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Recipe for Success: Behavioral Ingredients for Superior Performing Leaders

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Recipe for Success: Behavioral Ingredients of Superior Performing Leaders.



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Human Capital: Overlooked & Mismatched

People

- Acquisition Costs
- Salary & Benefits
- Training & Development
- Value Increases
- Expensive to Maintain, or Exit

Asset

- Acquisition Costs
- Depreciation
- Maintenance
- Value Declines
- Salvage Value

On average, 51% of costs are people! *Are you getting your money's worth?*

Testing our perceptions....



What is the most urgent issue of executives?

What % of executives claim leadership as their most urgent issue?

- a. 86% b. 75% c. 64% d. 53%

What is the most urgent issue of executives?

What % of executives claim leadership as their most urgent issue?

86%

86% of executives of companies claim leadership as their most urgent issue.¹

1. Global Human Capital Trends, Deloitte (2015)

What is the Cost of Engagement Issues?

The “engagement gap” costs U.S. businesses how much annually in lost productivity?

a. \$300B

b. \$500B

c. \$700B

d. \$90B

What is the Cost of Engagement Issues?

The “engagement gap” costs U.S. businesses how much annually in lost productivity?

\$500B

The majority of workers today are either not fully engaged or they are disengaged, leading to an “engagement gap” costing U.S. businesses \$450 - 500B yearly in lost productivity².

² http://www.gallup.com/businessjournal/182087/companies-maximizing-workforces.aspx?utm_source=&utm_medium=&utm_campaign=tileG Gallup 3/20152

Well, what are we doing about it?



Today's Discussion: "The Secret Recipe"

Share findings on specific behavioral competencies predictive of superior performing aviation and aerospace leaders.



What are Behavioral Competencies?



Getting the right people in the right roles to maximize performance!

Competencies are not skills!



Problem of Practice



Research Study Objective

- ❑ Uncover the distinguishing behavioral competencies of superior performing aviation and aerospace leaders.
- ❑ Generate a theory grounded in the actual experiences of leaders regarding emotional, social and cognitive competencies that affect role performance, and positively impact organization performance.

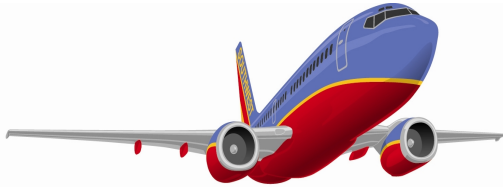


Study Methodology & Data Collection



- * Sample
- * Interviews
- * Coding
- * Limitations

Participating Organizations



SOUTHWEST[®]

NORTHROP GRUMMAN



A Textron Company



Texas Aero Engine Services LLC (TAESL)

EMBRY-RIDDLE
Aeronautical University
WORLDWIDE

Finding #1: Building Networks & Maintaining Relationships

The networks of superior performing leaders are more extensive than those of average leaders. Superior performing leaders purposely build an expansive network and maintain and nurture internal and external relationships.



