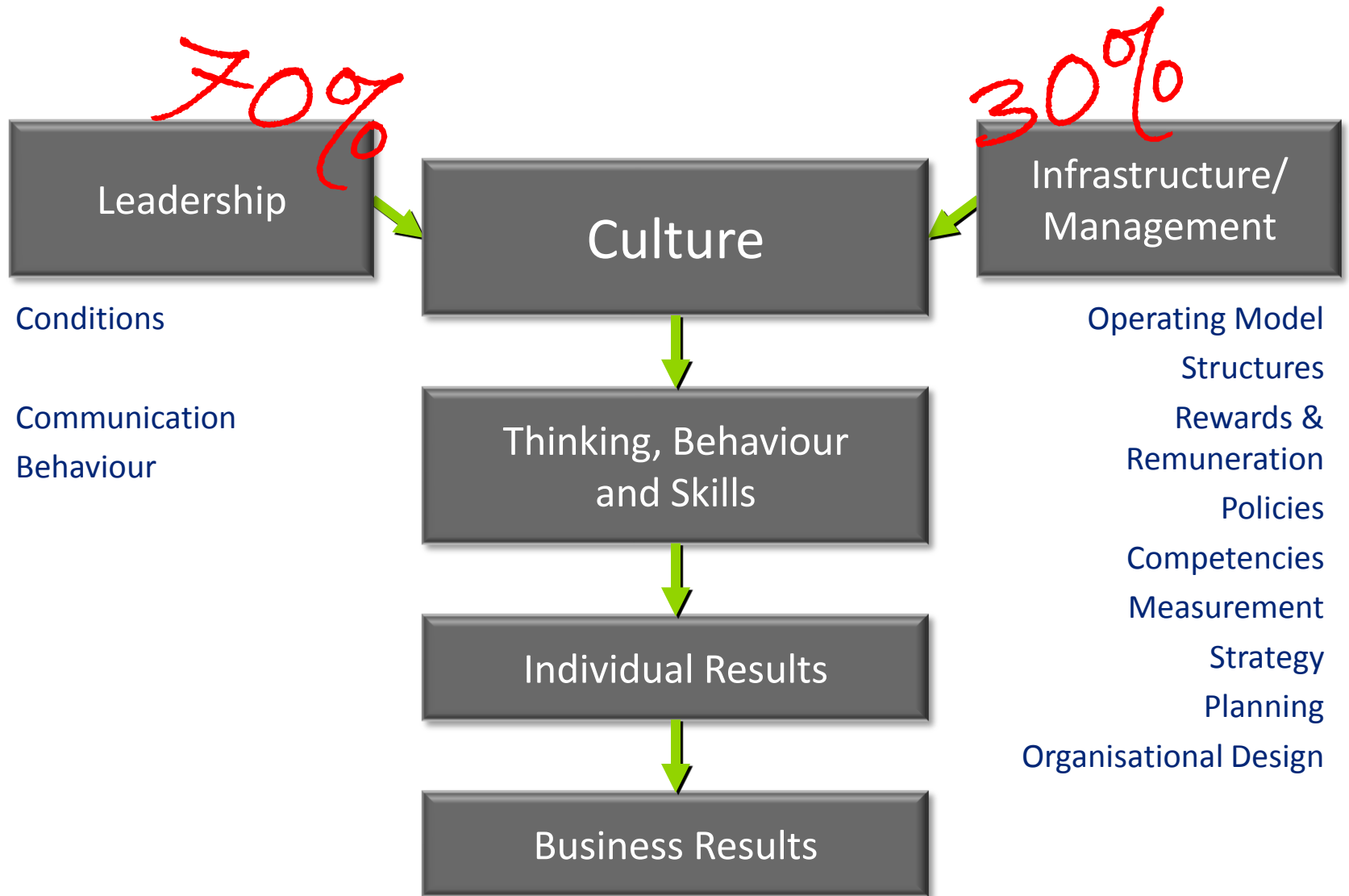


Change Management and Organizational Transformation

Deloitte.



