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Accelerate Transformation

Leader Capability Report

Report For Jane Sample

ID HA123456

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Accelerate Transformation Leader Capability Report Introduction

Organization Transformation. Companies are experiencing extraordinary disruption in today's modern business era, driven by new digital technologies, threats from non-traditional competitors, increased regulatory pressures, reinvention of work, sweeping demographic changes in the workforce and the chronic, political and economic uncertainty that is prevalent around the world. In response to this turmoil, organizations are working to transform themselves to remain relevant and successful.

While change requires people to adapt to new processes, transformation requires leaders to embrace disruption and invent a new normal. Change is planned with high levels of certainty, about how the change is approach and delivered. Transformation is planned with high levels of uncertainty, ambiguity and complexity – change has a beginning and end. Transformation has no end – but rather a continual process of reinvention and recreation. Transformation is radical. Unlike change, transformation does not focus on discrete, well-defined shifts, but rather on programs of interdependent initiatives, with an overall goal to reinvent the organization for the future. Transformation is much more unpredictable and experimental, with little or no opportunity to turn back. It entails much higher risk.

Transformation and Leadership Capability. In order for organizations to successfully transform, their leaders must shift and build new mindsets and capabilities to ensure their organizations remain relevant to their customers' ever changing needs. This report is designed for individuals in leadership roles that are guiding transformation efforts. The five transformation drivers and 10 leader capabilities described in this report will help you better understand your natural potential to lead through organizational transformation.

Understanding your results. There are a few important things to keep in mind when reading your report:

- Resist the temptation to evaluate higher results as “good” and lower results as “bad”. Higher results do not necessarily indicate greater competence, nor do lower results necessarily indicate deficiency. Interpretation is context specific. So, when reviewing your results, it is critical to consider the unique context and role demands that you face in the transformation your organization is currently working to complete.
- Higher results can indicate greater potential, whereas lower results can indicate less natural potential in a given area. For example, a person with higher results on capabilities related to “Operational Focus” but lower on those related to the “Strategic Focus” dimension, indicates less natural tendency for defining future vision, but stronger tendency to inspire others to accept that vision. If the context in which that person's role exists demands inspiring others, then the lower results on Strategic Focus may not be as critical to overall success. Becoming more aware of your areas of strength and development opportunities can help you identify situations in which you may need to flex your style to achieve results targeted within your organization's transformation effort.
- All profiles will indicate some specific areas of strength as well as some potential development opportunities. It is important to examine your profile holistically and consider how your individual results interact with each other and the context. You can use this report to help you understand how to best leverage your strengths as well as how you may need to adapt your approach to meet situational demands.



How to Read Your Report

Report Contents. This report is organized around five transformation drivers, each of which includes two leadership capabilities found to enable successful organizational transformations. You will see an executive summary that provides the overall results, followed by more detail for each of the leader capabilities, including development suggestions for each.

Results. You will receive feedback on results for the 10 leader capabilities. Higher results indicate greater natural potential, whereas lower results indicate less natural potential for a capability. Your highest and lowest results indicate which aspects tend to be most salient, impactful, and readily noticed by others.

Capabilities Result Example

The example below shows the leader capability of “Navigates Ambiguity”. For each capability, you will see its definition, your numerical result, typical work behaviors related to that capability, including high and low indicators, and finally, a series of development tips.

Transformation Readiness

Navigates Ambiguity: Deals with uncertainty and lack of information by making sound assumptions that enable decision-making to drive transformation and move the organization forward.



Work behaviors related to this capability typically include:

- Makes rational and well-founded assumptions based on the information at hand
- Excel at making timely, logical, and confident decisions



Low Score:

- Seeks too much information that delays decisions or reaches them without considering enough available information
- Is uneasy and hesitant in situations in which information is scarce
- Struggles to make timely decisions



High Score:

- Is able to make logical decisions and back them with confidence
- Excels at moving forward despite having limited or conflicting information
- Excels at making rational and well-founded assumptions based on the information at hand

Development Suggestions:

- Transformation requires imagining a dramatically different future. Since the future is largely unknown you will need to make assumptions to make decisions. Think about a decision you have to make for which you don't have all the information. Create a set of assumptions to fill in gaps and ask your leader or a trusted colleague for feedback.
- Speed is critical during transformation and you need to make lower-risk decisions with less information than you may like. To do this, first determine what would happen if a wrong decision was made. If the impact would not be severe, identify and collect only the 'need to know' information – skip gathering the 'nice to know.'
- When making critical decisions where ambiguity and uncertainty are high, take the 'what-if' approach. Identify two or three potential decision options and think through what could be the outcome of each decision. Discuss your thinking with a trusted colleague or your leader before making your decision.

