

Finding and Keeping Great Leaders

CEOs explain how corporate culture shapes potential leaders



John Hersey
INTERNATIONAL
Creating Contagious Leadership

Executive
Management
Survey

Executive Summary

Methodology and Participants

Leadership development author and consultant, John Hersey recently conducted a research study involving a series of interviews with 15 key CEOs in the greater Phoenix area. The study covered four main areas:

1. How do you define leadership, and does your leadership style set the pace in your organization?
2. Are individuals who will step up and lead in short supply?
3. How do companies create the culture that supports leadership and eliminates barriers to leadership?
4. What are the key factors in leadership development?

Thirty-two (32) top executives from Arizona companies were invited to participate in a 30-minute one-on-one personal interview. The respondents represented a wide range of types and sizes of organizations, and were, for the most part, CEOs of their respective organizations. Of the thirty-two (32) individuals contacted, fifteen (15) agreed to participate. From October 14, 2004 to March 11, 2005, John Hersey, conducted the interviews. Each interview followed a similar outline and was recorded. (See Appendix 2 for more detail). A subset of the respondents completed the TriMetrix Job Report, and the composite findings are included in Appendix 1.

We appreciate the time and thoughtfulness of the following leaders:

Roy Vallee, Chairman & CEO, Avnet

\$10 billion global technology company

Doug Parker, Chairman, President and CEO, America West Airlines

\$2.3 Billion Commercial Airline

Herb Baum, Chairman & CEO, Dial Corp.

\$1.4 billion global consumer products company

Michael Fong, CEO, Calence

Network integration services company

Michael Miller, President, Scottsdale Insurance

\$2.0 billion property and casualty insurer

Barbara Ralston, Chairman, Camelback Community Bank

Community Bank

Pam Del Duca, President & CEO, DELSTAR

Specialty retailer with 38 locations throughout the U.S.

Jose Cardenas, Managing Partner, Lewis and Roca

Law firm with offices in Phoenix, Tucson, Las Vegas and Albuquerque

Richard Boals, President & CEO, Blue Cross Blue Shield of Arizona

Health insurance provider

Rachel Sacco, President & CEO, Scottsdale Convention and Visitors Bureau

Convention and Visitors Bureau

Jeff Stone, President & CEO, Summit Builders

Commercial builder

Kevin Hickey, President & CEO, NetPro Computing

Provides enterprise software to manage Microsoft network infrastructures

Ken Burdick, President & CEO, United Healthcare

Healthcare organization

Rick Federico, Chairman & CEO, PF Chang's China Bistro, Inc.

\$500+ million high-end contemporary Chinese restaurants

Doug Ducey, CEO & Chairman, Cold Stone Creamery

Independently owned franchise system with more than 1,000 locations delivering The Ultimate Ice Cream Experience.

Key Findings

1. Leadership is not in short supply but organizations that encourage, nurture and reward leadership behaviors are.
2. The culture of an organization can function in two ways. It can either attract and support “leadership” at all levels of the organization or it can discourage leadership behavior by punishing or ignoring employees who demonstrate it. The participants demonstrated an understanding that a corporate culture that voices support for leadership but rewards seniority, convention and the “status quo” is not really creating a leadership culture.
3. Regardless of the organization, the CEO’s indicated the need to personally model their vision of their company’s culture. To a person, they understood that it was not enough to verbally espouse company platitudes; rather their actions, systems of rewards, communication and interactions had to actively model their vision of the desired culture.
4. A corporate culture that supports leadership and rewards individuals who come forward with ideas was essential for growth and competitiveness within their respective industries.

Index

Executive Summary.....	2
Methodology and Participants	2
Key Findings.....	3
Index	4
Section I - How Is Leadership Defined?.....	6
Starting from Common Ground	6
Some Common Themes	7
Individual Leadership Traits Defined	7
Individual Leadership Traits Defined (Cont.)	8
Summary.....	9
Section II - Are Leaders in Short Supply?.....	10
Summary.....	11
Section III - Creating a Culture that Supports Leadership.....	12
Communication and Recognition	12
Barriers to a Leadership-Supportive Culture	13
Summary.....	14
Section IV - The TriMetrix Job Report	16
Job Attribute Hierarchy	16
Talent vs. Skills and Experience.....	17
Behavioral Hierarchy.....	18
Rewards/Culture Hierarchy.....	19
Summary.....	19
Appendix 1 -- TriMetrix Job Report- Individual and Composite Results.....	20
Job Attributes Hierarchy	20
Personal Accountability:.....	21
Leading Others:.....	21
Diplomacy And Tact:.....	21
Interpersonal Skills:	22
Results Orientation:	22
Teamwork:.....	22
Customer Focus:	22
Self-Management:.....	23
Decision Making:.....	23
Developing Others:	23
Accountability For Others:	23
Chart 1-- Job Attributes Hierarchy	24
Chart 2 -- Rewards/Culture Hierarchy.....	26
Chart 3 -- Behavioral Hierarchy	28
Appendix 2 -- Interview Guide.....	30
The premises of this project are:.....	30
During this research we asked the participants the following questions:.....	30
Appendix 3 -- Biography	31
Appendix 4 -- Acknowledgements	32

Section I - How Is Leadership Defined?

"I think the challenge is to create an environment where those people [leaders and aspiring leaders at every level] can contribute. The problem, I think, is the style of leadership and the culture that gets created which does not reward risk taking but rather promotes a seniority based system versus a meritocracy [based system]."

Ken Burdick, President, CEO of United Healthcare

Starting from Common Ground

As a baseline of this project, we asked the respondents to select a definition of "leadership" from among the following definitions:

"Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential."

