

## The Development of Leadership Capacity

In the model we present today, *Leadership Architect*, developed by Michael Lombardo and Robert Eichinger in *The Leadership Machine*, leadership is broken down into 67 capacities. The numeric data for discussing these capacities comes in part from a survey of 3000 people in 120 companies with 21,000 rankings from their bosses, peers and subordinates.

- 1. PRICE OF ADMISSION SKILLS:** The competencies you need to be good at because there are lots of people who are capable in these competencies.

### *Energy*

1. Action Oriented
2. Timely Decision Making (moderate)
3. Perseverance
4. Drive for Results

### *Day to Day*

5. Customer Focus
6. Organizing
7. Priority Setting (moderate)
8. Time Management (moderate)
9. TQM/Re-engineering/ISO (moderate)

### *Judgment*

10. Decision Quality
11. Functional/Technical Skills
12. Intellectual Horsepower
13. Problem Solving

### *Future/Change Skills*

14. Learning on the Fly

### *Honor*

15. Integrity and Trust.

These competencies appear in the top third of competencies for every person in the research sample. They are considered “price of admission” skills. Having them lets you play in the game but does not predict future success.

Note that strengths tend to stay strengths over time and career advancement but as career advances require different kinds of activities and abilities, downsides accumulate over time. For example, difficulty managing subordinates is not a problem when you have no subordinates. Learning on the fly is not important when mainly you are engaged in repetitive tasks. As you move towards leadership, you need more capacity to succeed. This list is not likely to be sufficient to help you lead an organization over the long haul.

## 2. What People Are Consistently Not Very Good At That Is Often Related to Performance and/or Potential

### *Future*

1. **Creativity**
2. Strategic Agility
3. Innovation Management
4. Managing Vision and Purpose

### *Day to Day*

5. **Planning**
6. Directing Others
7. Developing Direct Reports
8. Managing and Measuring Work

### *Personal and Interpersonal*

9. Personal Learning
10. **Motivating Others**
11. **Building Effective Teams**

### *Change Skills*

12. **Conflict Management**
13. **Dealing with Ambiguity**

### *Growth and Balance*

14. **Self Development**<sup>□</sup>

These are areas that become increasingly important as careers develop and whose absence has been found to kill performance. For success, they are best developed in advance of their being crucial to success, i.e. before one moves to the level, which demands them. Lombardo and Eichinger recommend that those in italics especially help people make the transition from being an “individual contributor” to managing people and processes and these are capacities Leadership Rice aims to help students grow.

There is good evidence that all these capacities can be developed and that careful attention to managing one’s work life can significantly influence their development. The most challenging assignments can develop 3-5 capacities at the same time. However, appreciate that capacity building to a high level is usually a slow process that happens only over several years. See the attached list for the most developmental jobs.

One way to think about your career options is to look purposefully for opportunities that will give you a good chance to grow your capacities. This may mean putting yourself in situations that are difficult and uncomfortable for you rather than those that seem easily manageable. Look for project assignments, especially those that are multi-functional and developmental tasks within your job assignment that push you. Put yourself in a position where you are going to get feedback from many different kinds of people. Encourage experiments and expect failures. Find off-job opportunities for the same kinds of work and engage in opportunities for feedback that will grow your self-awareness.

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\* Developing others is 67<sup>th</sup> of 67 for individual contributors, 67<sup>th</sup> for managers and 67<sup>th</sup> for executives. This may explain why this capacity is among those in short supply.

## Learning Agility

A growing body of research indicates that learning agility is a more important indicator for potential success than intelligence and technical skills -- usually the determinants for initial hiring. Since we tend to be creatures of habit and to repeat what has worked for us in the past, there is built-in resistance to learning – especially if we are already succeeding in our customary ways.

It appears that people who learn faster are not any smarter than others. Rather, they have more learning strategies to help them learn what to do when what they've been doing isn't working so well.

Here are characteristics – which CAN be developed – of those high in learning agility. The team project assignment is intended to help you develop these attributes:

1. critical thinking – examining problems carefully and making fresh connections.
2. knowing yourself well and being able to handle tough situations deftly.
3. experimentation and ability to deal with discomfort that surrounds change.
4. delivering results in first-time situations through team-building and personal drive.

## Where do you grow capacity?

70 % of development comes from jobs and assignments

20 % of development comes from people

10 % of development comes from self-development and classes

While work provides the largest opportunity to develop leadership capacity, not all jobs are designed to help you grow. See the attached list, which suggests the kinds of functional opportunities that most rapidly develop leadership capacity.

Note that these opportunities can be found within any university and students may begin to grow their skills before they enter the work world on a full time basis.