Focusing on capabilities with lower results may yield the quickest gains, but you may still chose to still focus some effort on development suggestions from capabilities with higher results as well.

Executive Summary

Transformation Driver	Capabilities	Summary Result
Transformation Readiness	Navigates Ambiguity	High
	Takes Calculated Risks	Medium
Strategic Focus	Imagines the Future	Low
	Frames the Opportunity – Communicates with Intent and Impact	High
Operational Focus	Inspires Active Participation	Medium
	Connects the Organization	Low
Transformation Outcomes	Evolves the Culture	High
	Accelerates Performance	Medium
Foundational Behaviors	Models Behavior that Supports Transformation	Low
	Demonstrates and Drives Accountability	High



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Transformation Readiness (continued)

Takes Calculated Risks: Identifies and considers risks, weighs them against anticipated benefits and uses that insight to act courageously in pursuit of creating new business value.



Work behaviors related to this capability typically include:

- Challenges assumptions and experiments with new methods and approaches
- Balances the probability that risk is met with reward
- Abandons “safe ground” to carve out a new direction that is in the best interests of the organization and industry



Low Score:

- Avoids taking risks in favor of more established approaches
- Struggles differentiating between appropriate levels of risk and balancing rewards
- Devotes minimal time appraising the risk associated with actions and decisions



High Score:

- Consistently seeks new and better ways of achieving organizational objectives
- Maximizes the probability that risk is met with reward that advances the organization
- Proactively evaluates the consequences of taking certain risks, easily distinguishing between good and bad risk

Development Suggestions:

- Taking risks and trying new things are an essential part of transformation, but knowledge and past experiences can constrain thinking and ideas. Identify an important opportunity or problem your team faces that if addressed would deliver business value. List your basic assumptions about the situation and pick one that if reversed would be controversial. Look at the problem from this new perspective and try to generate unique ideas.
- Reframe your thinking and look at risk as positive indicators of courage. Every time you make a decision ask yourself, “How courageous is my choice?” Push yourself to come up with other options that may be less certain but would generate greater business value before making a decision about how to proceed.
- Create a ‘safe-zone’ for risk. Think about where it is acceptable to take more risk. Establish the types of decisions where (a) failure would be acceptable, and (b) failure is not an option. For example, publicly declare that it’s acceptable to take risks when experimenting with new products, but not with implementing projects for customers. Come up with an idea in the ‘safe-risk’ zone and explore it.

Strategic Focus

Imagines the Future: Is able to see beyond the current (and past) states of the organization to imagine and continually fine-tune a new and maybe dramatically different future that will ensure the long-term viability of the business.



Work behaviors related to this capability typically include:

- Stays up-to-date with respect to industry-relevant topics and marketplace developments
- Generates visionary or innovative ideas to meet goals
- Questions and revisits validity of own ideas and approaches, and changes strategy when existing approach proves ineffective or new information is uncovered



Low Score:

- Misses opportunities to take in perspectives outside their own experiences, missing opportunities to learn from the market and other leaders
- Focuses more on short-term vs. long-term impact of the organization's direction
- Is more comfortable imitating, rather than conceiving and championing, a new vision



High Score:

- Consistently seeks new developments and approaches to advancing the organization
- Thinks about the future impact of the organization's direction and adjusts to maximize its viability and success
- Generates visionary or innovative ideas through consistently challenging the status quo

Development Suggestions:

