



SuccessFactors
RESEARCH

Maximizing Performance in the C-Suite

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637 Years of Research 1 (2)



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637 Years of Research 2 (2)

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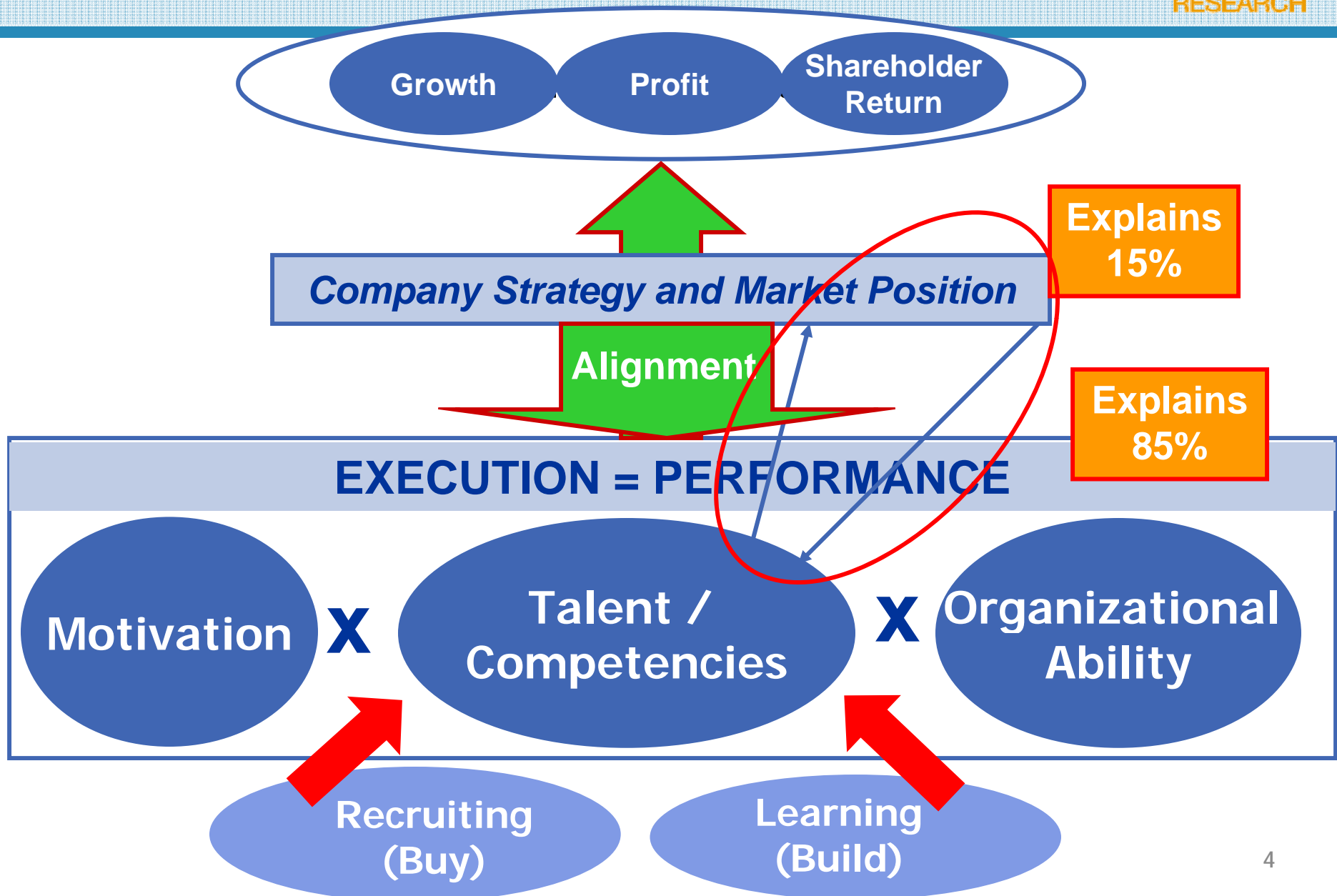


VP of HR of a Fortune 500 firm and accredited author

Performance and Talent Management Are Pivotal to Drive Financial Performance



SuccessFactors
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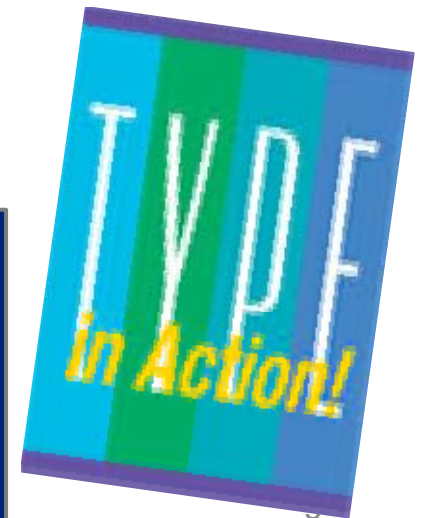


Catharine Larkin

- President of MICA Consulting Partners
- 25+ years of experience in executive development, leadership and team building.
- Adjunct faculty member at the Rotman School of Business, University of Toronto.
- Graduate of University of Toronto and has advanced accreditation from Laval University and Goethe Institute, Germany.



