

RQ More than **High Potential**

Developing Leadership Relationship Capacity



Tim Scudder, PhD
Author & Principal

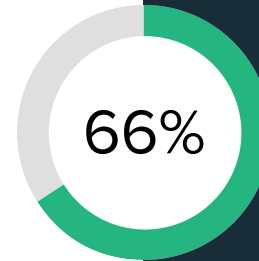


Agenda | What we will discuss today

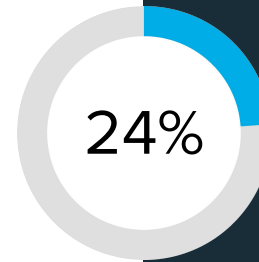
- Understand the **limitations** of focusing leadership development efforts on people with formal leadership roles.
- Learn to **redefine leadership capacity** in the context of relationships, not just leadership skills or competencies.
- Focus leaders on the **importance of establishing relationships** that build trust, generate commitment, and drive results.

What do we **know**?

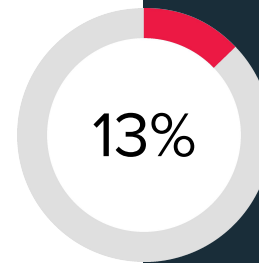
High-potential programs are
not living up to their potential



of organizations invest
in **high-potential
programs**



of senior executives
consider these
successful programs



of senior executives
have **confidence in
rising leaders**



US-Based

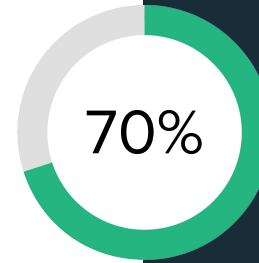
Environmental Engineering Firm

- **Purpose:** build the leadership pipeline
- **Selection process:** nomination and vetting
- **Program:** pre-reading, six off-site sessions, year-long cohort
- **Content:** financial literacy, strategy, values, case studies, personality assessment, interpersonal skills, change management
- **Follow-up:** Teams pitched initiatives to SLT and BOD members - Shark-Tank style
- **Post course survey:** learners said the most valuable part was learning how to manage their relationships

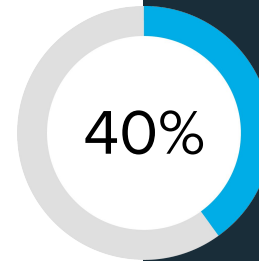


What do we **know**?

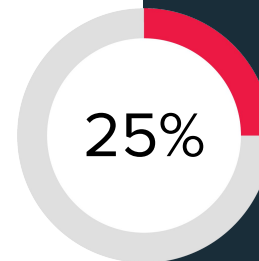
In the absence of clear criteria, managers see high-potential in people who remind them of themselves.