"Enabling a group to engage in the process of developing, sharing and moving into a vision, and then living it out."

"Leadership is the process of persuasion and example by which an individual (or leadership team) induces a group to take action that is in accord with the leader's purpose, or the shared purposes of all."

"The process of creating an organizational culture that is rich with talent where each person willingly and enjoyably performs up to their full potential to achieve the organization's mission and vision."

The 50+% who chose "D" reflects a strong awareness that creating a culture that supports employees who think and act "outside the box" is creating an environment that supports leadership at all levels of the organization. The choice of this response also indicates that these CEO's understand that their employees are increasingly driven by a personal "ROI": if I spend 8, 10, 12, hours per day on the job, I want the experience to be professionally and personally rewarding.

The respondents who choose "B" (20%), and "A" or "C" (13% each), demonstrated their belief that their role as primary leader and influencer of an organization was to model leadership behavior and lead by personal example; i.e. demonstrating by their actions, values and attitudes that leadership is truly a "do as I do", and not a "do as I say" process.

Some Common Themes

All of the interviewees shared one significant leadership characteristic: **animated passion and excitement about the employees and the culture of their respective company**. Most also shared a number of thoughts on the factors necessary for a company to attract, develop and retain leaders within their organizations:

- Allow individuals to step-up to leadership roles without the risk of “being cut off at the knees” for doing so
- Focus on “cultural compatibility” in the selection of new employees, not just experience and skills
- Encourage balance between job, family and community involvement activities
- Use recognition for attempted leadership as well as successful leadership
- Employ communications strategies that go beyond the occasional “good job” acknowledgement
- Develop interactive planning strategies that include employees in the mission, vision and direction of the organization

Individual Leadership Traits Defined

By completing the Trimetrix Job Report the participants in effect also defined the leadership qualities they sought in leaders within their organizations:

- A strong sense of personal accountability
- The ability to lead others tactfully and diplomatically
- Heightened interpersonal skills to build teamwork
- A results orientation supported by the ability to manage themselves and make decisions
- An inclination toward developing others while taking responsibility for the actions of others
- A strong customer focus
- A compelling drive toward actions and plans that are useful and provide the individual and organization with a strong return on investment
- A natural curiosity and desire for continuous learning
- A competitive, results-oriented nature
- The ability to maintain a fast pace and deal with multiple issues simultaneously
- Able to perform in an environment of frequent change and
- Enjoy frequent interaction with others

Individual Leadership Traits Defined (Cont.)

We then asked each CEO what one word or phrase describes the quality or competency that best distinguishes his or her leadership style. These are the responses:

Concern for others

Roy Vallee, Chairman & CEO, Avnet

Team-oriented

Doug Parker, Chairman & CEO,
America West Airlines

People skills; treat everyone with dignity and respect

Herb Baum, Chairman & CEO, Dial Corp

Emotional Intelligence (Self Awareness), Communications and Vision

Michael Fong, CEO, Calence

Integrity, Honesty

Michael Miller, President, Scottsdale
Insurance

Integrity, Core Values

Barbara Ralston, Chairman,
Camelback Community Bank

Sincerity

Pam Del Duca, President & CEO,
DELSTAR

Listening

Jose Cardenas, Managing Partner,
Lewis and Roca

Caring

Richard Boals, President & CEO,
Blue Cross Blue Shield of Arizona

Passion

Rachel Sacco, President & CEO, Scottsdale
Convention and Visitors Bureau

Tenacity, Follow-through

Jeff Stone, President & CEO, Summit
Builders

Listening

Kevin Hickey, President & CEO, NetPro
Computing

Collegial

Ken Burdick, President & CEO, United
Healthcare

Attract top talent consistent with his core competencies

Rick Federico, Chairman & CEO,
P.F. Chang's China Bistro, Inc

Effective communications, Listening

Doug Ducey, CEO & Chairman,
Cold Stone Creamery

Summary

We found our respondents to be uncommonly attuned to the issue of corporate culture and its impact on leadership development, growth and profitability in their organizations. They demonstrated in a variety of

responses the viewpoint that their individual leadership behaviors model the behavior of their subordinates and inevitably set the tone for their company's culture.

Section II - Are Leaders in Short Supply?

“Creating an environment that allows leadership to surface, flourish and be recognized is in short supply.”

Barbara Ralston, Chairman, Camelback Community Bank

The participants had strong opinions on the supply of leaders. Eleven (73.3%) answered

NO; leadership is not in short supply.

It is not leadership that is in short supply but rather an environment that encourages people to step up to leadership that is sorely needed. In fact, this opening section uncovered a consistent theme that would present itself time and again throughout the one-on-one conversations. The CEOs interviewed spoke about “latent leadership” as an untapped resource waiting to be ignited by the right mix of the culture, opportunity and compatibility.

These “latent” leaders are those who have the ability, skills and motivation but need guidance and encouragement to step up to leadership. The “latent leadership” conversations brought the leadership development issue full circle: leaders are not in short supply, but organizations that encourage and reward leadership are.

As the verbatim comments indicate, individuals who are willing to take on leadership roles are “bountiful,” but it is the culture of the organization that either stifles or encourages individuals to take on leadership roles.

“Leadership, visible leadership, is in short supply, but there is a latent level of leadership that simply needs to be stimulated and cultivated.”

“...there are a lot of leaders that are just waiting for the opportunity to get engaged, to express what they know, and to share what they are thinking.”

“They [leader] are hard to identify, but they are there. We need to put them in a position where they can be successful by focusing on their strengths.”

“We have the raw materials, willing people who possess the aptitude to step up to leadership. Our job is to figure out how to harness it.”

“Good people are bountiful.”

