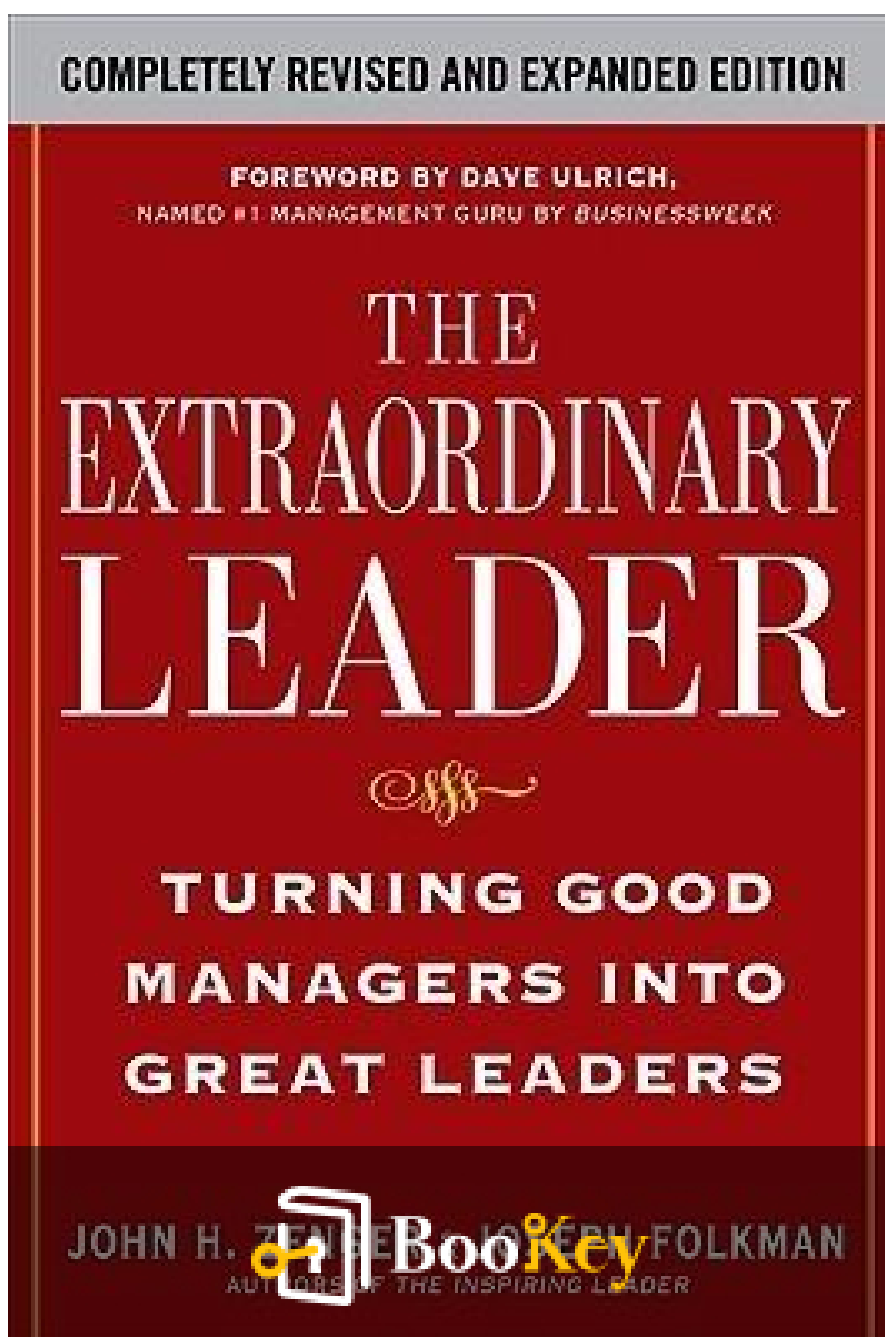


# The Extraordinary Leader PDF (Limited Copy)

John H. Zenger



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# **The Extraordinary Leader Summary**

Unlocking the Secrets to Outstanding Leadership Success

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## About the book

In "The Extraordinary Leader," John H. Zenger delves into the essential qualities that distinguish remarkable leaders from their peers, emphasizing that true leadership is less about authority and more about the ability to inspire and cultivate an environment of trust and collaboration. Through an enlightening blend of research-backed insights and real-world examples, Zenger guides readers on a transformative journey to uncover the ten competencies that define extraordinary leadership, challenging conventional notions and empowering individuals at all levels to harness their potential. This compelling exploration not only reveals how leaders can elevate their teams and organizations but also invites you to discover the leader within yourself, making it a must-read for anyone seeking to make a lasting impact.

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## About the author

John H. Zenger is a renowned leadership expert, author, and co-founder of Zenger/Folkman, a consulting firm specializing in leadership development. With an extensive background in organizational psychology, Zenger has dedicated much of his career to researching and teaching the principles of effective leadership. He is widely recognized for his innovative approach to assessing leadership competencies through empirical data and practical experience. His work has helped numerous executives and organizations understand and cultivate exceptional leadership skills. In addition to "The Extraordinary Leader," which distills effective leadership practices into actionable insights, Zenger has authored several bestselling books that continue to shape the conversation around leadership effectiveness in contemporary business.

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# Chapter 1 Summary: Demystifying Leadership

## # Summary of Chapter 1: Demystifying Leadership

Leadership is widely recognized yet remains a topic shrouded in confusion, prompting questions about its nature: Are leaders born, or can they be developed? This inquiry persists in both casual conversations and executive boardrooms, underscoring a fundamental dilemma in understanding leadership.

Despite an avalanche of literature—over 10,000 articles and many more books on leadership—clarity is often elusive. The authors highlight the inherent complexities of defining leadership, influenced by numerous variables. These include variations in leadership requirements based on job levels, organizational contexts, and the evolving nature of workforce demographics (from Baby Boomers to Generation Z). Factors influencing leadership also span geographic and technological dimensions, leadership styles, an intrinsic connection between past experiences and future responsiveness, and the necessity of adapting leadership practices to specific organizational cultures.

To demystify leadership, the authors draw an analogy to Sherlock Holmes's methodical deductive reasoning. They propose that by rigorously analyzing

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empirical data collected from diverse leadership assessments—encompassing feedback from subordinates, peers, and supervisors—they can begin to unravel the complexities of effective leadership.

Their objective is to present a coherent model of leadership, grounded in their analytical approach, to foster the development of effective leaders. They frame five key competencies essential for leadership effectiveness as the "Leadership Tent":

1. **Character:** The core of ethical and authentic leadership, influencing transparency and integrity.
2. **Personal Capability:** The intellectual and emotional skill set that underpins leadership.
3. **Focus on Results:** A drive to achieve sustained and balanced outcomes.
4. **Interpersonal Skills:** The capacity to connect and communicate effectively with team members.
5. **Leading Organizational Change:** The ability to guide and facilitate transformation within an organization.

The authors assert that outstanding leaders greatly impact their organizations, categorizing effective leadership development as a focus on building strengths rather than merely addressing weaknesses. This comprehensive view will serve as the foundation for the following chapters,

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which aim to distill insights from their extensive research and present actionable frameworks for leadership enhancement. Through a wealth of categorized insights, they aim to shift perspectives on leadership from a mystical notion to a tangible and teachable skill set.

In essence, they conclude that leadership is largely about making informed choices and developing essential skills, suggesting that while some innate traits may assist in leadership roles, the overarching emphasis should be on development through intentional practices and strategies.

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## Critical Thinking

**Key Point:** Leadership can be developed through intentional practices and strategies.

**Critical Interpretation:** Imagine stepping into a world where every interaction and choice you make transforms you into a more effective leader. Embracing the notion that leadership can be cultivated shifts your perspective entirely; it's not reserved for a select few but is accessible to you. By consciously honing your character, enhancing your personal capabilities, and mastering interpersonal skills, you begin to realize that you hold the power to positively impact those around you. Each day presents a myriad of opportunities to practice these skills—whether it's through engaging conversations, guiding teammates, or leading change. This realization empowers you to take charge of your personal development, embracing challenges as stepping stones on your journey to becoming an extraordinary leader.

