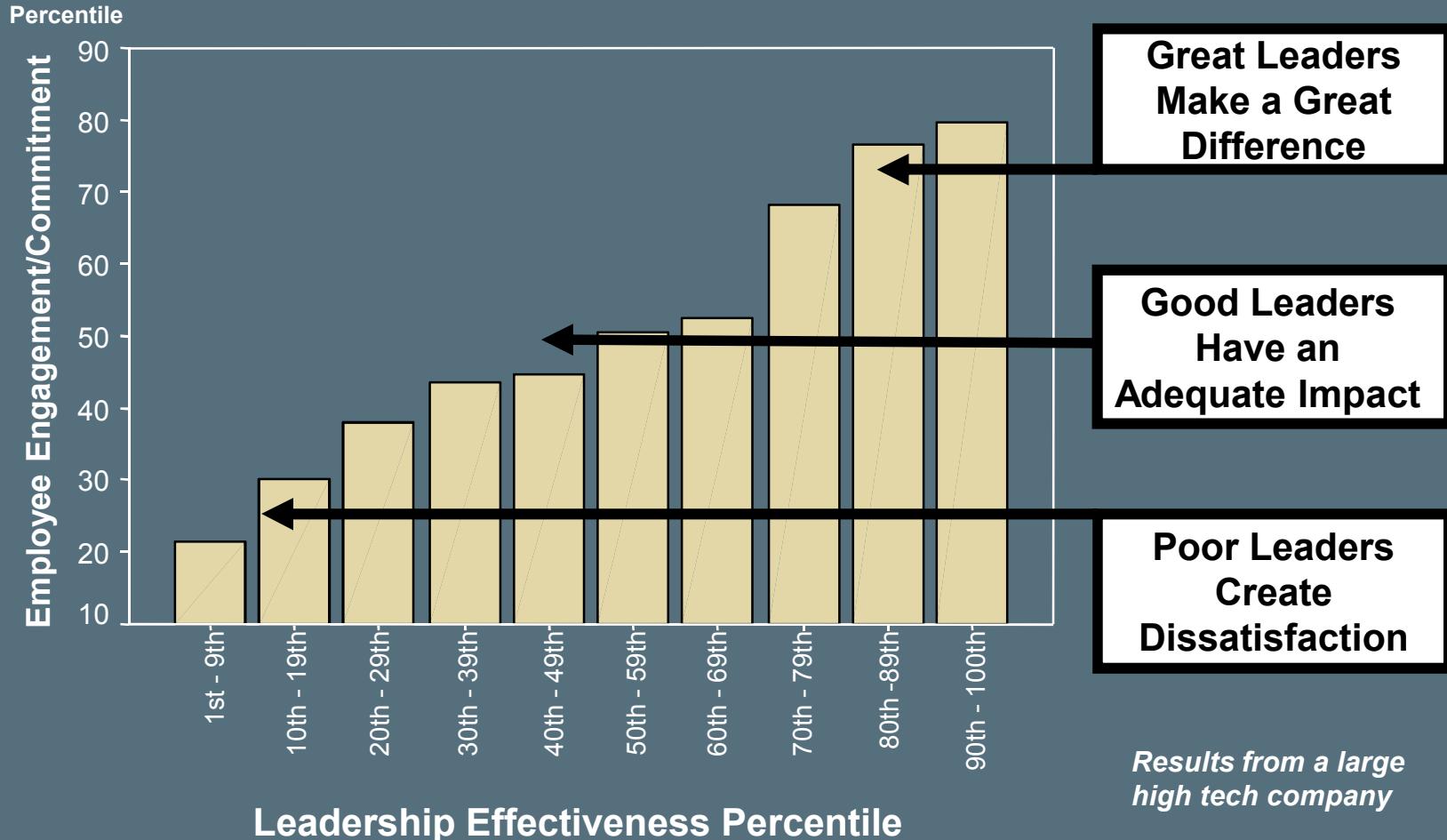
Leadership Effectiveness vs. Satisfaction with Pay and Job Security
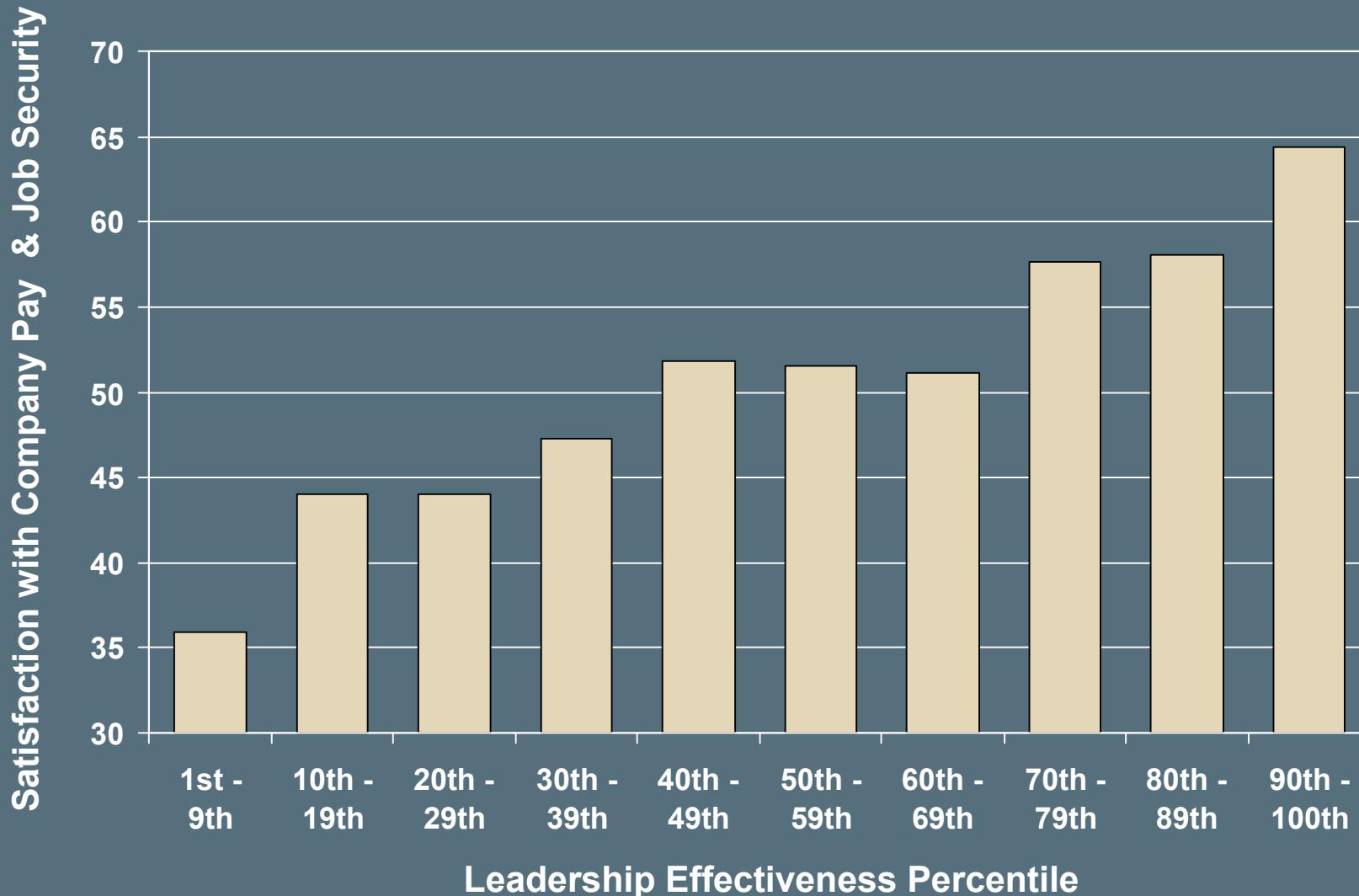
Leadership vs. Likelihood of Avoiding Unionization

Unionization Avoidance Index vs. Supervisory/Plant Leadership Effectiveness Percentiles

Percentile	Index
1st - 9th	10
10th - 19th	20
20th - 29th	30
30th - 39th	37
40th - 49th	47
50th - 59th	59
60th - 69th	61
70th - 79th	69
80th - 89th	80
90th - 100th	92
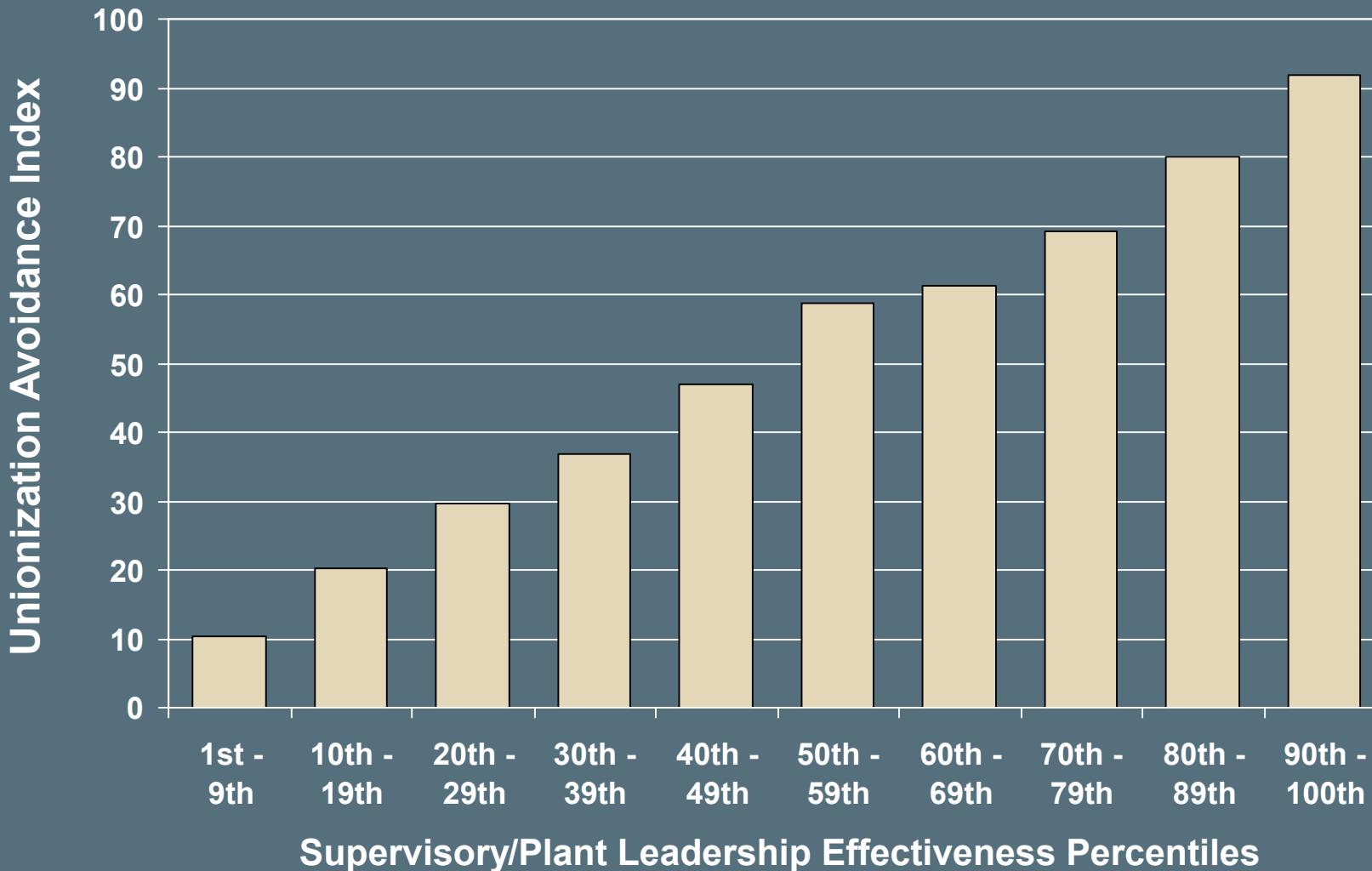
What's the Message From This Assessment?

