Performance Leadership
A leadership performance tool created by Climber and Svennerstål & Partners

Svennerstål & Partners AB
Performance Leadership as referred to in this presentation is a methodology for managing and aligning leadership behavior, strategy and results, three critical elements for achieving organizations, teams and individuals performance.
Performance leadership is based on the theory of transformational leadership. Transformational leadership goes beyond giving rewards in exchange for work and the transformational leader motivates his or her coworkers and is a role model that the co-workers try to emulate. It also builds on the principle that leaders shall inspire the environment, stimulate the coworkers by encouraging creativity and innovation as well as acting as a coach and mentor.

![Transformational Leadership Diagram](image_url)

- Idealized influence
- Individualized consideration
- Inspirational motivation
- Intellectual stimulation

Performance beyond expectations
Performance Leadership is based on transformational leadership theory

Leaders must encourage their organizations to dance to forms of music yet to be heard.
- Warren G. Bennis

Transformational leaders motivate others to do more than they originally intended and often even more than they thought possible. They set more challenging expectations and typically achieve higher performance.
- B. Bass & B. Avolio

Performance has everything to do with passion, motivation, dedication, skills, teamwork. Performance is about People.
- Frank Buytendijk
Performance Leadership is based on transformational leadership theory

“Clarifying role relationships gives the necessary foundation for the mutual trust on which effective cooperation depends”. - Elliot Jaques

“Managerial behaviour can be shaped if people are held accountable for specific objectives. When it comes to development, however, the importance of accountability is usually overlooked” - Morgan McCall

”Any system needs guidance from outside. Again, a system can not understand itself”. - W. Edwards Deming

”High-profile outside change agent is negative correlated with sustainable transformation from good to great”. - Jim Collins
Background

• Climber and Svennerstål & Partners have seen the need for an integrated tool for Leadership Performance. Many companies use Leadership Development tools and Performance Management tools but they do not capitalize on the potential that lies in integrating these tools.

• An integrated tool will drive Leadership Development and Performance Management in the same direction.

• The tool will be motivating as leaders will see a link between leadership behavior and performance.
A partnership between

Climber and Svennerstål & Partners have together created a methodology and tool for leadership performance. Climbers methodology for Performance Management and Svennerstål & Partners methodology for Leadership Development have been integrated to create this tool. The tool has been created based on the demand that our customers have expressed.
Leadership aligns the organization and its strategy and leadership to create results.

What type of leadership is required to create results?

Where do we want to go, and how?

Is the organization aligned to create results?

A complete model for creating results

Performance Leadership aligns the organization and its strategy and leadership to create results.
Climber - Performance Management

• Climber create solutions that increase efficiency, profitability and competitiveness.

• Qlikview applications visualizes data in an easy to understand user interface comprising of graphs, dashboards and tables.

• Creating smart intuitive applications, Climber helps you to enhance your knowledge and knowhow in performance management.
Svennerståll & Partners – Leadership Development

• Leadership assessments are used to develop existing leader’s potential and capabilities.

• Our main tool for conducting leadership assessments are tailored web-based 360°-evaluations.

• By using this tool and our extensive experience we get an accurate picture of the leaders in an organization. We can thus provide both the assessed individuals and the client management team with accurate feedback and suggestions for improvement.
Leadership Development - with 360° evaluations, interviews, tests and feedback

Objectives:
• Understand client’s objectives and priorities

Activities
• In-depth interviews with senior management to understand:
  - Strategic and operational objectives
  - Specific objectives that trigger the leadership assessment
  - Overriding policies that affect the leadership assessment

Objectives:
• Carry out individual assessments

Activities
• In-depth personal interviews
• LPA test
• Names and contact information for internal and/or external references are asked for
• Case study
• Survey questionnaire sent out to participants

Objectives:
• Carry out individual assessments and group calibration

Activities:
• 360°-evaluations are sent out to persons being assessed
  - Internal and, if applicable, external references are called

Objectives:
• Develop recommendations and supporting analysis

Activities:
• 360° analysis
• Summary report, individual/collective.
  Analyze competency gaps at the individual and group level
• Analyze organization and culture
• Develop recommendations:
  - Development needs group/ individual

Objectives:
• Present recommendations to client management team
• Feedback

Activities:
• Review/validate recommendations with client steering committee
  • Present recommendations to executives responsible for implementation
  • Provide feedback:
    - Individual
    - Group
Leadership Development - 360° Evaluations

- 360°-evaluations are an established method for gathering information on how individual performances are perceived in the workplace.

- 360°-evaluations date back to the 1950’s, when the subject would be placed on a chair in the middle of a room, surrounded by a group of people consisting of supervisors, peers and subordinates. These persons would then give comments on the evaluated person’s communication style and leadership abilities. Today most 360°-evaluations have the form of paper or electronic questionnaires.

