



*Great Leaders
Great Organizations
Lasting Results*

Become an Extraordinary Leader

The book, *The Extraordinary Leader* is not based on a fad or someone’s ideas of what makes a great leader. Refreshingly, it is based on some of the best research available and solid data¹. The research demonstrates that extraordinary leaders (leaders who are rated at the 90% percentile and above) have documented characteristics in common. One of the most important of these characteristics is that they are likely to have multiple, think four to five, areas of strength where they have developed outstanding competence (See Figure 1-1).

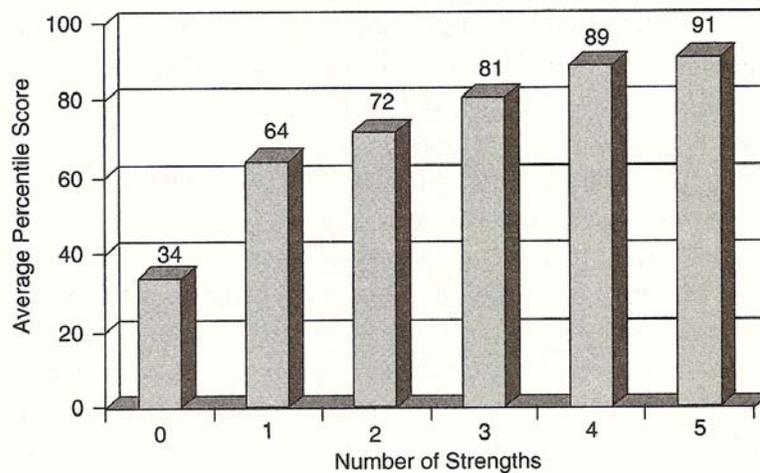


Figure 1-1 Average Percentile with up to 5 Strengths

They also treat others differently, in fact, they are more likely to give positive feedback in a ratio of 5 positives to every negative.

The research speaks for itself. Organizations with Extraordinarily Leaders are significantly more profitable, use multiple competencies simultaneously (such as driving for results and building relationships), have greater employee commitment and are much more likely to retain their key talent (See Figure 1-2).

¹ Zenger, H. H. & Folkman J.R. (2009). *The extraordinary leader: Turning good managers into great leaders*. NY: McGraw-Hill.

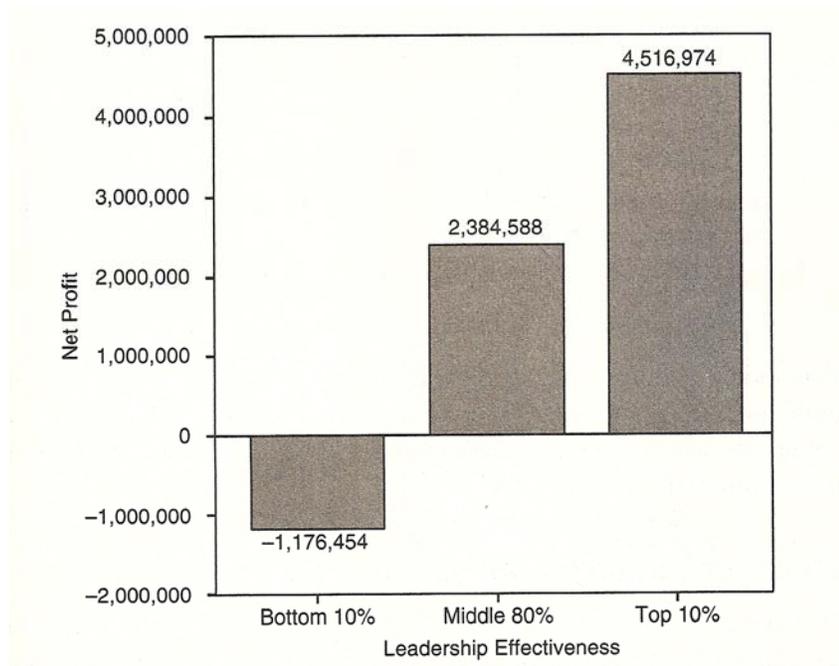


Figure 1-2 Net Profit

Figure 1-3 demonstrates how two skill sets interact synergistically. It would be interesting and informative to turn these results into a survey question as to how Innotech's and Exequire's employees see their managers on each of these two scales independently and combined.