“Leadership is developed. Few people walk in the door as leaders. Our job is to figure out how to allow them to step up and grow.”

“I think the challenge is to create an environment where those people can flourish and contribute.”

Creating a leadership culture was cited as the best way to cultivate “latent” leaders. Selecting congruent people for each particular culture was mentioned numerous times as the key to creating a positive

leadership environment. Seven of our 15 participants (46.6%) mentioned that the most important issue in selection is whether the employee, regardless of title or position, is a good cultural fit with the organization.

The key to selection is not the quality of their skills or their breadth of experience but rather their fit with the organization. Each participant was keenly aware of the need to understand the culture and build an organization that supported and enhanced leadership.

Summary

Our CEO’s gave a variety of responses to the question “Are leaders in short supply?”

The conclusion however was the same: **leaders are not in short supply, but rather the environment which encourages individuals to take risks and step forward to lead is in short supply.**

Section III - Creating a Culture that Supports Leadership

“Every issue I have, every crisis I have, every blip, speed-bump, obstacle, nightmare, whatever it is, is the result of poor communications. When things are going swimmingly, when they are going wonderful(ly) it is the result of good, proper, appropriate communication.”

Doug Ducey, CEO & Chairman, Cold Stone Creamery

Communication and Recognition

Our respondents provided a variety of insights into the qualities to which a leadership-supportive organization gives priority. Communication and recognition received an average of “9” on a scale of 1-10 when rated by our group. What was a bit surprising was the lack of enthusiasm with which the CEO’s discussed these two important factors.

Rachel Sacco, President of the Scottsdale Convention and Visitors Bureau pointed out one of the challenges in giving recognition that has the desired effect in an organization. ***“Recognition is a basic human need; it is the grease that keeps the company engine going. Our challenge is to figure out which squeaky wheel needs to be greased.”*** Creating protocols and recognition parameters that reinforce “stepping up to lead” behaviors are complex; our CEO’s were clear: they do not need a “gold watch” after 50 years type of organizations.

Rick Federico, Chairman and CEO of P.F. Chang’s China Bistro, Inc. viewed recognition as a challenge.

He said “we are always thinking about how we can do it better; how we can constantly reinforce the benefit of praise. Our key leaders are generally operations minded and tend to focus on things that we need to do better.” The challenge in this kind of well-functioning group is to find ways to communicate and recognize people for what they are doing well, not just what they can do better.

Anecdotally, when these same CEO’s were asked how they thought their organizations were doing internally with communication and recognition, the average rating was “7.5” on a scale of 1-10. The conversations around recognition and communication were, for the most part, to the point and straight forward. It was as if this group was collectively saying “of course recognition and communication is important, why would you ask a question like that? It’s clear that other operational priorities can create a disconnect between what the leadership team knows to be best practices, and what it has time or opportunity to focus on day to day.

Barriers to a Leadership-Supportive Culture

Our subjects were very forthcoming with their ideas about the barriers to a culture that encourages leadership behavior. They indicated that employees with leadership potential respond to a non-supportive culture in three main ways:

1. Leave the organization for another environment that is more encouraging.
2. Settle for the constraints of the culture.
3. Challenge the status quo with superiors and endeavor to lead the group toward a new outcome.

The first option results in turnover which is very expensive and disruptive to an organization. At first glance option two, “not rocking the boat”, appears to be benign. However, upon a deeper investigation, “settling” can invade the organization like a cancer, spreading non-productive attitudes and behavior throughout. The last option is best for all parties, but it takes a genuine willingness to consider alternatives to make this option effective.

Even when key individuals do not leave or “settle”, our respondents indicated that organizations might do well to explore the barriers to leadership development that begin to creep into their operations. Some of their thoughts are of interest.

Lack of Encouragement

“I guess just not being encouraged. When you create an environment that discourages people from thinking big, from recognizing that they are making a difference you also discourage leadership.”

Penalized for Taking Risks

“I would have to think it [the barrier] would be something around being penalized for failure. Inherently people want to make a difference, they want to make an impact – recognition is #1, not compensation. What stops a lot of people is they do something, they go out of their way, out of great intent and they try to help. They either don't get recognized or they get slapped on the wrist for doing something outside of process. Or, they took a risk and failed and it impacts their compensation. Let's face it; some good people get punished for stepping up.”

Lack of Opportunity

“Opportunity; most [people] need an opportunity to be exposed to a situation in which they can take charge.”

Complacency

“My knee-jerk is to say complacency; acceptance of the status quo, comfort zone, the lack of a motivating force. My second thought was what we just said a minute ago; you need two basic things, the right culture and then maybe some additional developmental activities around skills, leadership skills. So, it is probable that the biggest barrier is a lack of those two things.”

Impatience

“Impatience; People expect to move up too quickly. They need time to develop themselves and they are unwilling to put in the time to learn.”

Summary

We did not examine or assess the respective cultures of each of the participating organizations. We do know that there is no single correct culture. The responses to these questions--the two sides of the leadership development issue--point out a theme that was consistent throughout the discussions. If a CEO understands that a vibrant supportive culture attracts and maintains the best people, he or she models the desired leadership behavior, but is not totally clear what the company does to reinforce leadership behaviors in others, there may be missed opportunities for leadership development. The use of an assessment tool which identifies each subject's motivators could provide an individualized rewards profile for leadership development across an entire organization.

Section IV - The TriMetrix Job Report

Each participant was asked to complete the TriMetrix Job Report (a job benchmarking instrument) as if they were replacing themselves. Of the fifteen (15) executives interviewed, twelve (12) completed the assessment. This tool provides a template to select specific talent for the successful performance of a particular job. Based on a unique 37-factor analysis, the TriMetrix Job Report groups the job's requirements into three separate talent categories: job attributes, behavioral traits and rewards/culture.