- Transformation requires bold new thinking. You cannot create a transformation strategy by starting from the existing state. Anchoring your thinking with as-is business conditions will result in continuous improvement, not transformation. When setting strategy start by painting a picture of the future, without the constraints of today's reality, and then list what needs to happen to achieve that desired state.
- In today's digitally disrupted world great ideas can come from industries other than your own. Pick an industry that is more digitally advanced from yours, and research how they create, deliver and capture value. From your research, pick something you could apply within your business.
- Sometimes the best idea seems the craziest. When setting strategy, make a list of outrageous ideas – e.g., giving your product information to a competitor or letting your customers decide when they want to pay you for what they buy. Pick an outrageous idea to explore, and determine how you could turn the concept into something that delivers business value.

Strategic Focus (continued)

Frames the Opportunity – Communicates with Intent and Impact: Creates a sense of urgency regarding the need to transform (and the risk of not transforming) that resonates with all internal and external stakeholder groups.



Work behaviors related to this capability typically include:

- Is able to articulate the benefits of transformation
- Makes articulate and compelling cases for their ideas



Low Score:

- Struggles to build support and buy in for their ideas
- Uses less effective or no strategies to persuade others to support transformation
- Often presents their position without a compelling message



High Score:

- Carefully and strategically builds support for ideas, articulating the benefits to the organization and individuals
- Uses multiple strategies to persuade others to support the transformation
- Consistently articulates a compelling case for transformation

Development Suggestions:

- Successful transformation requires establishing not only a shared vision, but also a shared sense of urgency. Make sure that you reinforce urgency in all transformation-related communications by highlighting the driving force or rationale for the transformation, and the risk of not taking fast action.
- Use storytelling to create a picture of a compelling future and the way to get there. Use examples of success and failure from other industries or organizations that illuminate or complement your transformation challenges.
- ‘One size fits all’ messages will not resonate with internal and external stakeholders. Today, people are used to getting contextualized messages developed specifically to address their own interests and concerns. Develop and look for ways to deliver personalized messages through both in-person and digital channels.

Operational Focus

Inspires Active Participation: Acknowledges the personal effort required by people (at all levels of the organization and from external partners) for successful transformation, and creates conditions in which others feel motivated and empowered to personally contribute.



Work behaviors related to this capability typically include:

- Generates commitment, engaging and inspiring internal and external stakeholders and recognizing the value of others' contributions
- Knows who the key influencers are within one's own and other organizations, and how to go about involving them to shape transformation efforts
- Views the world through the eyes of others/recognizes the impact of transformation on others



Low Score:

- Is more focused on own agenda than other stakeholders' needs and contributions
- Struggles to understand who the key influencers are in the organization and as a result, misses the opportunity to involve them in the transformation
- Does not understand or acknowledge the efforts and contributions of others in the transformation



High Score:

- Is skilled at generating commitment, engaging and inspiring others to actively participate in the transformation effort
- Excels at encouraging others to realize their potential and persist when challenges arise
- Makes all stakeholders feel acknowledged and appreciated, contributing to their influence

Development Suggestions:

- Transformation requires participation from all levels of the organization, especially frontline employees. Research shows successful transformations have early and active engagement of the frontline. As you build tactics for your transformation, create clear roles and responsibilities for all levels of employees. Look for ways for frontline employees to contribute early and keep them involved.
- Successful transformation requires significant effort and energy, and evokes a wide range of positive and negative emotions. Pay close attention throughout the transformation for signs of fear or anxiety, and quickly acknowledge and provide support to alleviate concerns. Also watch for excitement, and reinforce and amplify effects by thanking people and having them share enthusiasm with others. As the transformation progresses try to minimize change fatigue by carefully prioritizing initiatives.
- One of the barriers to successful transformation is slow and bureaucratic decision making. Consider establishing decision rights for employees so they can make level-appropriate decisions quickly and play a more significant role in transformation results.

Operational Focus (continued)

Connects the Organization: Uses understanding of the organization and external networks to break down silos and drive collaboration to optimize transformation results.