Legend: ■ Global Norm ■ Tony

Categories: Results, Strategic Perspective, Innovation, Business Acumen, Customer Focus, Dealing With Change, Taking Responsibility, Decision Making, Developing Self and Others, Sandia Values, Professional/Technical Expertise, Diversity and Inclusion, Building Relationships, Collaboration and Teamwork, Communication

How's Tony Doing Now?

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- In your experience, toward which goal do most leaders work: to be "good enough" to get the job done, or to be extraordinary? Which of the two has been your goal?

- If you could increase your leadership effectiveness from good to great, what difference would it make to the organization?

- If you could increase your leadership effectiveness from good to great, what difference would it make to you personally?

Module 2

Profound Strengths and Fatal Flaws

You don't have to be a superhero to be extraordinary

What Does Performance Improvement Mean to Most People?

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Fixing Weaknesses!

A donkey leading a team of Clydesdales?

Impact of Leadership Effectiveness Without Any Perceived Strengths

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Average Percentile Score

100

80

60

40

34

20

0

Number of Strengths

0   1   2   3   4   5
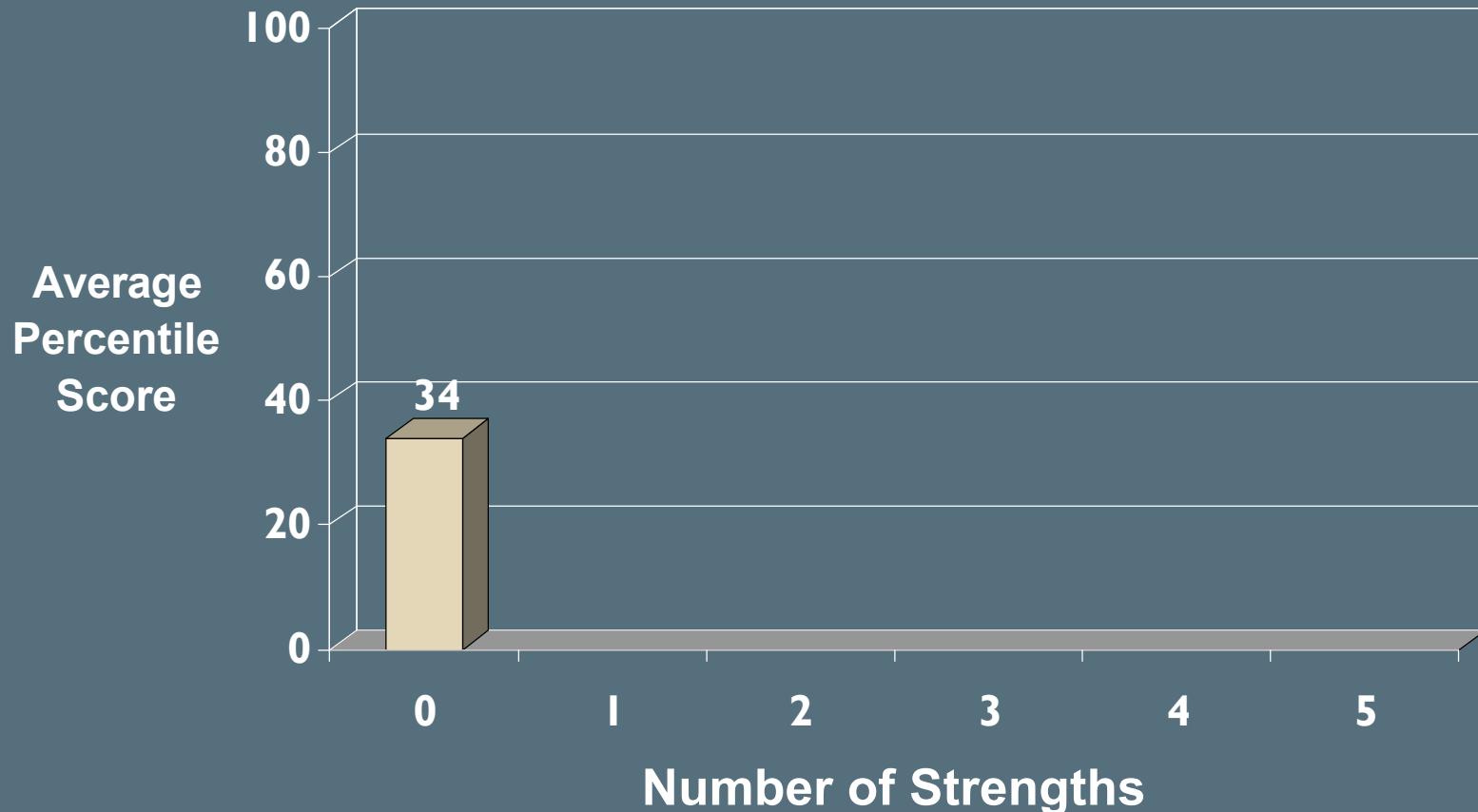
Impact of One Strength on Overall Perception of Leadership Effectiveness

Average Percentile Score

100

80

64

60

40

34

20

0

0   1   2   3   4   5

Number of Strengths
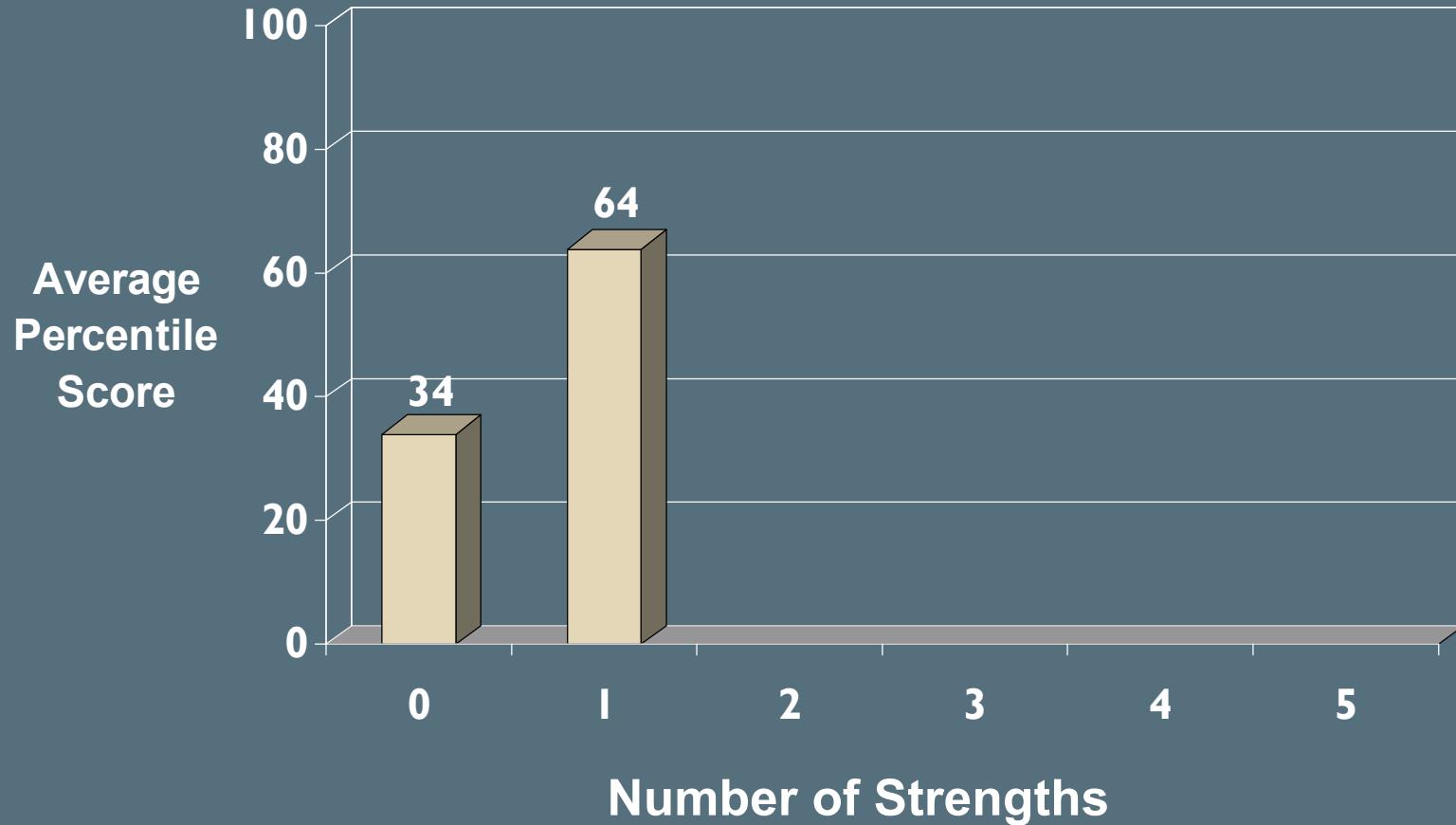
The Presence of Three Strengths Raises Leadership Effectiveness to the 81st Percentile

Focusing Development on Weaknesses Works Well When . . .

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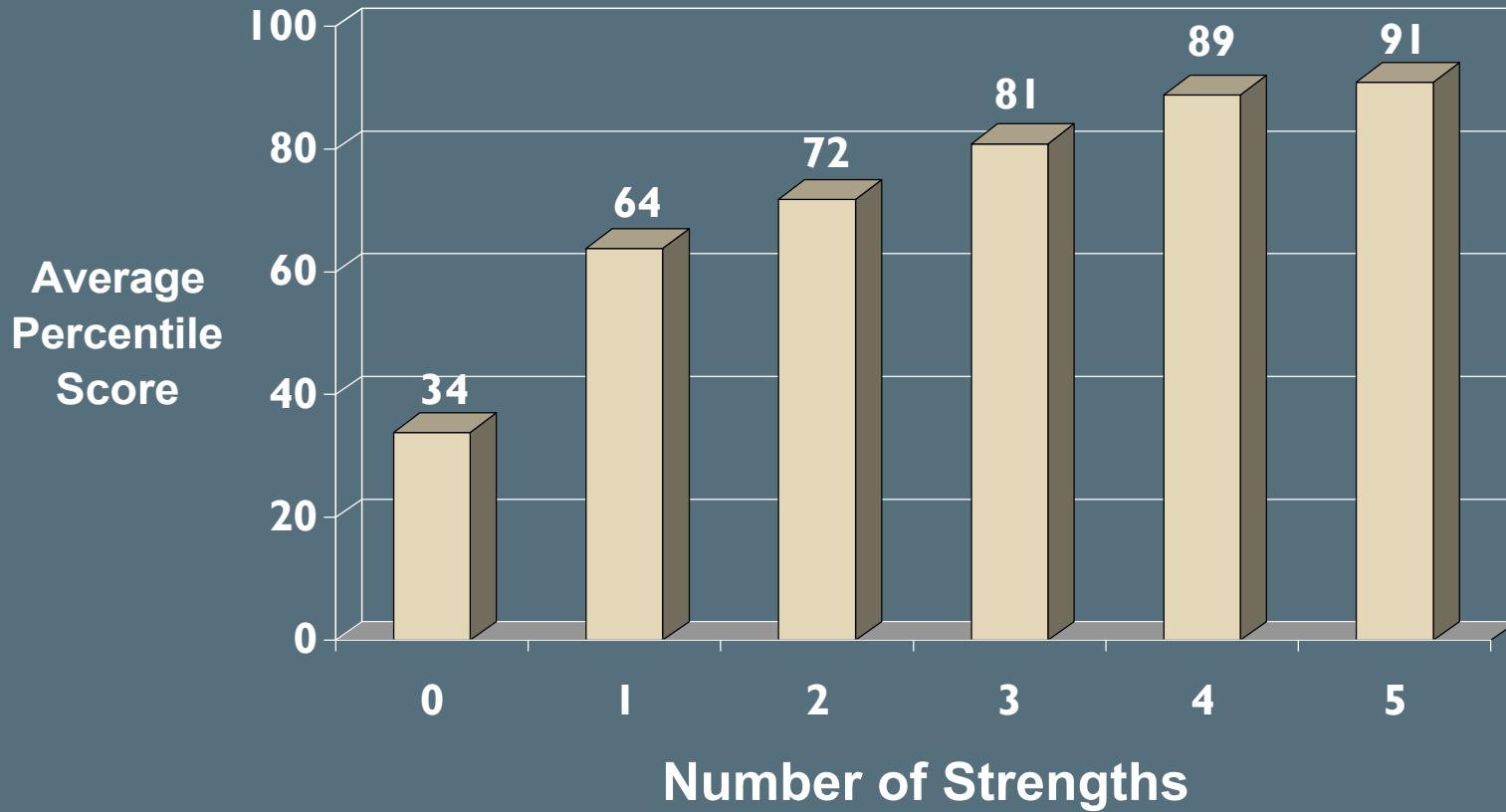
Leadership Competencies
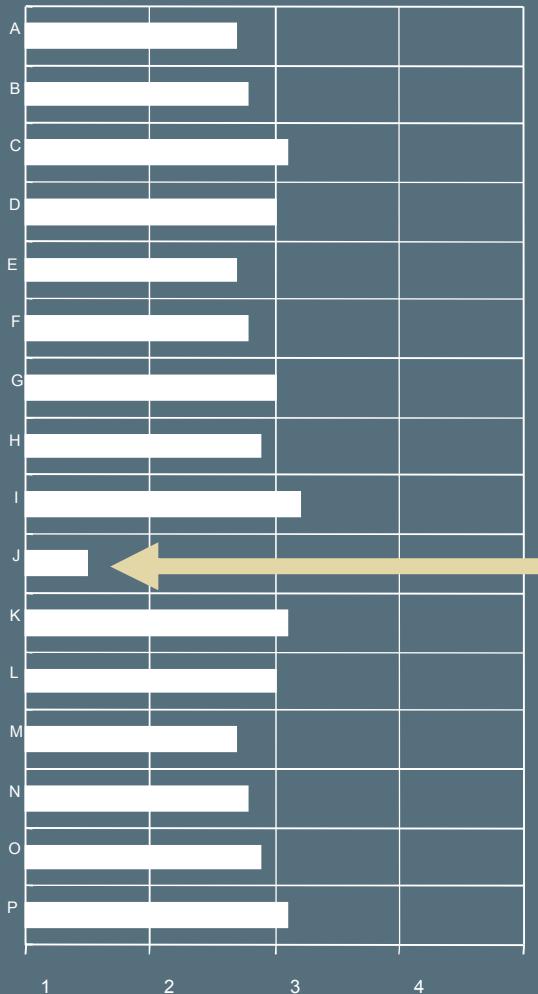
. . . people have fatal flaws