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# Chapter 2 Summary: Great Leaders Make a Great Difference

## ### Chapter 2: Great Leaders Make a Great Difference

In this chapter, we explore the profound impact that leadership has on organizational performance, delving into the differences between poor, good, and extraordinary leaders. Jim Rohn encapsulates the challenge of leadership with the assertion that "good is the enemy of excellence." Our research reinforces this idea with compelling evidence showing that leaders with poor skills tend to deliver poor results, a notion that resonates with anyone who has spent time within an organization. Conversely, effective leaders drive positive outcomes, from enhanced productivity and employee commitment to improved customer service.

## #### The Spectrum of Leadership Effectiveness

Our findings reveal that there is a significant distinction between "ordinary" leaders and "extraordinary" leaders. This chapter focuses on unveiling this surprising contrast. By analyzing a dataset of 7,391 leaders across diverse organizations, we established that leadership effectiveness is critical to employee satisfaction and overall results. Figure 2-1 demonstrates that as leaders move from poor to good, there is a marked improvement in results.

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However, incremental improvements within the middle range offer minimal impact, suggesting that true transformation occurs when leaders rank in the 70th percentile or higher.

#### #### The Financial and Operational Impact of Leadership

We conducted detailed studies on the correlation between leadership effectiveness and financial metrics in a mortgage bank. Extraordinary leaders not only avoid losses but can nearly double profits in comparison to their good counterparts. This consequence can be profound; a mere shift of 10–20% of leaders from good to extraordinary can elevate profits substantially.

The "employee-customer-profit chain" further illustrates that the behavior of leaders affects employee attitudes, which in turn influences customer satisfaction and profitability. Research highlights that even minor improvements in employee satisfaction can yield noticeable returns in terms of customer loyalty and revenue growth.

#### #### The Turnover Challenge

High employee turnover presents a costly challenge for organizations. John Sullivan, Chief Talent Officer at Agilent Technologies, cites staggering figures to illustrate the financial implications of turnover. Our studies show

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that the relationship between an employee and their manager greatly influences retention. Leaders in the lowest effectiveness tier can drive turnover rates up to 19%, while extraordinary leaders can reduce this to approximately 9%. Lesser turnover translates to lower costs and bolstered customer satisfaction.

#### #### Customer Satisfaction and Employee Engagement

Our research consistently establishes that leadership efficacy correlates with enhanced customer satisfaction. A study with a telecommunications company illustrates how extraordinary leadership uplifts customer satisfaction ratings by fostering committed front-line employees. This insight echoes findings from a retail case, where store managers' focus on customer satisfaction directly influenced employees' service behaviors.

Similarly, we examined how leadership impacts employee engagement. Our research indicated that employees are considerably more committed to staying at organizations led by extraordinary leaders, as depicted in Figure 2-4. This loyalty not only reduces turnover but also enhances productivity and morale.

#### #### The Misunderstanding of Leadership Quality

Despite the evident distinctions between good and extraordinary leaders,

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many feel complacent at the "good" level. Often, individuals fail to recognize the critical differences that can distinguish their leadership impact. Common misconceptions include attributing success merely to natural talent rather than acknowledging the intense practice and discipline that characterizes top leaders.

Moreover, organizations may both overly focus on poor leaders and fail to challenge good leaders to evolve. Training programs often reinforce this complacency by aiming to lift poor leaders without maximizing the potential in good leaders who could transition to the extraordinary tier. Our findings indicate that the average feedback from assessments can unconsciously send the message that being "average" is sufficient.

#### #### The Influence of Leadership Shadows

The chapter concludes with research on the concept of “leadership shadows,” illustrating how the effectiveness of leaders casts a shadow of similar attributes on their teams. Employees tend to mirror their leaders, whether reflecting strengths or weaknesses. Consequently, if leaders demonstrate extraordinary traits, their teams are likely to adopt these qualities, driving a culture of excellence.

#### ### Conclusion: Path to Extraordinary Leadership

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The implications of our research are clear: cultivating extraordinary leaders is integral to enhancing organizational effectiveness. The chapter asserts that organizations should not only aim to raise the overall level of leadership effectiveness but also focus on developing a robust leadership culture that fosters ongoing improvement. Ultimately, the goal is to transition the substantial number of good leaders into extraordinary ones, which would yield substantial benefits for the entire organization. By recognizing the spectrum of leadership effectiveness, both individuals and organizations can strive toward excellence, moving from good to great in leadership.

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# Chapter 3 Summary: Simplifying Leadership

## ### Chapter 3: Simplifying Leadership

In this chapter, the complexities of leadership are distilled into a clearer, more manageable model. The aim is to unveil the simplicity that lies just beyond the complexities defined in the previous chapter, by showcasing a framework that encompasses the essential attributes of effective leadership.

### #### Mattresses vs. Tents

Traditionally, leadership has been analogous to a "coil-spring mattress," where specific competencies and traits are treated as isolated springs, suggesting that an individual can excel in one area without affecting others. However, this perspective fails to reflect the reality of leadership dynamics, where competencies are interdependent and interconnected.

Instead, a more fitting metaphor is that of a large tent, where leadership effectiveness is visualized as the three-dimensional space under the tent. The tent poles represent clusters of competencies that support an individual's leadership capacity. To maximize leadership effectiveness, it is crucial to have multiple strong tent poles—each representing different competency clusters. This model emphasizes that having strengths in various areas

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elevates overall effectiveness and demonstrates that competencies are not standalone entities but rather part of an integrated system.

#### #### Key Elements of Leadership

The chapter focuses on five essential leadership attributes:

1. **Character** (the central tent pole): Character encompasses integrity, trustworthiness, and the ability to make decisions that benefit the organization over personal interests. Renowned leadership figures stress its importance, asserting that high character is fundamental for sustained leadership success. Leaders of high character maintain commitments, treat everyone with respect, and create an environment of trust and collaboration. Without strong character, the likelihood of being perceived as an outstanding leader is minimal.

2. **Personal Capability**: This tent pole involves the essential skills and knowledge necessary for effective leadership, which include technical expertise, problem-solving abilities, and innovation. Individuals must navigate through different stages in their careers—from dependence on others to eventually leading through a strategic vision—gaining necessary accomplishments at each level to reach higher leadership positions.

3. **Focus on Results**: Here, leaders must set and pursue ambitious goals

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while fostering accountability within their teams. Effective leaders take ownership of their group's outcomes, provide constructive feedback, and ensure alignment between organizational objectives and team actions.

**4. Interpersonal Skills:** This area emphasizes the importance of developing positive relationships, communicating effectively, and inspiring others. Strong interpersonal skills correlate highly with leadership success, making them essential for motivating and engaging team members while navigating organizational dynamics.

**5. Leading Organizational Change:** Effective leaders are champions of change, steering their teams through transitions with a strategic vision. They balance short-term needs with long-term objectives, ensuring that change initiatives align with the organization's overarching goals.

#### #### The Interconnectedness of Leadership Elements

The chapter highlights how each of these elements is interconnected. For instance, character enriches interpersonal relationships, and personal capability bolsters both results focus and change leadership. It illustrates that leadership development should not be approached as an "either/or" but an "and," where strength in one area supports improvement in another.

Ultimately, the chapter asserts that great leadership is a product of multiple

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competencies working in harmony, rather than isolated traits. Effective leaders who elevate their capabilities across all five dimensions are more likely to be perceived as exceptional and successful in their roles. The dialogue around leadership shifts from singular traits to an integrated understanding of how various elements coalesce to produce impactful leaders who can navigate complex organizational landscapes.

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# Chapter 4: The Competency Quest

## ### Summary of Chapter 4: The Competency Quest

In the realm of leadership, a prevalent distinction has emerged between leaders and managers, often painting leaders as visionary figures while diminishing the role of managers. However, John Gardner challenges this notion, arguing that successful managers embody leadership qualities. The chapter explores the competency approach to leadership development, which posits that defining effective leadership competencies can guide selection and development processes within organizations.

### Understanding Competencies

Competencies encompass the combination of knowledge, skills, traits, and attributes that enable an individual to excel in a given role. For instance, if Ajax Manufacturing were to adopt a competency-based system, they would research and identify the common traits among their best leaders, possibly with the assistance of external consultants. This inquiry could involve analyzing past performance data, conducting 360-degree feedback assessments, or soliciting insights from senior executives.