Work behaviors related to this capability typically include:

- Builds intra-organizational support for teams and their respective missions
- Galvanizes the organization around a vision
- Builds personal rapport and camaraderie with internal and external stakeholders and holds others accountable for doing the same



Low Score:

- Does not understand or utilize organizational networks to build the support needed for the transformation
- Is more reactive than proactive around building consensus around the organizational vision
- Is challenged initiating and maintaining connections with stakeholders



High Score:

- Effectively utilizes knowledge of internal and external networks to build support for the transformation
- Purposefully works to break down organizational silos and ensure cross-functional collaboration
- Builds diverse teams using the best internal and external resources to support transformation goals

Development Suggestions:

- Creative problem solving requires diverse thinking and participation by a range of internal and external stakeholders. Seek opportunities to create cross-functional teams that may even include external stakeholders.
- Organizational silos can slow efforts to transform and hinder results. Use your personal relationships and network to map current effective cross-functional collaboration. Where you see poor or no collaboration, engineer opportunities to build relationships between individuals and teams, and/or get teams/people working together on common goals.
- Sometimes outside support is required to achieve transformation goals. As your organization experiments with new ideas, look for situations where internal capabilities/expertise to execute ideas is lacking. Be prepared to engage external stakeholders or partners to bridge gaps and ensure that high-value initiatives can be executed effectively and quickly.

Transformation Outcomes

Evolves the Culture: Articulates, and where necessary, evolves organizational values, norms and practices required to achieve and sustain the desired future state.



Work behaviors related to this capability typically include:

- Is aware of current organizational values, group norms and practices and recognizes what needs to change to achieve and sustain the new desired state
- Works toward goals despite encountering obstacles
- Recognizes and addresses resistance from and between others to shift mindsets and drive adoption of new behaviors



Low Score:

- Does not understand or take into account current organizational culture and values when defining new objectives
- Is quick to pause or abandon efforts when encountering obstacles or resistance from others
- May ignore resistance from others, missing the opportunity to reinforce needed shifts to individual mindsets and the organization's culture



High Score:

- Uses an understanding of current organizational culture to define appropriate objectives and define a path to attain those objectives
- Approaches obstacles to transformation with a determination to overcome them through appropriate means
- Acknowledges resistance from others and uses it as an opportunity to help change their mindsets

Development Suggestions:

- Culture can both help and hinder transformation. Understanding how culture will impact efforts is critical. Make a list of commonly held beliefs, norms and behaviors that define your organization. Get input from others to ensure that you have an accurate view. Identify cultural elements that will help your transformation and determine how to leverage them. Next, make a list of what cultural elements could hurt your transformation and identify how to change them.
- As transformation requires reinvention, culture is often misaligned with it. Identify attributes of your culture that need to evolve. Think about one or two behaviors of people that, if changed, would evolve the culture. Next, define practical steps that people can take to adopt those behaviors. Finally, find a small group that is most likely to adopt the behaviors and get them involved. Share successes using cross-organizational social and communication tools – try to get their stories to go viral to drive change.
- Culture changes when people adjust their mindset and adapt their behavior to reflect new values, norms, or beliefs. Showing people how to act is critical. As a leader you need to be acutely aware of when your behaviors are not aligned to a culture conducive to driving transformation. You must be prepared to provide feedback to other leaders when you see them acting in contrary ways to such a culture as well.

Transformation Outcomes (continued)

Accelerates Performance: Proactively addresses potential barriers to success, and continually looks for ways to optimize people, processes and technology to accelerate success.



Work behaviors related to this capability typically include:

- Manages progress towards objectives with a sense of urgency
- Seeks help when it is needed to accomplish an objective
- Challenges others to uphold organizational values



Low Score:

- May not attend to others' performance and productivity or does so in a way that does not motivate them to achieve objectives
- Can be inattentive or miss opportunities to provide staff feedback related to individual and performance
- Does not engage others for help when needed



High Score:

- Excels at establishing challenging, attainable performance standards, monitoring productivity, and creating accountability
- Evaluates others' performance fairly and objectively and provides timely and actionable feedback
- Strategically prioritizes quick wins to build transformation momentum and accelerate results.