Co-author of “Type in Action” (CPP February 2002) and also published and co-authored white papers on Coaching, Assessment, Succession Planning and Leadership Development



We will discuss...

The Concept of the “Theatre of Leadership”

- Roles
- Choosing Great Actors
- Letting Actors Shape the Play

The Role of HR in Making the Senior Team Successful

- The 8 Critical Steps
- Avoiding the “Dark Side of Leadership”

Today’s Reality in the C-Suite

“It is not the strongest of the species, nor the most intelligent, that survives. It is the one that is the most adaptable to change.”

Charles Darwin

The Theatre of Leadership

Roles

The CEO is the Director and the Senior HR Executive is the Assistant Director...they work toward the same themes. They:

- Make sure there is a mission, vision and values
- Build the storyboard
- Audition the cast and assign roles
- Write or edit the individual scripts
- Determine when the team must stick to the script and when they can ad lib, interpret or morph their characters
- Read reviews and decide how to react
- Take the show on the road
- Keep the patrons happy

Roles

The CEO is the Director who:

- Establishes a guiding philosophical framework
- Articulates the ground rules and expected disciplines
- Makes sure the cast works flawlessly together

Roles

Senior HR: The Assistant Director

- Understands the CEO's storyboard
- Is clear on the CEO's business and human strategy
- Knows the Executives - in and out of character
- Anticipates situations that may push the Executives to "the dark side"
- Be the Executive script writer and voice over
- Plays the mixer
- Is the Press Agent for CEO and Executives
- Is the key Casting Director
- Is the critic...tells them the truth

Choosing Great Actors: What to Measure?

Business Needs

Past Experience

- Similar roles
- Credentials
- Technical depth
- Can they do the job?

