



for CEO/Executive Director Level

Introduction

Glowinkowski International Limited (GIL) has many years of experience in working with chief executives and their teams to improve the performance of their business through helping them address the people and organisational aspects of business performance and change. Our consultants are experienced business people in their own right, giving them first-hand practical experience of the issues, together with

having an in-depth understanding of the behavioural and psychological factors that help or hinder progress. In working with managers, we try to take a very practical approach, helping individuals and teams achieve clarity on how performance can be improved, and establishing concrete ways forward to do this.

The Glowinkowski™ Integrated Framework

The context for our work is best described through our Integrated Framework (shown in Figure 1) which positions the idea of behaviour as a fundamental driver of an organisation's business performance.

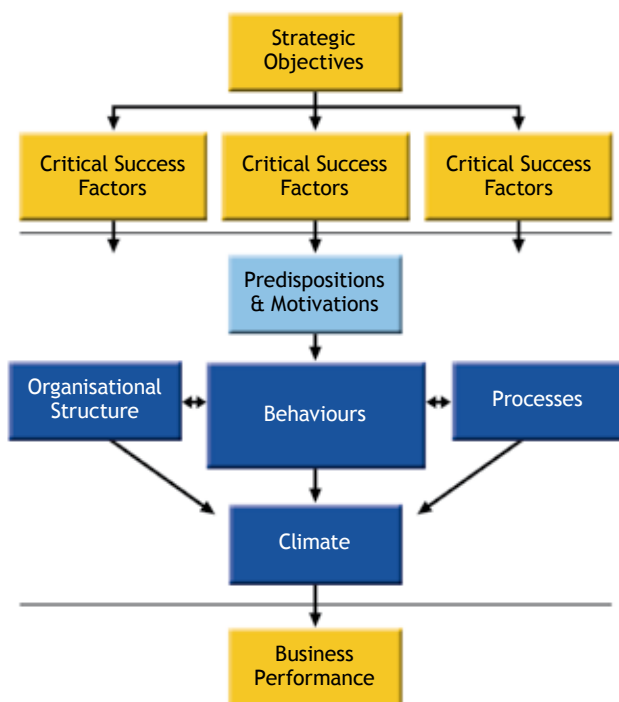
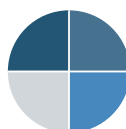


Figure 1: The Glowinkowski™ Integrated Framework

The Integrated Framework shows how an organisation's intent, i.e. its Strategic Objectives and Critical Success Factors, are translated into business performance outcomes. That outcome is dependent upon Climate, i.e. *how it feels to work there*, which is driven by three 'change lever' inputs relating to how the organisation is assembled, how its leaders behave and how its critical processes are managed.

From the behavioural perspective, the Integrated Framework highlights how actual behaviours are influenced by an individual's personality or Predisposition. The more an individual understands these concepts as they relate to themselves, the better placed they are to know what they need to do in order to deliver behaviours and manage effective structures/processes that will build great Climate. This is especially important for leaders because behaviours beget behaviours; in other words, how they behave significantly influences how others behave. This in essence is what creates the Climate of the organisation which we know is a differentiating factor in terms of outstanding and average organisational performance. Our vast array of practical case studies and research clearly show that improving Climate results in corresponding improvements with a range of bottom-line performance indicators.



The Development of Potential (DOP™) Process

DOP™ is a process which focuses on the individual in terms of their development, assessment and realisation of potential. Over the last 25 years GIL has conducted the DOP™ process with many hundreds of senior executives across different businesses and sectors. As a result, GIL has developed an

extensive database of assessments and therefore has a benchmarking capability which enables the comparison of executive performance within companies, across companies and across sectors. This enables individuals to develop a clear and strategic focus for their development.

The Objectives of DOP™

The DOP™ process incorporates two key objectives. The first relates to the opportunity for the individual to truly test themselves against an international benchmark of excellence in the context of senior executive delivery. In this sense the individual receives feedback enabling them to assess their abilities at a behaviour and experience level against an extensive database thus creating real clarity for themselves in terms of their development agenda. The DOP™ can also be used to benchmark a complete executive team, thus enabling the team to test and gauge its strengths and weaknesses and identify the key areas of development that it needs to address as a team.

The second objective relates to individual development and career planning. The feedback process from the DOP™, together with the utilisation of a number of personality and motivation sets of feedback, helps the individual develop an understanding of their own key drivers and motivations from a leadership perspective. This enables the individual to develop, in a strategic context, their own planning in terms of their long-term career development and consideration of the full extent and nature of their longer-term potential.



