

Leadership Brand Package

Nail the Basics and Identify Leadership Competencies that Delight Customers and Investors



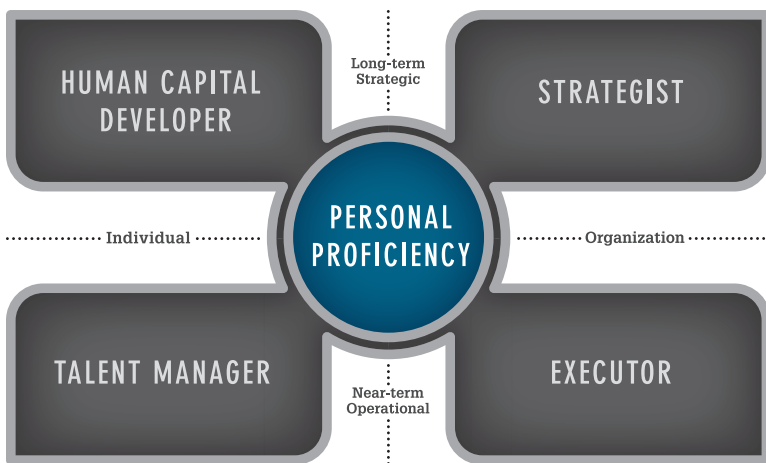
LEADERSHIP BRAND PACKAGE | THE RBL GROUP

The logic for what it takes to have an effective competency model has shifted in the past and is undergoing another important shift now.

Sixty years ago, Flanagan, an esteemed psychologist, identified high and low performing individuals and then did critical incident interviews to determine competencies that differentiated high performers. This paradigm shifted about twenty years ago when competencies began to focus on what leaders must do to deliver desired strategic outcomes. These basic foundational competencies are still necessary for any leader.

The next evolution is to add a critical set of leadership competencies that ensure customer loyalty and investor confidence in quality of leadership. When customer expectations translate into leadership competencies, leaders are more likely to emphasize and do work that delivers value to customers. The implication of this is that an effective leadership competency model encompasses two types of competencies:

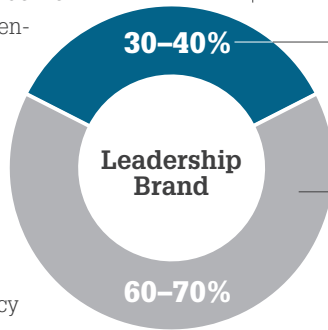
1. Foundational Competencies are required of any leader in any organization to be effective—these are the Leadership Code and account for 60 to 70% of overall leadership effectiveness.



Assessment: Does your competency model nail the basics?

LEADERSHIP BRAND

Leadership Brand exists when customer and investor expectations shape employee actions and define what leaders know and do. Leadership Brand consists of the Leadership Code and Leadership Differentiators.



Leadership Differentiators

Leadership competencies that set you apart from the competition and align leader behaviors with customer expectations.

Foundational Competencies (The Leadership Code)

Leaders at all levels of your organization know and follow the five rules of the Leadership Code.

As leaders at all levels of the company learn how to master both the basic skills of leadership and the unique essence of your leadership brand, they will establish sustainable value.

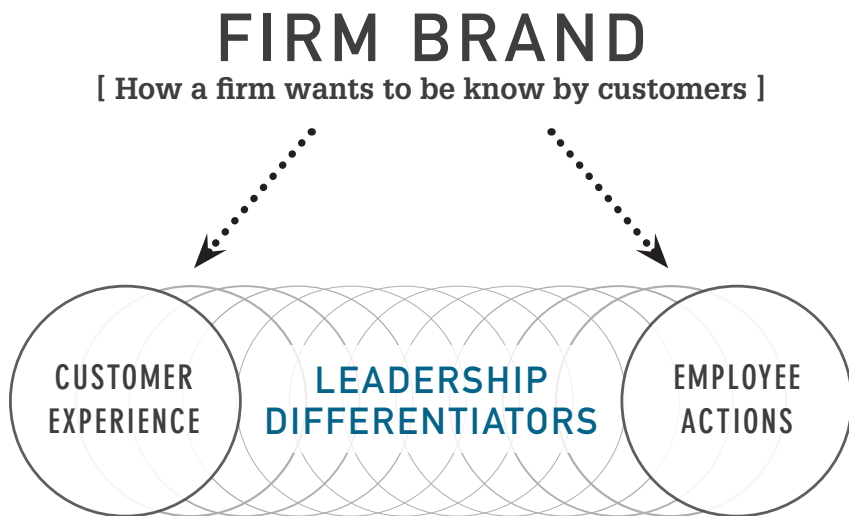
OUR APPROACH

1. Renew Your Foundational Competencies

We determine the extent to which your foundational competencies are comprehensive and balanced:

- ▶ We conduct an analysis of your existing competencies, surveys, and behavioral descriptions.
- ▶ We write a report outlining our findings concerning comprehensiveness, balance, and other observations.
- ▶ We make specific recommendations for how you can upgrade your legacy framework, resulting in a renewed tool for development.

2. Differentiating Competencies are unique to our leaders. These competencies are how our leaders connect employees to customers in order to ensure the desired customer experience. They account for the remaining 30 to 40% of effectiveness.



Assessment: Does our competency model differentiate our leaders according to customer expectations? A successful firm has a brand, or identity, in the mind of its best customers that creates value. This firm brand should translate to the leadership brand by ensuring that leadership competencies reflect customer expectations.

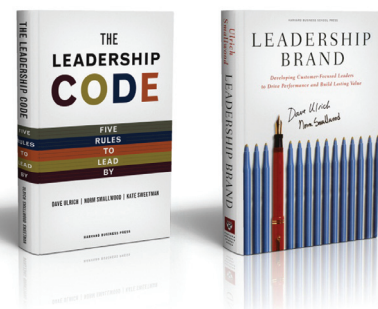
Unless the process you used to define your existing leadership competencies involved talking to target customers, analysts, regulators, and investors, it's highly unlikely that your current competencies include differentiating competencies.

FOR MORE INFORMATION

For further information, please go online to <http://marketplace.rbl.net/>. Feel free to call us at **801.616.5600** or email us at rblmail@rbl.net with any questions you may have.

2. Identify and Agree to Your Differentiating Competencies

- ▶ We conduct approximately one-hour interviews with 15–20 of your external stakeholders along with 5–10 of your senior executives.
- ▶ We analyze the results and write a report outlining our findings about how your firm is perceived in the eyes of your target external stakeholders.
- ▶ We conduct a one-day workshop with your senior leaders to translate this firm identity into a unique set of differentiating competencies for your leaders.
- ▶ We take the decisions made at this workshop and add an addendum to the foundational competency report that includes additional recommendations for a combined foundational and differentiated competency framework that can be utilized to drive the assessment and development of your leaders, and that delivers internal and external confidence in the quality of your leaders.



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