Topics for Discussion:

I. What are the MOST CRITICAL JOB DIMENSIONS / JOB FACTORS of a Winning Leader?

II. What are the sources of data to evaluate a Candidate vis-a-vis the Critical Job Dimensions / Job Factors?

III. How do you rate behaviors aligned to the Job Dimensions / Job Factors?

IV. Who are the WINNING LEADERS?

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I. What are the MOST CRITICAL JOB DIMENSIONS / JOB FACTORS of a Winning Leader?

COPEE

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What are the MOST CRITICAL JOB DIMENSIONS of A Winning Leader ?

- **C**ognitive Functioning
- **O**penness to Learning & Opportunities
- **P**eople Skills
- **E**xecution Driven
- **E**thics

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COGNITIVE FUNCTIONING

- Intelligence
- Problem Analysis / Critical Thinking
- Judgment

OPENNESS TO LEARNING & OPPORTUNITIES

- Innovative
- Flexible
- Adaptable
- Strategic Thinking & Acting
- Entrepreneurship / Intrapreneurship
- Visionary

PEOPLE SKILLS

- Confidence
- Listening, Empathy

- Emotional Maturity
- Stress Management Skills

- Communication, Feedback Giving
- Positive Assertiveness, Influence

EXECUTION DRIVEN

- Drive
- Focus , Goals Oriented
- Monitoring Skills

- Grit
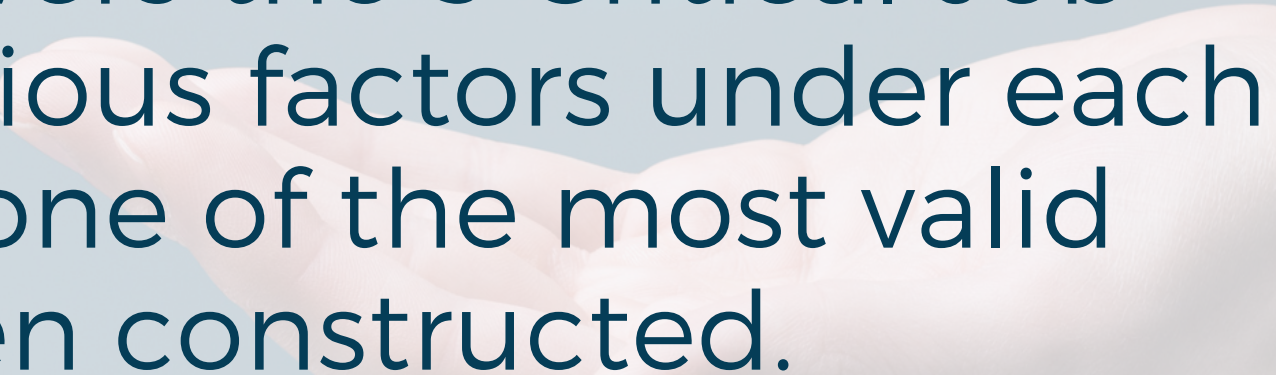- Results Orientation

- Decisiveness
- Sense of Urgency

ETHICS

- Integrity
- Trustworthiness
- Consistency between words & actions
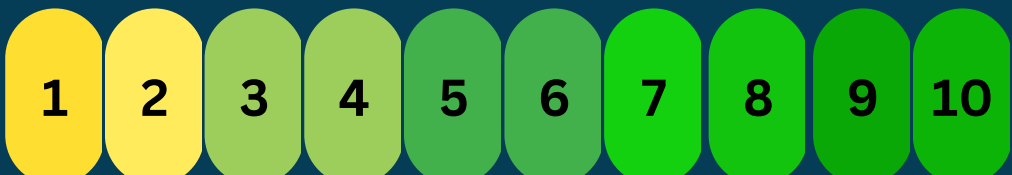- Work Ethic
- Role Modelling

SAVILLE WAVE

A Managerial Behavioral Profile

A behavioral inventory that covers the 5 Critical Job Dimensions. It also shows the various factors under each Critical Job Dimension. It has one of the most valid instruments that has been constructed.

