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TOMORROW'S COMPETENCIES FOR CUSTOMER FOCUSED LEADERS

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If you spend your life trying to be good at every thing, you will never be great at anything. Many leaders can get by or are above average in several domains but paradoxically, those who strive to be competent in all areas become least effective leaders over all. All great leaders must be empathetic, creative, disciplined, strategic, humble, decisive and great communicators.

“INVESTING IN YOUR STRENGTH”



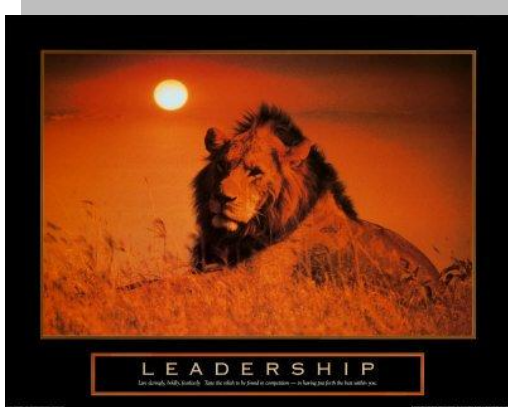
With out an awareness of your strengths, its almost impossible to lead effectively. If we look at great leader such as Winston Churchill or Mahatma Gandhi we might notice more differences than similarities- and it is the differences that defined them and lead to their success.

Many leaders have self concepts that are miles away from reality. They are completely unaware of their glaring strengths and weaknesses. Lack of self – awareness can lead to masses of disengaged employees, unhappy customers and undue stress beyond the work place. Vast majority of people do not have “the opportunity to do what they do best every day” in their current job. A leader needs to know his strengths as a carpenter knows his tools, or a physician knows the instruments at their disposal. What great leaders have in common is that each truly knows his or her strengths – and can call on the right strength at the right time.

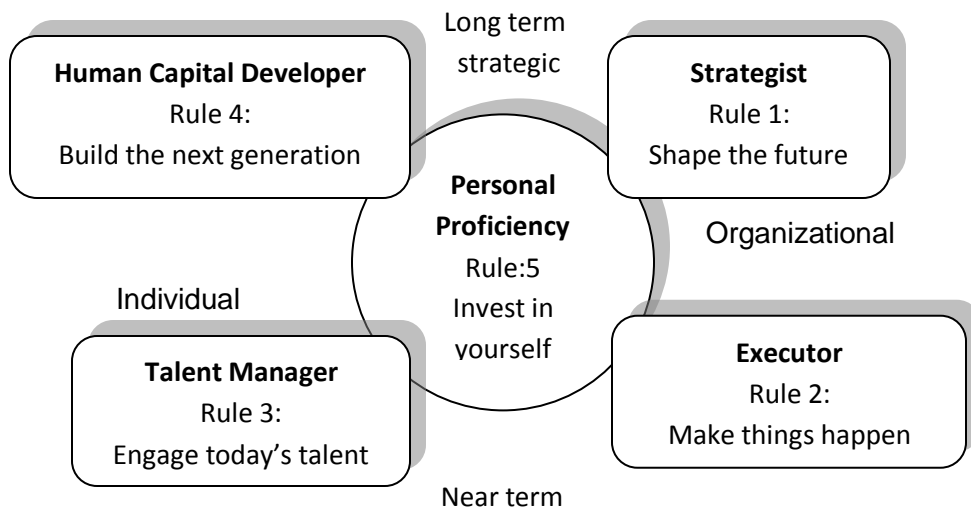
If organization’s leadership focuses on strengths it will dramatically boost engagement levels through out the organization. People who had the opportunity to use their strengths early on has significantly higher job satisfaction and income levels 26 years later. If an organization’s leaders are able to help each person capitalize on this cumulative advantage, it is likely to create more rapid individual and or organizational growth.

Defining the essential rules of leadership serves two purposes: help leaders to be better leaders themselves and simultaneously help those charged with building better leadership in their organizations. Being an effective leader requires to help others to lead. Leaders succeed by enabling others to do the right work right.

“THE LEADERSHIP CODE”



When we know and follow the leadership rules, we lead well; when we help others learn and follow those rules, we expand our leadership from a personal ability into an organizational capability. Some leaders seem born to the code while others learn it. Leadership comprises of two principle parts: *leadership code* and the other is the *differentiators*. Mastering the code becomes the foundation on which effective leadership is established. Effective leaders are able to think and act both in the short term and in the long term. They connect the future to the present by turning aspirations into actions.



Shape the future: Strategists answer the question, “Where are we going?”The rules for strategists are about creating, defining and delivering principles of what can be.

Make things happen: The executor answers the question, “How will we make sure we get to where we are going?”

Engage today’s talent: Talent managers know how to identify, build and engage talent to get results now.

Build the next generation: A human capital developer answers the question, “Who stays and sustains the organization for the next generation?”

Invest in yourself : Effective leaders cannot be reduced to what they know and do. Who they are as human beings has everything to do with how much they can accomplish with and through other people.



“LEADERSHIP THAT LAST BEYOND LIFETIME”

The most effective leaders know better than to try to be some one they are not. When ever they spot an opportunity they reinvest in their strengths. They surround themselves with partners having complementary strengths. Perhaps the ultimate test of a leader is not what you are able to do now-but instead what continues to grow long after you’re gone.







Sample Maturity Banding






JOB: TRAINING COORDINATOR AT PMI

RESULT OF FOCUSED GROUP INTERVIEW












Competencies	Leading Behavioural Descriptors	≤ 5 years	6-9 years	≥ 10years
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MODEL the Way	Having a clear sense of mission, knowing where we are headed and seeing the end results.	▲		
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	Going the extra mile to seize the opportunity for challenging and bigger initiatives			
	Being able to uncover the gifted abilities of other individual			
	Being able to take a judicious decision in the absence of clear picture, precedents and guidelines.			
	Engaging everyone shopping for ideas, search for the best practices as well as the “next practice”			
	Doing all that builds trust and practice integrity			
	Displaying good peripheral vision for how to scope, scan and interpret signals hidden in plain sight.			

INSPIRE a shared vision	Discovering a compelling common ground in every vision			
	Communicating the common vision in an attractive, appealing way with best selling words, imagery and metaphors			
	Convincingly articulating the vision of the future to the members of his team			
	Engaging the team members in a dialogue about their hopes, dreams, and aspirations			
	Generating buy-in of solo experts to practice the power of collective “group think”			

Competencies	Leading Behavioral Descriptors	≤ 4 years	5-9 years	≥ 10years

CHALLENGE the process	Asking incisive questions that open minds and incite the imagination.			
	Having great Emotional Quotient to stay on course even if fatigued or discouraged.			
	Challenging the status-quo in the absence of a blessing or "buy-in" from key individuals in the organization.			
	Having the courage to say no on logical grounds, even to influential and powerful people and even if it will make them unhappy or upset.			
ENABLE others to Act	Having the courage to give honest feedback so that his direct reports could learn and grow.			
	Providing challenging and value added stretched assignments for all of his direct reports.			
	Communicating an activity with a clear line of sight to business outcomes			
	Creating a climate for learning and always encouraging reverse mentoring.			
	Enlarging people's sphere of influence and strengthening others by sharing power and discretion.			
	Making it safe for others to experiment.			
	Is able to go for small and big wins together on a consistent basis			

ENCOURAGE the Heart	Adding fun to everyone's work			
	Personalizing recognitions and making every celebration memorable.			

	Relating to people more head-to-head and heart-to-heart.			
	Infusing energy, hope and joy into the lives of the people that you relate to.			

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