The framework of competencies often includes attributes such as

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self-awareness, problem-solving capabilities, strategic thinking, and strong interpersonal skills. Over time, nearly 80% of companies have developed competency lists, hoping to enhance objectivity and precision in hiring and leadership development. While the competency approach has logical foundations and brought some rigor to the hiring process, it has fallen short in cultivating higher-quality leaders.

## Flaws in the Competency Movement

The chapter identifies several fundamental flaws in the competency approach:

1. **Complexity:** Many organizations have developed overly complex competency frameworks, making them difficult for employees to grasp or apply effectively. Lists with dozens of competencies create confusion rather than clarity.
2. **Faulty Assumptions:** The competency movement rests on questionable beliefs, such as the notion that each organization possesses a unique set of competencies that can be distinctly quantified and developed. In reality, leadership traits are often similar across organizations.
3. **Unintended Consequences:** The emphasis on competency checklists may lead to mediocrity and lack of exceptional performance, inadvertently encouraging leaders to focus on weaknesses rather than harnessing their strengths.
4. **Poor Execution:** Competency models often emerge from superficial



consultations rather than in-depth analysis of what leadership truly requires in a changing landscape.

## **Overarching Themes of Competency Linkage**

The chapter further delves into why competencies are interconnected.

Competencies tend to overlap significantly, akin to a spider web where each attribute influences others. Positive strengths can create a charismatic “halo effect,” which leads to generalized perceptions of leadership capabilities based on specific strengths.

As the narrative unfolds, it presents four main explanations for this linkage:

1. A strength in one competency enhances perceptions of effectiveness in others.
2. Developing one skill often involves simultaneously improving related competencies.
3. Achievement in one area boosts overall confidence, encouraging leaders to attempt new challenges.
4. Success enhances aspirations, motivating individuals to strive for growth in various areas.

## **Sixteen Key Competencies for Effective Leadership**

The authors synthesize their findings by presenting sixteen competencies

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that significantly influence leadership perception, categorized into four main components: character, personal capability, focus on results, and interpersonal skills. Examples include integrity, problem-solving, innovation, communication, and relationship building. Leaders who excel in these areas are more likely to inspire commitment and performance within

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# Chapter 5 Summary: Leaders Must Fit their Organization

## ### Chapter 5: Leaders Must Fit Their Organization

The proverb "Old thieves make good jailers" serves as a metaphor for understanding how leadership must align with organizational culture. The narrative opens with Bruce, who transitions from a successful administration role at a university to a consulting firm, only to find himself ineffective within its fast-paced, disorganized culture. While he excelled in environments that valued meticulous decision-making and structured processes, the consulting firm operated on a chaotic basis, favoring quick decisions and informal processes. His attempts to impose a formal structure resulted in his dismissal, showcasing how mismatches between personal competencies and organizational cultures can lead to failure.

This contrast illustrates that leadership effectiveness is highly contextual. Different organizations require different leadership styles, revealing that no single approach can be deemed universally successful. The authors reference Jack Welch, who recounted a moment in which he learned to truly be himself rather than conform to others' expectations, emphasizing the importance of authenticity in leadership.

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The chapter introduces two contrasting scenarios regarding leadership competencies: one suggesting that all leaders need to master the same five behaviors for success, and another proposing that effective leaders can excel through diverse and unique competencies. The latter emphasizes individuality in leadership, suggesting that personal strengths can lead to exceptional leadership outcomes.

The authors conducted research to identify behaviors that correlate with leadership success and failure. They found that while there are some common attributes among extraordinary leaders, the unique combination of competencies that each leader brings to their organization is what truly defines effectiveness. Additionally, one standout competency—"inspiring and motivating others to high performance"—was identified as a strong predictor of leadership success.

The chapter delves into the "COP model"—Competencies, Organizational needs, and Passion—as a framework for leaders to find their "sweet spot." Here, success occurs at the intersections of what individuals do well (competencies), what the organization needs (organizational needs), and what they are passionate about (passion). Understanding and cultivating these elements is essential for career satisfaction and effectiveness.

Various barriers can hinder individuals from reaching their sweet spot. For instance, when someone possesses competence and meets organizational

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needs but lacks passion, they may feel unfulfilled. Conversely, someone may be passionate and meet organizational demands but lack the requisite competency, leading to ineffectiveness. Additionally, competence and passion that do not align with the organization's needs can result in disengagement.

To aid individuals in discovering their unique competencies and passions, the chapter encourages self-reflection and exploration of past work experiences that were particularly fulfilling. Research by Kurt Sandholtz emphasizes that understanding one's "career best" experiences can illuminate personal strengths and align them with organizational opportunities.

The chapter also identifies organizational profiles based on competencies that various companies prioritize. These profiles, including Execution, Customer Emphasis, High Integrity, and Learning Organizations, reflect the values and expectations unique to each organization. Understanding these profiles is critical as it allows leaders to identify environments where they are likely to excel.

In conclusion, the authors advocate for a personalized approach to leadership, emphasizing that successful leaders must navigate their unique combination of competencies, passions, and the specific needs of their organization. By fostering a fit between individual and organizational elements, both leaders and organizations can thrive. The narrative

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encourages individuals to actively seek or shape environments that value their unique contributions, ultimately enhancing both personal satisfaction and organizational effectiveness.

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# Chapter 6 Summary: Great Leaders Possess Multiple Strengths

## ### Chapter 6: Great Leaders Possess Multiple Strengths

### #### Introduction to Leadership Effectiveness

Most challenges in leadership cannot be completely overcome; they can only be managed through success. The key to effective leadership lies in acknowledging various strengths and focusing on them rather than becoming bogged down by weaknesses. Within this framework, the chapter introduces the concept of a 360-degree assessment—a tool for gaining feedback on leadership competencies from peers, superiors, and subordinates. This assessment reveals a profile of strengths and weaknesses that can guide a leader's focus for improvement.

### #### The Misguided Focus on Weaknesses

Typically, individuals tend to prioritize their lowest scores from the assessment, a behavior often encouraged by educational experiences where greater emphasis is placed on correcting mistakes rather than reinforcing successes. This cultural narrative suggests that leadership effectiveness is heavily hindered by weaknesses. Yet, many experts argue that significant growth can be achieved by honing existing strengths. Renowned psychologist Martin Seligman asserts that true fulfillment comes from

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recognizing and utilizing personal strengths daily.

#### #### Rethinking Improvement Strategies

When analyzing assessment results, the chapter advises that leaders should not solely concentrate on improving weaker skills but instead should elevate their strongest competencies. This shift in focus can enhance career progression more effectively than merely addressing deficiencies. For example, in a simplistic analogy, a soccer coach must sometimes cut players from a team, and while constructive feedback is crucial, emphasizing a player's strengths over weaknesses can guide their future development.

#### #### The Power of Strengths

Defining strengths, the chapter elucidates that they are not merely competencies but capabilities that can produce positive outcomes across various situations. Research illustrates a direct correlation between strengths and perceived leadership effectiveness—leaders with at least one strong competency significantly increase their overall effectiveness rating.

Multiple studies indicate that as leaders accumulate strengths, their effectiveness ratings grow exponentially. For instance, leaders with three strengths can rate as high as the 81st percentile in overall effectiveness. This empirical data empowers leaders to understand that focusing on building distinct competencies can foster significant growth rather than merely correcting minor shortcomings.

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#### #### Strategic Focus on Strengths

Leaders are encouraged to establish personal development strategies by concentrating on a maximum of three strengths at a time. The chapter emphasizes the importance of balancing strengths; for example, a leader excelling in result-driven approaches must also cultivate relational skills to maximize impact. This synergy between competencies can significantly enhance overall effectiveness.

#### #### The Halo Effect's Influence

The chapter discusses the halo effect, a psychological phenomenon where a leader's strengths can create a positive perception across other competencies. Improvement in a few areas can lead to an elevated view of overall effectiveness. Consequently, by directing attention to their profound strengths, leaders can minimize the focus on their less favorable traits.

