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# Accelerate Transformation

## Manager Capability Report

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**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 Manager Capability.** In order for organizations to successfully transform, their managers must build new mindsets and capabilities to ensure their organizations remain relevant to their customers' ever changing needs. This report is designed for individuals in manager roles that are helping lead others through transformation efforts. The five transformation drivers and 10 manager 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 recognizing new opportunities, but stronger tendency to optimize resources. If the context in which that person's role exists demands assembling resources needed to effectively execute, 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 manager 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 manager capability of “Embraces Continuous Change”. 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

**Embraces Continuous Change:** Stays positive and focused on meeting goals in an environment of multiple/ concurrent and continuous change.



**Work behaviors related to this capability typically include:**

- Minimizes disruptions while maximizing efficiency of transformation initiatives and productivity improvements
- Moves forward despite having limited or conflicting information
- Demonstrates energy and enthusiasm



**Low Score:**

- Allows other factors to distract them and their team from being productive during transformation
- May be uneasy or hesitant in situations in which information is scarce
- Struggles to stay positive and persistent in the face of continuous change



**High Score:**

- Retains a high level of focus on supporting transformation in the midst of numerous distracting factors
- Excels at moving forward despite having limited or conflicting information
- Enthusiastically works and conveys positivity to their team in the face of change

**Development Suggestions:**

- Transformation involves significant change, which can cause you and your team to feel uncertain, concerned, and even fearful. Often, resistance to transformation is emotional rather than rational. When you feel uncomfortable, your team likely does too. Seek out more information about what is changing, why it's important and how the change will be executed. Identify what you can and what you cannot control. Focus actions on the things in your control.
- Even if change is welcomed it takes energy and effort to do things differently. During transformation there likely will be multiple concurrent changes that could result in change fatigue. Try to prevent overwhelming yourself and your team by prioritizing. Focus on the highest priority change initiatives to deliver quick wins that build positive momentum.
- Ambiguity is unavoidable in transformation. You may be required to make decisions about implementing new ideas or solving problems without having all the details. In these situations ask yourself 'Would no decision be worse than a wrong decision?' and if the answer is yes, move forward by making assumptions to fill in information gaps. If the risk of making the wrong decision is high, work with your leader to create a clearer picture of the situation.

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 | Embraces Continuous Change                                                | High           |
|                          | Is Persistent                                                             | Medium         |
| Strategic Focus          | Recognizes Opportunities                                                  | Low            |
|                          | Drives Commitment – Communicates in a Transparent and Personalized Manner | High           |
| Operational Focus        | Optimizes Resources                                                       | Medium         |
|                          | Executes with Agility                                                     | Low            |
| Results Focus            | Unlocks Employee Potential                                                | High           |
|                          | Amplifies Successes                                                       | Medium         |
| Foundational Behaviors   | Enables Behaviors that Support Transformation                             | Low            |
|                          | Demonstrates and Drives Accountability                                    | High           |

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## Transformation Readiness (continued)

**Is Persistent:** Maintains transformation effort and focus even when faced with shifting priorities, less than ideal conditions or obstacles.



**Work behaviors related to this capability typically include:**

- Demonstrates stamina and patience when working to overcome obstacles
- Reacts positively to crises or unanticipated setbacks



**Low Score:**

- Is easily discouraged when encountering challenges, obstacles, or setbacks
- Modifies goals or quickly admits defeat when frustrated or when encountering difficult problems
- Shows decreased stamina and patience when working through challenges or sudden changes in direction



**High Score:**

- Appears immune to distractions and discouragement when encountering roadblocks or setbacks
- Persistently works toward self and team goals despite encountering obstacles or shifting priorities
- Demonstrates a high level of stamina and patience when working to overcome obstacles

**Development Suggestions:**

- Throughout transformation you will face unforeseen challenges. Instead of waiting for problems to arise, try to anticipate them. As you hear about change or implement new ideas, think of potential issues, and create a plan to deal with them.
- During significant change, it is easy to focus on the negative aspects, especially when ambiguity is high. Stay focused on the rationale behind transformation and the anticipated benefits. Keep your team looking forward.
- Managing a team through a transformation can be a large, complex task. Motivate yourself to keep going by breaking down the effort into smaller, achievable objectives. Each time you or your team accomplish an objective, celebrate that success.