Strong negative data on an issue can cripple a person's leadership effectiveness

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1. Strong negative feedback results (and/or poor performance review results)

2. Poor or even average capability in an area that is mission critical to your job

3. Lack of competence in an area that inhibits your overall perceived effectiveness

4. Inattention to a key cultural value or other trait viewed as critical across the organization

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- Look at the list of fatal flaws below. What might they have in common?

  – Inability to practice self-development, specifically by failing to learn from mistakes

  – Lack of core interpersonal skills and competencies

  – Lack of openness to new or different ideas, resulting in a failure to innovate or lead change

  – Lack of accountability or failure to focus on results

  – Failure to take initiative

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Page 2-4

Get the power of perception working for you, rather than against you.

The Power of Perception

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How people ought to evaluate us

Trait F Trait A

Trait E → Impression ← Trait B

Trait D Trait C
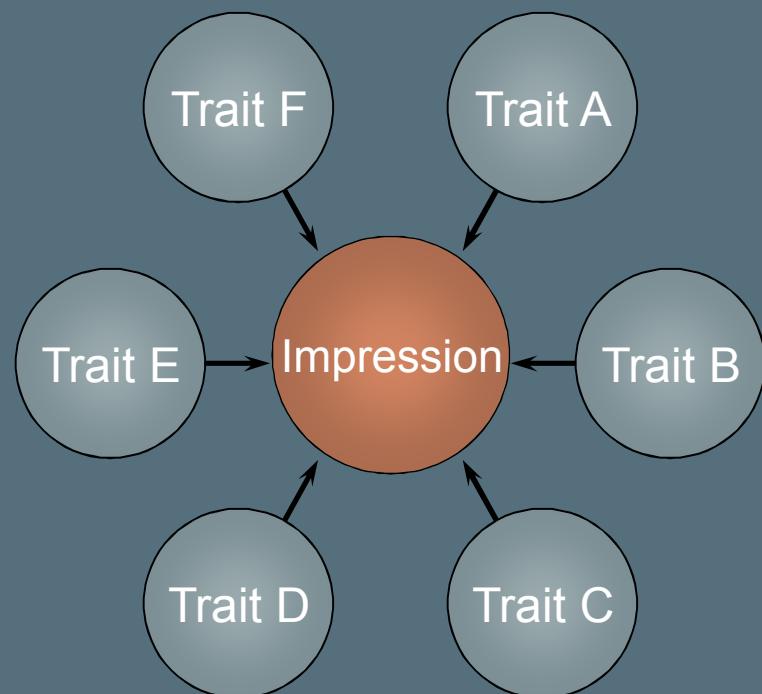
How people really evaluate us
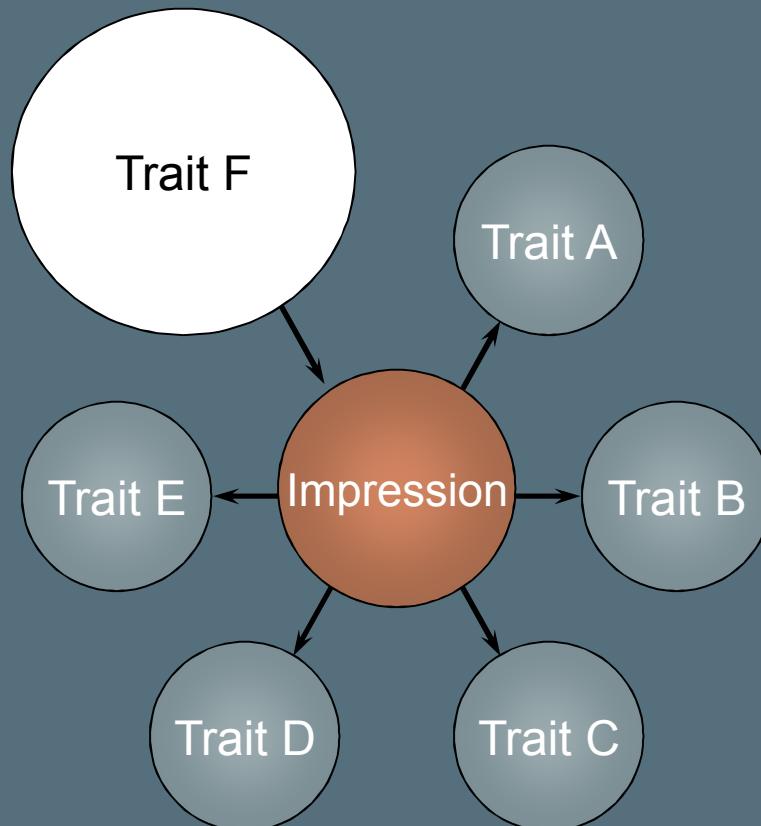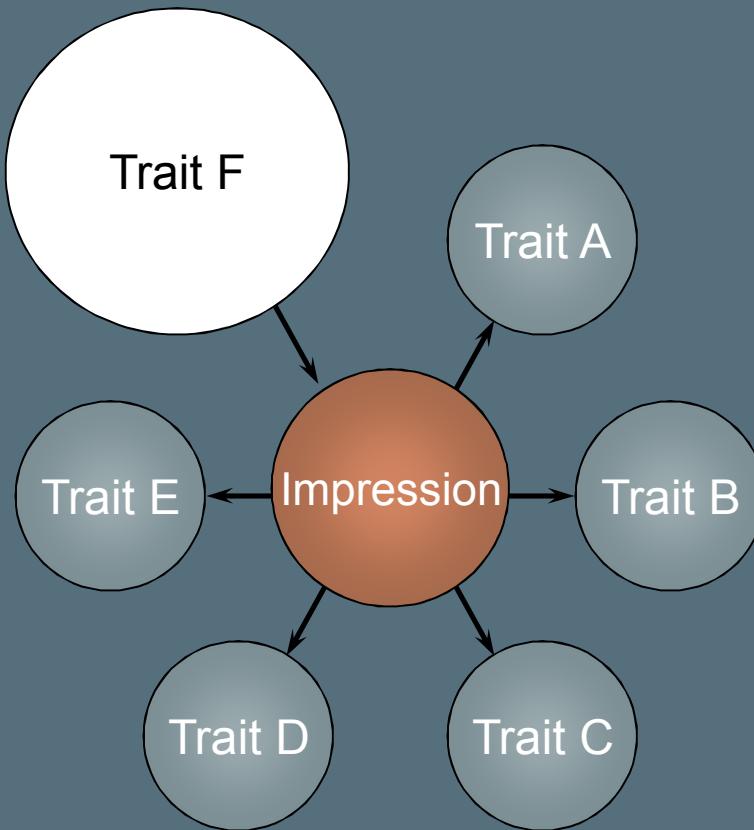
Trait F

