Building Bench Strength

*It Takes More than Big Leaguers*

Keith Hughey
Senior Consultant

JMFA is a Strategic Alliance Provider for CUNA Strategic Services
Building Bench Strength

*Uncover potential superstars with leadership*

- You never know when you will need to call on someone to fill a void in the organizational structure
- And, what’s better than promoting someone who is *qualified* for the new role they are being given

**PROBLEM:** Unfortunately what is often the case – they are really only qualified for the role they are vacating

**SOLUTION:** Effective Leadership
Building Bench Strength

Reduce turnover with leadership

70% of all voluntary turnover has its roots in things those in positions of leadership (authority/management/supervision) did or did not do
Building Your Bench Strength

*Create value in employees with leadership*

Investing in your people and their professional development

1. Gives them a glimpse of their possible career path
2. Demonstrates your commitment to them and their future
3. Ensures the continuity and continued success of your organization
The Leadership Challenge

“As leaders we face the challenge of connecting company values to a diverse workforce. To attract, retain and motivate very different generations of workers, we must understand their unique perspectives and the national events that shaped their values. To maximize performance [IMPROVE RESULTS], the generations need to work together in harmony, bridging the generational divide through shared values.”

Barnett/Winning
Bridging the Generation Values Gap
Symptoms of Ineffective Leadership

Then

- Lack of Communication
- Lack of Team Work
- Lack of Training
- Lack of Praise and Recognition

Peter Drucker’s Research of Half-a-Century Ago
Symptoms of Ineffective Leadership

TODAY

- Lack of Communication
- Lack of Team Work
- Lack of Praise & Recognition
- Ineffective Training
- Lack of Opportunities for Growth
- Lack of Fairness

*Inconsistencies in how rules are applied*

*The More Things Change, the More They Remain the Same*
The Leadership Role

8 Essential Skills of Effective Leadership

1. Motivate and Inspire Others
2. Communicate (which includes listening)
3. Lead by Personal Example
4. Delegate Well
5. Build (and are part of) Effective Teams
6. Earn Respect and Trust (through consistency & transparency)
7. Make the Hard Decisions
8. Are Innovative, Flexible, Open to Change
The Very Best Leaders...

*also develop their successors by*

- Modeling the desired behavior
- Caring deeply for them and about their well-being
- Communicating a compelling vision
- Involving their people
- Teaching/Training their people
- Delegating responsibility to their people
- Commissioning their people as co-laborers in the work
Effective Leadership is Transformational

- You may have bright people working for you
- You may have well trained and technically proficient people working for you

But that’s not enough...
Effective Leadership is Transformational

If you want their best then your people also need to...
• Know that you care
• Be inspired to do and give their best
• Be focused on the mission and vision
• Practice the core values of the organization

Because that’s what they see you (your leadership) doing
The Stages of Learning

Stage I – Unconscious Incompetence
You Don’t Know What You Don’t Know

Stage II – Conscious Incompetence
You Know What You Don’t Know

Stage III – Unconscious Competence
You are Intentionally Applying What You’ve Learned

Stage IV – Conscious Competence
You Own It

Stage V – Reflective Competence
You Can Teach It

INTERNALLY AWARE

EXTERNALLY EFFECTIVE
When Leaders Don’t Lead

*the Pareto Principle – “the 80-20 Rule”*
When Leaders Don’t Lead

*the Pareto Principle – “the 20-60-20 Rule”*

(T.E.D.s – Total Energy Drains)
Evaluation

“Gap” Scores

Conversations

Coaching

Commitment to Act
Evaluation Criteria

Elements

“My Work”

“Our Work”

“My Behaviors”

Tools

PRE-EMPLOYMENT
• Predictive Index
• DiSC Profile
• KOLB Learning Style Inventory
• Omnia Profile

ONGOING
• Annual (or more frequent) Evaluations
• 360 Assessments
Building Bench Strength

Groom Internal Candidates and Create a Career Path

Building Future Leaders

Formal Training

Coaching

Mentoring
Contact Info

For additional information, to request a copy of this presentation, to sign-up for *Monday Morning Musings*, learn about JMFA’s clients and services, or discuss your specific needs and objectives

Keith Hughey, Senior Consultant
210-260-0955
Keith.Hughey@JMFA.com