of managers have a **personal definition of potential**



believe that managers have an **agreed definition of potential**



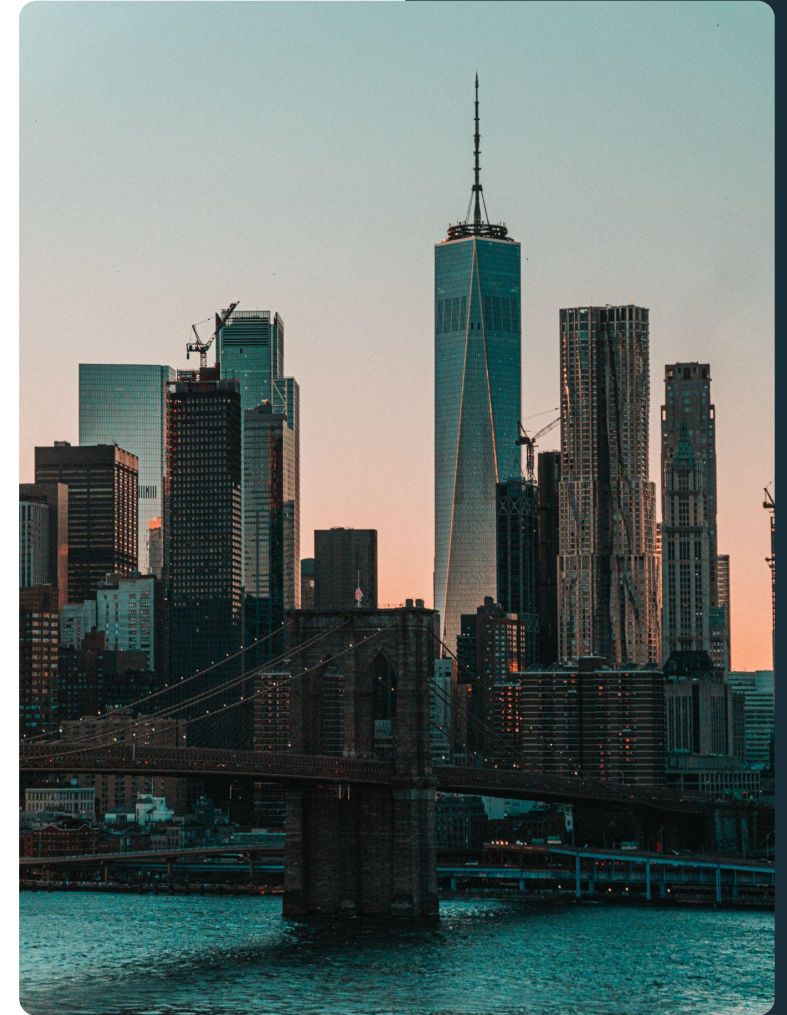
believe high-potential criteria are **clear to employees**



Multi-National

Financial Services Organization

- **Purpose:** identify and develop the leaders of tomorrow
- **Selection process:** nomination and vetting
- **Program:** pre-reading, on-site, full week with experiences (eg. sailing, cooking classes, improv, etc.)
- **Content:** simulations, financial literacy, strategy, values, business environment, personality assessment, interpersonal skills, change management
- **Follow-up:** change proposals nurtured in innovation lab. Innovation tournament with company-wide voting in a March-Madness format
- **Post course survey:** learners said the most valuable part was learning how to manage their relationships





What is a leader?



There is only one irrefutable definition of a leader...

Someone people follow.



Leadership is a Relationship

Leadership is a relationship in a context that exists
only so long as people follow the leader.

Do relationships really **matter**?

■ Respondents with thriving relationships ■ Respondents with struggling relationships

More productive at work compared to a year ago



Intend to stay at employer for one more year



*2022 Microsoft Work Trend Index Research of 31,000 people in 31 countries

“

When people trust one another and have **social capital**, you get a willingness to take risks, you get more innovation and creativity and less groupthink.

Nancy Baym

Principal Researcher,
Microsoft Research

A global **problem**



Less than optimal relationships between leaders and team members.



Overall engagement remains low.

30%

of organizations perceive their managers coach effectively.*

*From McKinsey & Company Global Survey 2018

26%

of employees report their manager's feedback helps them improve.*

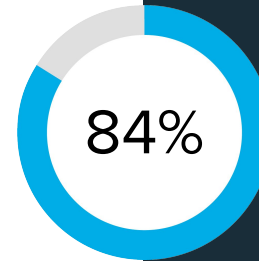
*From Gallup Manager Study 2020

21%

of employees are engaged at work.*

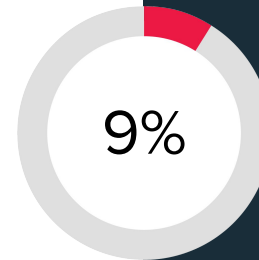
*From Gallup State of the Global Workplace 2022

Prioritizing **leadership relationships**



of MBA alumni rank interpersonal skills among the most valuable on the job

GMAC Survey



of MBA programs rank interpersonal skills among the top three skills they develop

Percept research



Interpersonal skills are the most important to recruiters

QS Top MBA Jobs & Salary Trends Report



Trending toward inclusion

- Moving away from selection criteria
- Open-access training
- Stretch assignments for all employees

...and asking tough questions

- Do our criteria actually work?
- Are high-potential programs denying opportunities to some groups?
- What hidden talents do people have?