Performance & Results



Organizational Acceleration

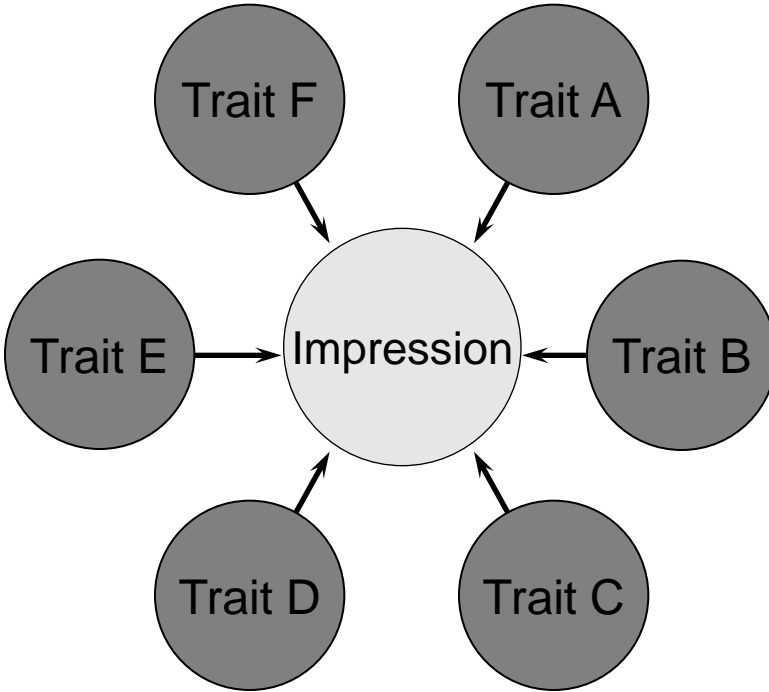




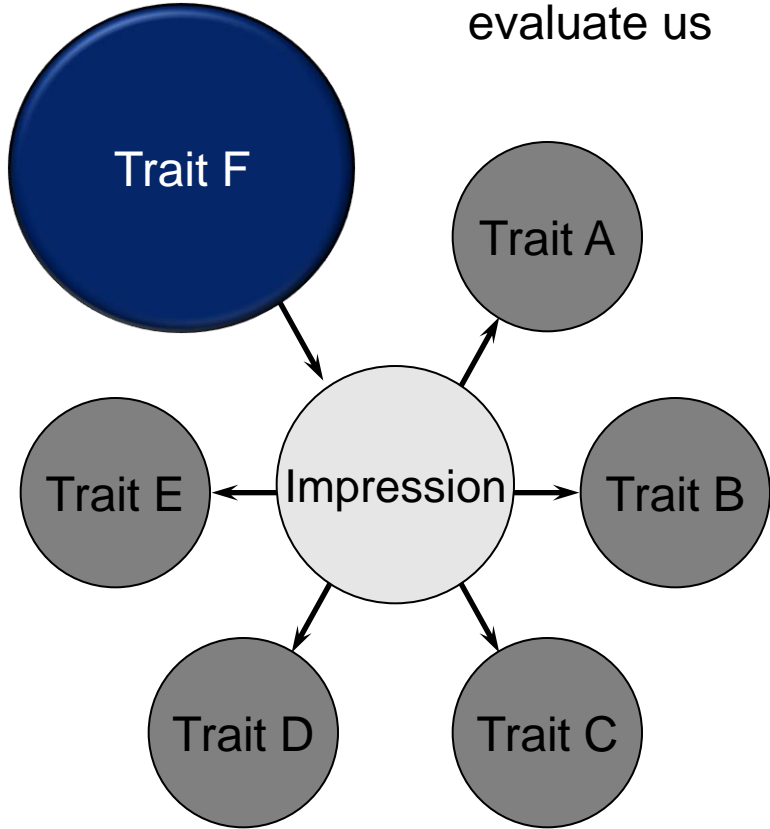
**Perceptions of you are others'
reality.**

Perceptions

How people ought to evaluate us



How people really evaluate us



What are the most important competencies?

Focus on Results

- Drives for Results
- Establishes Stretch Goals
- Takes Initiative

Leading Change

- Develops Strategic Perspectives
- Champions Change
- Connects the Group to the Outside World

Character

- Displays High Integrity and Honesty

Interpersonal Skills

- Communicates Powerfully and Prolifically
- Inspires and Motivates Others to High Performance
- Builds Relationships
- Develops Others
- Collaboration and Teamwork

Personal Capability

- Technical/ Professional Expertise
- Solves Problems and Analyzes Issues
- Innovates
- Practices Self-Development

Which is the most important?