Trait A

Trait E → Impression → Trait B

Trait D Trait C

2 Applying Expertise

1 Learning the Fundamentals

3 Guiding Others

4 Shaping the Future

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Chart your course!
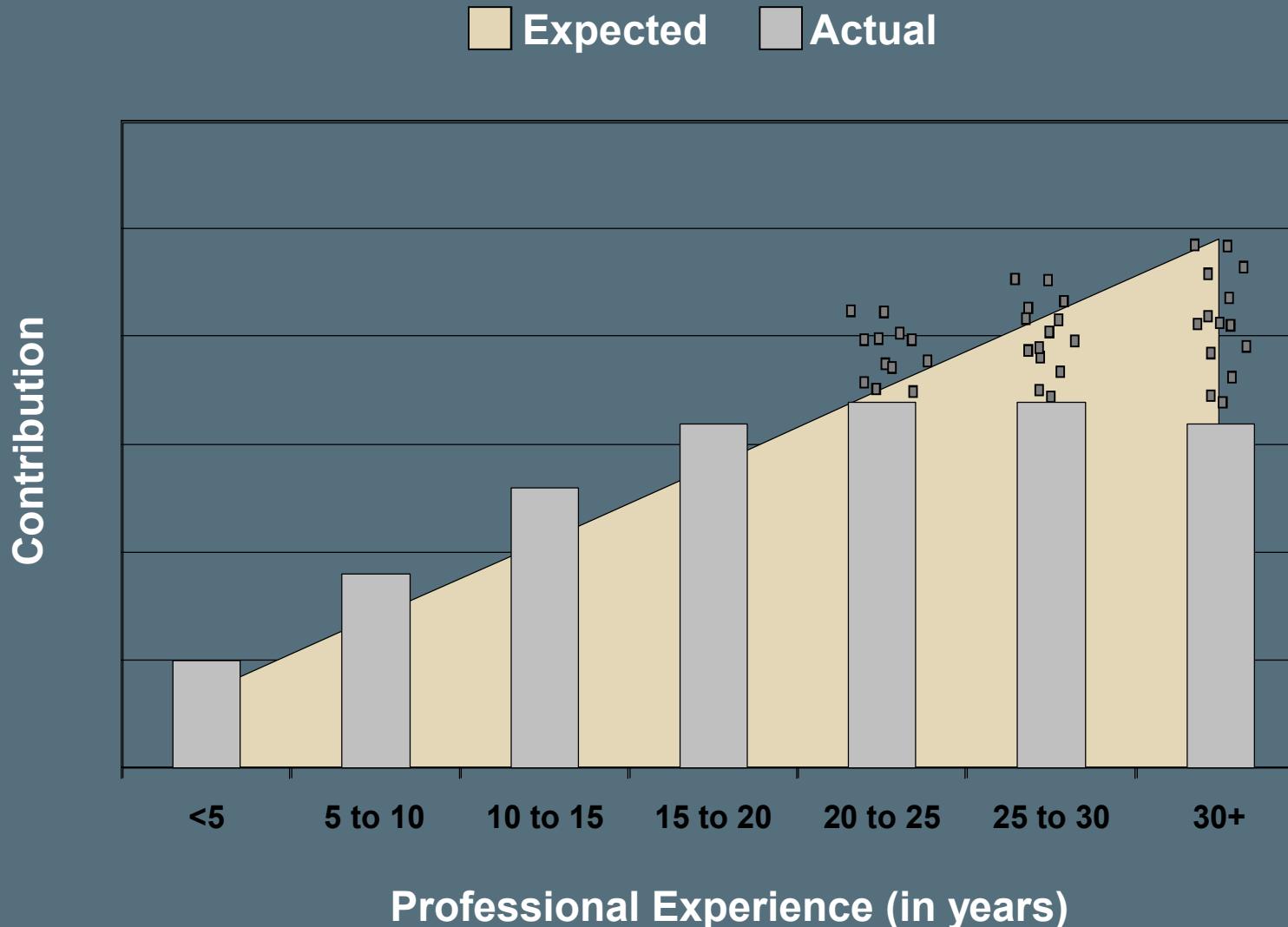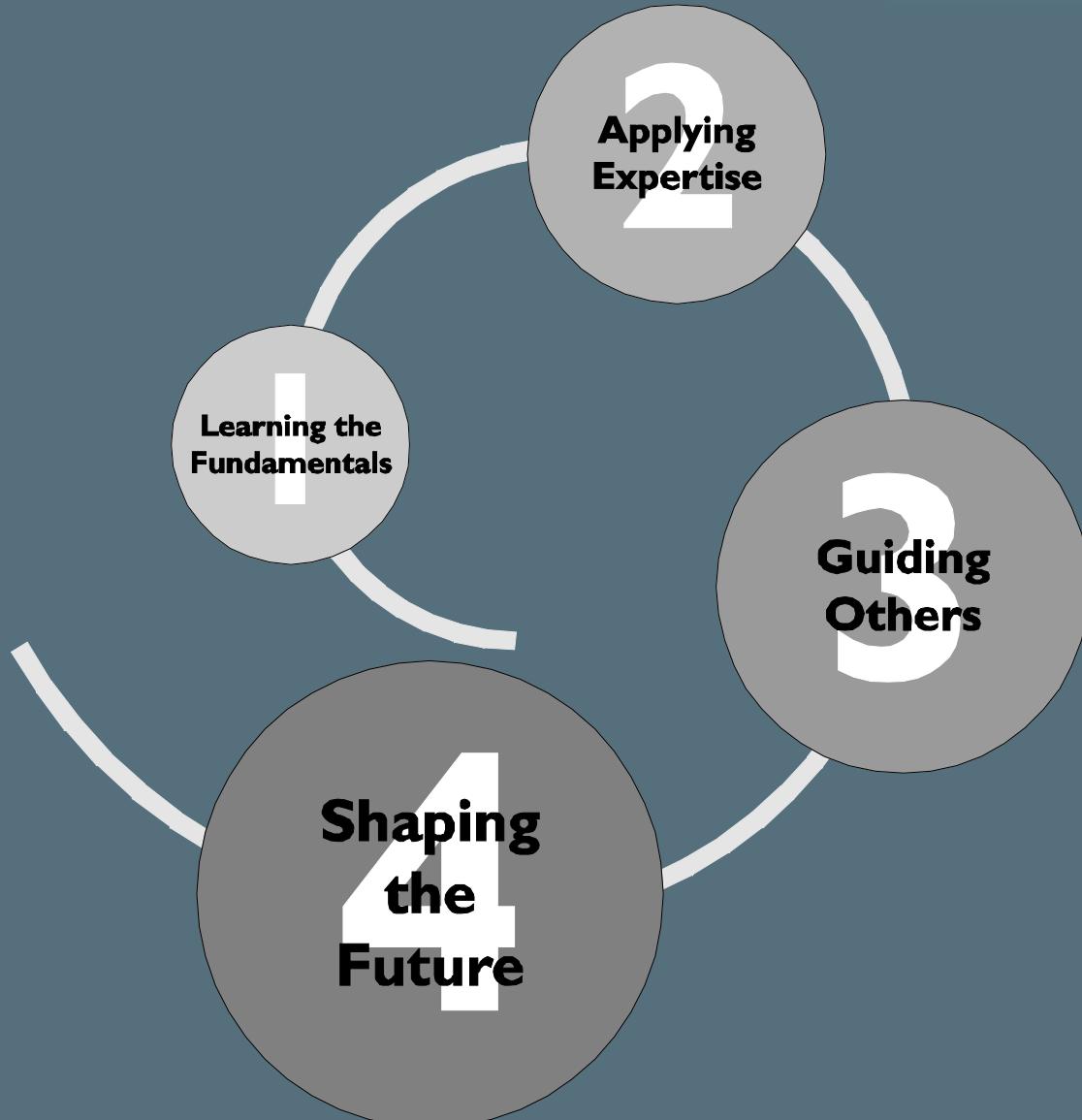
- Energy

- Enthusiasm

- Basic skills

- Rapid learning

- Dependence on others for direction

Learning the Fundamentals
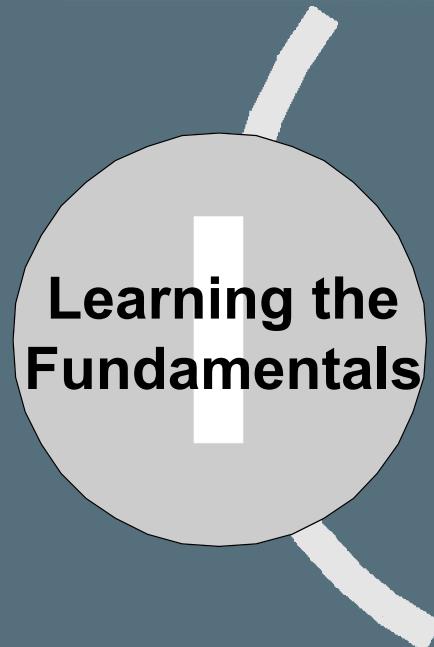
How long will someone be seen as a high performer if he or she continues to behave in exactly this way?

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- Narrow, deep perspective
- Expertise
- Independence
- Network of colleagues
- Pulls his/her weight
- Requires little direction

2

Applying Expertise

How long will the organization survive if no one grows beyond this stage?

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- Broad perspective

- Interdependence

- Robust internal and external network

- Develops capability in others

- Provides "local leadership"

Guiding Others

3
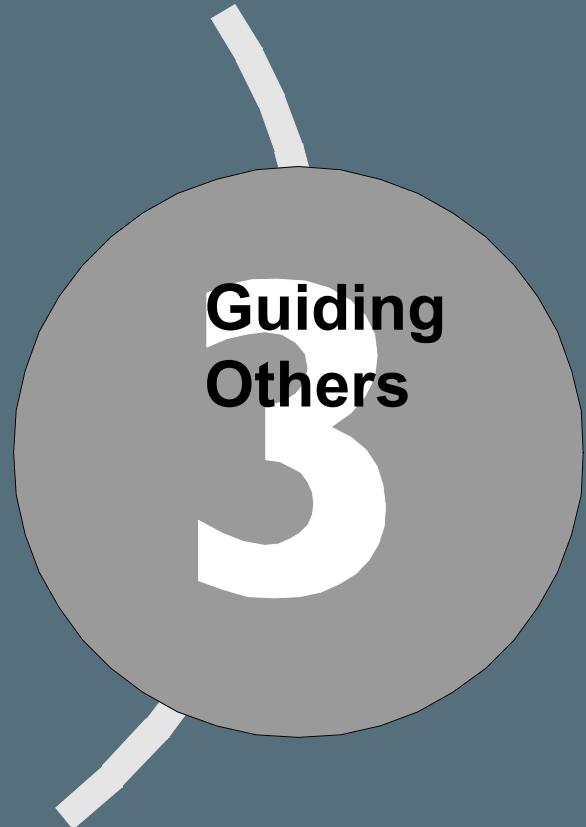
Who defines the future if no one grows beyond this stage?

- Strategic direction

- External focus

- Represents the organization

- Grooms future leaders

- Exercises organization-wide influence

Shaping the Future

4
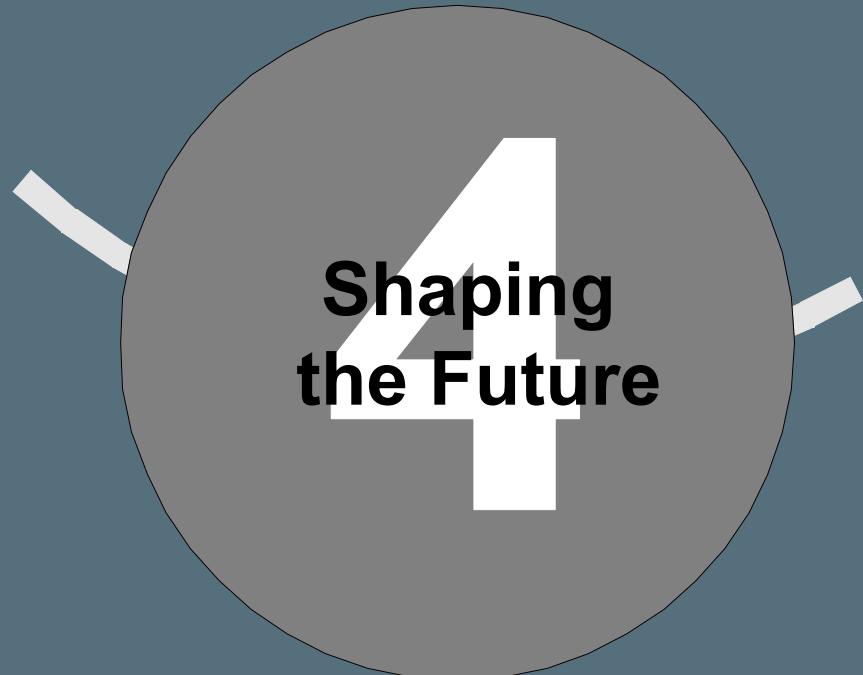
How many of these individuals does an organization need?

Guidelines for "Guiding Others"

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1. Never send an email when a face-to-face will do.

2. Plan ahead!

3. Get the right people involved.

4. Add someone to your network every other month.

5. Think and speak in business terms.

6. Share your expertise.

7. Celebrate others' successes.

Module 3

Leadership Competencies

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To get where you want to go, you need to know where you are.