Job Attribute Hierarchy

During the personal interview phase of this research our participants clearly stated that the challenge with attracting, developing and retaining strong people who are willing to take on leadership roles is not the availability of people, but rather the culture of organizations themselves. In the TriMetrix Job

Report phase we gave participants an opportunity to define the qualities that the CEO/President would have to possess to create the desired culture: “if you were choosing a replacement for yourself, what qualities would that individual need to continue and improve the corporate culture of your organization?”

These are the compiled results:

- A strong sense of personal accountability
- The ability to lead others tactfully and diplomatically
- Heightened interpersonal skills to build teamwork
- A results orientation supported by the ability to manage themselves and make decisions
- An inclination toward developing others while taking responsibility for the actions of others
- A strong customer focus
- A compelling drive toward actions and plans that are useful and provide the individual and organization with a strong return on investment,
- A natural curiosity and desire for continuous learning,
- A competitive, results-oriented nature,
- The ability to maintain a fast pace and deal with multiple issues simultaneously,
- Able to perform in an environment of frequent change and,
- Enjoy frequent interaction with others.

The description above is completely void of skills. The list of attributes is talents that the job requires; talents that the individual either has or does not have. Talents are not easily acquirable, they may be fine tuned through experiences and coaching but they are not like skills. Skills can be acquired through a course or weekend seminar.

Talent vs. Skills and Experience

“There are a finite number of qualified candidates with the skill and the experience. However, whether these potential candidates will be compatible with the organization’s culture is more of a question of talent than skill or experience.”

Doug Ducey, CEO & Chairman, Cold Stone Creamery

Ordinarily, a resume will focus attention on the candidates experience and/or skills; where they have been and what they have done. They may have, for example, pharmaceutical sales experience and they may speak Spanish. The sales experience is just that, experience, while the ability to speak Spanish is a skill.

Doug Ducey, CEO & Chairman of Cold Stone Creamery, was quite articulate about the talent versus experience or skill distinction. He said, *“If you are looking for a CFO, there are a finite number of qualified candidates with the skill (degree in accounting and a CPA) and the experience (have worked in a similar category or capacity). However, whether these potential candidates will be compatible with the organization’s culture is more of a question of talent than skill or experience.”*

At Cold Stone Creamery the management team takes great care to determine ‘cultural compatibility’. Cold Stone is a fast paced, people focused, results driven

culture. A candidate who performs best in a steady, dependable and process driven environment would not be well suited for the Cold Stone culture, no matter how skilled or experienced they were.

The following experience speaks volumes about Cold Stone’s commitment to determining cultural compatibility. During a search for a CFO the field of candidates was narrowed to two individuals, both highly skilled in financial matters. Although there was only one position available, both candidates were hired because, in the opinion of the management team, both had the talent necessary to make a significant contribution to the future growth and profit plans of the company. The deciding factor was talent, not experience or skills.

Behavioral Hierarchy

There is very strong consistency between what the participants said in their interviews and what the TriMetrix Job Report indicated. Although the complete results are noted in Appendix 1, the

composite response of our CEO's paints a clear picture of the personal traits necessary to create a desired culture of leadership.

- A compelling sense of focus and urgency to achieve results with an aggressive, competitive, decisive and determined nature. She/he is highly entrepreneurial and will take charge when challenges and opportunities are presented.
- A persuasive, warm and convincing manner with an inclination to seek out others for interaction. She/he will consistently show an optimistic manner and will inspire others to accomplish the mission through enthusiasm.
- A fast-paced, flexible, eager and pressure-oriented style. This is a person who likes variety and change and will be easily bored with routine repetitive activities or a slow moving environment with people that lack urgency. On the downside this person can be highly impatient when the business does not move forward at a rapid pace.
- An independent thinker who is not bound by convention and rules and regulations. She/he is not reckless and will not break rules just to break them. On the other hand, she/he will bend the rules to produce the desired results. This is highly consistent with their flexible, change-oriented nature.

Rewards/Culture Hierarchy

Our participants seem to agree that the position of CEO/President requires an individual who is driven by “**return on investment**” (Utilitarian) and “**the acquisition of knowledge**” (Theoretical).

UTILITARIAN/ECONOMIC:

First and foremost, this position requires a person that values practical accomplishments, results and rewards for their investments of time, resources and energy. This should not be misinterpreted as meaning someone who is driven by money. There is no surprise with this finding. As most businesses continue to be more competitive than ever, the CEO must focus on what is useful and practical in terms of investment of resources and which investments of resources (financial, time, human capital) will provide the best return.

THEORETICAL:

The position also requires an individual who values knowledge for knowledge's sake, continuing education and intellectual growth. This is a key

finding. As the pace of business has changed over the last decade it has become more complex. Strategies for growth, brand differentiation and profitability that worked in the past, no longer work. The position of CEO and executive management team requires individuals that are committed to keeping ahead of the knowledge curve. This requires a positive predisposition toward continuous learning.

The requirements for this position are very clear. The ideal person would be very practical and focus resources, time, attention and finances on those activities that produce the most favorable return to the organizations various constituencies. In addition, the position requires a committed life-long learner who can create a similar culture to stay ahead of the massive changes facing organizations everywhere.

Summary

The high correlation between the ideas and attitudes expressed in the CEO interviews and the attributes revealed in the TriMetrix Job report is an important finding. It suggests that organizations can use this kind of instrument in a variety of ways that reinforce the development of a leadership-supportive culture.