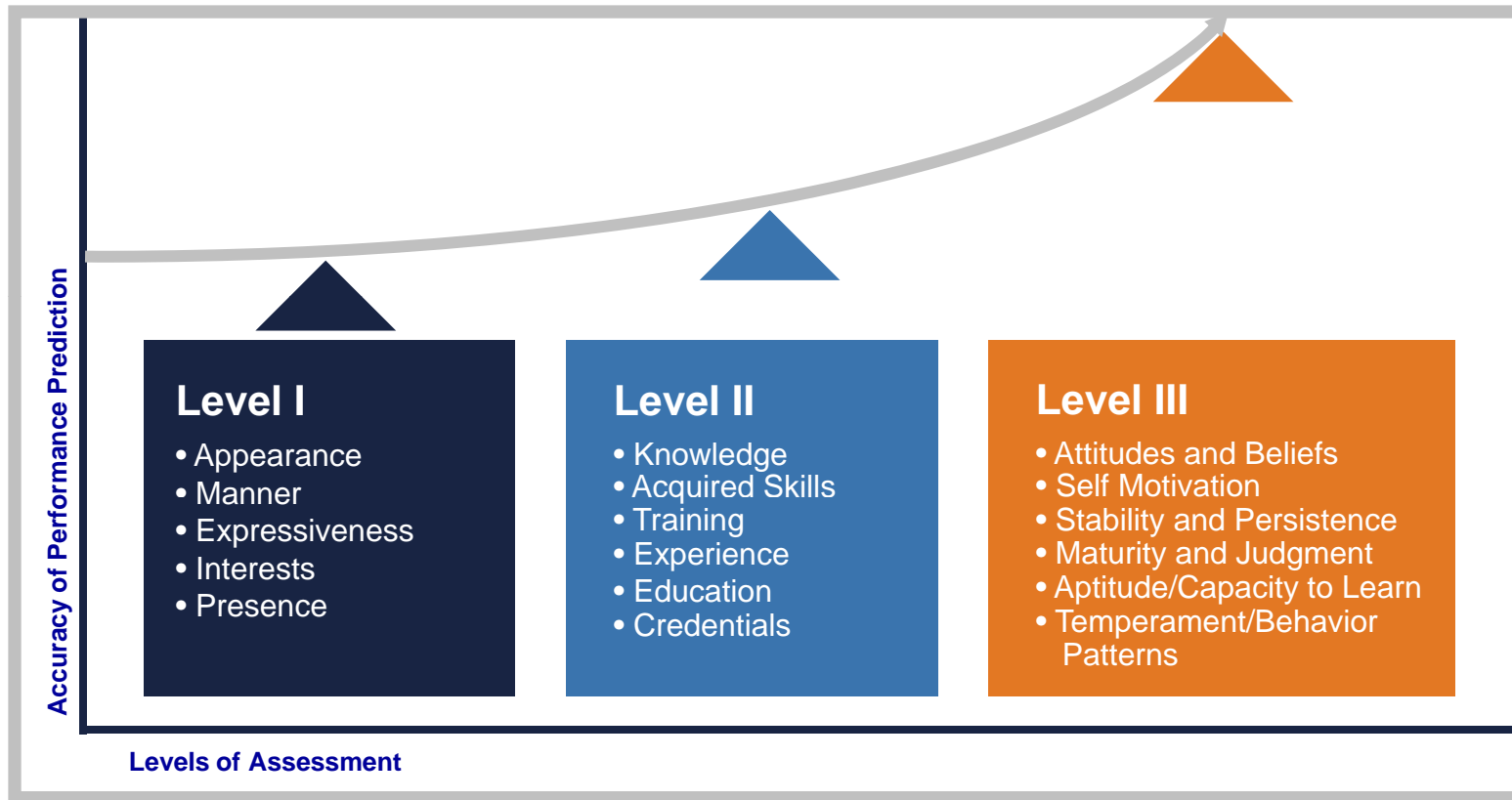
Personality

- Leadership
- Decisiveness
- Values
- Adaptability
- Relationship builder
- Fit with culture
- Will they do the job?

Potential

- Critical thinking capability
- Emotional intelligence
- Tolerance for ambiguity
- Judgment
- Ambition
- Can they grow in the role?

Choosing Great Actors – What to Look For



Choosing Great Actors – What to Look For



Four Levels of Casting Calls

Level 1 Assessments – potential First Line Managers
Internal performance evaluations and simple online diagnostic

Level 2 Assessments – First Line Managers
Basic assessment to determine leadership performance potential

Level 3 Assessments – Middle Managers
More extensive assessment including a broad range of diagnostics and 360° feedback data

Level 4 Assessments – Senior Managers
Assessment Centers that include business simulations, role plays, group activities, 360° data, and other assessment diagnostics

Choosing Great Actors: What to Look For

Great Leaders:

- Have a belief system that they are accountable for their “wake”
- Have the drive to achieve on an individual level and as part of a team
- Accept close scrutiny of their actions and are in control under pressure
- Act as a thought leader and catalyst for new thinking
- Generate enthusiasm and energize those around them. Inspire confidence
- Have the capacity to influence others to adopt their ideas and initiatives
- Seek input and advice from others in making sound and mature judgments
- Are risk-oriented and consider new and innovative approaches
- Contribute based on unique ability and leverage the talents of others
- Have a willingness and ability to learn and adapt

Letting Actors Shape the Play

Freedom, Autonomy and the Invisible Fence...

Measuring and Compensating the CEO

Metrics:

- Business results
- Retention
- Succession planning
- Living the values

Rating Scales:

- Standard 5 to 7 point scales
- Does Not Meet, Meets, Exceeds
- Values, Behaviors and Deliverables
- 360° assessments playing a bigger role

Compensation:

- Comparable industry base...tougher negotiators getting big jumps
- Executives earn 50 to 100% of comp as bonus
- 25% of bonus tied to personal performance
- Boards sometimes feel compelled to pay what the CEO asks for
- Some Boards are being tougher based on business results - no profit...no bonus
- Some systems are proving to be too rich and companies are clawing back

Choosing Great Actors

Case Study – Professional Services Firm

Goal: Admit the right people into Partner and Firm Director roles

Insight: Assumptions that historical success criteria are valid can be costly

Advice: Invest the time to identify the true predictors of success and select evaluation methodologies target these key dimensions

The Dark Side of Leadership

Avoiding the Dark Side of Leadership

What is the Dark Side?

- Positive behaviors become counter-productive
- Triggered under certain conditions
 - Letting down one's guard
 - Executive becomes distracted and does not care about the social impressions
- What happens?
 - Out of sync with the storyboard
 - Creates chaos and confusion, destroys trust

Avoiding the Dark Side of Leadership

How to Spot the Dark Side of Leadership

- Identify extreme positive aspects of an Executive's behavior
- Reflect on how the Executive has behaved in situations of stress, fatigue, anxiety or under heavy workloads
- Isolate the behaviors that morphed into being unproductive
- Help the Executive recognize that it's tough to come back from the dark side

The Role of HR in Making the Senior Team Successful

Making the Senior Team Successful

Effective ways for working with the Executive Team:

- Understand “Leader Speak”
- Have a realistic view of HR
- Build alliances
- Be a savvy business partner
- Build trust by keeping confidences
- Be politically savvy
- Provide unique value-add

Making the Senior Team Successful

Unique value-add ways to help the Senior Team:

- On-boarding
- Support the total person
- Watch for “dark side” or “crash and burn” situations
- Determine who needs external help, when and how
- Help the team bond

Making the Senior Team Successful

Case Study: Large Financial Services Firm

Goal: Create a culture of leadership development and succession planning

Insight: Your hands are tied without CEO support for the function or demonstrated confidence in the HR leader

Advice: Operate under the radar screen

Making the Senior Team Successful

Case Study – North American Energy Leader

Goal: Make HR an integral part of the business strategy

Insight: HR professionals who position themselves as business partners and confidantes make HR 'mission critical' to the success of the business

Advice: Have a clear personal brand as an HR partner and work your strategy; know your CEO

What is Impacting Senior Level Leaders Right Now

What is Impacting Senior Level Leaders Right Now

- The stage is dark
- The auditors are here
- No need, no help, no hurry
- Re-writing the scenes on the fly
- Casting calls
- The need for HR triage

Question and Answer

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