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- NOT like a coil spring mattress
- Highly interdependent—each statistically linked to a number of others
- A high score on one apparently lifts many others with it, like a giant tent pole
- This explains the need to have strengths in different areas

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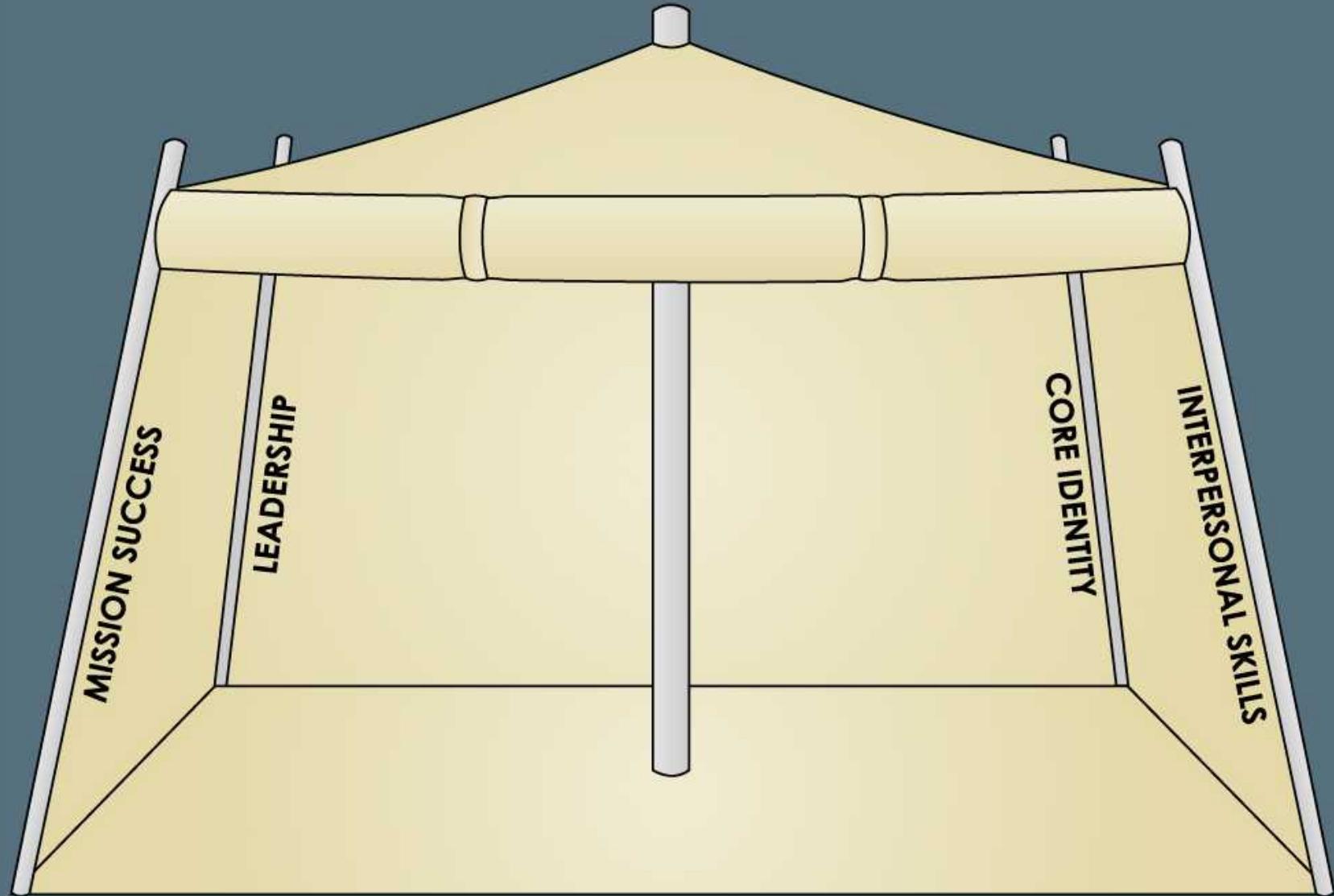
Mission Success

- Results
- Strategic Perspective
- Innovation
- Business Acumen
- Customer Focus

Core Identity

- Sandia Values
- Professional/Technical Expertise

Leadership

- Dealing with Change
- Taking Responsibility
- Decision Making
- Developing Self and Others

Interpersonal Skills

- Diversity and Inclusion
- Building Relationships
- Collaboration and teamwork
- Communication

Page 3-3

- It's a gift

- No such thing as positive or negative

- Without it, you're flying blind

- Look for your strengths!

- Honor the confidentiality

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S   Surprise, Shock

A   Anger, Anxiety

R   Rejection, Rationalization

A   Acceptance

The Rating Scale

5. Outstanding Strength

Exceptional performance – performs this behavior much better than most others **(Top 10%)**

4. Strength

Above average performance – performs this behavior better than others **(Top Quartile)**

3. Competent

Performs this behavior at an average level or about as well as most others **(Good Performance)**

2. Needs Some Improvement

Performs the behavior below average or sometimes does it poorly **(Inconsistent Performance)**

1. Needs Significant Improvement

Rarely or never performs the behavior well or rarely or never attempts this behavior **(Poor Performance)**

Don't Know – Not Applicable

Don't have enough information or experience with this person to rate performance on this behavior

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Page 3-4

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Respondent Type	Respondent Name
Manager 1	Sample Manager1
Manager 2	Sample Manager2
Peer	Sample Peer1
Peer	Sample Peer2
Peer	Sample Peer3
Direct Report	Direct Report1
Direct Report	Direct Report2
Direct Report	Direct Report3
Direct Report	Direct Report4
Direct Report	Direct Report5
Direct Report	Direct Report6
Customer	Sample Customer1
Customer	Sample Customer2
Customer	Sample Customer3
Other	Sample Other1
Other	Sample Other2
Other	Sample Other3
Other	Sample Other4
Other	Sample Other5

Comparison of Rater Groups

Mission Success

Rater	Score	1	2	3	4	5
Total	3.51					
Manager 1	3.48					
Manager 2	4.48					
Peer	3.10					
Direct Report	3.36					
Customer	4.01					
Other	3.49					
Self	3.56					

Leadership

Rater	Score	1	2	3	4	5
Total	3.55					
Manager 1	3.24					
Manager 2	4.43					
Peer	3.13					
Direct Report	3.57					
Customer	3.62					
Other	3.64					
Self	3.67					
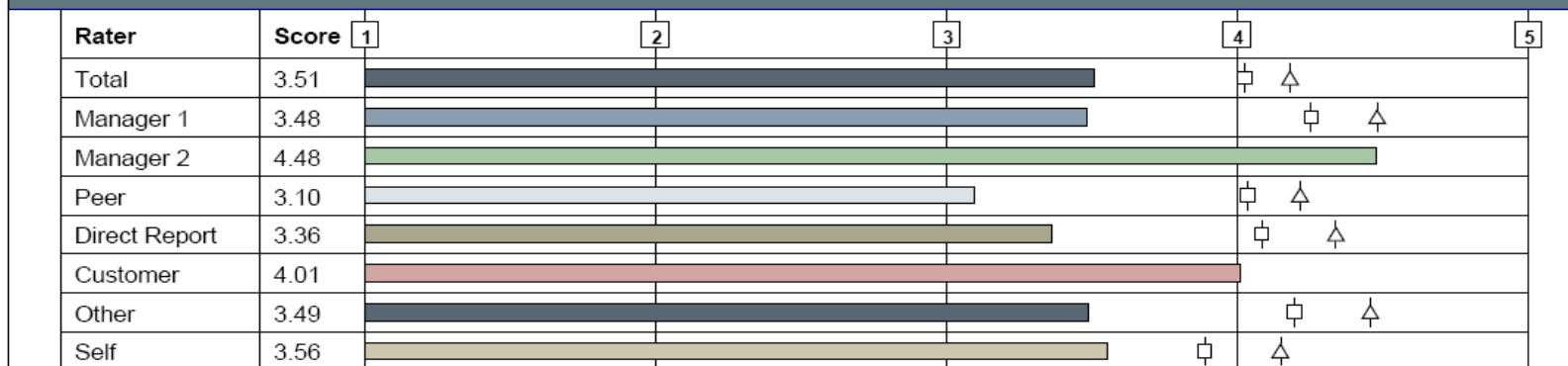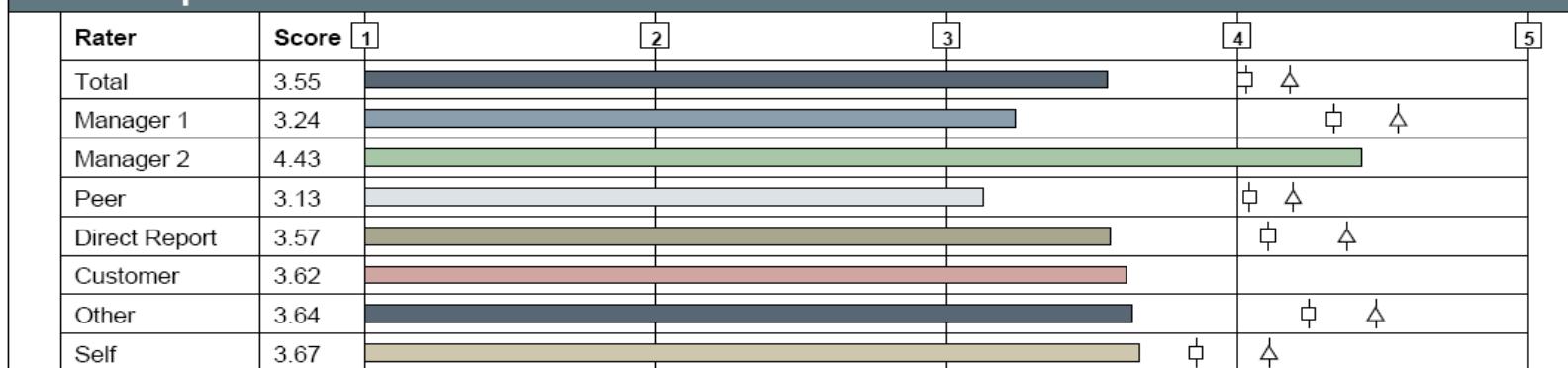
Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top quartile
3	Competent - Good performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
△	Sandia Success Profile 90th Percentile Norm
⊡	Sandia Success Profile 75th Percentile Norm

Sandia Success Competencies
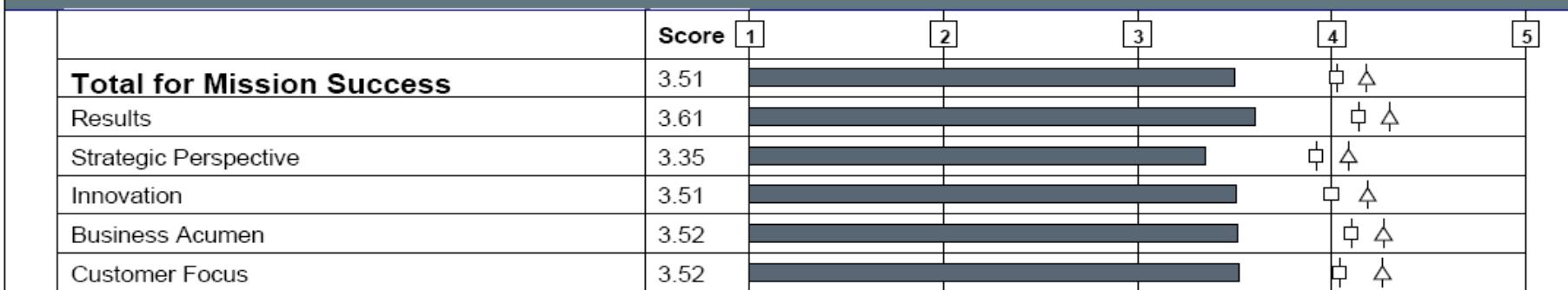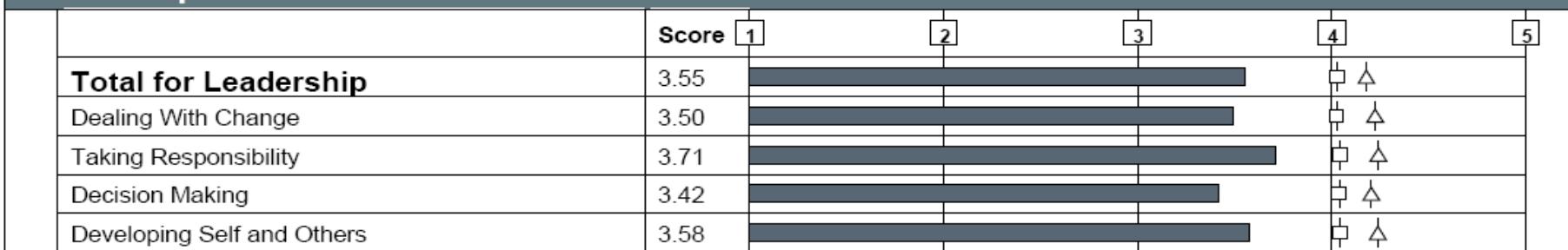
Survey Items