- a. Prior to hiring, this assessment can help match potential employees with the aspects of culture and an organizations values.
- b. Because the Rewards/Culture analysis identifies an individual's rewards hierarchy, a company can align its rewards system with the individual's needs and improve retention of employees.
- c. In instances of significant change (i.e. turn-around, merger, acquisition) composite trends across a work group can point up training, coaching, or other types of cultural realignment necessary to bring the larger group's direction into alignment with the CEO's vision of the desired culture.

Appendix 1: TriMetrix Job Report- Individual and Composite Results

Job Attributes Hierarchy

To thoroughly understand the importance of these findings on the organization’s ability to create the desired culture we need to explore the job, rewards/culture and behavioral attributes more deeply.

What follows is a discussion of the composite rankings (averages of all responses) in Job Attributes, Rewards/Culture and Behaviors. The results of these sections are ranked on a scale, reflecting the unique levels of applicability and importance to the job. The scale is as follows:

0-4.9	= Not Important To Job
5.0-7.4	= Somewhat Important
7.5-9.9	= Important
10	= Very Important

These rankings illustrate what our group of CEOs believe is essential for the job to deliver superior performance and maximum value to the organization.

Top executives have a fairly broad array of talents and tend to believe that “everything” is important. Nevertheless, we will restrict our discussion to the top 11 attributes. In order of importance the highest ranking 11 attributes with scores of 9.0 – 9.4 are as follows:

PERSONAL ACCOUNTABILITY:

This is a measure of the capacity of an individual to be answerable for personal actions. Further, it provides insight into the following areas:

- The degree to which the person will accept responsibility for the consequences of their actions
- Avoids placing blame on others
- Maintains personal commitment to objectives regardless of the success or failure of personal decisions
- Applies lessons learned from past failures to move forward in achieving successes

LEADING OTHERS:

This attribute measures the following:

- Ability to organize and motivate people to accomplish goals while creating a sense of order and direction
- Inspiring others with a compelling vision
- Empowering others to accomplish common goals
- Representing a positive, motivational example for others to emulate in becoming leaders
- Supports others through providing clarity, direction, organization and purpose

DIPLOMACY AND TACT:

The ability to treat others fairly, regardless of personal biases or beliefs:

- Maintains positive relationships with others through treating them fairly
- Demonstrates respect for others and understands and values differences between people
- Respects diversity in race, national origin, religion, gender, life style, age and disability

INTERPERSONAL SKILLS:

The ability to interact with others in a positive manner.

- Initiates and develops business relationships in positive ways
- Successfully works with a wide range of people at varying levels
- Communicates with others in ways that are clear, considerate and understandable

RESULTS ORIENTATION:

The ability to identify actions necessary to complete tasks and obtain results.

- Maintains focus on goals
- Identifies and acts on removing potential obstacles to successful goal attainment
- Implements thorough and effective plans and applies appropriate resources to produce desired results
- Follows through on all commitments to achieve results

TEAMWORK:

The ability to cooperate with others to meet objectives.

- Discards personal agenda to cooperate with team members in meeting objectives
- Contributes positively and productively to team projects
- Builds and sustains a trust relationship with each member of the team
- Supports other team members and team decisions

CUSTOMER FOCUS:

A commitment to customer satisfaction.

- Consistently places a high value on customers and all issues related to customers
- Objectively listens to, understands and represents customer feedback
- Anticipates customer needs and develops appropriate solutions
- Meets all promises and commitments made to customers
- Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels

SELF-MANAGEMENT:

The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

- Independently pursues business objectives in an organized and efficient manner
- Prioritizes activities as necessary to meet job responsibilities
- Maintains required level of activity toward achieving goals without direct supervision
- Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

DECISION MAKING:

The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

- Analyzes data necessary for decision-making
- Makes major decisions impacting strategic outcomes appropriately and effectively
- Makes decisions in a timely manner
- Demonstrates ability to make unpopular and difficult decisions when necessary

DEVELOPING OTHERS:

The ability to contribute to the growth and development of others.

- Strongly advocates for the growth and development of others
- Devotes time to training, coaching and developing others
- Understands the implications of varied learning styles and their importance to individual development
- Regularly follows up and holds others accountable for their performance

ACCOUNTABILITY FOR OTHERS:

The ability to take responsibility for others' actions.

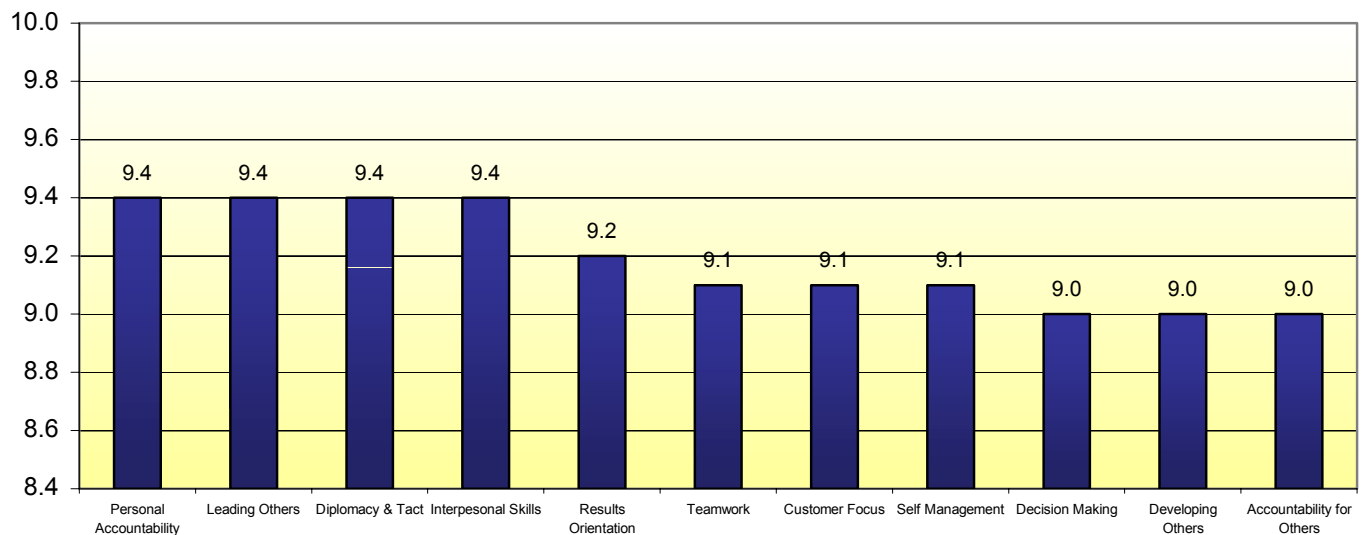
- Establishes appropriate performance standards for others
- Assumes personal accountability for others' performance
- Effectively confronts performance issues promptly
- Monitors performance, tracks results and measures achievement of key accountabilities