#### #### Transformative Leadership Practices

A poignant case study from a telecommunications company illustrates the transformative potential of focusing on subordinates' strengths. A manager who initially struggled due to a focus on weaknesses experienced remarkable improvements after shifting her approach towards recognizing and developing her team member's strengths. This shift in focus not only benefited the individual but also revitalized the team's overall performance.

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### ### Conclusion

Chapter 6 reinforces that great leaders are characterized by multiple strengths and that embracing and amplifying these strengths can propel individuals and their organizations towards success. By implementing strategies that focus on acknowledging and enhancing personal and team strengths, leaders can cultivate a more effective, engaged, and productive workplace.

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# Chapter 7 Summary: Fatal Flaws Must be Fixed

## ### Chapter Summary: Fatal Flaws Must Be Fixed

In this chapter, the focus shifts from maximizing personal strengths to addressing weaknesses, particularly those that can be classified as "fatal flaws" in leadership. The journey to improvement begins with a systematic approach: assessing strengths and weaknesses, identifying the most significant flaws, and developing a plan to address them. The importance of this is underscored by research indicating that up to 30% of leaders possess fatal flaws, which drastically undermine leadership effectiveness.

### Identifying Fatal Flaws

A leader's effectiveness is often gauged by their ability to learn from mistakes. A case study of Frederick, a brilliant but curt research director, illustrates how correcting a single fatal flaw—in his case, poor interpersonal skills—can significantly enhance overall leadership effectiveness. Data suggest that leaders with fatal flaws tend to score disproportionately lower on assessments of leadership competencies.

Research reveals three categories of leaders: those with flaws, those with

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neither flaws nor strengths, and those with strengths. The likelihood of possessing fatal flaws correlates with the importance of the skills required for a leader's role.

## Ten Common Fatal Flaws

Through rigorous analysis of leadership performance data, ten fatal flaws have been consistently identified. These include:

1. **Lack of Energy and Enthusiasm:** Leaders who drain energy from their teams often resist new assignments, negatively affecting morale.
2. **Acceptance of Mediocre Performance:** Tolerance for average results can lead to a culture of complacency.
3. **Lack of Clear Vision:** When leaders fail to articulate their vision, teams lose direction and focus.
4. **Loss of Trust from Poor Judgment:** Poor decision-making erodes trust, which is foundational to effective leadership.
5. **Non-Collaboration:** Leaders who see their peers as competitors hinder organizational success through lack of cooperation.

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6. **Poor Role Modeling:** When leaders do not embody organizational values, they undermine credibility and authority.
7. **Failure to Learn from Mistakes:** Those unable to reflect on their failures stagnate, inhibiting their growth.
8. **Deficient Interpersonal Skills:** Abrasive or insensitive behavior alienates teams and stifles collaboration.
9. **Resistance to New Ideas:** A closed mindset limits innovation and can lead to organizational stagnation.
10. **Self-Centered Focus:** Leaders who prioritize their self-interest neglect the development of their team, ultimately leading to disengagement.

### **Common Themes Among Fatal Flaws**

Common among these flaws are their visibility and emotional intelligence implications. Each flaw is easy to observe but often stems from a lack of initiative or engagement—described as sins of omission. Fixing these flaws requires addressing behavioral rather than intellectual deficiencies.

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## Strategies for Improvement

For leaders to rectify these fatal flaws, organizations must provide constructive feedback through processes such as 360-degree feedback systems. Establishing a clear expectation for improvement fosters urgency and accountability. Additionally, it is essential to adjust feedback based on individuals' orientations (either prevention-focused or promotion-focused) toward performance.

Research underscores the importance of focusing feedback on behaviors rather than personal attributes, promoting a growth mindset and encouraging leaders to embrace challenges as opportunities for development.

In conclusion, addressing and rectifying fatal flaws in leadership is critical for personal growth and organizational success. By establishing a support framework for improvement and providing consistent, behavior-focused feedback, leaders can enhance their effectiveness and impact.

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## Critical Thinking

**Key Point:** Failure to Learn from Mistakes

**Critical Interpretation:** Imagine a life where every misstep is not just a setback but a stepping stone towards greatness. This chapter underscores a pivotal truth: recognizing and learning from your mistakes is not merely an option; it's essential for transformative growth. When you adopt this mindset, you liberate yourself from the chains of past failures, directing your focus toward continuous improvement. Rather than shying away from blunders, you embrace them as opportunities to refine your skills and enhance your leadership. By committing to this relentless pursuit of learning, you elevate not only your personal effectiveness but also your ability to inspire those around you. Your journey becomes not just a path to success, but a beacon of resilience that ignites a culture of growth and innovation.

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# Chapter 8: New Insights Into Leadership Development

## Chapter 8: New Insights into Leadership Development

Leadership development, much like the evolution seen in warfare tactics, requires a shift from traditional approaches—characterized by linear, frontal assault strategies—to more nuanced and adaptive methods. Historically, soldiers would march directly toward adversaries despite the risks, akin to how many view professional development: fixate on improving weaknesses in straightforward, linear paths. However, evidence suggests that this approach falters when transitioning from good to extraordinary performance.

This chapter proposes a paradigm shift, advocating for "nonlinear development paths." A study revealed that almost all action plans for improving leadership skills are based on linear logic, which works for those moving from poor to acceptable performance. Yet, for individuals already performing well, radical changes are necessary to achieve excellence. As a case in point, Jane Larson, a project leader in an oil company, discovered that while she believed she was improving her technical expertise through study and networking, her real hindrance was her failure to share her knowledge during team meetings. Her experience underscores that recognizing and acting on behavioral perceptions is more crucial than simply accumulating knowledge.

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Central to this discussion is the concept of "competency companions," behaviors that correlate with one another in practice. For instance, Jane's technical competence was intertwined with her interpersonal skills. Research highlighted that individuals marked by strong technical abilities also displayed effective collaboration and high standards for excellence, confirming that success in one area often requires competency in others.

Competency companions benefit leadership development by providing a framework for holistic growth. Six mechanisms explain their impact: they enhance perception alignment, facilitate skill application, support behavior development, create context, effect personal change, and allow for improved interpersonal interactions. For example, those with high integrity often exhibit strong assertiveness, demonstrating the intrinsic relationship between behaviors.

The chapter elaborates on distinct behaviors associated with leadership competencies. For instance, effective problem-solving correlates with taking initiative. Research from Bell Labs showed that "stars"—the standout performers—were distinguished by their proactive engagement in collaboration rather than solely technical skill. Thus, developing interpersonal skills enhances one's ability to communicate technical knowledge effectively, emphasizing that sharing knowledge enhances perceived competency.

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Moreover, effective leaders are not only characterized by technical acumen; they must also embed high standards and demonstrate integrity through the consideration of others' needs. Trust, earned through consistent and supportive interactions, is vital in fostering a team-oriented environment. Inspirational leadership arises not merely from logical strategies but through emotional engagement and the capacity to motivate teams towards shared goals.

To navigate organizational change effectively, leaders must embody the behaviors they wish to promote. A commitment to lifelong learning and self-improvement is essential, as is the understanding that fostering character builds a foundation for effective leadership. Developing team collaboration and mutual respect often translates into higher collective performance.

The insights gathered elucidate why a shift from linear to nonlinear strategies can enhance leadership effectiveness significantly. By fostering competency companions, leaders can elevate their effectiveness and unlock their full potential. Through understanding and applying these principles, leaders can transition from competent managers to extraordinary leaders capable of inspiring and driving change within their organizations.

This holistic approach not only enhances self-awareness but equips leaders with a more comprehensive toolkit for elevating collective performance,

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ultimately leading to the achievement of exceptional outcomes. For a deeper exploration into developing these competencies, further resources can be found at [www.zengerfolkman.com](http://www.zengerfolkman.com).

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# **Chapter 9 Summary: A Case Study in Leadership Development—The U.S. Marine Corps**

### Chapter 9 Summary: A Case Study in Leadership Development—The U.S. Marine Corps

## **Introduction to Leadership Development and the Marine Corps**

The concept of leadership raises a fundamental question: Is it innate, or can it be cultivated? This chapter explores this inquiry by delving into the U.S. Marine Corps (USMC), which exemplifies a successful model for developing leaders from ordinary individuals. The exploration stems from insights gathered by leadership experts who recognized the Marines' extensive experience in leadership training and development.