US Army

Army Management Staff College



- **Purpose:** to ignite the leadership potential of every army civilian
- **Selection process:** required training at various levels of responsibility
- **Program:** basic, intermediate, and advanced courses, virtual and residential
- **Content:** strategy, values, problem solving, personality assessment, interpersonal skills, mission planning, resource stewardship
- **Follow-up:** series of training programs available to everyone
- **Post course surveys:** learners said one of the most valuable parts was learning how to manage their relationships





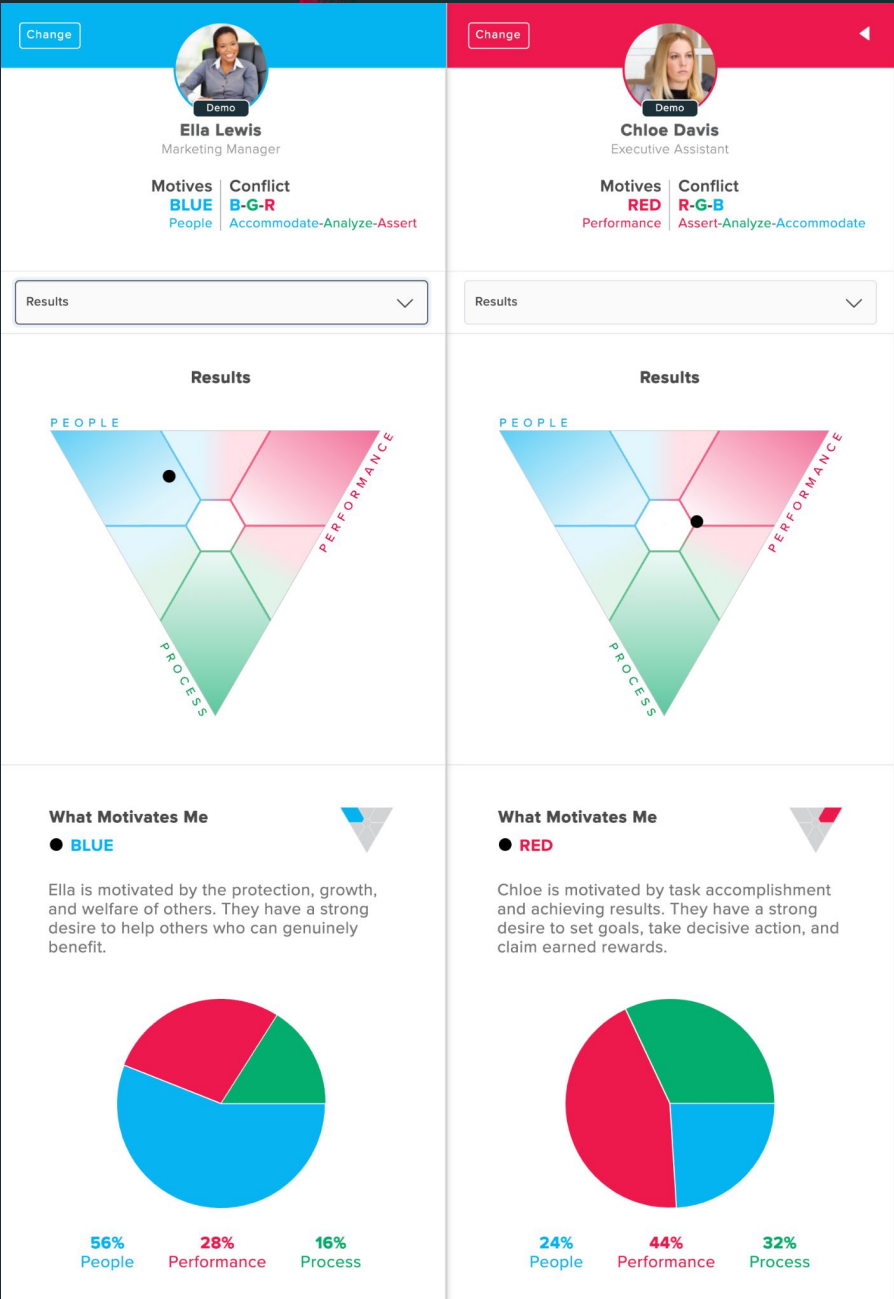
Leadership Potential and Personality

Leadership Style	Correlation	Personality Type: Motivational Value System
Servant Leadership	.708	Blue (altruistic-nurturing)
Transformational Leadership	.438	Red (assertive-directing)
Transactional Leadership	.458	Green (analytic-autonomizing)
Situational Leadership	.529	Hub (flexible-cohering)

n=328



Comparing Motives





Using **strengths** to co-create the relationship



What strengths do you want from me as your coach?