Results (Mission Success)

Rater	Score	Chart					Response Frequency				
		1	2	3	4	5	1	2	3	4	5
Total	3.61						2%	10%	34%	37%	18%
Manager 1	3.33							17%	33%	50%	
Manager 2	4.50								17%	17%	67%
Peer	3.17							6%	78%	11%	6%
Direct Report	3.55							9%	36%	47%	9%
Customer	4.33								11%	44%	44%
Other	3.40						7%	20%	20%	33%	20%
Self	3.67								33%	67%	

1. Achieves agreed upon goals within the time allotted.

Rater	#	Score	Chart					Response Frequency				
			1	2	3	4	5	1	2	3	4	5
Total	21	3.90							10%	24%	33%	33%
Manager 1	1	3.00								100%		
Manager 2	1	5.00										100%
Peer	3	3.67								67%		33%
Direct Report	8	4.13								25%	38%	38%
Customer	3	4.33									67%	33%
Other	5	3.40							40%		40%	20%
Self	1	4.00									100%	
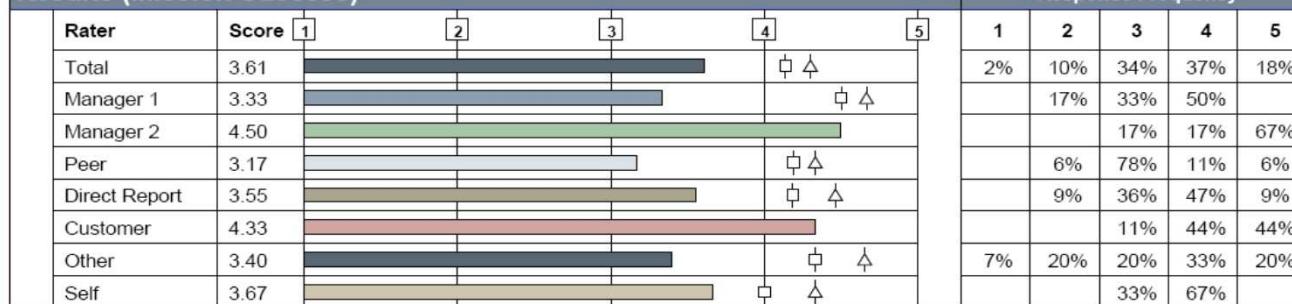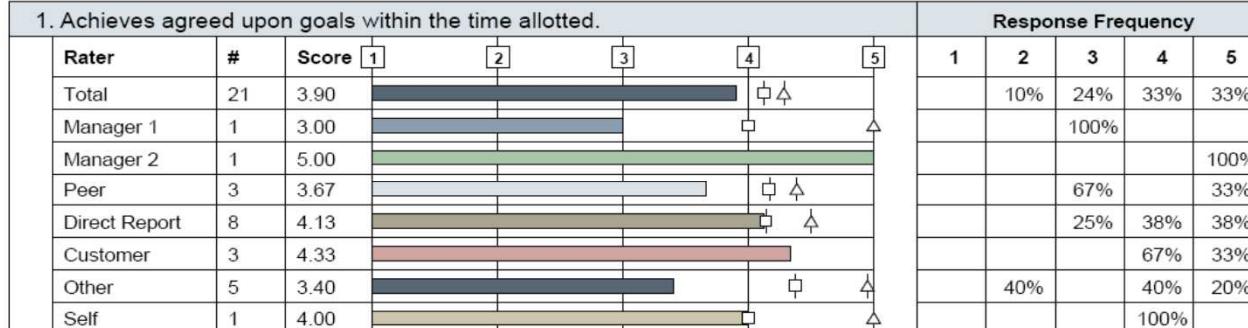
2. Acts with a sense of urgency and communicates the importance of delivering results.

Rater	#	Score	Chart					Response Frequency				
			1	2	3	4	5	1	2	3	4	5
Total	20	3.65							10%	30%	45%	15%
Manager 1	1	4.00									100%	
Manager 2	1	3.00								100%		
Peer	3	2.67							33%	67%		
Direct Report	7	3.57							14%	29%	43%	14%
Customer	3	4.33									67%	33%
Other	5	4.00								20%	60%	20%
Self	1	4.00									100%	
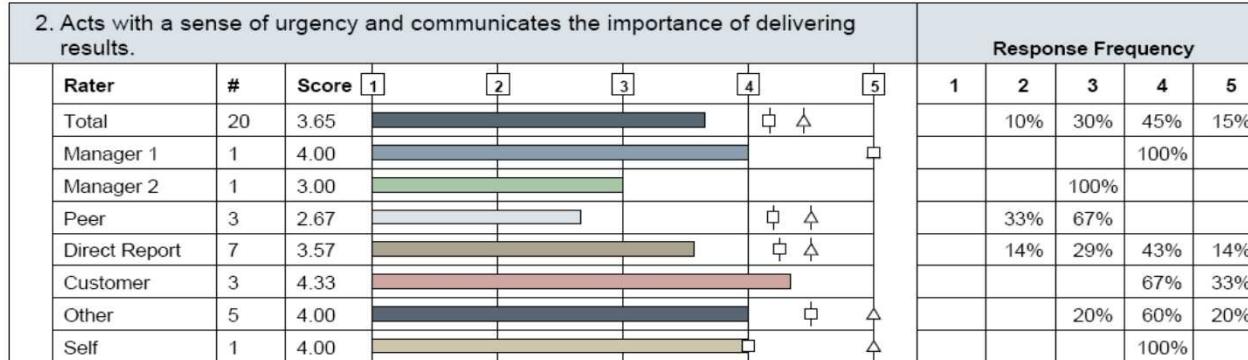
Employee Commitment Index (Outcomes)

Employee Commitment Index (Outcomes)

Rater	Score	1	2	3	4	5		Response Frequency 1	2	3	4	5
Direct Report	4.00								8%	25%	28%	40%

87. I rarely think about quitting my job.

Rater	#	Score	1	2	3	4	5		Response Frequency 1	2	3	4	5
Direct Report	8	4.25								25%	25%	50%

88. All in all, I'm satisfied with Sandia National Laboratories as a place to work.

Rater	#	Score	1	2	3	4	5		Response Frequency 1	2	3	4	5
Direct Report	8	4.25								13%	50%	38%

86. I would recommend SNL as a good place to work.

Rater	#	Score	1	2	3	4	5		Response Frequency 1	2	3	4	5
Direct Report	8	4.00							13%	25%	13%	50%

85. My work environment is a place where people want to go the extra mile.

Rater	#	Score	1	2	3	4	5		Response Frequency 1	2	3	4	5
Direct Report	8	3.88							13%	25%	25%	38%

84. I feel confident that Sandia will achieve its strategic mission.

Rater	#	Score	1	2	3	4	5		Response Frequency 1	2	3	4	5
Direct Report	8	3.63							13%	38%	25%	25%

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COMPETENCY	Total	Mgr 1	Mgr 2	Peer	Dir Rpt	Cust	Other
* Developing Self and Others	12		1	2	6	1	2
Professional/Technical Expertise	11	1		2	4	1	3
* Decision Making	8		1	2	3	1	1
* Sandia Values	8			1	4		3
Business Acumen	6			2	3	1	
Strategic Perspective	5			1	2	1	1

Highest Scored Items

Top 10 Highest Items	Competency	Total	Mgr 1	Mgr 2	Peer	Dir Rpt	Cust	Other	Self
36. When individual performance problems occur he/she quickly lets people know what they need to do to correct unacceptable performance.	Taking Responsibility	3.95	3.00	5.00	3.67	4.00	4.00	4.00	4.00
1. Achieves agreed upon goals within the time allotted.	Results	3.90	3.00	5.00	3.67	4.13	4.33	3.40	4.00
35. Addresses and resolves conflicts early, in an open and direct manner.	Taking Responsibility	3.90	4.00	5.00	3.67	3.75	3.67	4.20	3.00
49. Is careful to honor commitments and keep promises.	Sandia Values	3.86	4.00	5.00	3.00	3.88	3.67	4.20	4.00
78. Communicates a definite sense of direction and purpose.	Communication	3.81	4.00	4.00	3.33	4.13	3.67	3.60	4.00

Written Comments

Section 8: Written Comments

This section displays verbatim the written comments provided by your respondents. You are encouraged to read the comments without trying to individually identify the respondent. Use this section as supplemental information to clarify the numerical data and provide other perspectives not addressed in the survey.

A. Please list the leadership skills and abilities that you would consider strengths for this person.

Manager 1

Pat makes decisions quickly and accurately. The ability to synthesize information and analyze data and the implications is a great strength.

Manager 2

Good at decision making.

Peer

Business acumen
Understanding the political landscape of our decision makers
Technical expertise

Insight into long-term implications

Direct Report

Great supporter; offers good feedback and coaching when approached.

Decision making
Technical expertise
Working with diverse groups

Communication skills

Makes good decisions and keeps the needs of the team in mind when making decisions.

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- Use the detailed Step-by-Step Analysis Guide, beginning on page 3-5 and continuing through page 3-10.

- The Step-by-Step Analysis and the questions on page 3-11 will help you fill out the first two boxes on your development plan.

My Strengths

- ***Customer Focus*** *(Mission Success) – I strive to make sure that my customers are delighted with our work products*
- ***Professional/Technical Expertise*** *(Core Identity) – People routinely seek my advice and recognize my expertise*
- ***Building Relationships*** *(Interpersonal Skills) – I build relationships with others in the organization to get things done*

Potential Fatal Flaw

*Weakness in **Communication** (Interpersonal Skills) could prevent me from having greater impact in the organization*

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1. "Thank you for taking time to respond."

2. "I learned a lot from the feedback."

3. "Here are a couple of areas where I'm reasonably strong: _____ & _____."

4. "Here's an area I've decided I need to strengthen."

5. "I'll be trying to leverage these strengths—and strengthen the weak area by doing _____."

6. "Please, if there's any additional information that would help me, don't hesitate to share it."

7. "Thanks again for your time and your candor."

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Module 4

**Building On
Your Strengths**

When choosing which strengths to develop, play to your passions.

Work Environment

Competence

Passion

Organizational Needs

Variation #2

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Variation #3

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Work Environment

Competence

Passion

Organizational Needs

Chore

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Work Environment

Competence

Passion

Organizational Needs

Leadership Sweet Spot

- The questions on page 4-4 will help you select your most promising strengths from the Sandia Success Competencies.
  - How will you make a unique and lasting difference?
 - How can you create your next "extraordinary moment"?
  - Which Differentiating Competencies will be most important for you to demonstrate?

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Sandia Success Competencies

	1. Results	2. Strategic Perspective	3. Innovation	4. Business Acumen	5. Customer Focus	6. Dealing With Change	7. Taking Responsibility	8. Decision Making	9. Developing Self and Others	10. Sandia Values	11. Professional/Technical Expertise	12. Diversity and Inclusion	13. Building Relationships	14. Collaboration and Teamwork	15. Communication
Competence My strongest competencies, as indicated by the feedback report. (Select five.)		X	X			X		X			X				ROOKIE
Passion The competencies for which I have the greatest commitment and energy. (Select five.)	X	CHORE	X	X							X	X			
Organizational Needs The competencies that I need to demonstrate in order to make a real difference (Select five.)		X	X				X			X	HOBBY	X			
Total Add up all the tick marks to get a total score.	1	2	③	1		1	1	1		1	2	2			

SWEET SPOT

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Passion & Organizational Needs

My previous extraordinary moments have combined the use of my strengths—especially customer focus and technical expertise.

Right now my organization needs me to find ways to create meaningful measures and incentives that will help group leaders increase the productivity and ROI of their research efforts. This will require us all to think differently about how we apply our technical expertise and truly serve our customers—and it's definitely something for which I have a lot of passion.

- Identify one of the 15 Sandia Success Competencies that you are committed to developing further over the next year. Think about the following:

  – Do you have a current fatal flaw? If so, it should be given priority.

  – Do you have any strengths currently near the 90th percentile?

  – Which are your "rookie" competencies? (These are promising candidates for development.)

