

Behavioural Competencies:

- The constant challenge for organisations is getting their people to execute those behaviours which will deliver the organisational vision, values or strategic goals.
- Lominger Ltd, Inc offer a library of research based and globally tested leadership behaviours and competencies. Being fully interactive and flexible, any organisation using these tools is able to select their unique behaviours which:
 - Translate and embed core values
 - Deliver business transformation
 - Bring about strategic change
- The longitudinal research work has been carried out since the 1970's at the Centre for Creative Leadership in the US. Initial studies sought to identify what or why some managers get promoted and others derailed. The data concluded that behaviours were the differentiating factor, for all levels of success, and specifically the behaviours and competencies surrounding *self awareness*.
- Lominger offer a library of 67 positive behaviours (e.g. Motivating Others, Strategic Agility, Drive for Results etc - see list attached) and 19 negative behaviours (e.g. Arrogance, Defensiveness, Over Managing). The research shows that the negative behaviours are what derail the careers of managers; and the positive behaviours provide the development pathway back to rectify the issues.
- Lominger behaviours provide the foundation for an easily introduced but integrated range of People Development initiatives. The language of the behavioural library develops to become the constant basis of people and performance discussion, e.g. Career Development, Succession Planning, Performance Management and Selection. Too often, people are confused as to what "skilled" and what "unskilled" looks like in any given behaviour.
- Lominger have experience of dealing with over 12,000 global organisations, in 65 countries and across 20 different languages. Almost 60% of the US Fortune 500 companies are using Lominger library interventions.
- There are four sequential steps for an organisation to understand when embracing behavioural competencies :
 - **Define** exactly what is required (organisationally & individually)
 - **Discover** the present capability of managers
 - **Develop** the behaviours in line with identified gaps
 - **Deliver** the behaviours while moving into the future
- However, there are two critical issues to be aware of :
 - So often, organisations try to jump from **Define** to **Deliver**; expecting employees to change behaviours simply because they have been informed of what "good" looks like. This is where the 5th D appears – **Demand**.
 - Lominger is the only offering which provides the **Develop** step as part of the integrated process. Please refer to attachment entitled "Motivating Others – The FYI Book."

- Lominger offer individuals and managers the opportunity to measure and develop their essential competencies while working on the job, not continually attending courses. Studies show that as 70% of what managers deliver to the organisation is behaviourally based (20% technical and 10% experiential). Managers need to understand that new competencies will be required as they ascend the corporate ladder. The responsibility rests with the business to identify the required critical competencies in advance, and ensure that the right people are being groomed for higher opportunities.
- Underpinning the whole Lominger toolset is the notion of **Learning Agility**. Explained simply, this is the capability of people to learn for their experience in situations of adversity, and then use those learning's again and again in the future. Our studies confirm that there is high correlation between **Learning Agility** and the **Potential to Lead**. In turn, Learning Agility is broken into 4 component parts:
 - **Mental Agility**
 - **People Agility**
 - **Results Agility**
 - **Change Agility**
- People high in **Learning Agility** do four things particularly well:
 1. They are critical thinkers who examine problems carefully and make fresh connections.
 2. They know themselves well and are able to handle tough situations deftly.
 3. They like to experiment and can deal with the discomfort that surrounds change.
 4. They deliver results in first-time situations through team building and personal drive.
- **Learning Agility** can be measured, and it can be developed to a degree. Supporting **Learning Agility** is the Lominger library of behaviours.
- From a strategic perspective, organisations are now able to communicate with a good level of detail, exactly which competencies are required by each individual employee or manager. Organisations are able to identify which behaviours need to be developed well in advance, not a few days before someone is promoted. As well, they can identify who are the people that should be promoted into leadership positions, not because of technical capability, but because they possess the potential to lead.
- In total, there are 45 products in the Lominger Leadership Architect Suite, available in both hard copy as well as software. The behavioural competencies are the centrepiece of these interventions, and provide assessment and development pathways for all employees, no matter their level in the organisation.
- Individuals within organisations can be Certified to use and work with these tools. Courses are run regularly to provide this technology transfer of information and capability.