How can I help you use your strengths?



Comparing Strengths

Change



Demo

Ella Lewis
Marketing Manager

Motives

BLUE

People

Conflict

B-G-R

Accommodate-Analyze-Assert

Strengths

Most Likely To Use

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Least Likely To Use


4. TRUSTING

There's a saying you probably resonate with, whether you've heard it before or not: Trust takes years to build, seconds to break, and forever to repair. You, more than most, place your faith in others and they often return the favor by trusting you. You believe the best about people.

Being able to trust others saves a lot of time and effort; when they have your best interests in mind, you can easily accept their advice. The caution arises, however, when you might trust too much. That's when you become gullible. So you need to listen for that quiet voice that might advise you to be careful.

You'll never lose your capacity to trust others, and that's a good thing. It makes you valuable in so many settings and in so many relationships. Everyone appreciates a person who believes in them.

Change



Demo

Chloe Davis
Executive Assistant

Motives

RED

Performance

Conflict

R-G-B

Assert-Analyze-Accommodate

Strengths

Most Likely To Use

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Least Likely To Use


25. TRUSTING

Chloe places their faith in others.



Comparing Strengths

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
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Least Likely To Use

23. RISK-TAKING

Ella takes chances on losses in pursuit of high gains.

Change



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Chloe Davis

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Least Likely To Use

4. RISK-TAKING

Where others see danger, you see opportunity. Where some see risk, you see reward. Where some see risk, you see reward. You're not about playing it safe. You're all about risk. Go big or go home is one of your mottos. You make your own luck, and others know it. They admire your risk-taking much of the time, but it can also scare them silly. They may see you as reckless or even foolish on occasion. But that doesn't stop you from trying to beat the odds and win big.

You know you can lose but you never expect to. That's what energizes you. You thrive on the excitement and adrenaline. You love the rush.

Your risk-taking often serves you well. You embody courage while others are cowering. You are striving for the big win while others are playing it safe.