- The concept however, as illustrated on the next page, remains the same. Four different types of sources – subordinates, peers, superiors, and the subject him/herself give their opinion on the subject’s performance by filling out a questionnaire; everyone answers the same questions. This information is then used to help the subject understand where they stand, their strengths, their weaknesses and their areas of improvement.

- Svennerstål & Partners AB has over 30 years experience in performing 360°-evaluations. We have performed 360°-evaluations for a large number of companies and organization in both the public and private sectors on a worldwide basis. Our methods and results are well documented. *

* E.g. Håkan Svennerståls Doctors Thesis, 1996, “How successful managers see their own development”, and a number of articles and papers such as “Leadership assessment – some reflections on experiences since 1979”, “Principles for the assessment of managers during selection and when evaluating potential”, “Development of selection systems with emphasis on methodological and knowledge prerequisites” and “The individual, the organization and the path to mutual appreciation”. 
Leadership Performance and Business Results are the outcome

An integrated tool for performance management and leadership development provides:

- Knowledge of the leadership behavior that creates business results.
- Motivation for leaders to perform business results.
- An accurate picture of the leaders performing in the organization.
Why Performance Leadership

- Aligns the organization and leadership directly behind the CEO's goals
- Motivated and challenged workforce
- Optimizes incentive plans to specific goals and leadership behaviour
- Improves employee engagement because everyone understands how their leadership directly contributes to the organisation's performance
- Create transparency in achievement of goals and leadership development
- Professional development programs are better aligned directly to achieving business level goals
- Simplifies communication of strategic goals scenario planning
- Provides well documented and communicated processes for strategy, leadership and performance
Performance contracts - the method for creating Performance Leadership

Performance contracts facilitate dialogue and creates a common view and understanding of the leaders individual responsibility to achieve mutually agreed goals by:

- Fulfilling the organizations vision according to its strategy.
- Developing the individual leadership according to the organizations values and the superiors expectations.

Correct preconditions and clear requirements

Incentives for development

Results
Performance Contracts - the method for creating Performance Leadership

I. Strategic capability
Strategic capability is measured by evaluating how well the person has developed, communicated and created motivation for the organization’s strategy and allocated adequate resources according to strategic intentions. Evaluated with questionnaire.

II. Leadership and behavior
Leadership qualities and behavior according to organizational values are measured. Evaluated with 360°.

III. Deliverables
Strategic goals and objectives. Goals, objectives and financial results are collected from the organizations management system.
Performance contracts - the process

Before new period deliverables and individual development opportunities are set – in dialog between superior and subordinate. Objectives according to vision, values and strategy. Correct preconditions are discussed and ensured.

Continuous feedback in connection with quarterly reports based upon objectives for deliverables and individual development.

Deliverables and development areas are followed-up, measured and appraised. The total appraisal can serve as a basis for performance related salary, bonus and career plan.
Before new period deliverables and individual development opportunities are set – in dialog between superior and subordinate. Objectives according to vision, values and strategy. Correct preconditions are discussed and ensured.

The result from yearly 360°-evaluation provides a base for dialog and identification of prioritized areas for individual development.

Outgoing from historic results, dialog about the future and given preconditions for deliverables are set according to the structure and content provided by the organizations management system.
Performance Contracts - Follow-up and appraisal

**Before follow-up and appraisal**
Superior, the subject him/herself and the subjects management team evaluates the leaders strategic capability based upon 7 questions.

Yearly 360°-evaluation is carried out. The result provides a base for the superiors and the subjects appraisal of leadership and behavior.

Delivered results according to agreed goals and objectives are appraised.

**Coaching session**
In dialog the superior and the subject agree on the appraisal of the performance for the three parts of the contract.

The appraisal is a judgment of how well the subject is performing, with regard to the shifts and changes that were imposed and with all the other unexpected and unplanned circumstances that inevitably arise in the course of working.
Performance Contracts - A basis for performance related salary, bonus and career plan.

Roles within the same range are ranked upon agreed appreciations. The total result for the three parts of the performance contract can serve as a basis for performance related salary, bonus and career plan.

Based on the result and the coaching session the superior decides the next step for the subject.

Which is the next natural step? What should be done in order to prepare the subject for the new tasks and challenges?
Data Sources

I. Strategic capability
Evaluated with questionnaire.

II. Leadership and behavior
Evaluated with 360°.

III. Deliverables
Goals, objectives and results are imported from the organizations management system.

Analyses and appreciations made by leaders and specialists.

Svennerstål & Partners IT-solution for 360°-evaluations.

HR-system

Quality system

Financial system

The organizations own systems/data bases