Finding #1: Building Networks & Maintaining Relationships

Superior Performer

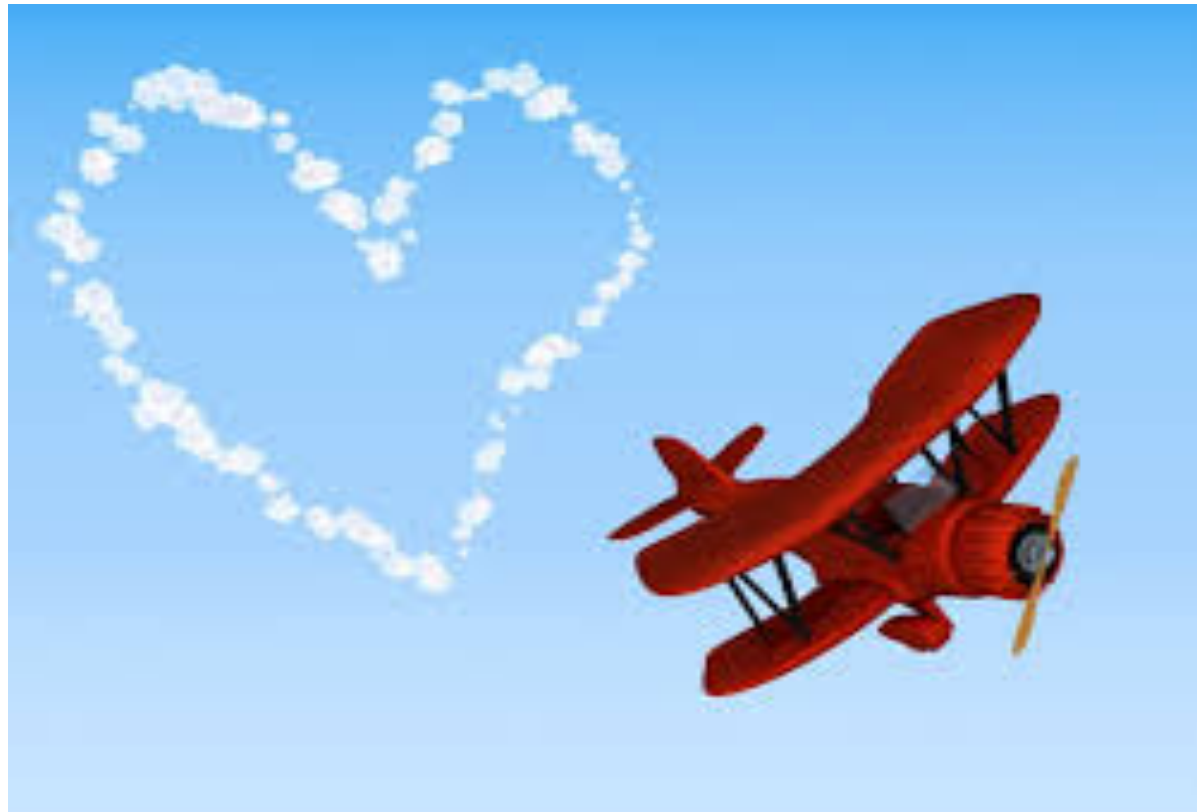
“I have built a network of advisors that can help me solve my problems quickly, so that I can give my team the answers they need to do their work. It is part of what I do to be successful”.

Average Performer:

“There are so many changing priorities. I am on top of what my boss wants. He knows I will deliver for him”. “When we have a problem, I know I can count on my team to figure it out.”

Finding #2: An Unrelenting Passion for the Industry.

Superior performing leaders demonstrated a relentless passion for the aviation and aerospace industry, more so than their organization, even under difficult personal circumstances.



Finding #2: An Unrelenting Passion for the Industry.

Superior Performer

“ I have worked for five companies, been downsized several times. I had enough and changed careers. I missed it every single day and here I am.... I am back in aviation”.

Average Performer

“ This is a good paying position. It’s a decent living for my family”.

“I enjoy coming to work because my co-workers are like family. The company however, does not care about me. I am a disposable asset.”

Finding #3: Demonstrating Social Intelligence & Organization Awareness

Social intelligence is evident in superior performing leaders, who deliberately focus on understanding the organization's purpose, strategy, culture, and relationships.



Superior Performer

“We have a mission that is focused on safety and I make sure every single team member (mine or not) that touches the product lives up to that mission”.

Average Performer

“ We have a new leader. This too shall pass. They will be here a couple years and then we will have another leader with his ideas”.

“I work closely with my teams. We have our way of doing things and it works. I do not worry about how others do things”.

Finding #4 Engaging in activities that extend their roles.

Superior performing leaders engage in behaviors that extend beyond role definitions and are proactive, innovative, anticipate barriers, and plan solutions to problems.



Finding #4 Engaging in activities that extend their roles.

Superior Performer

“I work for (name of company) and I give all of my talents to them whether it is within my job description or not”.

Average Performer

“I am highly skilled in maintenance. I teach my team members everything that I know. Maintenance is my world, it is who I am, and I am counted on for solving complex maintenance issues”.

Finding #5: Communicating to Stakeholders is a priority.

Superior performing leaders obsessively communicate to stakeholders (subordinates, peers, superiors, customers vendors, agencies) contrasting average performers who see communicating as something they “have to do”.



Finding #5: Communicating to Stakeholders is a priority.

Superior Performer

“I have found if I invest time upfront to involve all of the stakeholders on a project, work gets done quicker and with less territorialism”.

“I learn from my team and those around me. I listen to what they have to say and many times they know a lot more than me”

Average Performer

“I really do not like these “programs of the month”. If I told my team about every idea that came from the senior team, they would be so confused and not able to focus on their job”.

Significance of Findings

- ✓ Focus on the behavioral competencies for selection, developing talent, and in promotional decisions.
- ✓ Training and education aligned to the behavioral competencies.
- ✓ Performance criteria should include behavioral competencies.
- ✓ Compensation should reward for distinguishing behaviors.
- ✓ Increased retention and improved performance.



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