- Use this information to complete the "Choosing One Competency" section of your plan. Identify the Competency and describe why you have chosen it.

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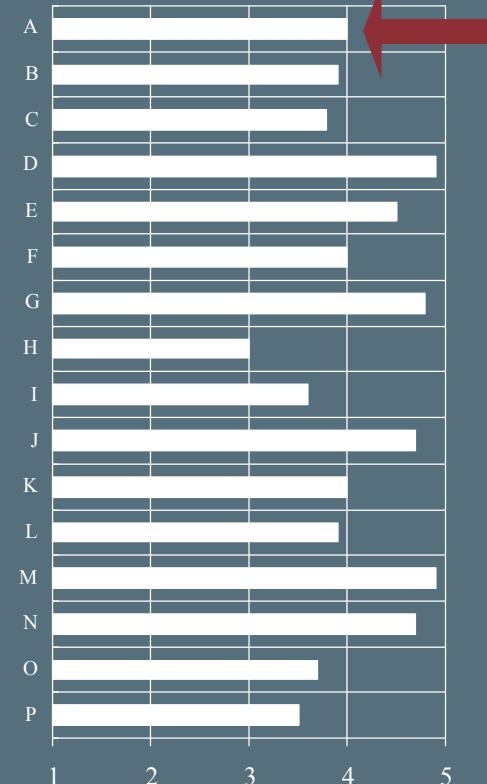
Choosing One Competency

***Professional/Technical Expertise*—**I chose this competency because it plays to my passion & energy. I can't achieve my goal of creating new research metrics without understanding how to use our technical knowledge and expertise. I love focusing on the application of our technologies—and it's a way to build on one of my strengths.*

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When building on your strengths, often the best approach is to build around them.

1. Lennon & _____

2. Batman & _____

3. Fred Astaire & _____ _____

4. Burgers & _____

5. Peanut butter & _____

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**(A)
Interpersonal
Skills**

**(B)
Drive for
Results**
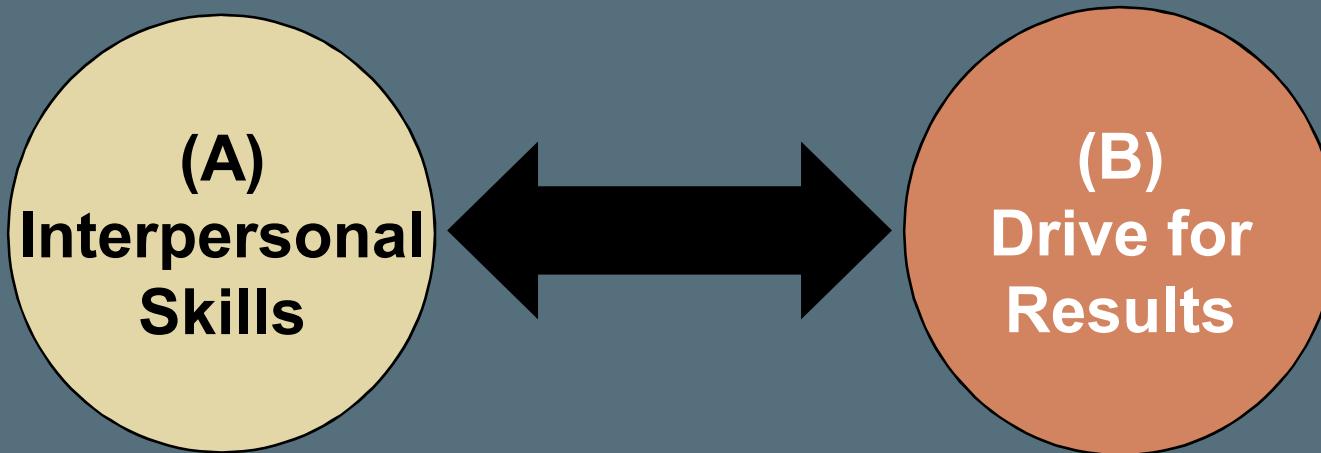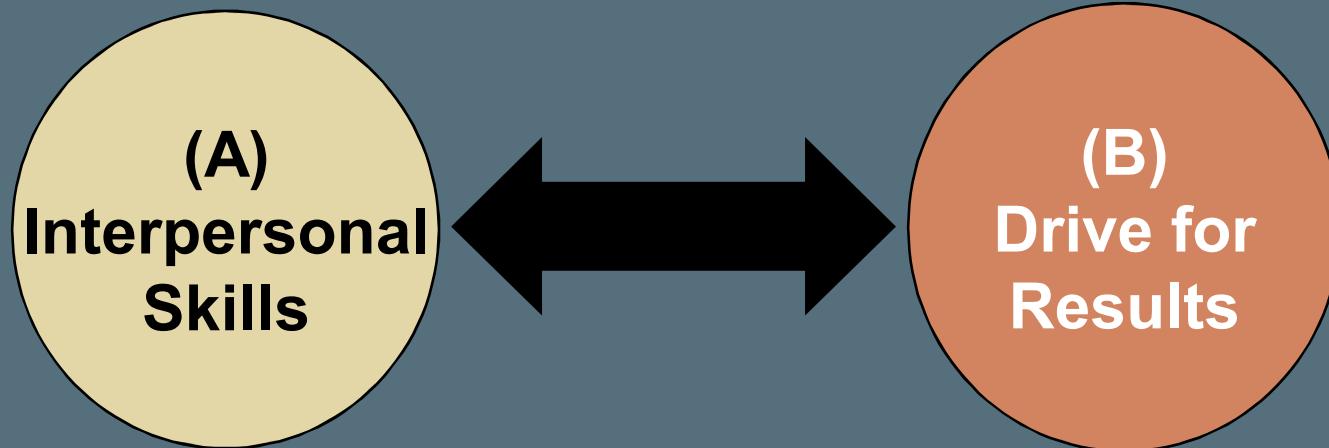
If this is a strength . . .   *but this isn't . . .*

the probability of being an extraordinary leader: **9%**

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**(A)
Interpersonal
Skills**

**(B)
Drive for
Results**
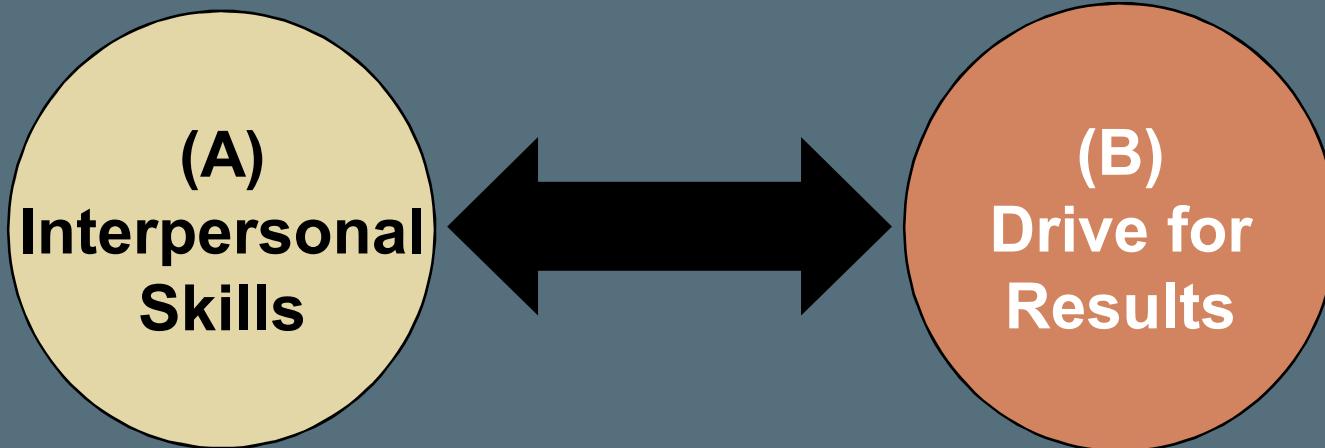
If this is NOT a strength . . .   *but this IS . . .*

the probability of being an extraordinary leader: **13%**

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(A) Interpersonal Skills

⟷

(B) Drive for Results
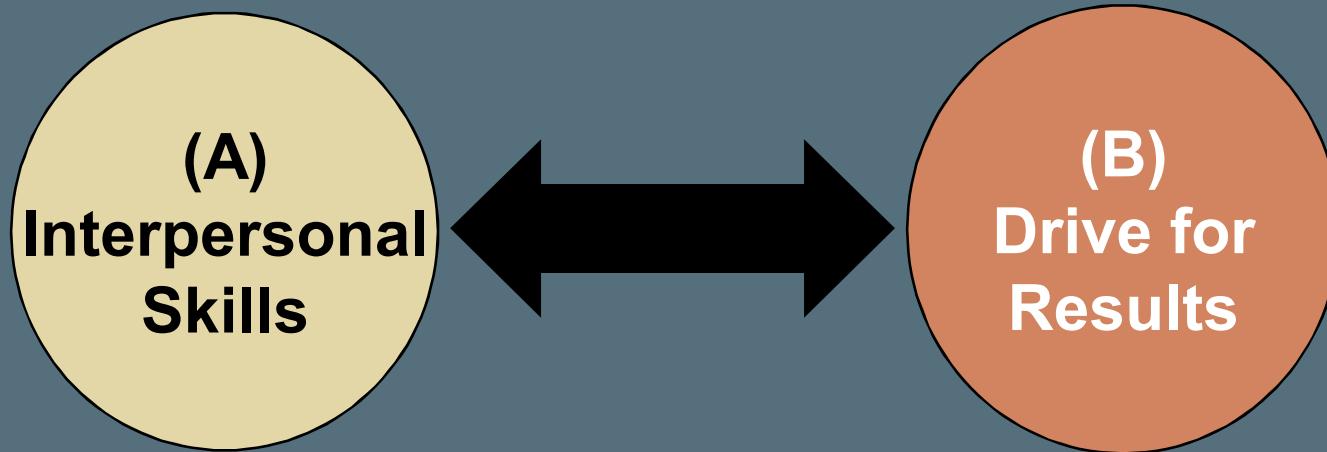
If these are BOTH strengths . . .

the probability of being an extraordinary leader: 13%
+   9%
~~22%~~   66%!