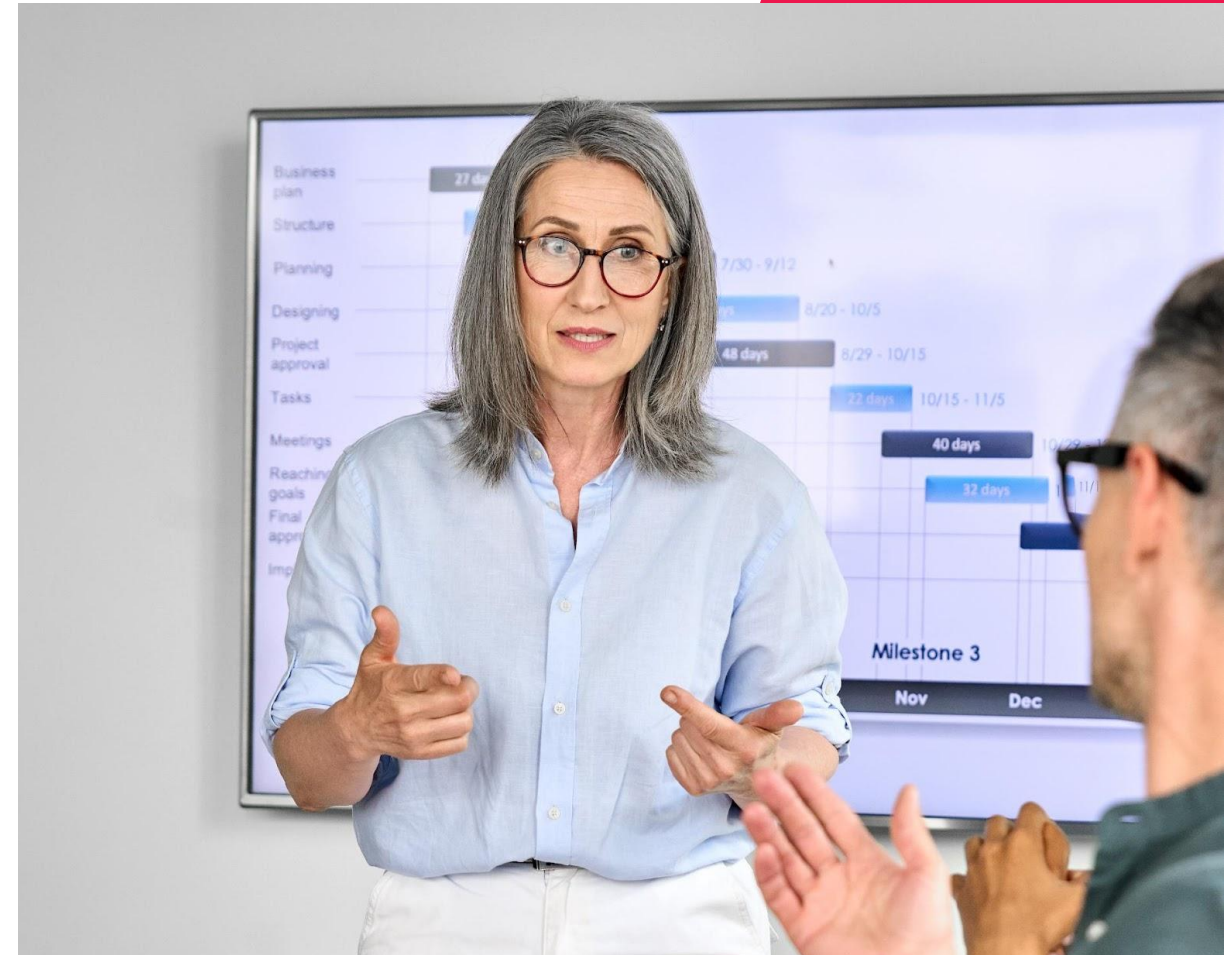
Reduce the effect of **overdone strengths** in the relationship



As a coach, what do I need to guard against overdoing with you?




What overdone strengths in you are likely to trigger a negative reaction in me?





Comparing Overdone Strengths

Change



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Ella Lewis

Marketing Manager

Motives | Conflict
BLUE **B-G-R**
People | Accommodate-Analyze-Assert

Overdone Strengths

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Least Likely To Overdo


6. HELPFUL (SMOTHERING)

You know what would be helpful? If you'd leave me alone. If you've ever heard those words, you know your helpfulness has become too much for another person.

You can get frustrated when other people won't let you help them. If you know what they need, you may do something for them even when they ask you not to, because you are so sure that they will appreciate the result once they see it. At these times, you can be smothering – almost invasive in your desire to do good for others.

Sometimes, you may need to remember that the best way to help someone is to let them take care of matters on their own. You can remain available should they request the help that you are so eager to give. Your help will be most appreciated when other people ask for it and believe that they need it.

Change



Demo

Chloe Davis

Executive Assistant

Motives | Conflict
RED **R-G-B**
Performance | Assert-Analyze-Accommodate

Overdone Strengths

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Least Likely To Overdo


25. HELPFUL (SMOTHERING)

Being so helpful to others that he/she does things for them that they do not want or need.



Comparing Overdone Strengths

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
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Least Likely To Overdo

27. AMBITIOUS (RUTHLESS)

Being so ambitious with his/her goals that he/she doesn't have compassion for others.

