Plugging The Leaking Talent Bucket:
Success Through Studying Failure

December 7, 2016
90% Leaders not ready to for more senior roles.

70% Leadership pipeline efforts are ineffective.

From: 2012 Corporate Executive Board Company Study
"We go through the identification exercise and determine that people are three years away from being ready for their next role. We go back in two years and they are still three years away."

- CHRO, Fortune 500 Technology Company
Derailment: *When a talented leader falls short of expected career trajectory.*

Adopted from DeVries/Kaiser “Going Sour in the Suite”

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Impact of Derailment

Ineffective Leaders

- Negatively Impact Business Results
- Block Development/Advancement Opportunities for High Performers
- Fail to Develop Direct Reports
- Cause Low Team Productivity & Morale
- Cause Organization Disruption/Cost in Transition/Backfill

- High performers leave the group/company
- Top performers not attracted to the group/company
Talented leaders who didn’t work out or careers stalled

Why **successful** in first place?

Was a **transition** involved?

Contrast with others who **succeeded** in similar roles?

**Underlying derailment** and ‘dark side’ factors?

Did individual/organization **recognize** issue?
Derailment in 5 Dimensions

* Adapted from Hogan and Warrenfeltz Domain Model (2003)
Business Misses – at role level

- Inability to deliver **results** quickly or consistently
- Lack of **critical** business skills
- Inability to think **strategically** and deal with complexity/ambiguity (stays tactical), failure to provide direction
- Poor **administrative** skills, lack of planning and organization, inadequate prioritization, poor follow-through on commitments
- Difficulty making tough choices or poor track record in **decision making**
Leadership Shortcomings – at role level

- Inability to build and maintain a **team**; lead through others
- Unable to delegate, empower and **grow capable talent**
- Over or under-**control**, micro-manage
- Poor **staff decision making**
Interpersonal Flaws

• Underdeveloped **social skills**, lacking empathy

• Inability to build and maintain **relationships** in variety of circumstances and levels

• **Insensitive**, abrasive, intimidating, cold, aloof, arrogant

• Unable to deal with **conflict** productively

• Poor **political savvy**

• Inability to **influence** across the organization, build coalitions
Asks for and Responds to Feedback

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentile Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Leaders</td>
<td>52</td>
</tr>
<tr>
<td>Derailed</td>
<td>41</td>
</tr>
</tbody>
</table>

From Zenger Folkman Webinar "You're Fired: How not to hear those dreaded words" (2015)
As People Are Promoted, They Ask For and Respond to Feedback Less Often

From The Extraordinary Leader, Zenger, Folkman 2009
As People Age, They Ask For and Respond to Feedback Less Often

From The Extraordinary Leader, Zenger, Folkman 2009
Intrapersonal Flaws

• Lacks **self-awareness** and self-control

• Lets **emotions** cloud judgment

• Emotional **immature**

• “Cracks in character” integrity issues and **betrayer** of trust

• Overly **ambitious**
Faulty Organization Talent Practices

• Placing unqualified talent in demanding roles, acts of desperation or stupidity

• Flawed role/organization structure, bad timing and circumstances

• Inadequate support and resources, poor role models and rewards

• Lack of developmental feedback, timely interventions
“They either failed to grow as they changed jobs or failed to adjust as everything changed around them.”
In Summary: Derailment in 5 Dimensions

Business Misses

Leadership Shortcomings

Interpersonal Failings

Intrapersonal Flaws

Faulty Org. Talent Practices

* Adapted from Hogan and Warrenfeltz Domain Model (2003)
Overview 5 Intervention List

- Deeper Understanding
- Better Talent Practices
- Selection & Promotion
- Development

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Deeper Understanding of What Could Go Wrong

• An On-Going Study
  – Why successful in first place? Was a transition involved? Contrast with others who succeeded in similar roles?
  – Underlying derailment and ‘dark side’ factors?
  – Did individual/organization recognize issue?

What are other practices?

• What jobs, circumstances, managers most frequent derailment: trends?

• AND … Our culture derailers?
Selection and promotion

• **Challenges** of derail-prone talent start off looking good and successful leaders can have mistakes.