In Many Cases, the Powerful Combinations Aren't Ones You Would Think of

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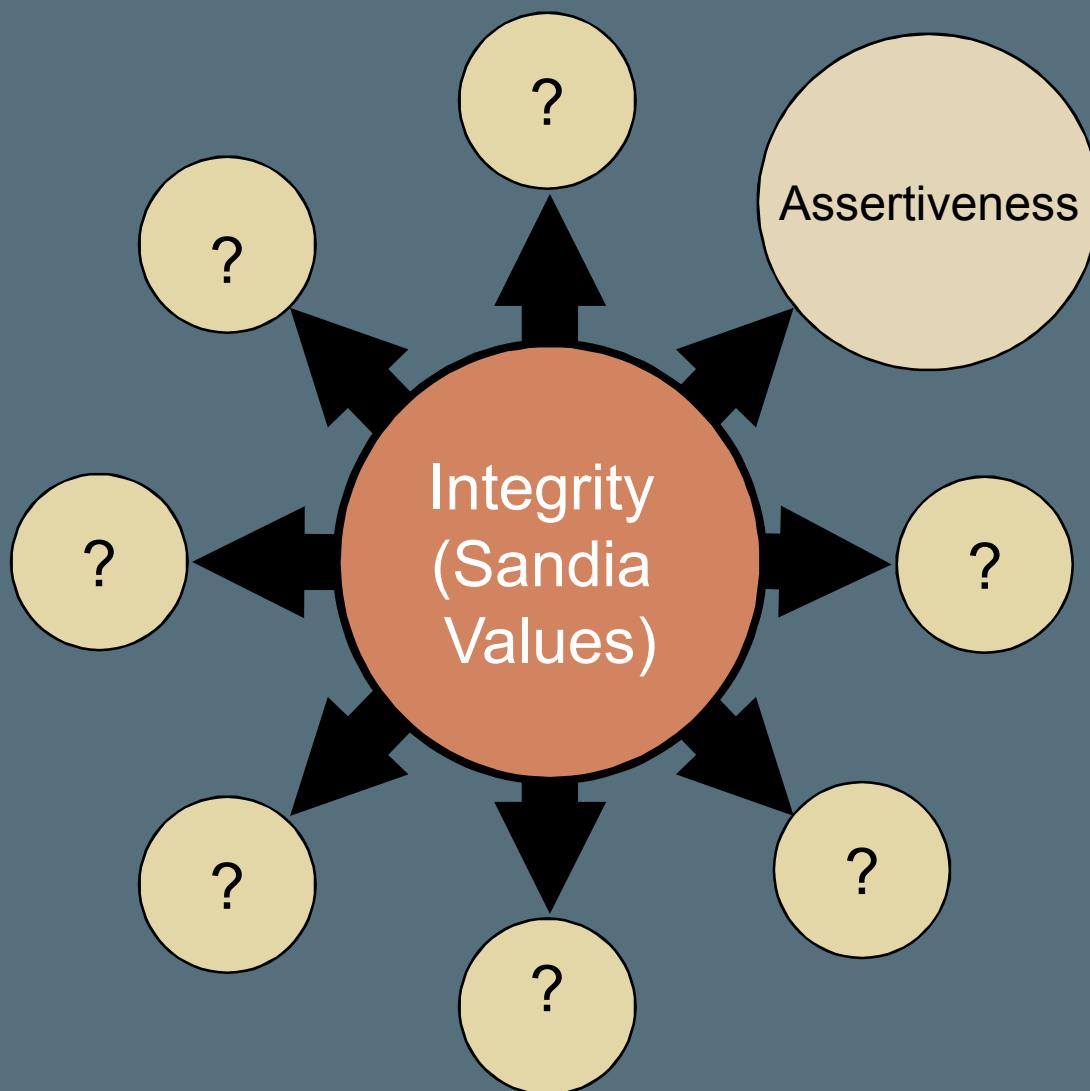
Read the case study information on Tony Starbright in your workbook.

Be prepared to answer the questions at the end of the case.
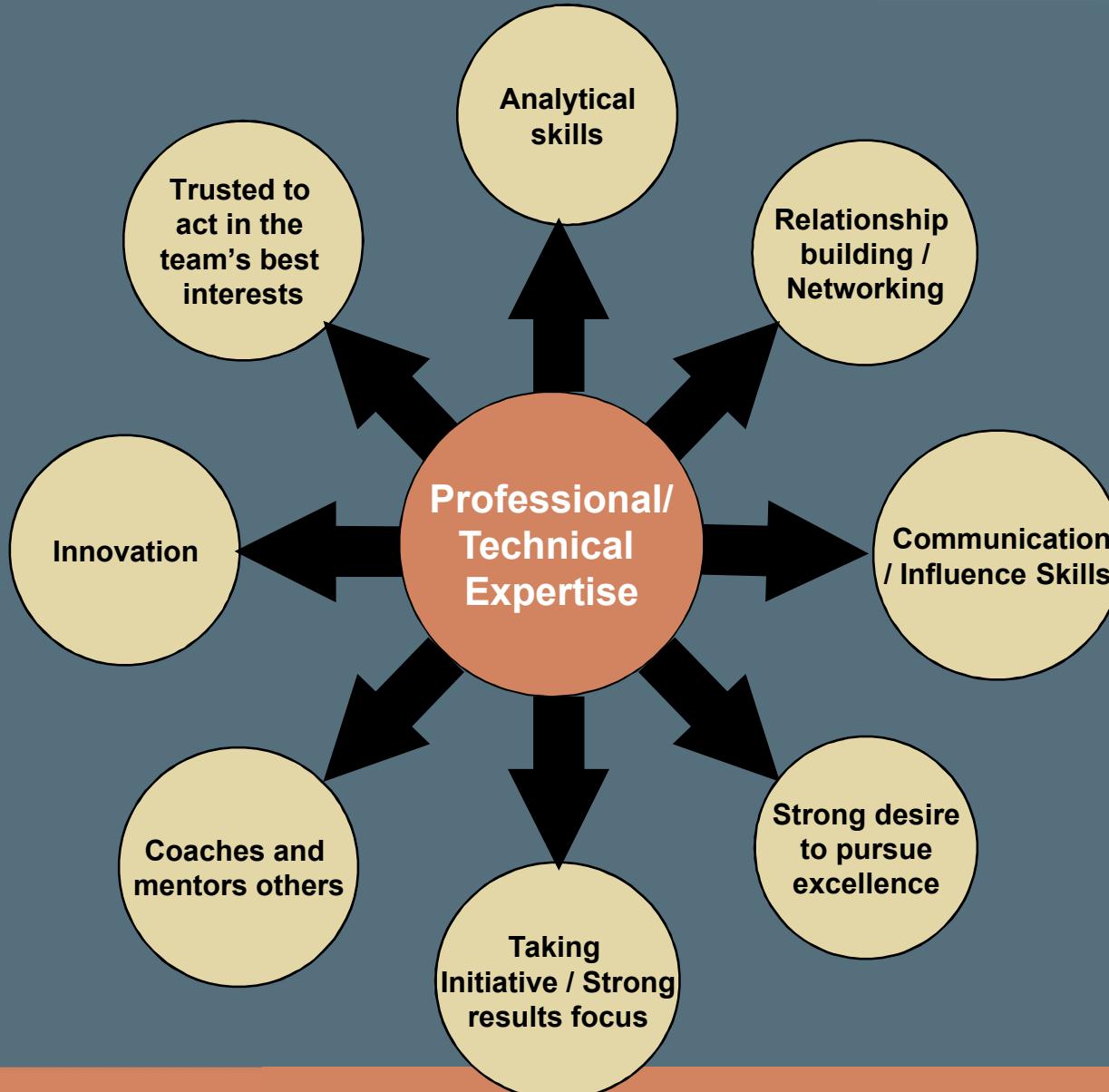
- Research identified the companion behaviors

- Some of the companion behaviors come from the 15 Sandia Success Competencies

- More often, the companion behaviors are other skills that leverage the Sandia Success Competencies

Exercise: Identifying Companion Behaviors

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- Using the Competency Companion Development Guide in the appendix, identify companion behaviors that will help you develop the Sandia Success Competency you have chosen.

- Consider the following:
  – A powerful combination you weren't aware you had
  – A competency companion that perhaps you're lacking
  – Companion behaviors that help you function more fully at Stage 3

- Write these down in the "Competency Companions" box of your development plan.

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Competency Companions

For Professional/Technical Expertise:

Trusted to act in the team's best interest—this represents a potential powerful combination for me. I need to actively demonstrate a team focus for my group. I have the group's interests at heart; I need to do a better job demonstrating this with my behaviors.

Coaches and mentors others—this is a missing complementary skill for me. I need to focus more of my efforts in sharing my technical expertise with my direct reports—helping them to grow their own capability.

Change Requires Practice

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- Frequently, people underestimate the difficulty of some behavioral changes

- A key to developing a new skill is finding a way to practice prior to getting in the game

In the next 15 minutes, your challenge is to get at least one quick tip or idea for practice from every person in the room.

This is a brainstorming activity. For now, don't evaluate. Just gather as many ideas as possible.

Offering Suggestions

- Help as much as you can
- Be as specific as you can: concrete, behavioral
- Stay future focused

Receiving Suggestions

- Let go of the past
- Listen to suggestions without judging
- Learn as much as you can
- Capture the ideas on your plan

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Ideas for Practice (on or off the job)

For coaching and mentoring others:

- *Spend at least an hour every week talking to each direct report; find out what they are working on*
- *Host a brown-bag lunch every week on a topic that is important to the team*
- *Get a good coach myself; study what works well and then apply it*
- *Read "The Handbook of Coaching"*
- *Take the two-day workshop on coaching skills*
- *Ask for feedback regarding how well I am coaching my team*
- *Interview Jane, who is a great coach, regarding how she intentionally practices coaching*
- *Stop giving advice! Ask questions to generate more learning and thinking*

- **Goal Clarity and Vision**

- **Planned and Organized**

- **Time-Bounded**

- **Follow-Through**

- **Importance**

- **Accountability**

- **Anticipation of Barriers and Risks**

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Turning Ideas Into Action

My development goal: *Spend quality one-on-one time with each direct report, for the purpose of coaching and mentoring, and growing their capability.*

Specific actions I will take: *Schedule time weekly with each individual (standing time would be preferable); listen 80% of the time and talk only 20%; ask them what their current challenges are, and then ask questions regarding what they have already considered and tried before offering my opinions; evaluate at the end of each session to see if the conversation was helpful.*

Date by which I will complete the goal: *I will begin this practice in two weeks and will evaluate at end of six months.*

Ways to keep my focus on this goal: *Schedule meetings in advance (one quarter out); build this into my own performance plan, so that my manager can help hold me accountable.*

Potential barriers/obstacles: *Fear of "not doing it right"*

Ways to overcome: *Watch for good role models; seek guidance from others.*

Support/resources I may need: *Manager's encouragement and guidance*

Module 5

*Leadership
Development
Follow-Up Strategies*

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Following up with colleagues makes a dramatic difference

Two Important Steps

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Effectively utilize your network of colleagues to guarantee your own success!

1. Inform colleagues of development areas you are working on

2. Follow up regularly to gather feedback and maintain focus

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STOP
What do I need to stop doing?

START
What do I need to start doing?

CHANGE
What do I need to change?

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- Finalize your development plan, by completing the remaining questions
  - Who will I communicate my plan to?
  - How will I follow up with these individuals? On what time schedule?
  - Who else might hold me accountable? How can I engage these individuals?

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Follow-Up and Accountability

Who will I communicate my plan to?

My manager, my direct reports, my HR rep, and my mentor.

How will I follow up with these individuals? On what time schedule? *Monthly discussion with manager; weekly meetings with direct reports; quarterly call or meeting with HR rep and mentor*

Who else might hold me accountable? How can I engage these individuals?

Jane could be an excellent resource; when I ask her about her coaching practices, I can see if she would be willing to check in with me from time to time. My wife would also be a great support around this. I might be able to "practice" coaching with her to get started.

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- Provide brief context

- Describe how your partner can help

- Discuss your "Passion and Organizational Needs"

- Explain the one Sandia Success Competency you chose

- Detail your companion behaviors and action plans

- Describe your plans for follow-up

- Invite feedback and additional suggestions

Total time devoted to your development plan: 15 min

The Role of the Coach

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- Listen

- Ask clarifying questions

- Probe, using questions such as:

  – Is the plan realistic?

  – Are you enthusiastic about it? Is it something you *really* want to do?

  – Will the plan challenge and engage you?

  – Will the plan help build the targeted strength? Why or why not?

  – How will you sustain your focus on your plan? Who else can help you?

- Offer feedback and suggest enhancements

- Be supportive; add value to your partner

- Utilize the peer coaching worksheet as a guide

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1. Complete the feedback loop by thanking those who responded

2. Refine and complete your development plan

3. Hold a development discussion with your manager

4. Share your development plan with your colleagues and direct reports; enlist their help in leveraging your strengths

5. Schedule follow-up with colleagues and direct reports; encourage continual dialogue and a "coaching culture"

6. Consider re-assessing in a year to 18 months, to chart your progress

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To provide you with the **insights** and **tools** you need to become and remain an extraordinary leader

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- Leadership matters! Great leaders have great impact

- You don't have to be great at everything to be an extraordinary leader

- Get the power of perception working for you

- If you have a fatal flaw, fix it

- Cultivate a few outstanding strengths

- Play to your passions!

- Cross-train to build your strengths

- Follow up with colleagues and invite ongoing feedback and dialogue

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The most dangerous leadership myth is that leaders are born—that there is a genetic factor to leadership. Myth asserts that people simply either have certain charismatic qualities or not. That's **nonsense**; in fact, the opposite is true. Leaders are made rather than born.

—Warren Bennis

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