Change



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Executive Assistant

Motives

RED

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Assert-Analyze-Accommodate

Overdone Strengths

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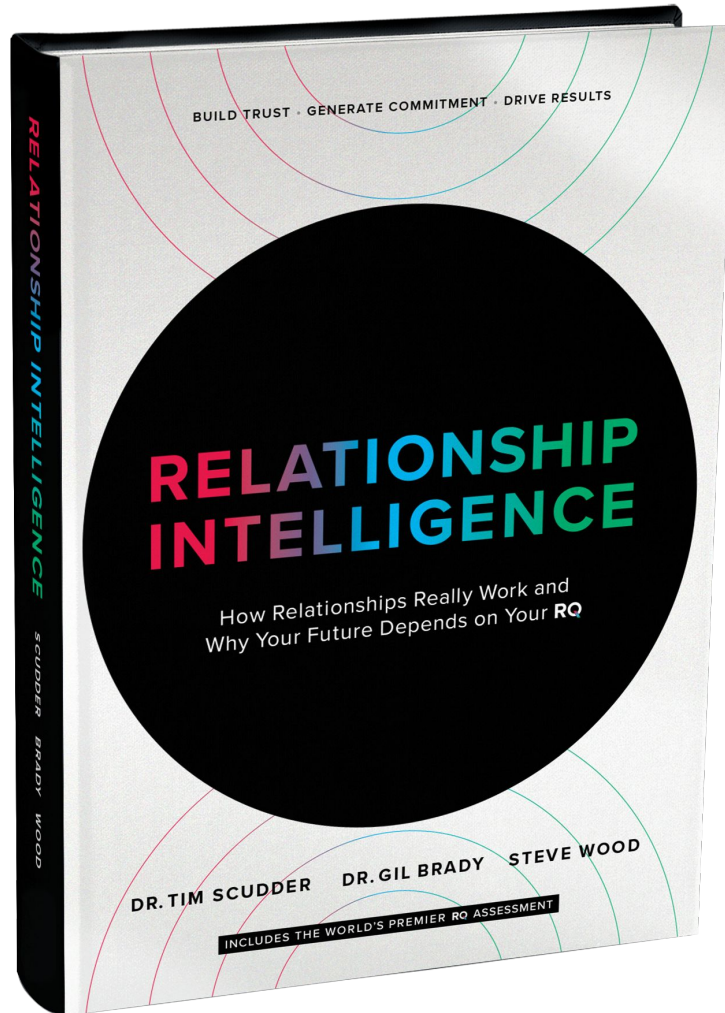
Least Likely To Overdo

6. AMBITIOUS (RUTHLESS)

In your eagerness to advance and to get ahead, you may fail to consider others who are on the same journey. And what seems like an oversight to you comes across as a selfish and deliberate disregard for others.

You can be relentless and single-minded in your pursuit of gain, status, recognition, or accomplishment. While this may increase your chances of accomplishing your goals, the risk is that you will find yourself alone with your accomplishments. If people feel they've been used as a stepping stone, or a rung on your ladder of success, they won't want to support you in the future.

To keep your well-intended ambition productive with others, you may need to be more considerate and collaborative – clearly communicating how your goals align with theirs.



Relationship Intelligence



How relationships
really work...



and why your future
depends on your RQ.



DEFINITION

Relationship

A connection between people built on a foundation of shared experiences, interactions, and expectations.

IQ

EQ



Quality of **Relationships**



Past

How favorably we view
our shared experiences

Present

The effectiveness of
our interactions

Future

The attractiveness of
our shared expectations

Relationship Intelligence

RQ FRAMEWORK

RELATIONSHIP

HOW RELATIONSHIPS WORK

Shared
Experiences

Present
Interactions

Aligned
Expectations

INTELLIGENCE

SHAPING YOUR RELATIONSHIPS

Recast
the Past

Master
the Moment

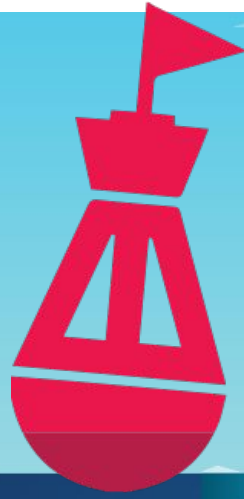
Co-Create
the Future

Re-cast the Past

Master the Moment

Co-create the Future

Past Strength
Past Results



Past Reasons

COACHING

Future Strength
Desired Results



Future Reasons



Personality



FOUR RQ SKILLS

Positive Regard
Service Orientation
Personal Accountability
Strengths-Based Agility

Positive Regard

Treating people (including oneself) with dignity and respect; assuming positive intentions and motives.

Service Orientation

Being curious and open to learn what people need.
Being willing to meet other people's need and appreciative when they meet yours.

Personal Accountability

Taking ownership and initiative; being responsible for the results of your actions and choices.