Development Suggestions:

- As transformation requires people to change behaviors and develop new skills, you will need to provide developmental feedback and address poor performance. Direct communication and making difficult talent decisions can be uncomfortable but is necessary to maximize results. People will accept feedback more constructively if you focus on 'observable behaviors' versus personal opinions or interpretations. State what the person specifically said or did, and then explain the impact of the behavior. If you think the feedback will be difficult for the person to accept, test the messages with a trusted colleague first.
- Course corrections are a reality of transformation, and as a leader you need to be continually watching for situations where adapting an approach or even stopping an initiative is necessary. As you plan strategy implementation, be sure to identify how and when success (or failure) will be measured. Be ready to make difficult decisions to course correct.
- One of the best ways to accelerate short-term transformation results and gain deeper commitment to longer-term initiatives is by identifying and prioritizing quick wins. As you consider how to sequence transformation initiatives, identify a few efforts that can be done fairly easily and will deliver significant business value. Start with those activities.

Foundational Behaviors

Models Behavior that Support Transformation: Clearly articulates and consistently models behaviors required to drive transformation.



Work behaviors related to this capability typically include:

- Persists when efforts are not immediately met with success
- Has an optimistic outlook and positive attitude
- Considers the 'right thing' to do in everyday situations



Low Score:

- Complains or is easily frustrated when effort is not immediately successful
- Is known for a mostly negative or pessimistic point of view
- May take shortcuts to get around issues when people are not paying attention



High Score:

- Is not swayed or impacted if their efforts are not immediately successful
- Is known for their optimistic outlook and positive attitude
- Knows and does the 'right thing' in everyday situations

Development Suggestions:

- Transformation is an emotional process. Become more aware of your emotions in real time. In particular, explore how you experience them and how they are perceived by others. When you notice yourself becoming frustrated, impatient or irritated, take a break (e.g., walk, get some tea, stretch). Doing this will give you time to process the emotion and give you a fresh perspective when you return to the task at hand.
- Be aware of your own intensity and how you may convey working with a sense of urgency. Also pay attention to how you react when people don't perform as you expect. If you become irritated with projects or people, and then you step away, make sure to finish what you have started. Otherwise, you risk developing a reputation for lacking persistence which will limit your future influence.
- Start paying attention to and identifying situational factors that tend to trigger strong emotional responses from you. Write down some recent examples of times you expressed your frustration to others. Determine what those occasions have in common to help you anticipate the next time you may be susceptible to the emergence of negative emotional reactions. Prepare strategies in advance that you can use to counteract each trigger in real time. Managing these scenarios can help keep others aligned with you.

Foundational Behaviors (continued)

Demonstrates and Drives Accountability: Holds self and others to account for the demonstration of identified transformation behaviors and delivery of agreed upon transformation results.



Work behaviors related to this capability typically include:

- Holds high performance and productivity standards for themselves and others
- Is seen by others as dependable and mature even when things aren't going well
- Demonstrates and inspires others to demonstrate impressive levels of initiative, persistence, and self-assurance
- Goes above and beyond expectations and leads others to do the same in their roles to facilitate achievement of good organizational outcomes



Low Score:

- Sets low or no performance standards for self and others
- Blames external factors when outcomes do not meet expectations
- Does not do what it takes to achieve personal and organizational goals



High Score:

- Sets and holds themselves and others accountable to high performance standards
- Easily accepts the consequences of actions and uses missed expectations as an opportunity to learn and teach others to improve
- Consistently goes beyond role expectations, modeling and inspiring others to do the same to help achieve organizational objectives

Development Suggestions:

- Start encouraging others to become more independent and self-reliant. Develop some personal guidelines regarding when and what kinds of support you will provide to others versus how much you should push them to solve their own problems. Be clear about when you expect others to take ownership of decisions.
- Make sure that you give others credit when they accomplish something that creates significant business impact and business value. Do not call attention to trivial achievements. Find ways to recognize key successes to make other parts of the organization aware of the value you are working to create.
- Holding others accountable is important, but remember to ask staff for feedback about your level of involvement in their work and how they feel about it. People learn more when they are responsible for their work and mistakes. Give them permission to tell you when you are getting too involved in implementation details. If they bring this up, thank them, and adjust your behavior.