- Which separated best from average
- Which correlated most highly with employee satisfaction and commitment
- Which was chosen by direct reports as most important competency for their leader to develop
- Which one caused employees to want to go the extra mile

Inspires and Motivates Others

Mean Scores for the 16 Differentiating Competencies



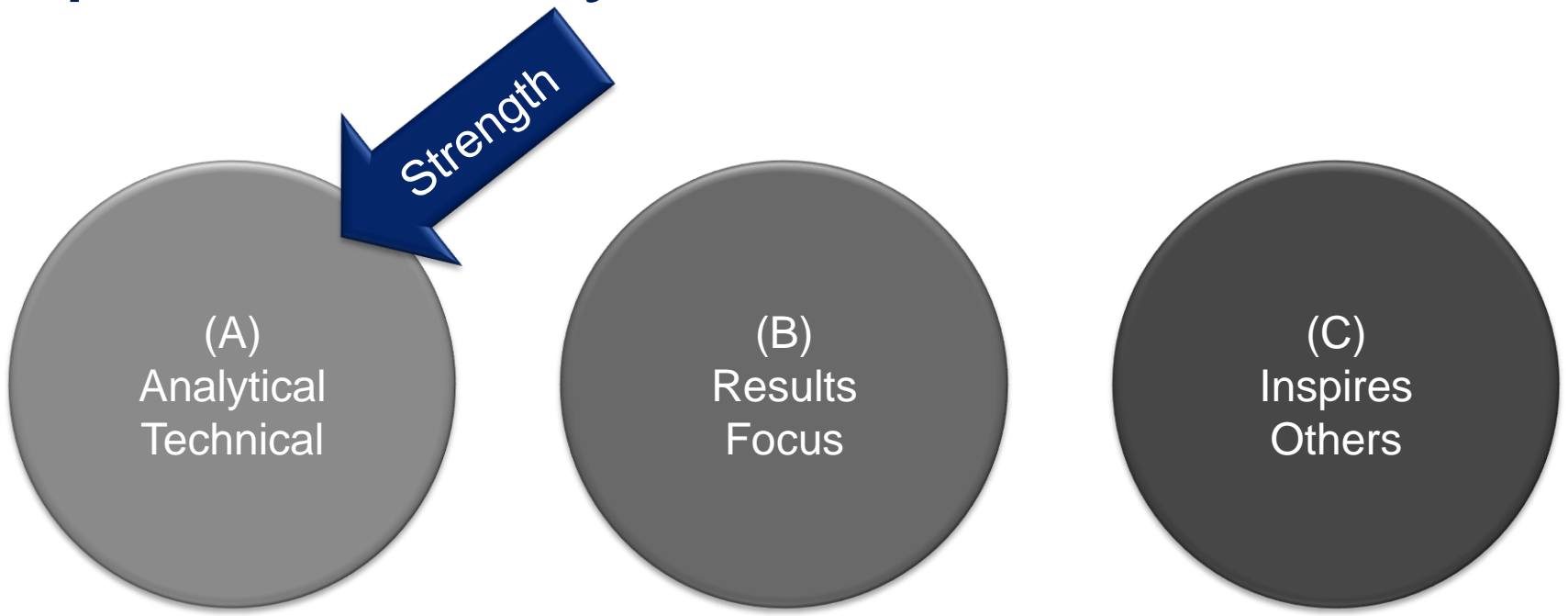
Three different skill sets:

(A)
Analytical
Technical

(B)
Results
Focus

(C)
Inspires
Others

Impact of Analytical/Technical Alone



If this is a moderate strength...

but this isn't...