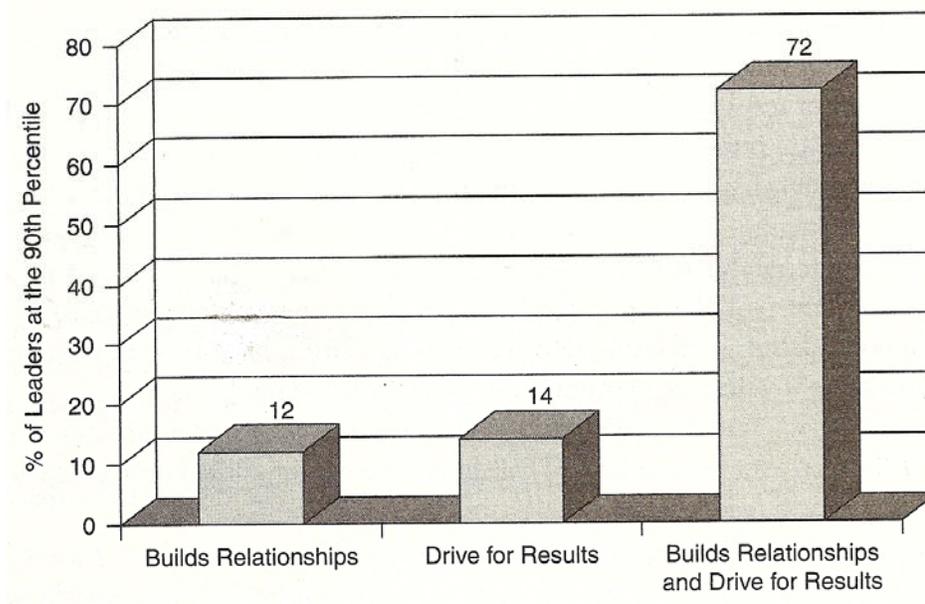


Figure 1-3 Percentage of Leaders at the 90th Percentile

To summarize, Extraordinary leaders need to develop exceptional skill sets (competencies) in multiple areas and be able to use them almost simultaneously. In order to solve and resolve today's and tomorrow's complex problems, leaders have to be able to: effectively lead, motivate and inspire others; build synergistic team, present, communicate, negotiate, resolve conflict, develop consensus, and ensure outstanding customer service.

The authors identified 16 areas of competencies, in the following exercise, please rate yourself on each competency where 1 is low and 10 is high. Since self-ratings are often biased, that is there is a tendency to rate oneself either too low or too high, it is a good idea to ask trusted others who will give you constructive feedback to rate you as well.

16 Competencies of Extraordinary Leaders

Please rate yourself from 1 to 10, where 1 is low and 10 is high

Develops Others	
Communicates Powerfully and Prolifically	
Inspires and Motivates Others	
Establishes Stretch Goals	
Builds Relationships	
Develops Strategic Perspective	
Practices Self-Development	
Displays High Integrity and Honesty	
Takes Initiative	
Connects the Group to the Outside World	
Collaboration and Teamwork	
Technical/Professional Expertise	
Solves Problems and Analyzes Issues	
Champions Change	
Drives for Results	
Innovates	

I have started a series of interviews to highlight these extraordinary skills in Extraordinary Atlantic Canadian Leaders. Learning from those who have used their leadership ability to help make Atlantic Canada a vibrant, progressive and innovation region. I have enjoyed interviewing these leaders and my hope is that you will enjoy and learn from these Extraordinary Atlantic Canadian Leaders.

Brad McRae, Director
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For more information on how you can develop and/or enhance your leadership, negotiating and presentation skills, contact:

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ALDI offers courses and keynotes on: “Tipping Point Leadership”, “Become a Master Negotiator” and “Become a Master Presenter”. Custom-designed courses can also be created to meet an organization’s specific needs and requirements.