COGNITIVE FUNCTIONING & OPENNESS TO LEARNING & OPPORTUNITIES

SOLVING PROBLEMS

Evaluating Problems
Examining Information ; Documenting Facts; Interpreting Data

1	2	3	4	5	6	7	8	9	10

Investigating Issues
Developing Expertise; Adopting Practical Approaches; Providing Insights

1	2	3	4	5	6	7	8	9	10

Creating Innovation
Generating Ideas; Exploring Possibilities; Developing Strategies)

1	2	3	4	5	6	7	8	9	10

PEOPLE SKILLS on Leadership

INFLUENCING PEOPLE

Building Relationships
Interacting with people; Establishing Rapport; Impressing People

`1` `2` `3` `4` `5` `6` `7` `8` `9` `10`

Communicating Information
Convincing People; Articulating Information; Challenging Ideas

`1` `2` `3` `4` `5` `6` `7` `8` `9` `10`

Providing Leadership
Making Decisions; Directing People; Empowering Individuals

`1` `2` `3` `4` `5` `6` `7` `8` `9` `10`

PEOPLE SKILLS

ADAPTING APPROACHES

Showing Resilience
Conveying Self-Confidence;
Showing Composure; Resolving Conflict
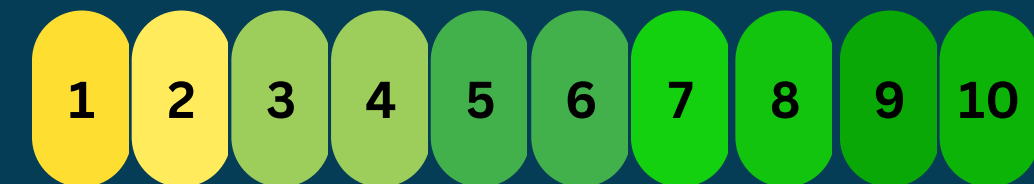
1 2 3 4 5 6 7 8 9 10
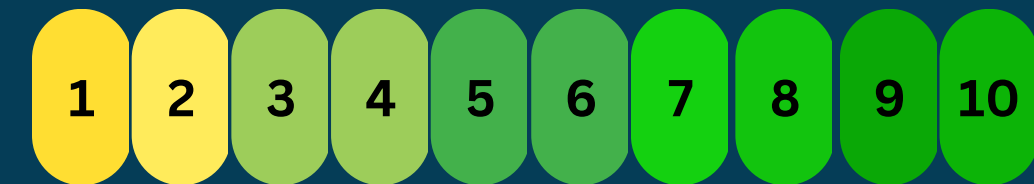
Adjusting to Change
Thinking Positively; Embracing Change;
Inviting Feedback

1 2 3 4 5 6 7 8 9 10
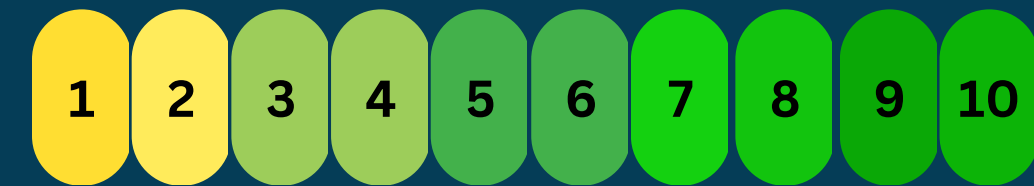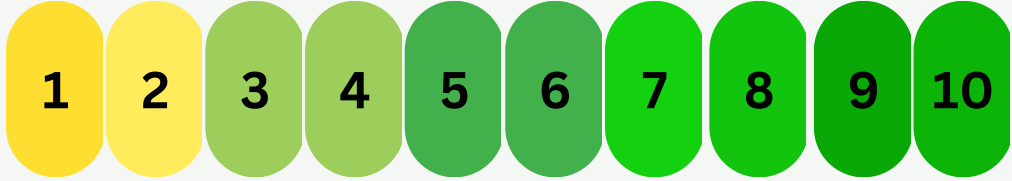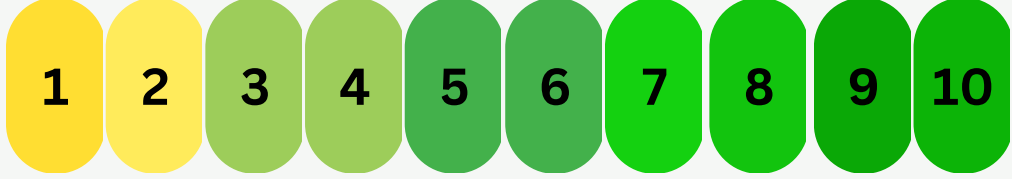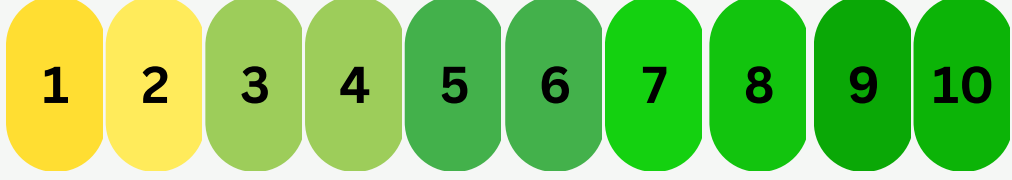
Giving Support
Understanding People; Team Working;
Valuing Individuals

