

Today

Human Resources Capabilities:
Leading in the Face of Constant Change

Leadership and the Role of Culture

A Systemic Approach to Talent Through
Behavioral Language

To exist is to change,
to change is to mature,
to mature is to go on creating oneself endlessly.

Henri Bergson

Leading Amidst
Constant Change

Liability Continuum

Compliance

Employer of Choice



Reactive

Proactive

Human Resources Capabilities

Self-Reflection and Mindfulness

Self and Others

NP-SJ

Neuroplasticity



The Science of Leadership

Center for Creative Leadership research is consistent

Best practices are known

Results have been demonstrated

We know the competencies that matter and how to develop them

We know the system that will produce them

85% of skills required for success are consistent across the industry

Research tells us what most leaders are good at

A research-based approach to communicating what's important for success

A methodology to align individual performance with strategy, goals and objectives

Articulates the “how” of performance

Links all talent management practices together

Shared language for talent

Hire great leaders.

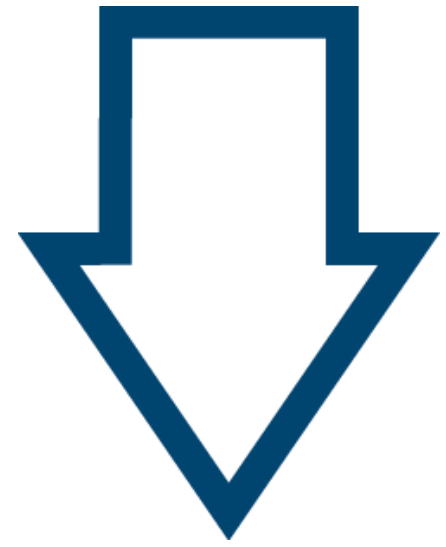
The rest will follow.





Top 12 Competencies

1. Intellectual Horsepower
2. Functional Skills
3. Ethics/Values
4. Integrity and Trust
5. Action Orientation
6. Perseverance
7. Customer Focus
8. Drive for Results
9. Standing Alone
10. Managing Diversity
11. Technical Learning
12. Organizational Agility



Bottom 12 Competencies

1. Conflict Management
2. Motivating Others
3. Dealing with Paradox
4. Managing Vision and Purpose
5. Directing Others
6. Managing Through Systems
7. Confronting Direct Reports
8. Understanding Others
9. Patience
10. Personal Disclosure
11. Personal Learning
12. Developing People