The Frameworks

Over the last 25 years, GIL has undertaken extensive research investigating the key differentiating factors in terms of outstanding and average performance at the most senior levels. This has generated a CEO Framework which focuses on three aspects of the executive's capability including behaviour or competency, management processes and the level at which they have operated both currently and in their career to date where level is defined in terms of the overall complexity of the role. This framework is summarised in Figure 2 and forms the basis of the benchmarked assessment for the DOP™ Process.

The first element of the framework is the definition of a comprehensive behavioural model. This focuses on eighteen distinctive critical behaviours which have been shown to underpin outstanding performance. These behaviours or competencies can be grouped in terms of four broad categories namely Thinking, Influencing, Achieving and Self-Management. The DOP™ process provides the opportunity for the individual to test themselves in a benchmark context in terms of the extent to which they are delivering these behaviours at the required level (Figure 3).

A critical part of understanding why we do what we do, or indeed not do what we should do, is the idea of deep-seated

personal characteristics. Consideration of these issues helps the individual understand, as it were, the psychology of their behaviour. In the DOP™ process we utilise two psychological frameworks. The first of these is the Glowinkowski Predisposition Indicator (GPI™) which provides the individual with a profile of their predisposition. The second framework is the Glowinkowski Motivation Indicator (GMI) which provides a profile relating to the core motivational drivers that the individual possesses and which therefore, critically underpin some of their key preferences and values. In summary, the GPI™ and GMI provide the individual with a detailed set of profiles looking at predisposition and motives in terms of the following:

- Problem Solving & Implementation Style
- Communication & Interpersonal Style
- Feelings & Self-control
- Fundamental Core Motivational Drivers

The DOP™ process requires individuals to complete the GPI™ and GMI questionnaires, each of which duly provides a quantitative profile of the framework as defined above.

In addition to behaviours or competencies our research has also identified a critical set of generic Management