## Strategic Focus

**Recognizes Opportunities:** Recognizes situations that, if acted on, could improve performance or deliver additional value to the organization and its stakeholders.



**Work behaviors related to this capability typically include:**

- Seeks opportunities to maximize profitability
- Promptly diagnoses and recognizes opportunities to prevent problems from developing in the future



**Low Score:**

- Inconsistently recognizes or applies strategies that improve profitability within their team
- Overlooks issues until they have grown into problems that require a good deal of effort to address
- Tends to be inclined to trivialize the significance or impact of issues



**High Score:**

- Actively seeks opportunities to maximize profitability within and across teams
- Identifies issues and addresses them before they become problems
- Proactively diagnoses and recognizes opportunities to increase positive outcomes for the team and organization

**Development Suggestions:**

- Some decisions you make in the ambiguity and uncertainty that accompanies transformation will be wrong. Each time you recognize a problem, think about (a) the business value that could be generated if solved, (b) how easily it can be solved. If the problem is well defined and low risk – take action. If the problem is not well defined or carries high risk, speak with your leader about how you should proceed.
- Identifying and implementing new and creative ideas is critical to successful transformation. Day-to-day demands can interfere with this type of innovative thinking. Consider blocking 15 – 30 minutes in your calendar each week, either on your own or with your team, to think about new sources of value.
- Sometimes maximizing profitability means abandoning an idea that will not deliver the anticipated benefits or will require more effort and/or resources than budgeted. Avoid the common mistake of sinking effort and resources into experiments that will not work. For each project identify metrics that must be met at different stages in order to continue. Also, identify the results that would warrant stopping the project.

## Strategic Focus (continued)

**Drives Commitments – Communicates in a Personal and Transparent Way:** Shares the transformation message in a way that helps employees understand their roles and recognize the personal contributions they can make.



**Work behaviors related to this capability typically include:**

- Recognizes the impact of transformation on others by trying to see things from their perspective
- Is able to help others meet challenging performance standards
- Adapts communication to suit audience at hand



**Low Score:**

- Likely has difficulty recognizing the impact of work changes on team members and their productivity, making effective communication of important information challenging
- May struggle to understand and communicate performance expectations for team members throughout the transformation
- Has a single communication approach and is unable to deviate from it, regardless of the audience



**High Score:**

- Translates the impact of transformation from the view of their team and uses it to effectively position communications
- Adeptly translates organizational objectives into team and individual level performance expectations
- Is able to effectively adapt communication style and content to match their audience

### Development Suggestions:

- Transformation impacts people differently. How someone reacts is driven by past experiences, individual knowledge, and personality. Be prepared to support a wide range of emotions by thinking about your own perspective. How do you feel about the transformation and the change it creates? Next, look at it from the perspective of your team or individuals on your team. How could their perspectives be different? Use this insight to tailor your communications.
- Everyone has a part to play in transformation. Regardless of role, everyone can proactively identify and solve problems and spot opportunities to try new things to deliver additional business value. Be sure to help each person on your team understand how their day-to-day work contributes to transformation goals, and frame the opportunity to think creatively to accelerate results.
- ‘One size fits all’ messages will not resonate with your team. 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

**Optimizes Resources:** The ability to plan work, manage resources, prioritize actions, and execute individual and team activities in a way that ensures the transformation objectives are achieved.



**Work behaviors related to this capability typically include:**

- Recognizes the long-term consequences of their actions and decisions
- Assembles assets for a successful project
- Coordinates, prioritizes, and directs work activities to maximize productivity and efficiency
- Makes sacrifices within one's own area for the good of one company (e.g., gives up resources, etc.)