1 2 3 4 5 6 7 8 9 10

EXECUTION DRIVEN

DELIVERING RESULTS

Processing Details Meeting TImescales; Checking Things; Following Procedures	1 2 3 4 5 6 7 8 9 10
Structuring Tasks Managing Tasks; Upholding Standards; Producing Output	1 2 3 4 5 6 7 8 9 10
Driving Success Taking Action; Seizing Opportunities; Pursuing Goals	1 2 3 4 5 6 7 8 9 10

II. What are the sources of data to evaluate a Candidate?

1. DOCUMENTS / Candidate Information Form
2. HIPI / SAVILLE WAVE / Industrial Sentence Completion Test, etc
3. Performance Appraisal
4. Focused Interview
5. Assessment Center / Authentic Assessment
6. Social Media / Facebook
7. Background Check / References

III. HOW DO YOU RATE BEHAVIORS ALIGNED TO THE JOB DIMENSIONS / JOB FACTORS?

GUIDELINES IN SCORING

In coming up with the rating, review the quantity of evidence. However, balance this with the qualitative data.

If there is a solid set of qualitative evidence, rate the Critical Job Dimensions or Job Factors from a holistic perspective including both quantitative and qualitative data.

The most SOLID REFERENCE however is the set of COMPETENCY/BEHAVIORAL STANDARDS.

GUIDELINES IN SCORING

OUTSTANDING	5	• All very strong numerical quality evidence • Extremely high in number of strong evidence • Cannot ask for more evidence
MORE THAN ACCEPTABLE	4	• No negative evidence • Strong numerical & qualitative evidence • Many sets of evidence
ACCEPTABLE	3	• Has both quantity and quality evidence but not as many and as strong as Above Average • Hardly any negative evidence
LESS THAN ACCEPTABLE	2	• Some glaring negative evidence • Minimal positive evidence
POOR	1	• Mostly negative evidence

NOTE: There is no 3.2, 4,1, 3.9, 2.3, etc

Putting it all together

CRITICAL JOB DIMENSIONS SUMMARY

Position:_____

	CANDIDATE INFORMATION FORM	DOCUMENTS	PERFORMANCE APPRAISAL	SAVILLE / HIPI / ISCT , ETC	FOCUSED INTERVIEW	ASSESSMENT CENTER	SOCIAL MEDIA	BACKGROUND CHECK / REFERENCES
COGNITIVE FUNCTIONING								
OPENNESS TO LEARNING & OPPORTUNITIES								
PEOPLE SKILLS								
EXECUTION DRIVEN								
ETHICS								

IV. Who are the Winning Leaders?

They have COPEE

In the Gallup study of 1 Million Employees and 80,000 Managers, it was discovered that the MANAGER - not pay, benefits, perks or a charismatic corporate leader - is the critical player in building a strong workplace.

With COPEE Managers, they can deliver the following outcomes;

1. Productivity,
2. Profit,
3. Retention and
4. Customer service

Management's job is to convey leadership's message in a compelling and inspiring way. Not just in meetings, but also by example.

JEFFREY GITOMER

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