Strengths-Based Agility

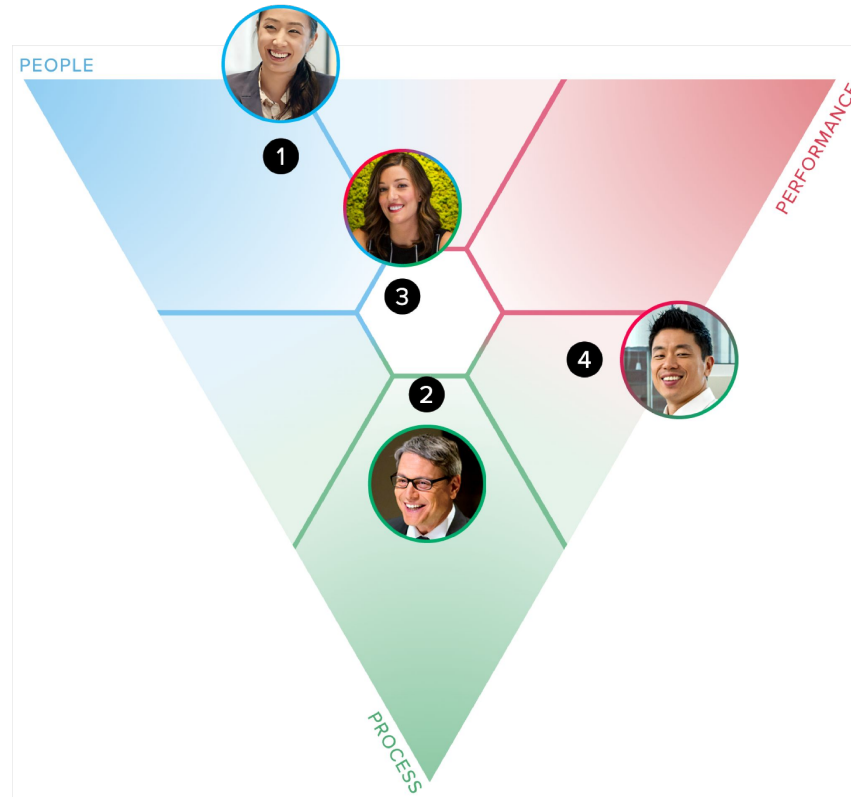
The intentional use of behavioral strengths in pursuit of desired outcomes; metaphorically, choosing the right tool for the job.



RQ OUTCOMES

Building Trust
Generating Commitment
Driving Results

Relationship Intelligence in the Flow of Work



Digital Relationship Coach

Zoom Meeting

Dashboard Discover Compare Teams Develop Assess Train Account

Motives Conflict Strengths Tips

Change

Richard Booker
Project Manager
Motives BLUE-GREEN Conflict B-[R]G
People-Process Accommodate-[Assert]-Analyze

Jasmine Reddy
Business Analyst
Motives RED Conflict R-G-B
Performance Assert-Analyze-Process Analyze

Britney Klein
Owner of HR
Motives HUB Conflict [B]G
People-Performance Accommodate-[Assert]-Process Analyze

Communication Tips

How are things in this relationship?

Going Well Conflict

Kind of communication tips do you need?

Things

Are the main topics and check to see if or people should be included in the meeting.

Click in to see if any new information or past events are relevant to the meeting.

them in which order they would prefer to enter the agenda items.

who else should be informed about the comes of the meeting.

prepared to branch out into related items.

How some time at the end for a bit of funniness or fun.

Core Strengths

Q Participant

< Amy Chang >

Going Well Conflict

Motives: BLUE
People

Understand Their Style

Communication Tips

Speaking

- Thank them for their help.
- Ask how they feel about things.
- Don't discount other feelings.

Managing Strengths

Methodical

Give them the opportunity to explain the complete process in detail.

Forceful (Domineering)

Try to avoid being so forceful that you assert your will over others.

