



LEADERSHIP DEVELOPMENT

# Why Zenger Folkman Is Unique?

*Turning Good Managers into  
Extraordinary Leaders*

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## Zenger Folkman's Unique Approach

### *Turning Good Managers into Extraordinary Leaders*

The products and services we provide have emerged from solid research and data, not merely our experiences and beliefs. Our leadership research is evidence-based and supported by a growing data set of more than one million assessments evaluating the effectiveness of over 120,000 leaders from around the world. From that data has emerged compelling and unique findings that form the foundation of our work to develop extraordinary, high-performing leaders.

Some of the unique research insights that support all of our products and services include:

- The most sought-after organizational outcomes, like employee engagement and commitment, are statistically correlated with leader effectiveness
- Just 16 Differentiating Competencies separate the highest-performing leaders from all other leaders
- Exceptional leaders possess profound strengths in just a few of the 16 competencies
- Focusing leadership development on building strengths — rather than fixing weaknesses — is the most effective way to develop extraordinary leaders

The framework of our programs and much of our research rests on our unique multi-rater feedback assessments. Each helps leaders evaluate how they're performing in relevant competency areas and benchmarks their performance against tens of thousands of leaders in hundreds of industries across the world. During a development experience, leaders prepare individual, strengths-focused plans in areas that have

the most impact on their performance and their organization's success.

#### **What Makes The Extraordinary Leader Development System (ELDS) Uniquely Powerful**

We know that developing leaders takes more than having them attend a learning event. In fact, research shows that most learning occurs before and after the event, when participants prepare to learn and then apply what they have learned back on the job.

The ELDS provides learning professionals with supporting tools, processes, and content before and after a leadership development event to help make the learning stick. It is a uniquely powerful leadership development system using strength-based leadership development, on a foundation of evidence-based approaches, producing a highly personalized development plan, that's built around a best of class 360 multi-rater tool.

#### **Using Strength-Based Leadership Development...**

- Rigorous analysis connecting strengths to organizational results.
- Research proving building on strengths is up to 3 times more effective than improving weaknesses.

- Studies showing strengths development is the only way to move from good to great leadership.
- Evidence-based companion competencies using a non-linear approach to building strengths.

#### **On a Foundation of Evidenced-Based Approaches...**

- Data-driven research identified 16 competencies in 5 clusters most differentiating the extraordinary leaders from everyone else.
- Statistically correlated companion competencies guide personalized cross-training for building on an existing strength.

#### **Producing a Highly Personalized Development Plan...**

- Feedback reports are simple and actionable.
- Time tested feedback and leadership development workshop.
- Aligning and multiplying each leader's strengths, passion for improvement, with organizational needs.
- Identifying the key competency for strength development that will drive each leader's broadest improvement for their personal situation.
- Coaching, implementation follow through, and strong support processes and tools to make learning stick.
- Avoids the negativity and defensiveness found in many 360 feedback tools

#### **Built Around a Best of Class 360 Multi-Rater Tool...**

- Empirically derived competencies and survey items.
- Response scale avoiding a false positive and compared to a high standard.
- Insights to the leader on how to leverage a strength.

- Written comments focused on fixing any fatal flaws.
- Brief and efficient to avoid survey fatigue.
- Employee Commitment/Engagement Index for broader context and reading of organizational health

#### **What Extraordinary Leader Participants Learn**

- The empirically identified key leadership competencies that cause leaders and their team/organizations to flounder or flourish.
- Understand the significant on-the-job performance differences between "good" and "extraordinary" leaders and the dramatic impact on his or her team/organization.
- Why building on existing strengths is up to 3 times more effective than fixing weaknesses.
- When to work on weaknesses.
- Understand and cut through the complex interplay of strengths, weaknesses, and performance.
- Prepare to receive an individual 360 leadership feedback report, understand the report structure, interpret the data, and learn how to use it in a positive way for growth and development.
- Aligning and multiplying each his or her unique strengths and passion for improvement with organizational needs.
- Research-based strength development using companion competencies, cross-training, and non-linear approaches to build an Individual Development Plan.
- Identifying THE key competency for development that will drive each participant's broadest improvement for his or her personal situation.

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Coaching, implementation follow through, and the support processes/tools to make learning stick.

### **The Impact of Strengths-Based Leadership**

Extraordinary leaders perform measurably better than good and poor leaders when facing a variety of issues challenging organizations today:

**Employee engagement:** Increased employee engagement and commitment is the fuel that drives productivity and leads directly to improved organizational performance. The best leaders get 3-5 times the number of highly committed employees than poor leaders do.

**Inspiring leadership:** With more inspired employees, organizations find more success. Our research shows that inspiring leaders have 8 times the level of employee engagement, 3 times more employees who say they're highly committed, and 2 times fewer employees who are thinking about quitting.

**Employee retention:** Extraordinary leaders see 50 percent less turnover in their teams, resulting in higher levels of customer satisfaction, greater customer loyalty, and increased profitability.

**Customer satisfaction and profitability:** Organizations with engaged and committed employees have (1) the most highly satisfied customers who (2) demonstrate more customer loyalty, (3) provide repeat sales and positive references, and (4) drive increased profitability. This successful chain begins with employees working in an engaging workplace environment created by extraordinary leaders.