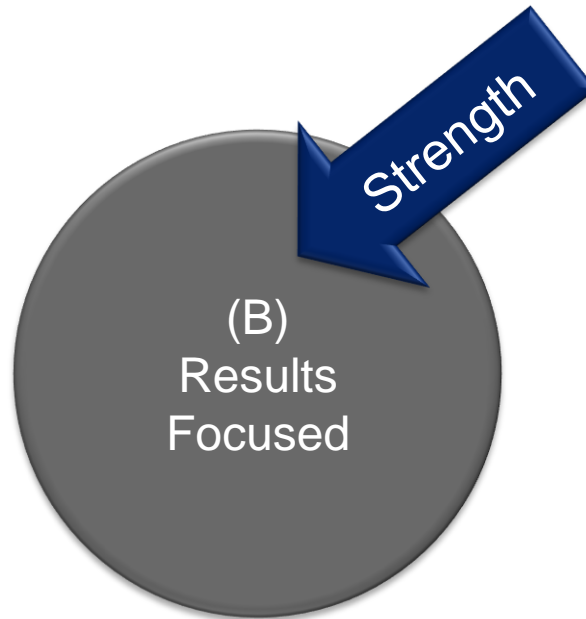
and this isn't...

the probability of being an extraordinary leader: .9%

Impact of Results Alone



If this is a not a
strength...



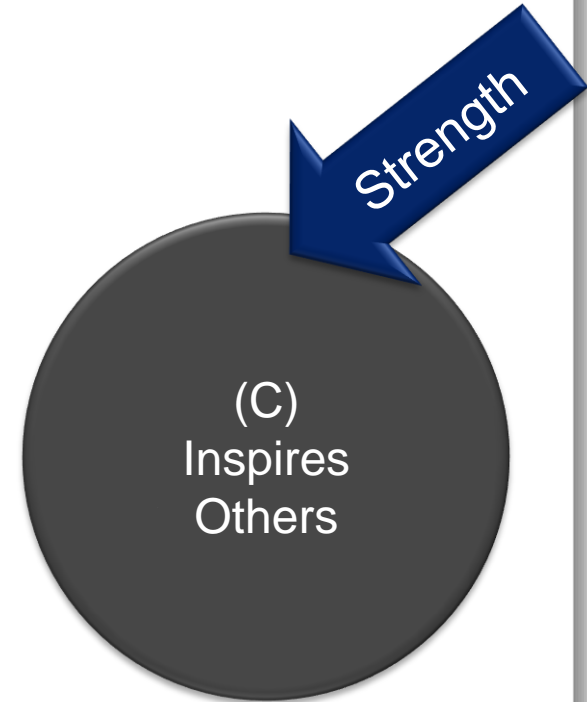
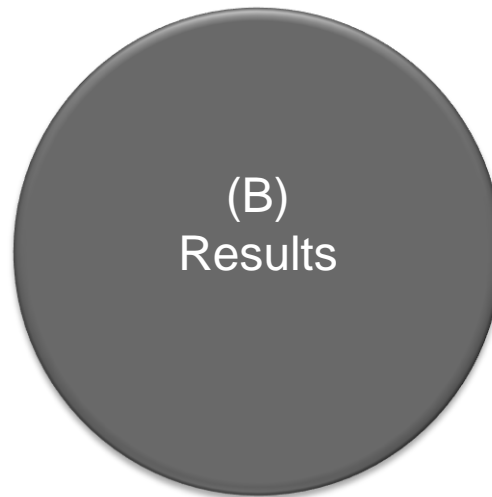
but this is...



and this isn't...