Chart 1-- JOB ATTRIBUTES HIERARCHY

All human jobs require certain people attributes. This section of the report identifies the composite of the respondents to show which attributes are most important to the job in question. Input from all respondents has been averaged. (Details of individual

respondents' input are listed in a later section, JOB ATTRIBUTES COMPOSITE). The graphs below are in hierarchical order, from highest to lowest rankings. The value in red is where 68% of the population scores relative to the attribute.

TriMetrix Job Attributes Composite



1. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions

2. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction

3. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs

4. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner

5. RESULTS ORIENTATION: The ability to identify actions necessary to complete tasks and obtain results

6. TEAMWORK: The ability to cooperate with others to meet objectives

7. CUSTOMER FOCUS: A commitment to customer satisfaction

8. SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames

9. DECISION MAKING: The ability to analyze all aspects of a situation to gain thorough insight to make decisions

10. DEVELOPING OTHERS: The ability to contribute to the growth and development of others

11. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions

TriMetrix Job Report

Job Attributes Composite

	Attributes	C1*	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13
1	Personal Accountability	9.4	9.4	9.4	9.4	9.4	9.4	10.0	10.0	8.8	10.0	9.4	8.1	9.4	10.0
2	Leading Others	9.4	8.8	10.0	9.4	9.4	10.0	9.4	10.0	8.8	9.4	9.4	9.4	8.8	10.0
3	Diplomacy and Tact	9.4	10.0	9.4	10.0	10.0	8.8	10.0	8.8	9.4	9.4	10.0	7.5	8.8	10.0
4	Interpersonal Skills	9.4	10.0	8.1	8.8	10.0	8.8	10.0	9.4	9.4	10.0	10.0	8.8	9.4	10.0
5	Results Orientation	9.2	9.4	9.4	7.5	10.0	8.8	10.0	8.8	9.4	9.4	10.0	9.4	8.1	10.0
6	Teamwork	9.1	8.8	8.8	8.8	10.0	8.8	9.4	10.0	8.1	8.8	8.8	9.4	9.4	9.4
7	Customer Focus	9.1	8.1	9.4	8.8	10.0	10.0	9.4	10.0	8.8	9.4	7.5	6.9	9.4	10.0
8	Self Management	9.1	10.0	9.4	7.5	8.8	9.4	8.8	9.4	8.8	9.4	9.4	8.8	8.1	10.0
9	Decision Making	9.0	8.8	9.4	8.8	9.4	9.4	9.4	8.1	8.8	7.5	8.8	9.4	8.8	10.0
10	Developing Others	9.0	8.8	7.5	8.1	8.8	9.4	10.0	10.0	8.1	9.4	9.4	8.8	9.4	9.4
11	Accountability for Others	9.0	10.0	9.4	8.8	8.1	8.8	10.0	8.8	7.5	8.8	8.8	8.8	8.8	10.0

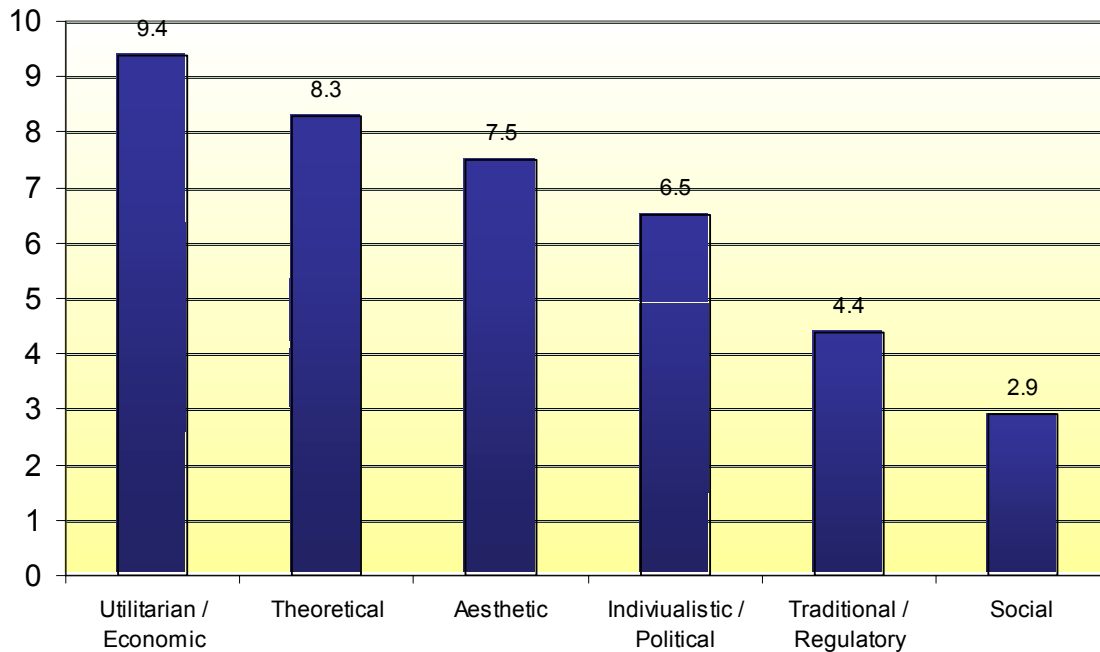
*C1 = Composite Score;
R1-R13 = Individual Scores

