

ON THE ROAD FROM GOOD TO GREAT: LEADERSHIP DEVELOPMENT PAVES THAT ROAD

Jim Collins, author of the very popular business book, *Good to Great*, tells us that a top leader (Level 5) "Looks in the mirror, not out the window, to apportion responsibility for poor results" Here's the story, really an update, of how a good company embraced Collins' view point using the Profiles CheckPoint 360 System with a dramatic effect on the whole organization.

In an earlier newsletter article, we shared the story of how one client, a mid-Atlantic federal bank, reduced turnover in one year from 29 percent to seven percent using the Strategic Hiring System. The calculated return on investment was in the high three figures, but looking back, the Bank's CEO reports that the numbers didn't tell the whole story.

"We're simply a better organization, more profitable, happier customers and very few people problems! Now that we've got good employees, we need to make sure we keep them," he added.

We responded by demonstrating that the CheckPoint 360 leadership feedback survey was the powerful "mirror" the CEO was looking for and how its partner product, the action planning tool, the SkillBuilder, could help leaders actualize their new management strategies with Internet based, self-paced skill development.

Visualizing the possibilities, the Bank CEO established a Management Development Program (an annual program that bundles two CheckPoint 360's set at six month intervals with two SkillBuilders for each CheckPoint 360 along with one Profile XT) for all senior bank staff from himself to Senior Vice Presidents, down to Area Directors.

Then, he posed a particular challenge: "I'm big on performance incentives. How can I put some economic muscle into this Management Development Program?" Reflecting this viewpoint, the bank already had a multi-faceted bonus system for every employee.

We asserted the view that results from the CheckPoint 360 should never be linked to an economic outcome – good or bad. A manager's success in implementing his or her SkillBuilder action plan, however, was another story. A plan was developed to incorporate improved CheckPoint 360 ratings (directly related to the SkillBuilder action plans) into the existing bonus system. In addition, our company, agreed to provide individual coaching to all the senior managers, including the CEO, to help each develop their plans and then provided support for consistent implementation.

The results were nothing short of remarkable. Within two months of the program's launch, we received unsolicited feedback from employees at virtually all levels of the bank noting "They (the senior managers) have changed!" In one-on-one coaching sessions with top management, staff often commented on the improvement in behavior and performance...of their peers. We found people shaking their heads and muttering "Unbelievable" with a big smile.

Six months later, as the results from the second round of CheckPoint 360's rolled in, the numbers clearly reflected what we heard. The improvement numbers on the chart below represent true improvement in management skills, paving a continued road from "Good to Great!"

Note: On this assessment, a score >3.5 is "favorable," and a change of 0.20 is significant.

| Staff Member | SkillBuilders Completed | Beginning Score | Current Score | Net Change |
|--------------|----------------------------------|-----------------|---------------|------------|
| #1 | 1. Cultivates Individual Talents | 3.47 | 4.07 | +.60 |
| | 2. Listens to Others | 3.29 | 3.82 | +.53 |
| | 3. Motivates Successfully | 3.30 | 4.41 | +1.11 |
| #2 | 1. Builds Personal Relationships | 3.64 | 3.92 | +.28 |
| | 2. Motivates Successfully | 3.70 | 4.37 | +.67 |
| #3 | 1. Cultivates Individual Talents | 3.92 | 4.19 | +.27 |
| | 2. Motivates Successfully | 3.83 | 4.46 | +.63 |
| #4 | 1. Works Efficiently | 3.32 | 3.59 | +.27 |
| | 2. Delegates Responsibility | 3.57 | 3.75 | +.18 |
| #5 | 1. Provides Direction | 3.32 | 3.28 | -.04 |
| | 2. Works Efficiently | 2.97 | 3.32 | +.35 |
| #6 | 1. Adjusts to Circumstances | 2.85 | 3.19 | +.34 |
| | 2. Provides Direction | 3.19 | 3.40 | +.21 |
| #7 | 1. Provides Direction | 3.36 | 3.62 | +.26 |
| | 2. Facilitates Team Success | 3.10 | 3.50 | +.40 |
| | 3. Communicates Effectively | 3.24 | 3.50 | +.26 |

Paving the road:

Note that, with only one exception, every single SkillBuilder completed resulted in improvement in corresponding areas of the CheckPoint 360 assessment!