## **Research and Key Influences**

The chapter references significant research conducted by McKinsey & Company and The Conference Board, which examined factors contributing to energized workforces. Notably, Jonathan Katzenbach, the research leader, declared the Marine Corps' leadership development practices as the most effective worldwide. This was informed by studies of various companies,

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positioning the Marines' methods as potent tools for transformation in leadership abilities.

## **Two Leadership Tracks in the Marines**

The Marine Corps divides its leadership development into two primary channels:

1. **Noncommissioned Officers (NCOs):** Recruits are often young individuals lacking academic accolades who aim for a career without pursuing college. The recruiting process is strict, with a rejection rate of about 90%, emphasizing the Corps' commitment to selecting the right candidates, despite their oft-troubled backgrounds.

2. **Commissioned Officers:** These officers generally come from college backgrounds and undergo leadership training at Officer Candidate School in Quantico, Virginia, where they face rigorous physical and strategic challenges essential for effectively leading troops.

## **Leadership Development Insights and Practices**

Several key themes underscore the Marines' approach to leadership

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development:

- **Understanding Leadership Tasks** Marine leadership focuses on teamwork and collaboration, with seasoned officers mentoring new lieutenants to prevent early leadership mistakes.
- **Inclusive Culture:** A culture encouraging open disagreement and discussion fosters better decision-making and trust within teams, contrasting the more isolate styles often adopted in corporate environments.
- **Adaptability:** Marines learn to navigate between collaborative team efforts and decisive leadership, highlighting the necessity for leaders to be flexible in various contexts.
- **Peer Accountability and Motivation:** Marine culture fosters a unique environment where peer support and discipline are prioritized over fear of superiors, creating a stronger commitment to the unit.
- **Efficiency Under Pressure:** The Corps emphasizes rapid decision-making, completing detailed planning in a brief time, aligning with the demands of modern fast-paced environments.
- **Simplifying Complexity:** Using a “rule of three” helps in managing tasks by boiling down plans to three clear options, making strategies

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comprehensible and executable by all involved.

## **Contrasts with Business Leadership Tasks**

While many leadership tasks overlap between the Marines and businesses—such as inspiring teams and learning from experiences—the Marines' leadership model emphasizes practicality and immediate applicability in high-stress situations. Their unique leadership functions also help in achieving mission objectives effectively.

## **Key Leadership Attributes and Development Processes**

Marine leaders are guided by principles of character, personal capability, results orientation, interpersonal skills, and the ability to lead organizational change. The rigorous training process, involving storytelling and a structured approach, allows recruits to learn essential leadership lessons and grow in their roles progressively.

## **Commitment to Leadership Development**

The Marine Corps showcases a robust commitment to leadership training

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that involves significant time, resources, and mentorship from seasoned leaders, contrasting sharply with common practices in private sectors, where development often receives minimal attention and time is curtailed.

## **Universal Insights for Organizations**

Despite cultural differences, the insights from the Marine Corps provide valuable lessons for any organization seeking to improve its leadership development. Cultivating an environment that values ongoing education, personal relationships, open communication, and shared leadership responsibilities can enhance employee engagement and organizational effectiveness.

In conclusion, the Marine Corps exemplifies that leadership can indeed be developed through structured training, mentorship, and a supportive culture, offering a significant model for other organizations aiming to cultivate effective leaders.

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# Chapter 10 Summary: What Individuals Do to Become Great Leaders

### Chapter 10 Summary: What Individuals Do to Become Great Leaders

This chapter discusses the enduring debate about whether leadership traits are innate or can be cultivated. The authors assert that while some individuals may possess natural advantages, successful leaders are largely made through intentional effort and development.

## Myth of Born Leaders

The chapter begins by addressing the prevalent myth that leaders are born with inherent qualities. Esteemed management thinkers like Peter Drucker have argued that leadership cannot be taught or learned based on studies showing that core personality traits often remain stable throughout life. Historical evidence reveals that traits associated with leadership often emerge during youth, suggesting an early likelihood of future leadership potential.

However, the authors counter this view by pointing out numerous "late bloomers," like Abraham Lincoln and Harry Truman, who achieved great leadership despite unremarkable beginnings. They highlight differing

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organizational cultures where various individuals can thrive as leaders, indicating that leadership is not merely a function of personality but a spectrum of behaviors that can be developed.

## The Middle Ground

The authors conclude this debate by suggesting a middle ground: while some people may have a higher probability of succeeding in leadership roles due to certain traits, nearly anyone can enhance their leadership skills through focused development and effort.

This chapter offers 25 actionable suggestions for individuals keen on improving their leadership capabilities:

1. **Decide to Become a Great Leader:** Make a conscious choice to pursue leadership as a worthy goal, aiming for excellence rather than mediocrity.
2. **Develop and Display High Personal Character:** Balance the authority of leadership with humility and approachability to earn trust and respect.
3. **Develop New Skills:** Engage in continuous learning through developmental experiences and educational programs.
4. **Find a Coach:** Seek feedback and guidance from a mentor or coach to

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gain objective insights into one's leadership style and effectiveness.

5. **Identify Your Strengths** Focus on reinforcing and capitalizing on existing strengths rather than obsessing over weaknesses.
6. **Make Weaknesses Irrelevant:** Strategically delegate tasks or modify roles to minimize the impact of weaknesses.
7. **Fix Fatal Flaws:** Actively acknowledge and rectify specific, detrimental aspects of one's character or behavior.
8. **Increase Scope of Assignment:** Expand responsibilities within your current role to foster growth through new challenges and experiences.
9. **Connect with Role Models:** Seek and learn from the examples set by successful leaders to adopt effective behaviors.
10. **Learn from Mistakes:** Embrace negative experiences as valuable learning opportunities for personal growth.
11. **Seek Constructive Feedback:** Encourage a culture of open feedback to bridge the perception gap between leaders and their teams.
12. **Learn from Work Experiences** Regularly assess projects against

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expected outcomes to derive lessons for future endeavors.

13. **Study Organizational Reality:** Understand the current state of your organization from multiple perspectives to lead effectively.

14. **Think Strategically:** Engage with literature on strategic thinking to enhance the ability to navigate complex organizational challenges.

15. **Communicate through Stories:** Use storytelling to convey complex messages in a memorable and relatable manner.

16. **Infuse Energy:** Be a source of enthusiasm that motivates and energizes the team.

17. **Allocate Time for Development:** Dedicate time to mentor and develop others to elevate organizational capacity.

18. **Weld Your Team Together** Foster strong team cohesion, as collaborative environments yield mutual benefits for both leaders and team members.

19. **Monitor Leadership Effectiveness:** Create a personal dashboard with objective metrics to measure leadership efficacy.

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20. **Lead Change Initiatives:** Embrace opportunities to spearhead change, learning from both successful implementations and challenges.

21. **Become a Teacher/Trainer** Teaching others reinforces knowledge and hones leadership skills.

22. **Study High Performers:** Investigate and learn from the best performers in your field, replicating their successful behaviors.

23. **Volunteer in Your Community** Broaden leadership practice by engaging in community service, facilitating a holistic form of leadership development.

24. **Articulate Vision:** Regularly express and reinforce your vision to ensure organizational alignment and understanding.

25. **Plan for Future Roles:** Anticipate the skills required for future leadership positions and begin developing them proactively.

## Conclusion

The authors emphasize that self-directed development is crucial for aspiring leaders. While organizations play a role in fostering leadership, individuals must take the initiative for their growth. The 25 strategies serve as a guide

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for anyone looking to elevate their leadership capabilities and achieve extraordinary success in their roles.

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## Critical Thinking

**Key Point:** Decide to Become a Great Leader

**Critical Interpretation:** Imagine waking up each day with a resolute decision to become a great leader; the world around you shifts as you consciously choose to pursue excellence instead of settling for mediocrity. This commitment empowers you to cultivate the qualities and skills necessary for effective leadership, inspiring your peers and nurturing a culture of growth and resilience. By embracing the mindset that leadership is a worthy goal, you unlock your potential and ignite a passion for continuous improvement, impacting not only your life but also the lives of those you lead towards extraordinary achievements.