Chart 2 -- REWARDS/CULTURE HIERARCHY

This section identifies the rewards/culture system of a specific job. Matching a person's passion to a job that rewards that passion always enhances performance.

The graphs below are in descending order from the highest rewards/culture required by the job to the lowest.

Reward Culture Heirarchy



1. UTILITARIAN/ECONOMIC

Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy

2. THEORETICAL

Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth

3. AESTHETIC

Rewards those who value balance in their lives, creative self-expression, beauty and nature

4. SOCIAL

Rewards those who value contribution and making the world a better place for others

5. INDIVIDUALISTIC

Rewards those who value personal recognition, freedom and control over their own destiny and others

6. TRADITIONAL

Rewards those who value traditions inherent in social structure, rules, regulations, and principles

Rewards/Culture Composite

	Rewards/Culture	C1*	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13
1	Utilitarian/Economic	9.4	10.0	10.0	7.5	10.0	10.0	10.0	7.5	10.0	10.0	7.5	10.0	10.0	10.0
2	Theoretical	8.3	7.5	10.0	7.5	10.0	7.5	7.5	7.5	7.5	10.0	5.0	10.0	10.0	7.5
3	Aesthetic	7.5	7.5	7.5	5.0	7.5	7.5	5.0	10.0	7.5	10.0	7.5	5.0	10.0	7.5
4	Individualistic/Political	6.5	7.5	7.5	7.5	7.5	7.5	5.0	2.5	7.5	5.0	5.0	7.5	5.0	10.0
5	Traditional/Regulatory	4.4	5.0	5.0	2.5	5.0	10.0	2.5	0.0	2.5	2.5	2.5	5.0	5.0	10.0
6	Social	2.9	0.0	2.5	0.0	7.5	0.0	0.0	5.0	0.0	10.0	0.0	0.0	5.0	7.5

* C1= Composite Score

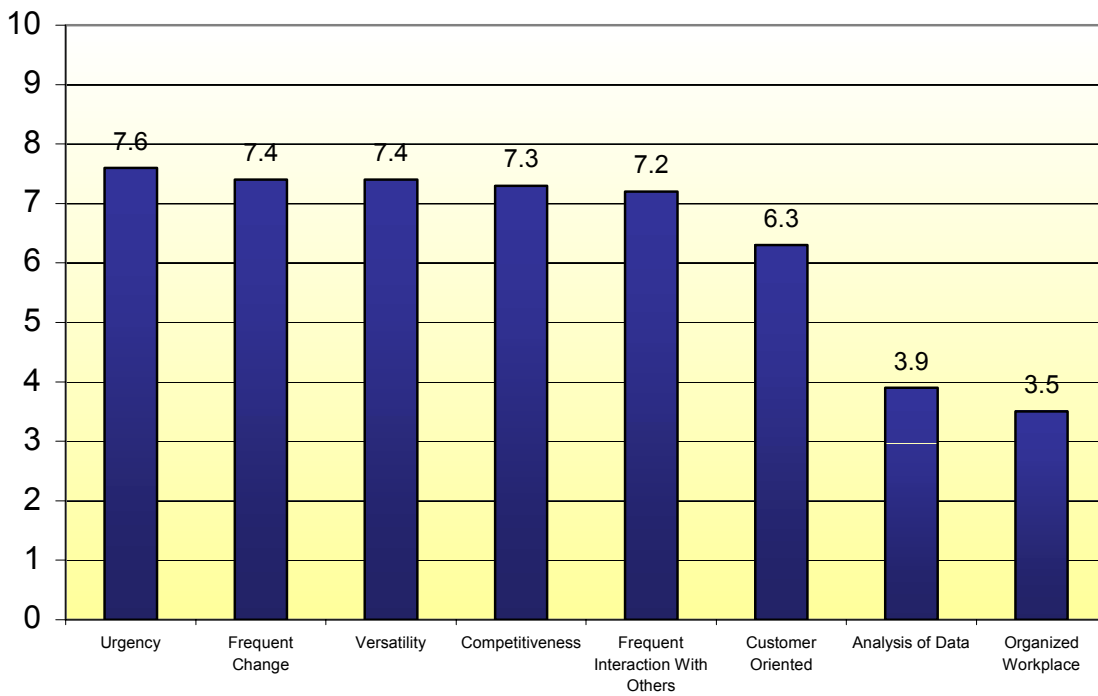
R1-R13= Individual Score

Chart 3 -- BEHAVIORAL HIERARCHY

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest.

This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.