### **What Clients Are Saying About Zenger Folkman's Extraordinary Leader Development System**

*We now have leaders who are intensely focused on learning, teaching, and understanding which competencies are not only valuable, but critical to their performance.*

**- Bettina Koblick, Senior Vice President and Chief Human Resources Officer, Symantec**

*I found The Extraordinary Leader 360 assessment and personal development process very effective. Its competency companion*

*development guide provides a clear road map for building on one's leadership strengths. It is measurably superior to any 360 methodology I have previously seen and my only regret is that The Extraordinary Leader was not available years ago.*

**- Dr. Alan Harrison, Provost and Vice-Principal (Academic), Queen's University**

*Excellent session and a great facilitator! Really showed us how to use feedback to build on strengths.*

**- Catherine Belcastro, Human Resources Manager, Oxford University Press Canada**

*The Extraordinary Leader Workshop was an exceptional event; even by Jim's unusually high standards. This program is the best tool I have found to identify a leader's current areas of strengths and weaknesses, and more importantly, provides a wealth of knowledge on how you can (and why you should) develop your particular strengths to improve your performance in every aspect of your life.*

**- Ryan Hurlbut, Workplace Development Manager, Pillar Resource Services Inc.**

*At Boeing's Aerospace Support division, we had concerns about our level of employee commitment. Our work with the Extraordinary Leader introduced us to the research showing a connection between leadership effectiveness and employee commitment. Partnering with Zenger Folkman, we created a competency model, an on-line multi-rater feedback process,*

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and a workshop to help our leaders develop their strengths. Using the 'cross training' approach; our leaders achieved an across-the-board improvement of close to 15% in their year-over-year employee commitment scores. Not only did our best leaders get better, but our 'average' leaders and even our poorest leaders showed marked improvement in their leadership effectiveness and employee commitment scores. This improvement was a critical factor in our qualifications for the Malcolm Baldrige award, which our division won.

**- Dee Thomas, HR Director, Boeing Aerospace Support**

The workshop was excellent and feedback from all participants has been extremely positive. I particularly enjoyed the way current paradigms on developing leaders were challenged. I have no doubt that those who attended will benefit from the experience and will, in turn, provide benefits for our organization.

**- J. Mateparae, Master General, New Zealand Defense Force**

The Extraordinary Leader class was one of the most powerful and insightful programs I have ever attended. The 360-degree profile gave me deep insights into how others perceive me as a leader, and the course and follow-on coaching has paved an exciting path for me to follow in developing my leadership skills.

**- Ricardo Fuchs, Vice President, Serv Corp, Inc.**

The Extraordinary Leader research caused us to rethink our performance management philosophy. We revamped our process to orient it more toward building employees' strengths. The results have been remarkable. We now have a more balanced performance agreement, highlighting areas of strength, and significant problems that must be fixed. The biggest change has been in the energy people have for the performance management process. It is now something that most employees look forward to. How many companies can say that?

**- Mary Settle, Vice President of Human Resources, BARD Access Systems**

...the path to greatness is really about building profound strengths, rather than through relentlessly focusing on one's weaknesses."

**- Michael A. Peel, Yale University, Vice President, Human Resources and Administration**

...filling the gap from inspirational to practical 'how to' realities of leadership improvement. The difference is an unusual blend of credible and uncompromising research married with years of successful application with leaders and organizations. These past few years (ZF) have proven helpful in filling the gap from inspirational to practical 'how to' realities of leadership improvement. The difference is an unusual blend of credible and uncompromising research married with years of successful application with leaders and organizations.

The result is innovative, at times challenging conventional wisdom, and ultimately useful. I have seen talent in my organization engage

and improve based on this work.

**- Kevin D. Wilde, VP, Organization Effectiveness and Chief Learning Officer, General Mills, author of Dancing with the Talent Stars: 25 Moves That Matter Now**

Zenger Folkman's research and tools have provided excellent guidance to leaders I've worked with over the years. The tools allowed them to create actionable goals and inspired them to actively pursue excellence in leadership.

**- Pam Mabry, Director, Human Resources, The Boeing Company**

The Zenger Folkman organization has had a profound effect on leadership development. Their research reveals the impact of strengths-based development on individual and organization success across industries and geographies. Their competency model and 360 evaluation provide the framework around which to build a development plan.

**- Hillery Ballantyne, Senior Vice President, Talent Management and Leadership Development, Elsevier**

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*...the next evolution of focusing on strengths...compelling research to understand what it takes to become an exceptional leader. The insightful tools and developmental approaches help address fatal flaws and push your existing strengths over the edge to exceptional.*

**- Linda Simon, Senior Vice President, Leadership and Organizational Development, DIRECTV**

*A new approach to leadership that goes against what I held true in the past. The information presented invigorates a new directive in applying and learning leadership skills.*

**- Stephen Collins, General Manager, Home Hardware Gravenhurst**

*My organization has benefited for years from Zenger Folkman's involvement in our Leadership Training Programs... we have seen that people are much more successful when we focus on improving their natural leadership strengths while minimizing their weaknesses.*

**- Stephen K. Wiggins, EVP, Chief Information Officer, Blue Cross Blue Shield of South Carolina; coauthor, Picasso on a Schedule**

*...lifting leadership effectiveness from the (somewhat pejorative) realm of 'soft skills' to a plane that equates these competencies with 'harder' disciplines in two ways: not only can these skills be learned, but they can have a similar impact on bottom-line results and employee performance. Leadership cross-training is an approach that can have a powerful impact on helping good leaders become exceptional ones.*

**- Jaime Gonzales, Head of Professional Development, Jet Propulsion Laboratory**