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# Chapter 11 Summary: Developing Leadership Teams

## Chapter 11 Summary: Developing Leadership Teams

This chapter emphasizes the significance of teamwork in leadership development, quoting the ancient playwright Plautus: "No man is wise enough by himself." Babe Ruth further illustrates this principle by stating that success hinges not on individual talent, but on how well a team collaborates. Traditionally, leadership development through 360-degree feedback has focused on individuals rather than teams. However, a client's request for team-based training led to a pivotal change in approach.

Adopting a holistic perspective, the chapter reveals how individual feedback can be aggregated into a team leadership profile, offering insights unique to the team's collective character. Through analysis of hundreds of team profiles, the authors found these composites illuminate both strengths and weaknesses, enhancing teams' understanding of their overall leadership capabilities while maintaining individual privacy.

### A Tale of Two Teams

The chapter presents a case study of two contrasting teams within the same

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organization: Team A, managing operational demands, and Team B, focused on a staff function. Both teams underwent leadership effectiveness assessment through a comprehensive 360-degree feedback system that included evaluations from peers and direct reports.

Results revealed that while both teams scored well on overall leadership effectiveness, notable differences surfaced. Team A comprised 16 leaders, with multiple individuals scoring above the 80th percentile, presenting a wide range of leadership effectiveness from the 33rd to the 98th percentile. Team B, with only eight leaders, showed high effectiveness as well, but with less variability, revealing fewer outliers on either side of the effectiveness scale.

## **Employee Satisfaction and Commitment**

In addition to leadership effectiveness, the authors included assessments of employee satisfaction among direct reports. They found a clear correlation; Team A's leaders not only had higher effectiveness scores but also fostered greater employee commitment and satisfaction. This connection is particularly relevant, as the organization faced economic difficulties that impacted worker sentiment.

A deeper analysis of feedback from team members illuminated leadership

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behaviors essential for enhancing employee engagement. For instance, employees from Team A valued driven and results-oriented leadership, while Team B's members sought leaders more receptive to feedback, indicating underlying trust issues.

## **Team Dynamics and Competencies**

The chapter also delves into a comparative analysis of each team's competencies—crucial skills that differentiate successful leaders. Each team displayed a unique profile of strengths and weaknesses, showcasing the diverse behaviors that contribute to effective leadership. The authors emphasize that having a few profound strengths, rather than aiming for perfection across all competencies, is vital for effective leadership.

Utilizing a team tent model, the authors visually depict team effectiveness by summarizing the unique capabilities of individuals within the group. This leadership tent serves as a framework to grasp the collective culture and strengths of the team, illustrating how collaboration can compensate for individual weaknesses.

In conclusion, the chapter highlights that successful leadership is not about individual perfection but rather the collective strengths of a team. By understanding and leveraging these dynamics, organizations can enhance

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their overall leadership effectiveness and foster a more engaged workforce. The insights garnered from team profiles not only guide individual development but also contribute to fostering a cohesive team environment.

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# Chapter 12: The Organization's Role in Developing Leaders

## ### Chapter 12: The Organization's Role in Developing Leaders

This chapter explores how organizations can better cultivate leaders, aligning with the overarching goal of leadership development. The authors assert that leaders should focus on creating new leaders rather than simply gathering followers, echoing Ralph Nader's premise about leadership. The need for effective leadership is underscored by demographic predictions in the United States indicating a significant workforce shortfall beginning in 2010, which will exacerbate the shortage of leaders as demands for their skills continue to escalate.

### **Adopting a Model of Leadership**

The chapter emphasizes the importance of establishing a clear model for discussing leadership, which transcends traditional definitions. Rhetoric about "leadership" from executives often leaves employees confused about expectations. The authors encourage leaders to define what leadership means to them personally, creating a living document that guides their practices.

### **Defining Leadership Development**

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Leadership development should not be limited to a select few based on perceived potential, as seen with organizations like the U.S. Marine Corps and Southwest Airlines. They advocate for a more inclusive approach that fosters leadership at all organizational levels. In contrast, many organizations continue to rely on outdated beliefs about fixed abilities, which hinders investment in employee growth.

### **Importance of Senior Leaders**

The skills of senior leaders often set a ceiling for the organization's overall leadership capability. Hence, continuous development at the top levels is crucial for nurturing upcoming leaders. Regularly enhancing senior leadership capabilities not only sets a strong example but also facilitates mentoring for junior staff.

### **Management vs. Leadership Development**

The chapter distinguishes between management development (focused on hard skills) and leadership development (centered on people-focused skills). It argues that the two are inherently intertwined, as leaders must navigate both arenas in their roles.

### **Setting Clear Expectations**

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Effective leadership requires clearly defined results linked to the organization's strategic goals. Leaders should understand what outputs are expected from them and their departments. Additionally, leadership expectations should be elevated, pushing the most competent leaders to achieve even higher levels of performance rather than relegating focus on struggling leaders.

### **Involvement of Senior Executives**

The chapter emphasizes the necessity for senior executives to actively engage in leadership development. Their involvement can range from mere support to complete ownership of the process, influencing organizational culture and mitigating skepticism. Senior leaders also serve as mentors, guiding less experienced staff through organizational nuances.

### **Fostering Strength-Based Development**

Leadership development should concentrate on individuals' strengths rather than weaknesses. Celebrating strengths creates a positive culture that encourages individuals to pursue excellence. The authors highlight Peter Drucker's perspective; effective development capitalizes on strengths and uses them as a foundation for growth.

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## **Innovative Learning Methods**

Traditional methods such as lectures and case studies are deemed insufficient. The authors advocate for active, engaging learning techniques, including personalized feedback, coaching, simulations, and action learning projects to enhance leadership training. Focusing on real organizational challenges can yield practical benefits while simultaneously serving as powerful learning experiences.

## **Feedback and Accountability**

Creating a culture of ongoing feedback is essential. The chapter discusses mechanisms like 360-degree feedback and coaching as avenues for fostering open communication. Accountability is also crucial—leadership development should measure participant outcomes and link to wider business objectives.

## **Long-term Development Approach**

Leadership development must evolve from one-time events to continuous processes integrated into everyday work. Programs should facilitate ongoing learning opportunities rather than isolated workshops, emphasizing the importance of continual skill application.

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## **Celebrating Success**

Lastly, recognizing and celebrating the successes resulting from effective leadership development reinforces its value and promotes a culture of growth within the organization.

In conclusion, the authors stress that the fundamental beliefs of senior leaders regarding their people's potential play a pivotal role in the success of leadership development initiatives. They argue for an elevated focus on developing great leaders who can foster a sustainable culture of leadership throughout the organization, creating a positive ripple effect that enriches all levels of staff.

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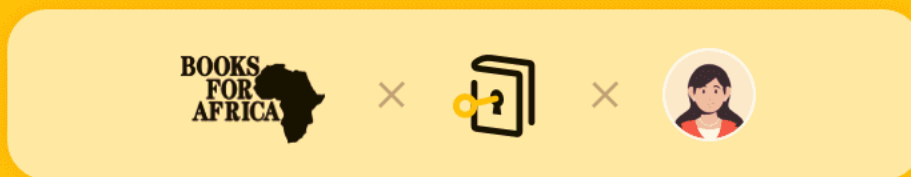




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# Chapter 13 Summary: Measuring Leadership Improvement at General Mills

## Chapter 13: Measuring Leadership Improvement at General Mills

This chapter explores the systematic approach to leadership improvement employed by General Mills, a company renowned for its strong leadership and positive corporate culture. Highlighting the significance of measurement in understanding and enhancing leadership effectiveness, the narrative draws on the insights of two authorities—Robert Heinlein and H. James Harrington—who emphasize that without measurement, understanding and control are impossible, thus hindering improvement.

In 2003, Kevin Wilde, General Mills' Chief Learning Officer, initiated a transformational leadership development program titled “Building Great Leaders.” This program was influenced by research from the Extraordinary Leader framework, which delineates the distinction between good and great leaders. Recognizing that strength-based leadership could elevate their already robust corporate standing, Wilde stated, “As a brand-centric company, we have always believed in building brands and leaders as our primary mission.”