**Low Score:**

- May focus more on short-term, tactical outcomes over thinking through the longer-term implications of actions
- Devotes minimal time coordinating, prioritizing, or directing resources and their work activities, often leading to limiting productivity and efficiency of the team
- Misses opportunities to maximize the effectiveness of efforts due to focusing too much on their own team versus identifying the best resources across teams



**High Score:**

- Consistently recognizes the interplay between strategic and tactical issues and takes them into account when planning and organizing resources
- Strategically coordinates, prioritizes, and directs resources and their work activities to maximize productivity and efficiency
- Creates synergies for the company through leveraging the right resources at the right time, even if it means sacrificing their own team

**Development Suggestions:**

- During transformation, prioritizing tasks and resources to optimize both short- and long-term results will be critical. With pressure to achieve transformation goals it can be tempting to move too many resources to more innovative work. Pay close attention to all business results to ensure balanced performance.
- Make sure that critical projects or initiatives are staffed with the best talent available. That can include talent from outside of your direct team. Be sure to check with colleagues in other areas of the organization as you look to staff projects; ensure you have the right people with the right skills working on the right tasks.
- From time to time the members of your team may ask, or be asked, to work on projects led from other work groups. When considering this type of request evaluate the benefit to the organization and the person as you make the decision about releasing or sharing resources.

## Operational Focus (continued)

**Executes with Agility:** The ability to quickly identify, execute and adapt tactics required to drive transformation to maintain alignment with transformation vision and strategy as it evolves.



**Work behaviors related to this capability typically include:**

- Welcomes transformation and adapts quickly, fluidly, and seemingly effortlessly
- Establishes, monitors and adapts goals that align with the larger team or organizational goals
- Makes decisions independently with minimal assistance from management



**Low Score:**

- May not publicly demonstrate acceptance of transformation or fails to adapt quickly enough to fully achieve performance expectations
- Is slow to adapt approach and goals when transformation tactics evolve
- Tends to rely more heavily than expected on a manager or peers to help make decisions



**High Score:**

- Accepts and supports transformation willingly, openly shares support, and quickly adapts their efforts to demonstrate progress
- Quickly adapts goals as transformation strategy evolves and realigns team with the new direction
- Makes highly effective decisions with little to no involvement from management

**Development Suggestions:**

- As the transformation strategy evolves, supporting tactics to execute effectively will shift. Continually and proactively seek out confirmation about top priorities and modify your department goals accordingly. Things can change fast, so make a habit of frequently checking alignment.
- The business environment is evolving faster than ever. As a result, organizations must be prepared to quickly adapt transformation strategies and tactics when conditions change. When faced with a shift in priorities or goals, think about the value and benefits of the new direction instead of focusing on what is being abandoned or deferred. Identify the opportunities the change offers to you and/or your team.
- Transformation involves doing things that have not been done before. Accordingly, identifying the best actions may be difficult. Without past experiences to guide you, use your network of peers (internally and externally) to crowdsource ideas and take action. Frequently check your progress and course correct as required.

## Results Focus

**Unlocks Employee Potential:** Uncovers and taps into hidden passions and talents of individuals and teams to support transformation efforts.



**Work behaviors related to this capability typically include:**

- Encourages others to satisfy their personal potential and persist when challenges arise
- Secures commitment from others to help achieve organizational goals and objectives
- Encourages others' creativity
- Uses methods and tactics to foster creativity by creating an environment that inspires new ideas, and provides the necessary resources to realize them



**Low Score:**

- Misses opportunities or fails to encourage their team to see transformation as an opportunity to grow and gain valuable new experiences
- May appear more self-focused and as a result, their team may be less likely to commit to accepting the increased or changed performance expectations
- Does not value or place emphasis on creativity, which can lead their team to stay focused on maintaining established methods and missing out on gains that should be realized through transformation



**High Score:**

- Encourages team members and provides support to realize more of their personal potential through engaging in activities related to transformation
- Models and gains commitment from their team to engage in new behaviors needed to achieve increased or changed performance expectations
- Does not value or place emphasis on creativity, which can lead their team to stay focused on maintaining current methods and missing out on gains that should be realized

**Development Suggestions:**

- You and your team play a critical role in driving successful transformation. Sometimes people don't give extra effort (i.e., that go beyond their regular job duties) due to fear of failure. During transformation, set the expectation that making mistakes is part of the journey, and that experimentation is encouraged, even if it does not work out as expected.
- Transformation provides the opportunity to explore the organization and try new things. Encourage people to identify their personal passions and look for creative ways to use them to help their team or another group in the organization.
- While focusing on individual employee potential is important, unleashing the power of a high performing team is incredibly powerful. Focus on improving overall team performance. Ensure roles are clear, set clear team goals, encourage collaboration to leverage diversity of thought, and ensure celebrations of team success.