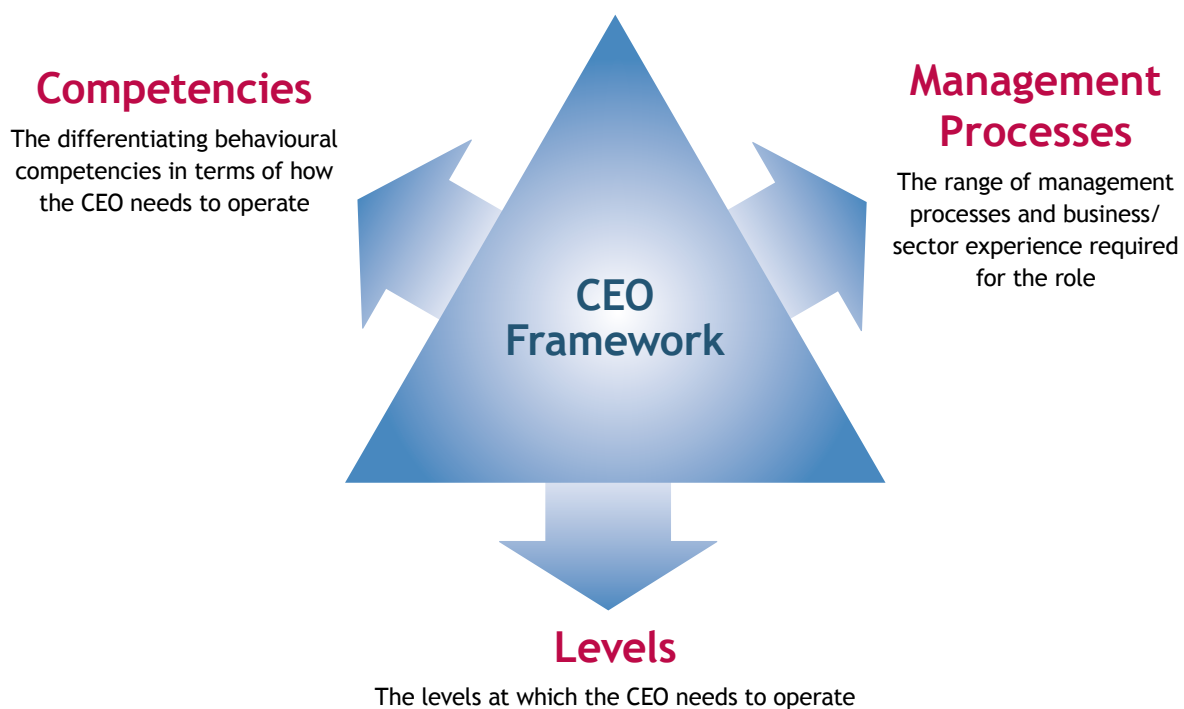


Figure 2: The CEO Framework

Summary of Competency Framework





LEADERSHIP DOMAIN	COMPETENCY CLUSTER	INDIVIDUAL COMPETENCIES
Develops Vision and Purpose	 THINKING	<ul style="list-style-type: none"> • Strategic Thinking • Conceptual Thinking • Analytical Thinking • Forward Thinking • Customer Understanding
Gains Organisational Commitment	 INFLUENCING	<ul style="list-style-type: none"> • Strategic Influencing • Relationship Building • Inter-personal Awareness • Concern for Impact • Developing Others
Achieves Business Outcomes	 ACHIEVING	<ul style="list-style-type: none"> • Results Focus • Concern for Excellence • Initiative • Critical Information Seeking
Manages Self	 SELF-MANAGEMENT	<ul style="list-style-type: none"> • Independence • Tenacity • Flexibility • Self-development

Figure 3: Summary of Competency Framework

Processes. These are utilised in order to provide a benchmark of the extent to which the executive has experienced full accountability or exposure within each of these processes. Finally, we provide a sense of context for the behaviours and processes assessment through an analysis of the Level of Complexity at which the executive has operated (e.g. operating within a national \$1 billion turnover organisation with single business models vs. a global \$25 billion turnover

organisation operating within multiple business models and markets). A summary of the Processes and Levels Framework is shown in Figures 4 and 5 respectively.

In our experience few, if any, executives will achieve high scores in all areas. The 'gaps' (behaviours, processes and levels) and how to close them will be a very important part of the debrief process.