• Failed leader **common characteristics**. Assess directly.
  – **Less self-aware**
  – **Inflated self-evaluations**
  – **Lose composure easily**
  – **Unable to learn from experience**
  – **Less varied history of job assignments**.

• Best Practices?

• Short supply of talent leads us to development ...
Development – Aware, Active, Assignments

- **AWARE**: Expand and encourage greater self-awareness, especially ‘my dark side’
  - Useful add: “Is there anything this person does that might be considered a fatal flaw or significant weakness? (A fatal flaw exists when leaders have behavioral or performance issues that, IF NOT ADDRESSED, could ultimately lead to career derailment or job failure.)*

- **ACTIVE**: Self-Management/self-regulation: Coaching to work through deeper issues:
  - Understanding hot buttons
  - Self-defeating /outdated beliefs
  - Guide new behaviors

- **ASSIGNMENTS**: Better critical assignment discipline
  - Earlier project exposure & relationship building
  - Adding breadth of experience

*Note: From Zenger-Folkman Extraordinary Leader 360 (c) all rights reserved, 2016

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Transition Management

• Signal and prepare: *This is different*
  – *Let Go? Preserve? Add on?*

• High risk profile:
  – Narrow experiences/skillset
  – Rigid professional identify
  – History of 1 boss type
  – Poor performance similar roles
  – History not responding well to feedback
  – Trouble managing stress, ambiguity

• Support and resources
  – Onboarding, transition coach/mentor
  – Risk profile upfront
  – Relationship building, political landscape
  – Discipline to implement plan & courage to address small problems early

Adapted from “Going Sour in the Suite” DeVries, Kaiser (2009)

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This year, we brought the New Leader Assimilation Program in-house to support internal executive moves.

**Assimilate (8 weeks)**
- Goal Setting and Development Planning
  - Executive receives Customized New Leader Transition Guide
  - Executive’s manager receives various tips to support the executive’s transition
  - Executive, manager and HR discuss goals and objectives for new role
  - Manager and executive complete a Development Action Plan (DAP)

**Develop (3-6 months)**
- New Leader Transition
  - Executive attends New Leader Team Meeting with team
  - Executive accesses online tools and development resources (e.g., Meet & Greet Guidelines)
  - Executive receives a Coach once needs are determined with manager

**Assess (Ongoing)**
- Ongoing Feedback and Coaching
  - Executive receives 360 Developmental Check-in Report
  - Executive reviews report with Manager, discusses progress in new role
  - Updates goals & DAP
  - Re-assesses coaching needs
  - Leadership Development Team provides hands-on support throughout the process

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**CONTENTS**

*Stepping up to the Business Leader Role*
*From Peer to Direct Reports*
*Early Moves*
*Face of the Division*
*Leading Across the Matrix*
*New Relationships*
*The Wing as a Working Partnership*
*Growing into the Role*

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**THE INTELLECTUAL AND EMOTIONAL JOURNEY...**
Integration into Talent Management Practices

- Open talent review **discussions** on derailment lessons and potential

- More **precise** language, development and accountability focus

- **Connections** with HR sub-discipline

- **Best Practices?**
Example: Early Warning Checklist

1. Trouble building and maintaining team?
2. Micromanaging? Autocratic?
3. Poor team morale, high turnover? Poor staffing decisions?
4. Narrow perspective and not strategic in focus? Too detailed oriented, too reliant on technical skills? Unable to prioritize? Overwhelmed by business complexity?

5. Poor working relationships? Insensitive, abrasive, abusive? People avoid working with this person?
   - Blaming others?
   - Frequent political missteps?
   - Inappropriate or immature behavior?
   - Outbursts, overacting or losing composure?
   - Unable to handle stress?
   - Unable to accept responsibility for problems?

6. Doubtful integrity, loyalty and sincerity?
7. Gossiping and rumor mongering?
8. Exchanging information inappropriately?

Adapted from DeVries and Kaiser, 2003 “Going Sour in the suite: what you can do about executive derailment”.

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In Summary

• In talent pipeline building, balance the rigor of success profiling with derailment understanding.

• Know your talent’s susceptibility against the 5 derailment dimensions.

• Invest more in the 5 Intervention efforts.

• Lean in to the toughest challenges.
Thank You!

Let’s Stay Connected

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