To guide leaders in fortifying their strengths, Wilde's team created a

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competency companion development guide, tailored to outline actionable strategies for improvement. All officers and directors participated in a structured program that included 360-degree feedback and strength-building training in 2003 and 2004, supplemented by one-on-one coaching from trained external executive coaches. This coaching was instrumental in aiding the leaders' personal and professional growth.

Follow-up assessments in subsequent years led to a data set of 181 leaders whose pre-test and post-test results could be compared. This analysis revealed statistically significant improvements in overall leadership effectiveness, underscoring the notion that even exemplary organizations can enhance their leadership quality. Of the leaders examined, 34% exhibited substantial improvement, whereas 6% became less effective—often due to transitioning into more challenging roles.

A key aspect of the findings was the approach leaders took toward development. Despite a strong emphasis on leveraging strengths, the majority (83%) chose to focus merely on rectifying weaknesses. The results showed that leaders working on both strengths and weaknesses improved significantly more—36 percentile points—compared to only 12 percentile points for those fixated solely on weaknesses. This disparity confirmed the chapter's assertion that a strength-building approach not only yields direct improvements in leadership effectiveness but enables broader enhancements in related behaviors.

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Wilde acknowledged that while skepticism initially greeted this strength-based approach, the positive outcomes from the study validated their methodology, reinforcing General Mills' commitment to focusing on ongoing leader development. The chapter concludes by pointing readers to further resources on measuring leadership development change, encapsulating the vital connection between measurement, understanding, and improvement in leadership.

Key Points	Description
Focus on Measurement	The importance of measurement in enhancing leadership effectiveness is highlighted, drawing on insights from authorities like Robert Heinlein and H. James Harrington.
Leadership Development Program	In 2003, Kevin Wilde initiated the "Building Great Leaders" program to improve leadership at General Mills, based on the Extraordinary Leader framework.
Competency Companion Guide	A development guide was created to help leaders identify and leverage their strengths effectively.
Structured Development	Participants underwent a structured program that included 360-degree feedback, strength-building training, and one-on-one coaching from external executive coaches.
Outcomes Analysis	Follow-up assessments demonstrated significant improvements in leadership effectiveness, with 34% of leaders showing substantial gains.
Focus on Strengths vs. Weaknesses	Though 83% focused on weaknesses, those who worked on both strengths and weaknesses saw significantly better improvement (36 percentile points vs. 12).

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Key Points	Description
Validation of Approach	Initial skepticism about the strength-based approach was overcome by positive results, reinforcing General Mills' commitment to continuous leader development.
Further Resources	The chapter concludes by directing readers to further resources on measuring leadership development changes.

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# Chapter 14 Summary: The Importance of Follow-Through

### Chapter 14 Summary: The Importance of Follow-Through

This chapter emphasizes the crucial role of follow-through in leadership development, likening its significance to the follow-through in golf. Despite medical advancements in treatments such as antibiotics and chemotherapy, leadership training remains limited in its effectiveness primarily due to inadequate post-training reinforcement. Approximately \$50 billion is spent annually on learning and development in the United States, yet the results could be substantially improved by increasing focus on follow-up activities after training events.

To better understand the learning and development process, it is segmented into three phases:

1. **Phase 1:** Pre-training activities like reading materials and completing questionnaires.
2. **Phase 2:** The actual training event, which can vary greatly in length and format (in-person or virtual).
3. **Phase 3:** Activities and processes implemented after the training, aimed at reinforcing the newly acquired knowledge and skills.

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Research indicates that organizations typically allocate less than 10% of resources to Phase 1 and under 5% to Phase 3, while most funding is concentrated on Phase 2. However, studies by researchers like Brent Peterson and Goldsmith and Holman reveal that effective follow-through significantly enhances the outcomes of leadership development, with clearly defined actions after training dramatically improving performance.

### **Key Insights on Phase 3:**

- A focus on *\*specific behaviors\**: Participants must know precisely what actions are expected of them post-training.
- *\*Public commitments\**: When individuals make formal and public commitments to applying new skills, they are more likely to follow through.
- *\*Regular assessments and planning\**: Continuous evaluation and reminders ensure that participants remain focused on their learning commitments rather than reverting to old habits.
- *\*Anticipate obstacles\**: Preparing for potential setbacks increases the likelihood of successfully implementing new behaviors.

The chapter also discusses the importance of follow-up activities. For example, a significant survey revealed that employee satisfaction improved significantly (79% satisfaction) when follow-up meetings were held

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compared to when no actions were taken (only 34% satisfaction). This highlights the necessity of ensuring follow-through measures are in place to reinforce the intended learning.

### **Strategies for Better Follow-Up:**

1. **Space learning events** to allow time for application of the acquired knowledge before reconvening.
2. **Establish buddy systems** or support groups to foster ongoing engagement.
3. Utilize *\*online or telephone coaching\** to provide consistent support.
4. Encourage mentorship opportunities within organizations to maintain progress.
5. Implement regular *\*discussions about job performance\** and new behaviors with managers.
6. *\*Self-management techniques\**, like planners and checklists, empower individuals to adhere to new practices.
7. Utilize e-mail reminders and leverage technology for consistent engagement.
8. Conduct evaluations using 360-degree feedback to encourage ongoing development and growth.

The chapter concludes with a call to action for organizations to reevaluate

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their investment strategies in leadership development. By redirecting some focus and funding toward follow-through activities, significant gains in the effectiveness of learning and development can be achieved. Further resources and tools, such as ActionPlan/Mapper, are referenced, suggesting avenues for improving implementation in these critical post-training activities.

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# Chapter 15 Summary: Appendix: Research Methodology

## ### Appendix Summary: Research Methodology

The appendix presents a comprehensive overview of the research methodology employed to explore the interplay between managerial effectiveness and various organizational outcomes, including employee commitment, profitability, turnover, intention to leave, and customer satisfaction. A variety of methods, including 360-degree assessments across many organizations, were utilized to gather and analyze substantial data, ensuring a robust foundation for the findings.

### #### Assessing Managerial Effectiveness and Employee Commitment

The study began with 360-degree assessments involving 48,769 employees from diverse organizations, encompassing public, private, and governmental sectors. The assessments, which evaluated 49 leadership effectiveness items alongside a five-item employee satisfaction index, revealed a Pearson correlation of 0.51 between managerial effectiveness and employee commitment. This indicates that perceptions of managerial ineffectiveness significantly affect levels of employee commitment, explaining 26% of the variance. In some individual organizations, correlations reached as high as 0.75, suggesting an even stronger impact in specific settings.

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#### #### Managerial Effectiveness and Profitability

Further analysis involved 1,672 assessments from a mortgage bank, where employees evaluated their managers. By correlating the leadership effectiveness index (comprising 15 items) with net profit data across 35 regions, a correlation of 0.40 was established. This highlighted the significant effect of leadership quality on profitability, delineating managers into three groups: the bottom 10%, middle 80%, and top 10%.

#### #### Impact on Turnover Rates

An insurance company's survey assessed leadership effectiveness in relation to annual turnover across 89 work groups. The findings, indicating a negative correlation (0.29), showed that more effective leadership led to lower turnover rates. Leadership effectiveness was categorized into three levels, revealing a consistent trend where better leadership corresponded with decreased employee turnover.

#### #### Intention to Leave

The data employed for analyzing employee commitment was also used to measure intention to leave among direct reports of 7,484 leaders. The results underscored that employees considering quitting often follow through, with 50% likely to act on their intentions, emphasizing the predictive power of intention on actual turnover.

#### #### Customer Satisfaction and Leadership

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The study also integrated findings from a high-tech communications company, where a comprehensive employee survey was matched with 360-degree assessments of 612 managers. This combination yielded valuable insights into how leadership effectiveness correlates with customer satisfaction, further reinforcing the overall premise of the research.

#### #### Replications and Cross-Cultural Observations

The researchers engaged with hundreds of organizations to replicate their findings, consistently demonstrating the strong relationship between leadership effectiveness and employee outcomes. Notably, the discrepancies perceived between U.S. and international leaders were minimized upon examination, indicating that effective leadership principles transcend cultural boundaries.