the probability of being an extraordinary leader: .8%

Impact of Inspiring Alone



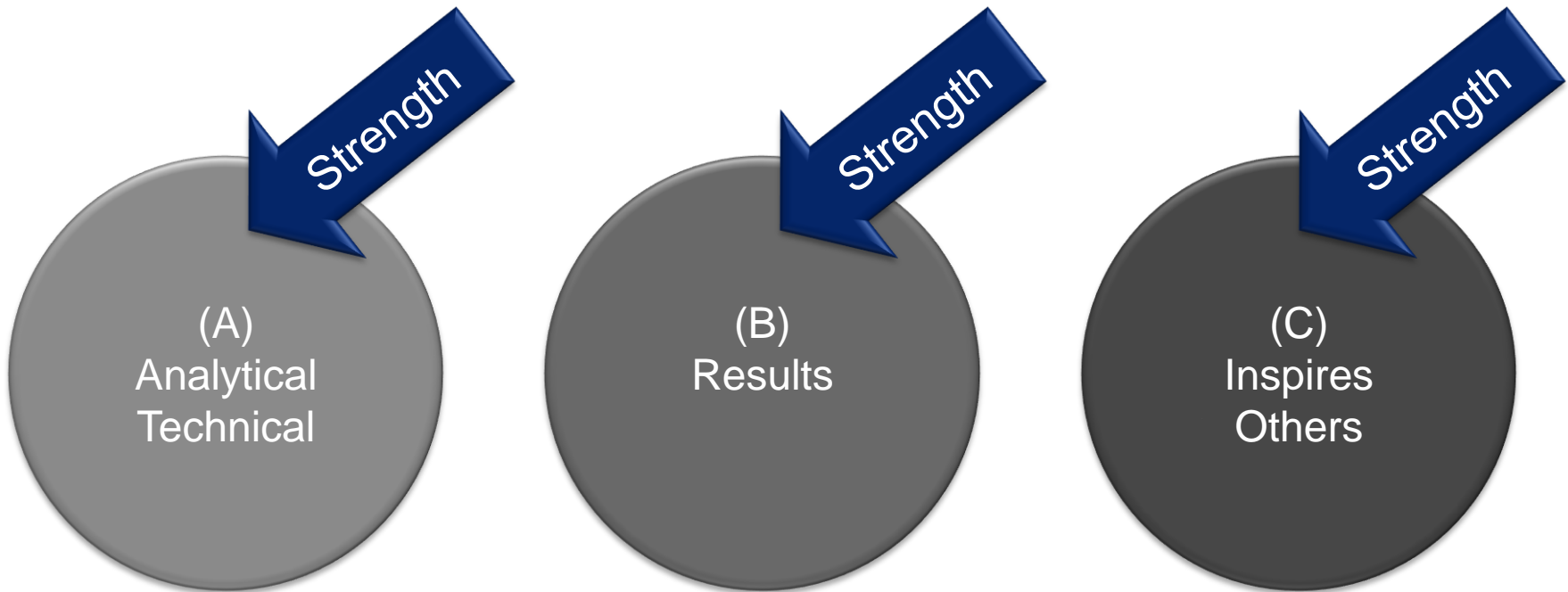
If this is a not a moderate strength...

and this is not...

but this is...