Competencies That Matter

Planning

Creativity

Strategic Agility

Personal Learning

Self Development

Motivating Others

Conflict Management

Dealing with Ambiguity

Innovation Management

Building Effective Teams

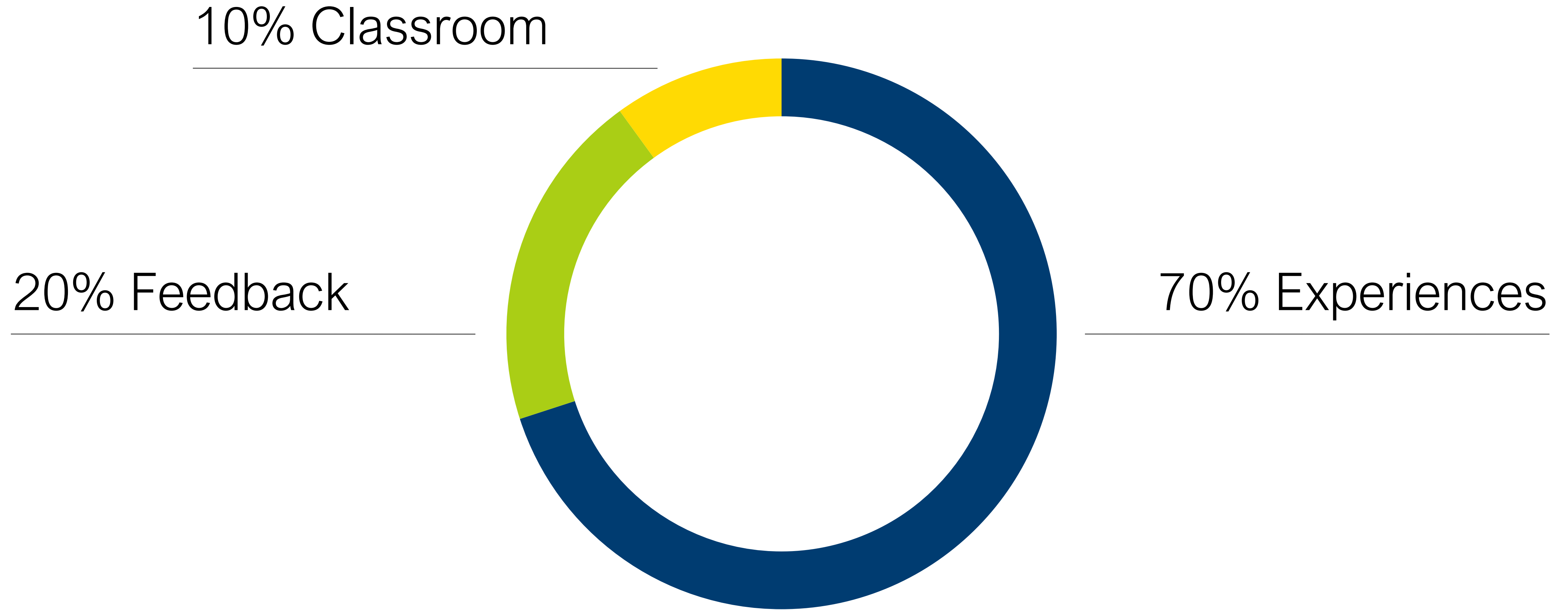
Developing Direct Reports

Directing and Managing Others

Managing Vision and Purpose

Managing and Measuring Work

How Development Happens





Self-Awareness

**Change
Agility**

**Learning
Agility**

Self

Self-Awareness

Conscious knowledge of one's own character, feelings, motives and desires.

Self-Awareness

Self-Management

Achievement Drive

Leading Change and Transitions

Uncertainty and Ambiguity Comfort

Resilience and Resourcefulness

Personal Impact Management

Demonstrating Presence

Growth Mindset

Showing Humility

Using Humor

Self-Confidence

Transparency

Self-Awareness

Leading Change and Transitions

Anticipate the need for change and times for transition

Develop detailed change plans ahead of the need

Apply best practice change initiatives and techniques

Understand the stress and anxiety others feel during change and transition

Help prepare people and groups individually for major transitions

Change Agility

The ability to anticipate and adapt to change.