Behaviors Composite



Behaviors Composite

	Behaviors	C1*	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13
1	Urgency	7.6	8.0	8.0	8.0	6.5	7.5	7.5	7.5	8.0	7.5	8.0	6.5	8.0	7.5
2	Frequent Change	7.4	6.8	6.8	8.0	6.8	7.8	7.8	8.0	7.8	7.8	8.0	6.8	6.8	7.5
3	Versatility	7.4	6.0	6.0	8.0	7.5	8.0	8.0	8.0	7.5	8.0	8.0	7.0	6.5	7.5
4	Competitiveness	7.2	8.0	8.0	8.0	5.0	7.0	7.0	7.0	8.0	7.0	8.0	5.0	8.0	7.0
5	Frequent Interaction With Others	7.1	5.0	5.0	8.0	8.0	8.0	8.0	8.0	7.0	8.0	8.0	7.0	5.0	7.0
6	Customer Oriented	6.3	5.0	5.0	7.0	7.0	7.0	7.0	7.0	6.0	7.0	7.0	6.0	5.0	6.0
7	Analysis of Data	3.9	4.5	4.5	3.5	3.5	3.5	3.5	3.5	4.0	3.5	3.5	4.0	5.0	4.5
8	Organized Workplace	3.5	4.5	5.0	2.5	3.0	3.0	3.0	2.5	3.5	3.0	2.5	3.5	5.0	4.0

* C1= Composite Scores
R1-R13= Individual Scores

Appendix 2 – Interview Guide

The premises of this project are:

- Leadership at every level of organizations is in short supply.
- The solutions to developing leadership are multifaceted.
- By letting potential leaders flourish, companies will continue to grow.

During this research we asked the participants the following questions:

- Do you agree with the three premises for this project? *If not, why not?*
- What is the number one barrier to leadership development?
- What are the three most important factors to leadership development?
- Are family obligations a barrier in leadership development?
- How does recognition factor into leadership development? (scale 1-10)
 - How well does your organization recognize people?
 - Can you provide one example of effective recognition in your organization?
- How important is communication in leadership development? (scale 1-10)
 - How well does your organization communicate with its various stakeholders?
 - Can you provide one example of effective communication within your organization?
- What one quality/competency distinguishes your leadership style?
- Which of the following four definitions of leadership do you most agreed with?
 - *"Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential."*
 - *"Enabling a group to engage in the process of developing, sharing and moving into a vision, and then living it out."*
 - *"Leadership is the process of persuasion and example by which an individual (or leadership team) induces a group to take action that is in accord with the leader's purpose, or the shared purposes of all."*
 - *"The process of creating an organizational culture that is rich with talent where each person willingly and enjoyably performs up to their full potential to achieve the organization's mission and vision."*

Appendix 3

BIOGRAPHY

For over 30 years as a corporate executive and entrepreneur John Hersey has lead organizations and teams.

- At the age of 28 John was Vice President of Marketing for MultiBank Financial Corp., a \$1 Billion eight bank holding company.
- He left banking for the advertising business and by age 34 was appointed Senior Vice President for Della Femina McNamee (now Arnold Worldwide), one of the top advertising agencies in the country.
- He managed major brands with collective media budgets in excess of \$30 Million. His diverse range of clients included The Stanley Works (Stanley Tools), Cuisinart Food Processors, Dexter Shoes, Sperry Top-Siders, Reed & Barton Silversmiths, Bank of Boston, CVS (retail drug store chain), BASF.
- He led the team that helped Stanley Tools become an international household name and the brand of choice for millions worldwide.
- He was Director of Worldwide Marketing for Infinity² a nutrition company with operations in six countries.
- He spearheaded the creation of Buyers Online, a publicly traded telecommunications company.
- John co-founded The Hersey Custom Shoe Company, included in “*The Best of The Best*” and rated by Runners World Magazine as the best new shoe for 1982 and 1983.

- John is a Certified Professional Behavioral and Values Analyst.
- He is Past President of the National Speakers Association – Arizona Chapter.
- He is the featured leadership columnist for the Phoenix Business Journal.
- He graduated, Cum Laude, from the University of New Hampshire.
- John is author of “*Creating Contagious Leadership*”.

His clients include:

- American Express
- CIGNA
- Data Systems International
- GlaxoSmithKlein
- The International Council of Shopping Centers
- Kaiser Permanente
- MassMutual
- Scottsdale Insurance
- SunAmerica Securities
- TAP Pharmaceuticals
- The Hartford
- University of Phoenix
- ValPak Direct Marketing
- Wells Fargo Home Mortgage

Appendix 4 Acknowledgements

It is not possible to research, write and distribute a paper such as this without contributions from a variety of people.

Bill Bonnstetter, Chairman and CEO of Target Training, Inc. (TTI) was an important partner in this process. TTI, based in Scottsdale, Arizona, is a leading developer and marketer of research-based, validated assessment tools to help businesses and organizations effectively meet their human resource needs. Its products, including the TriMetrix™ System and TTI Success Insights Collection™ assessment series, are used in more than 50 countries and available in 23 languages. TTI contributed the Trimetrix Job Reports and facilitated the frequent computation of the data. More importantly, Bill's insight and wisdom helped analyze these important findings. In addition, the staff of TTI, particularly Anne Klink, was patient and accommodating as we created this paper.

This project was the brainchild of Beverly Belury, my partner in life and business. Without her inspiration, insight and focus, this project may not have been started let alone completed.

Scheduling 15 busy CEO's for a thirty minute interview is a project all unto itself. Many special thanks to the Directors of Corporate Communications and Administrative Assistants at each of the organizations for their patience, graciousness and commitment.

Francesca Carozza and Charlotte McCluskey, partners at Image Weavers, a Fountain Hills, Arizona, based marketing and communications consultancy, were true friends and professionals. Just when we had written all we could write they reviewed the final draft and responded with a number of strong and effective suggestions. They took a firm stand that the final product could be better and then they made it better.

Finally, a special thanks to Brad Schafer of Schafer Design Group in Fountain Hills, Arizona. As always his creative input and design abilities enhanced the final product.