the probability of being an extraordinary leader: 1.1%

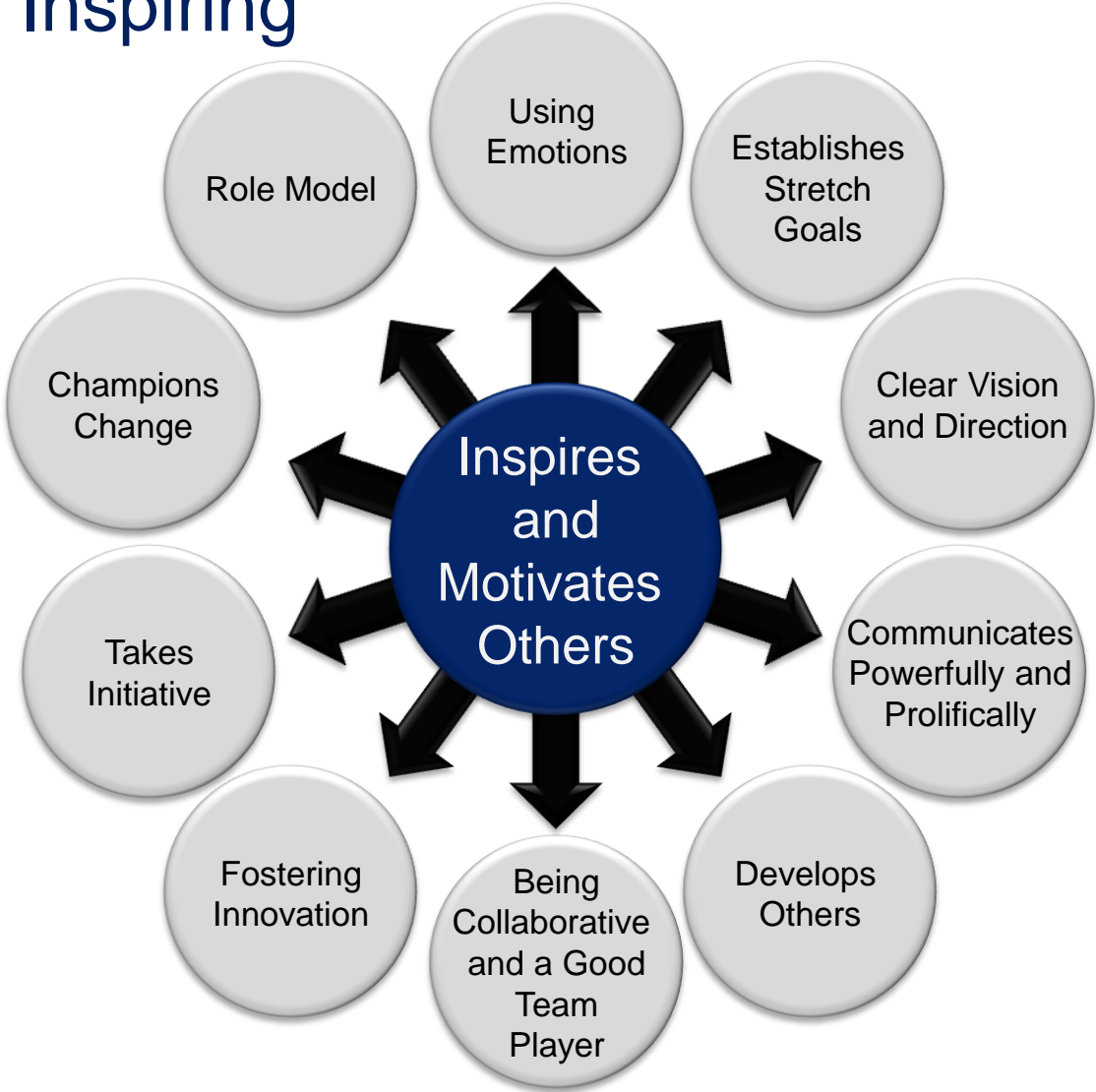
The Addition of “Inspires” Makes a Big Difference



If all three are moderate strengths...

the probability of being an extraordinary leader: 77%!

How to be Inspiring



**E
M
O
T
I
O
N
S**



Thinking



Behavior



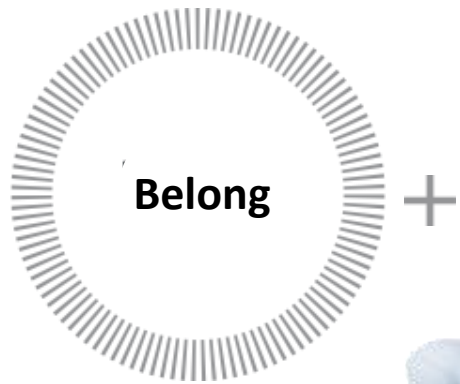
Results



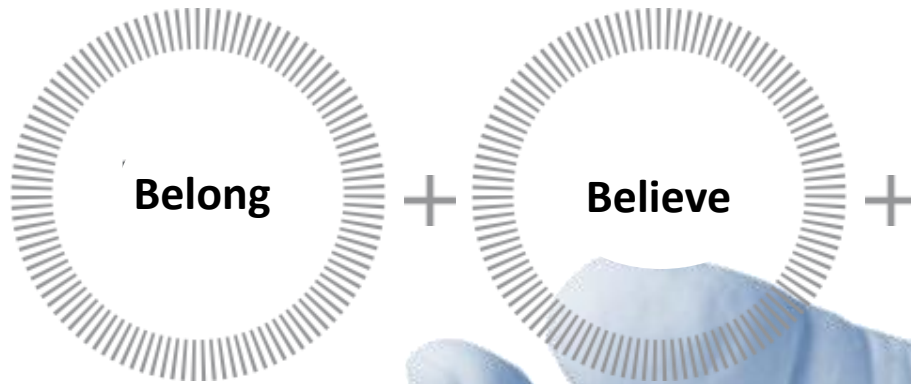
Physiology



More Powerful AsOne



More Powerful AsOne



More Powerful AsOne