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ProtectWell

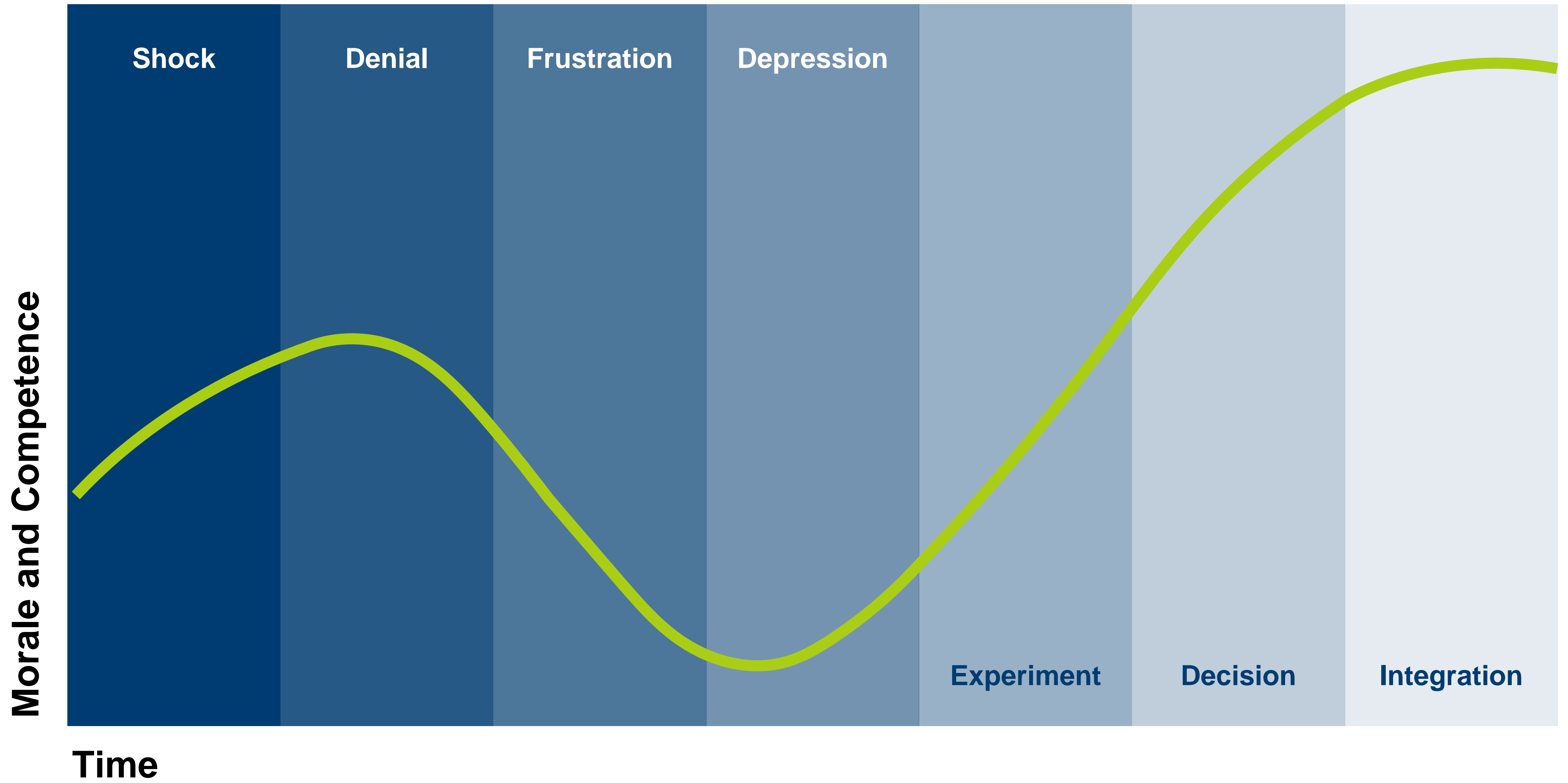
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SIGN IN



Change Agility

Finds opportunities in change rather than excuses for avoiding change

Helps others see why the change is important

Demonstrates the importance of change through personal behavior

Builds networks of people who are committed to change

Provides specific, frequent, relevant feedback

Learning Agility

The ability and willingness to learn from all kinds of experience and use those lessons to perform effectively in new and different situations.