#### #### Key Differentiators in Leadership Competencies

Extending the analysis, the researchers evaluated 32 distinct data sets from over 100 companies, focusing on 16 competencies that notably differentiate high-performing leaders from their less effective counterparts. A meticulous process involving statistical testing ensured the selection of key competencies, culminating in a clear understanding of what constitutes extraordinary leadership.

#### #### Impact of Profound Strengths

Finally, Chapter 6 summarized research indicating that possessing profound

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strengths—competencies at the 90th percentile or higher—substantially boosted overall leadership effectiveness. This notion was reiterated through various measures and studies, confirming that cultivating leaders' strengths is crucial for enhancing their overall performance.

In summary, the appendix encapsulates a detailed exploration of the rigorous methodologies employed to assess the significant links between managerial effectiveness and critical organizational outcomes, demonstrating the far-reaching effects of effective leadership on employee retention, satisfaction, and overall organizational success.

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# Chapter 16: Endnotes

Below is a smooth and logical summary of the provided content, which encapsulates key themes, background concepts, and character introductions, while maintaining plot development order:

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### Summary of Chapters and Concepts

## Endnotes & Chapter Summaries

The endnotes provide references that enrich the understanding of key concepts throughout the book. They highlight important sources and studies on leadership dynamics, organizational culture, and personal development.

## Chapter 1: Leadership Foundations

This chapter establishes the fundamental principles of effective leadership. It delves into the intersection of personal knowledge and organizational culture, referencing Gary Yukl's work on leadership styles and Jon Katzenbach's research on team performance. The importance of aligning psychological theories with practical leadership strategies is underscored,

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paving the way for further exploration into leadership techniques.

## **Chapter 2: Employee Engagement and Organizational Profitability**

Here, the focus shifts to the critical relationship between employee satisfaction, customer experience, and overall profitability. The Employee-Customer-Profit chain is introduced, illustrating how an engaged workforce leads to better customer interactions and enhanced financial performance. Key insights from various business reviews and expert studies highlight best practices in recruitment and retention, framing effective management as key to minimizing turnover costs.

## **Chapter 3: Career Growth Strategies**

Career development is explored through the lens of individual aspirations and organizational responsibility. Concepts such as the “Four Stages of Career Growth” are presented, highlighting how to effectively manage personal trajectories alongside leadership growth. Emphasizing the significance of mentoring, the chapter encourages creating supportive environments for staff development.

## **Chapter 4: Competency Models in Leadership**

The chapter critiques the use of competency models, weighing their benefits

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against potential pitfalls in leadership assessment. Influential theories on personality perception and the basis of effective leadership are discussed, along with the value of aligning individual competencies with organizational goals.

## **Chapter 5: The Role of Character in Leadership**

Character traits such as integrity and courage are posited as essential qualities for effective leadership. The chapter draws from Jack Welch's insights on practical leadership and emphasizes the importance of developing leaders that inspire and instill trust within their teams.

## **Chapter 6: Positive Leadership Dynamics**

Focusing on authentic happiness and positive psychology, this chapter introduces ideas from Martin Seligman regarding how positive mindsets contribute to organizational culture. The exploration of cognitive dissonance illustrates the challenges leaders face in maintaining alignment between beliefs and actions in fast-paced environments.

## **Chapter 7: Building Trust and Relationships**

The importance of trust in leadership is examined, stressing the need for open communication and genuine relationships between leaders and their

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teams. Research from various academic sources underscores how effective leadership hinges on robust interpersonal skills and emotional intelligence, essential for team cohesion.

## **Chapter 8: Cultivating Star Performers**

This chapter discusses how organizations can develop high-performing leaders. Techniques from leading companies highlight the significance of creating environments that nurture talent and encourage innovative behaviors among staff.

## **Chapter 9: Frontline Leadership and Cultural Change**

Encouraging leaders to advocate for cultural changes within their organizations, this chapter examines frontline leadership's role in shaping organizational culture. It elaborates on case studies that illustrate how cultural values impact employee engagement and overall success.

## **Chapter 10: The Evolving Nature of Leadership**

Contemporary challenges in leadership are addressed, especially the need for adaptability and strategic foresight in an ever-changing environment. The chapter emphasizes lifelong learning and the importance of embracing new leadership paradigms.

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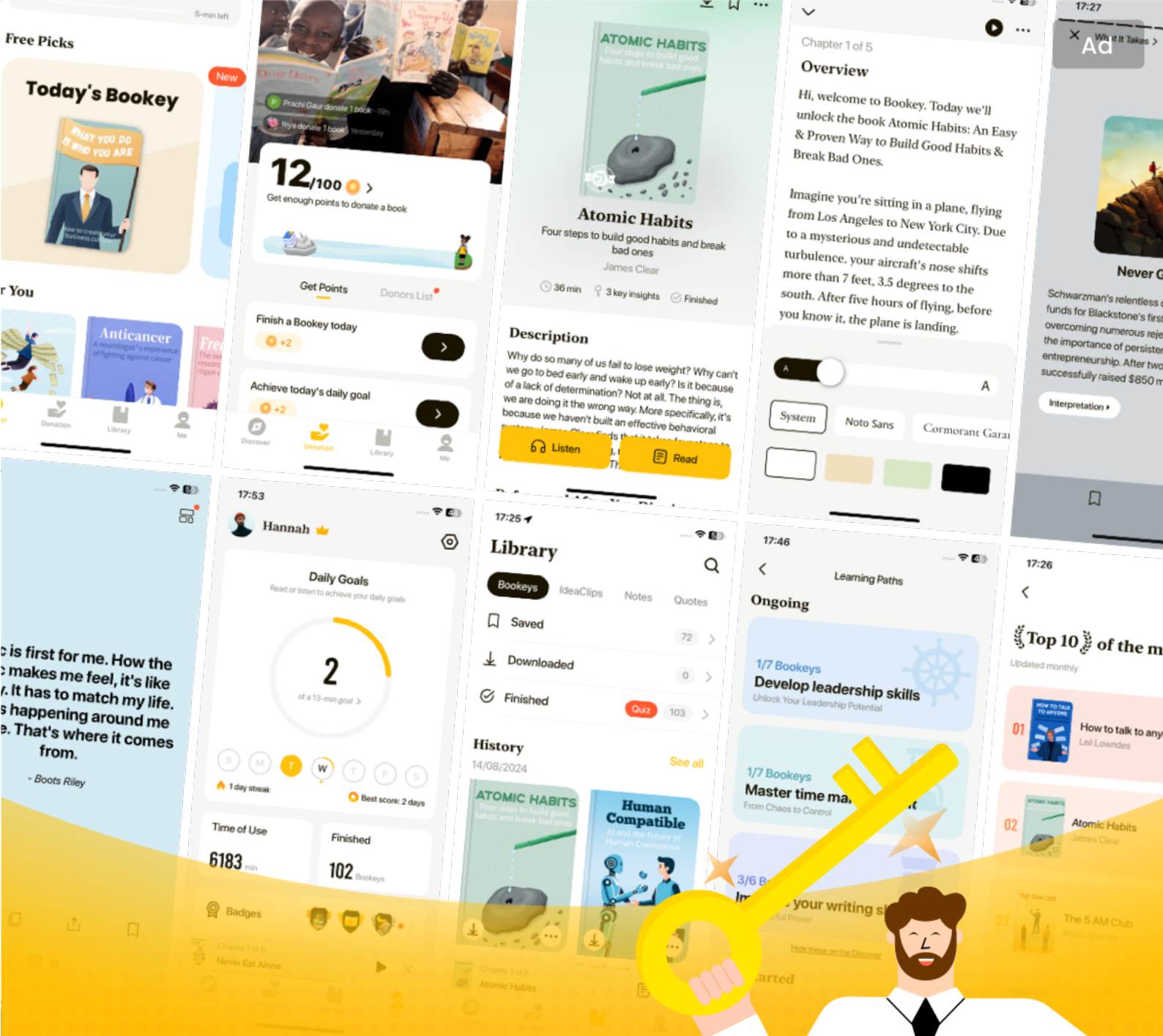
## Chapter 12: Leadership Growth and Executive Development

This chapter introduces practical frameworks for developing leaders at all levels. It emphasizes the need for ongoing training and development,

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