00:26

Susan Anderson

Vince Park

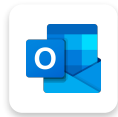
End



Tools to Improve Communication



Core Strengths Platform
Compare | Teams | Coach



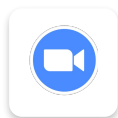
Microsoft Outlook Add-In



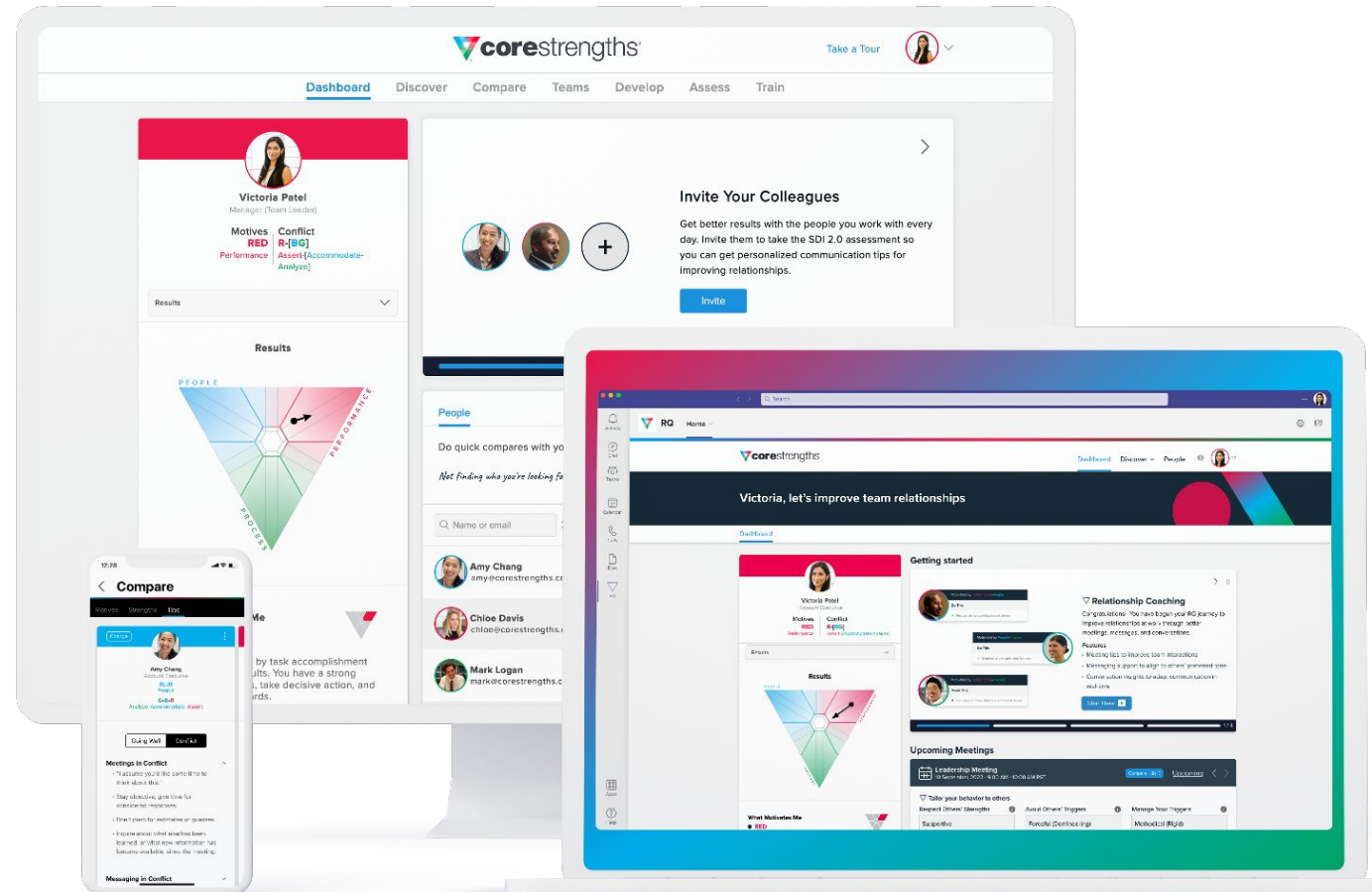
MS Teams Integration



Core Strengths Mobile App
Quick Guide



Zoom Integration
Coming Soon





Take the **SDI 2.0**

Access Code:

ATD-LEADERSHIP-RELATIONSHIP-CAPACITY

CoreStrengths.com