Learning Agility

Self-Management

Leading Change and Transitions

Uncertainty and Ambiguity Comfort

Resilience and Resourcefulness

Growth Mindset

Self-Confidence

Reading and Understanding Individuals

Interpersonal Agility

Motivating and Influencing

Developing Others

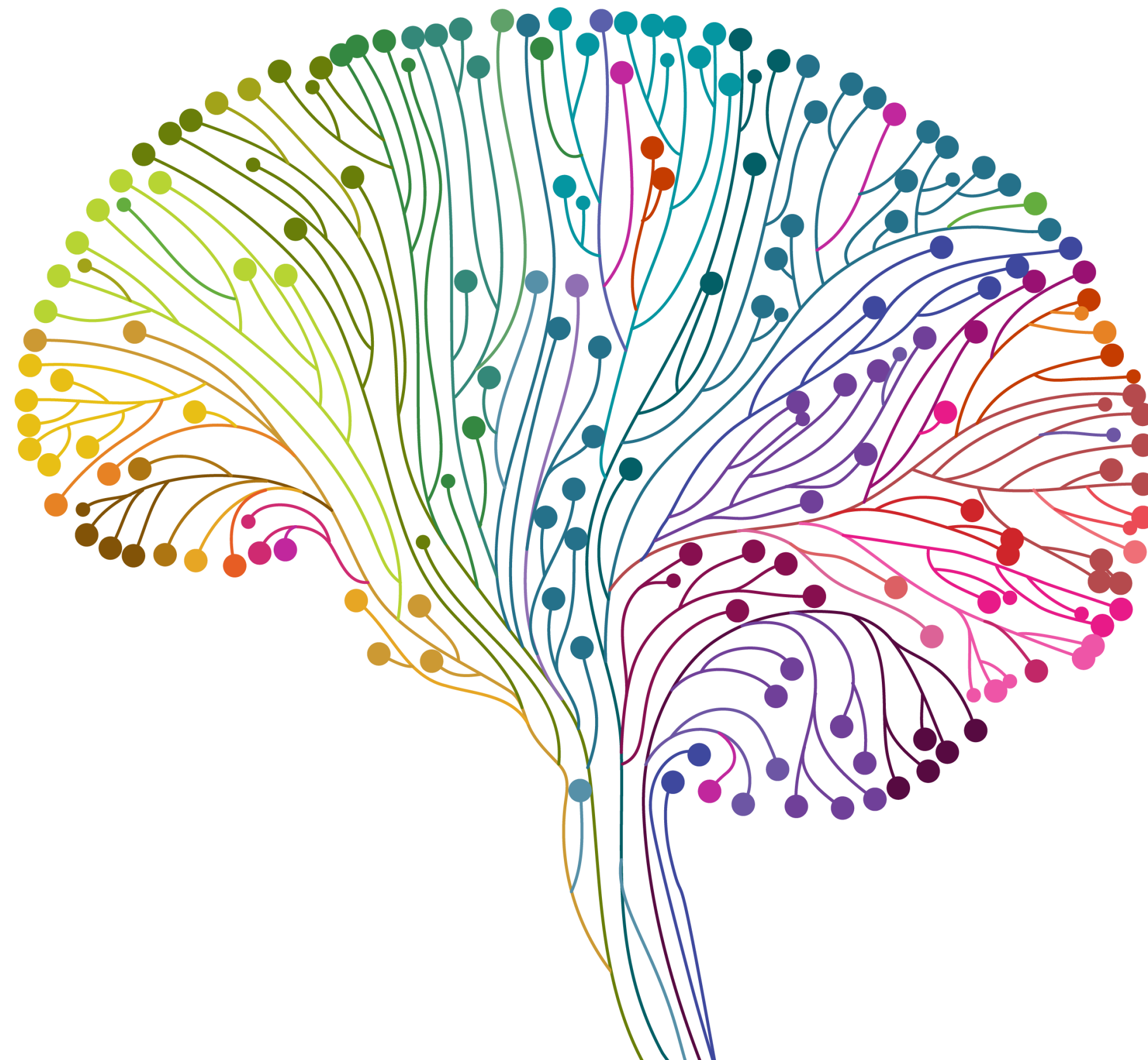
Critical Thinking

Leveraging Innovation

Mindfulness Management

Systems Thinking

Global and Broad Perspective





Self-Awareness

**Change
Agility**

**Learning
Agility**

Focused Actions

Self-awareness through mindfulness: Self first

Leader coach: Courage

Unique role: Explicit motives and transparency