Management Processes

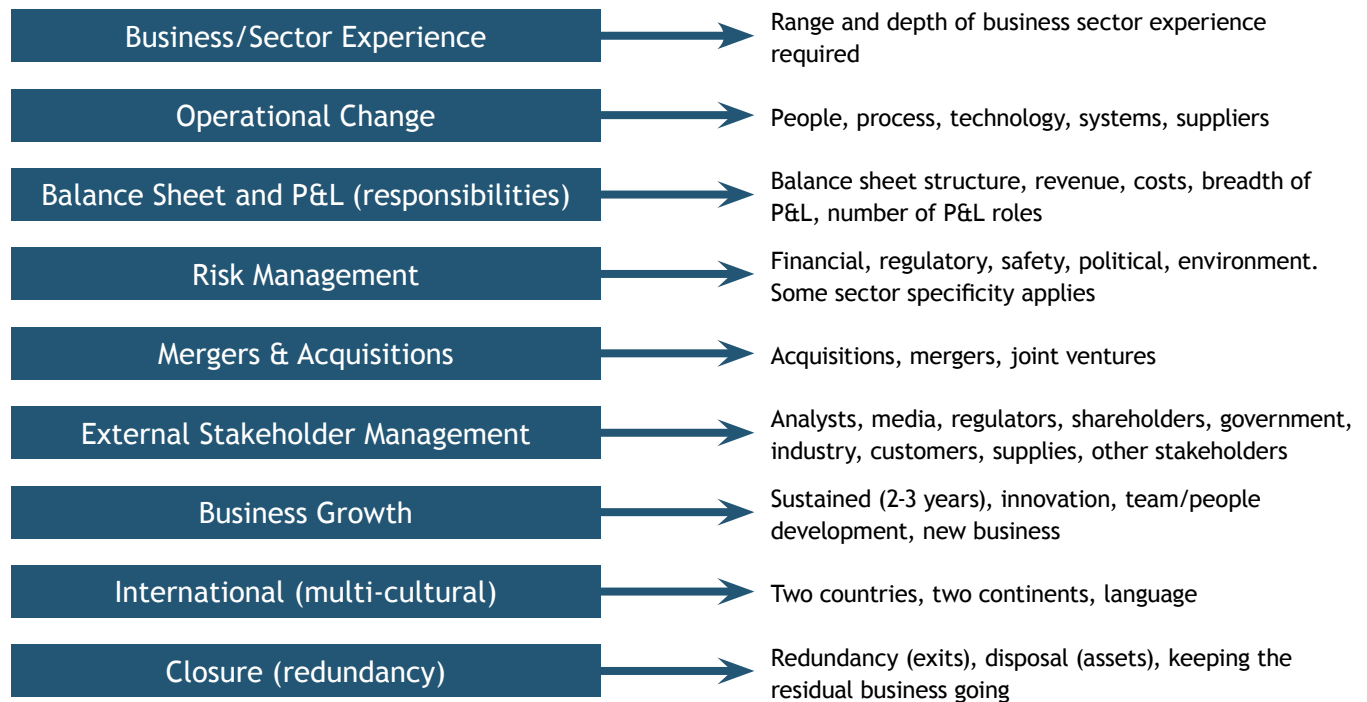


Figure 4: Management Processes

Levels

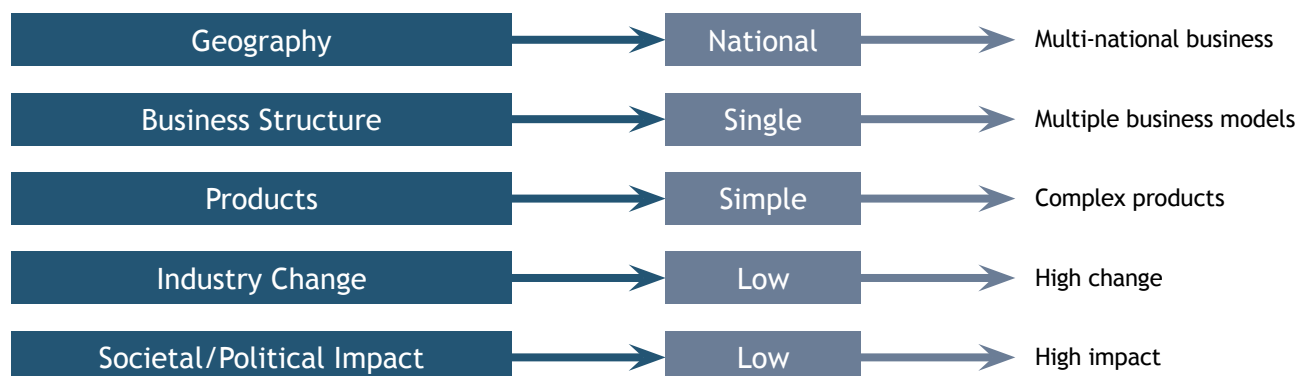


Figure 5: Levels



The DOP™ Process Itself

The DOP™ process consists of three core stages. The first part is a comprehensive interview during which the individual is asked to describe in detail their career and life history, together with a detailed account of two or three key recent successful achievements. The interview process takes half-a-day or longer and provides an opportunity for the individual to truly reflect on their career history. We have seen this to be a highly motivational and powerful experience for the individual providing the opportunity for deep reflection and consideration of their career experience to date. The process also provides the consultant with the appropriate level of information and data to enable them to make the benchmark assessments of behaviours, processes and levels described above. The interview is followed by an interim period of between three and four weeks which provides the individual with time to reflect on the learning experience together with the consultant to review and interpret the interview data and prepare a detailed briefing.

The second stage consists of the feedback and debrief session. This lasts for up to half-a-day and provides the consultant with the opportunity to debrief the individual in depth in terms of the benchmarked assessment, together with the opportunity of a 'coaching review' which helps the individual to derive a clear agenda for their development in the context of the behaviours and the processes described above. In addition, the individual receives feedback from the GPI™ and GMI questionnaires that they have completed. This provides a detailed picture of the individual's predisposition and motivational profile. During the feedback process the consultant helps the individual to link this personality data to their behavioural assessment, thus providing a truly deep insight into how deep-level characteristics of personality and motivation underpin their leadership delivery and its relative contribution in comparison to organisational/situational constraints. This is followed up with the completion of a detailed written report which provides the basis for stage three.

Stage three is a three-way debrief involving the individual, the consultant and in most cases the immediate manager. The objective of stage three is for the individual and consultant to provide a debrief of the process so far to the immediate manager and take the opportunity of further feedback and input. The discussion provides a valid and powerful basis for the individual and immediate manager to agree a comprehensive development agenda to cover the next couple of years, focusing particularly on the 'gaps' whether it be behaviours, processes or levels.

The DOP™ process described above has been developed over a 25 year period and has been delivered to many thousands of managers from across the world. Several hundred of these individuals operate at the executive and chief executive level. The process is extremely challenging but also highly motivational and enjoyable with a clear track record which shows how the experience of the DOP™ process can truly add value to the manager in question and help them enhance their leadership delivery and thus achieve improvements in the business as a whole.

This particular application of DOP is designed for the chief executive and executive director level and its benchmark is positioned accordingly. As mentioned above, the process can be used at an executive team level (to ensure that there is the right balance of skills, competency and experience to build a highly collaborative executive team climate and culture) together with aspirant CEOs/executive directors at an individual level. It can also be used for non-executive director assessment and development. A modified version of the above described process can of course be used at a middle/senior management population level with similar objectives as stated above but often with a key focus on the organisation assessing and evaluating its talent population with a view to defining long-term potential and succession plans.





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