## Results Focus (continued)

**Amplifies Successes:** Continually looks for ways to leverage individual contributor and team resources and wins across the organization to have a bigger positive impact on transformation goals and results.



**Work behaviors related to this capability typically include:**

- Makes personal sacrifices to ensure that the best possible organizational outcomes are achieved
- Respects and values individual differences to obtain a desired effect or result
- Understands how to leverage the unique skills and contributions of individuals and teams across the organization to have a larger positive impact



**Low Score:**

- Declines taking on additional responsibility or making personal sacrifices to assist others
- Minimizes or fails to recognize the value that diversity in the team and approaches can bring during the transformation
- Misses the opportunity to leverage their team members' unique skills to realize gains over the status quo



**High Score:**

- Readily volunteers to take on extra responsibilities and willingly makes personal sacrifices to assist others and ensure that the best possible organizational outcomes are achieved
- Places high value on and supports diverse teams, thinking, and approaches to work to help obtain desired organizational outcomes
- Proactively looks for ways to replicate team's success in other areas of the organization

**Development Suggestions:**

- Pressure for results is common during transformation and encouraging people to share best practices can be a quick way to replicate individual successes more broadly. Plan time in team meetings to share ideas, and encourage activities like job shadowing and peer coaching to provide even more opportunities for people to learn from each other
- Research has shown that teams generate more creative ideas than an individual working alone. Provide time for your team to think together to solve difficult challenges and generate creative ideas. Build an environment/space that is conducive to creativity. Use puzzles, Lego, comic books and games to establish a fun environment that stimulates creativity.
- As your team experiences success, think about how you can recreate that same level of success with other projects, or across other parts of the organization. Document what worked and why and share the information with your colleagues so they can leverage ideas to improve their own team's results.

## Foundational Behaviors

**Enables Behaviors that Support Transformation:** Clearly articulates and enables behaviors required to drive transformation.



**Work behaviors related to this capability typically include:**

- Supports and stands behind their employees
- Demonstrates thoughtfulness as they coach and develop their team



### Low Score:

- Tends to simply relay information pertinent to the transformation rather than personalize the message for their team members
- Inconsistently or does not provide the support and resources the team needs to effectively deliver on transformation expectations
- Uses a singular or ineffective approach to provide guidance to their team during the transformation



### High Score:

- Makes a deliberate effort to interpret communications and position them to team members in a way that helps others understand and accept the messaging
- Proactively identifies and provides the resources and support the team needs to successfully deliver on new or different performance expectations
- Finds unique and effective approaches for providing coaching and development opportunities for each team member

### Development Suggestions:

- Actions speak louder than words, especially when it comes to supporting your team. People pay attention to what you do, your attitude about things, how often you help people, as well as what you say. Ensure your nonverbal actions align with your words. Even if you act with impeccable integrity most of the time, others will remember the times when you 'slip.'
- To influence others through coaching, avoid the following common mistakes: 1) explaining or talking instead of listening, 2) advising before understanding, 3) problem solving for the other person (instead of helping them solve their own problems), and 4) repeating your views when you meet resistance. For your coaching to have an impact, people need to believe that you understand them.
- During transformation your team members may come up against roadblocks as they work to solve problems and identify and implement new and creative ideas. As you coach people be sure to discuss barriers and look for ways to minimize or eliminate them to support their success.

## 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 are not 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 about 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. You should not call attention to trivial achievements, but you should think about ways to recognize key successes so as 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 your team 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.