

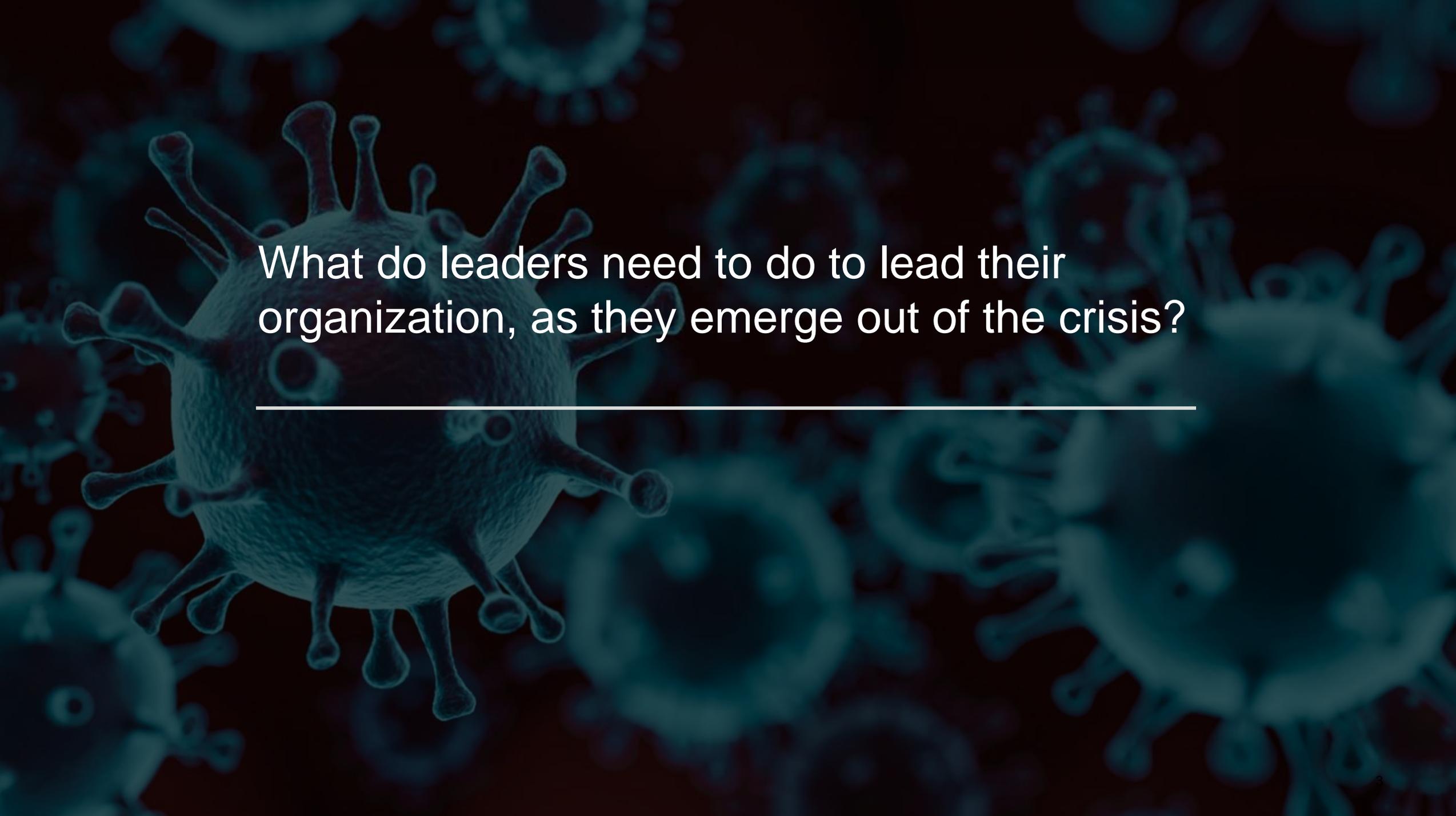
An overhead view of a meeting around a white circular table. A woman in a light-colored suit stands at the top, gesturing with her hands. Two other people are seated at the table, one on the left and one on the bottom right. The table is cluttered with a laptop, a smartphone, a clipboard with a line graph, and several coffee cups. A large white semi-transparent rectangle is centered over the image, containing the main title and author information. Several white rectangular boxes are overlaid on the image: one around the standing woman's hands, one around the seated woman on the left, one around the seated man on the bottom right, and a large one on the right side of the image.

Where do leaders need to create impact, post COVID-19?

Simon Jayne - Managing Consultant, Saville Assessment



forging the
‘New Normal’



What do leaders need to do to lead their organization, as they emerge out of the crisis?



AGENDA

01 The Leadership Impact Model

02 Saville Assessment Internal Research

03 Bringing the Themes Together

An overhead view of a business meeting. Four people are seated around a white circular table. One person is standing at the top of the frame, gesturing with both hands. The table is cluttered with a laptop, several clipboards with documents, pens, and glasses of water. The background is a light-colored tiled floor.

01

The leadership Impact Model

Moving beyond competencies





Introducing the Nine Leadership Impact Areas



Professional

Service & Product Delivery
maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions

Managed Risk
actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements

Expert Reputation
building organizational expertise; promoting technical excellence; enhancing organizational reputation



People

Organizational Commitment
creating a shared sense of purpose; enhancing employee motivation; building organizational morale

Successful Teams
building effective teams; attracting and developing talent; utilizing potential

Communication
delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation



Pioneering

New Products/Markets
identifying market gaps or routes to market; cultivating innovation; generating impactful solutions

Organizational Transformation
delivering organizational transformation; building commitment to change; actively managing change processes

Organizational Growth
increasing stakeholder value; establishing challenging organizational goals; driving organizational success

Post COVID-19: Where do our leaders need to deliver results and impact the most? Choose ONE of the following:

Managed Risk
Organizational Transformation
Successful Teams



Introducing the Nine Leadership Impact Areas



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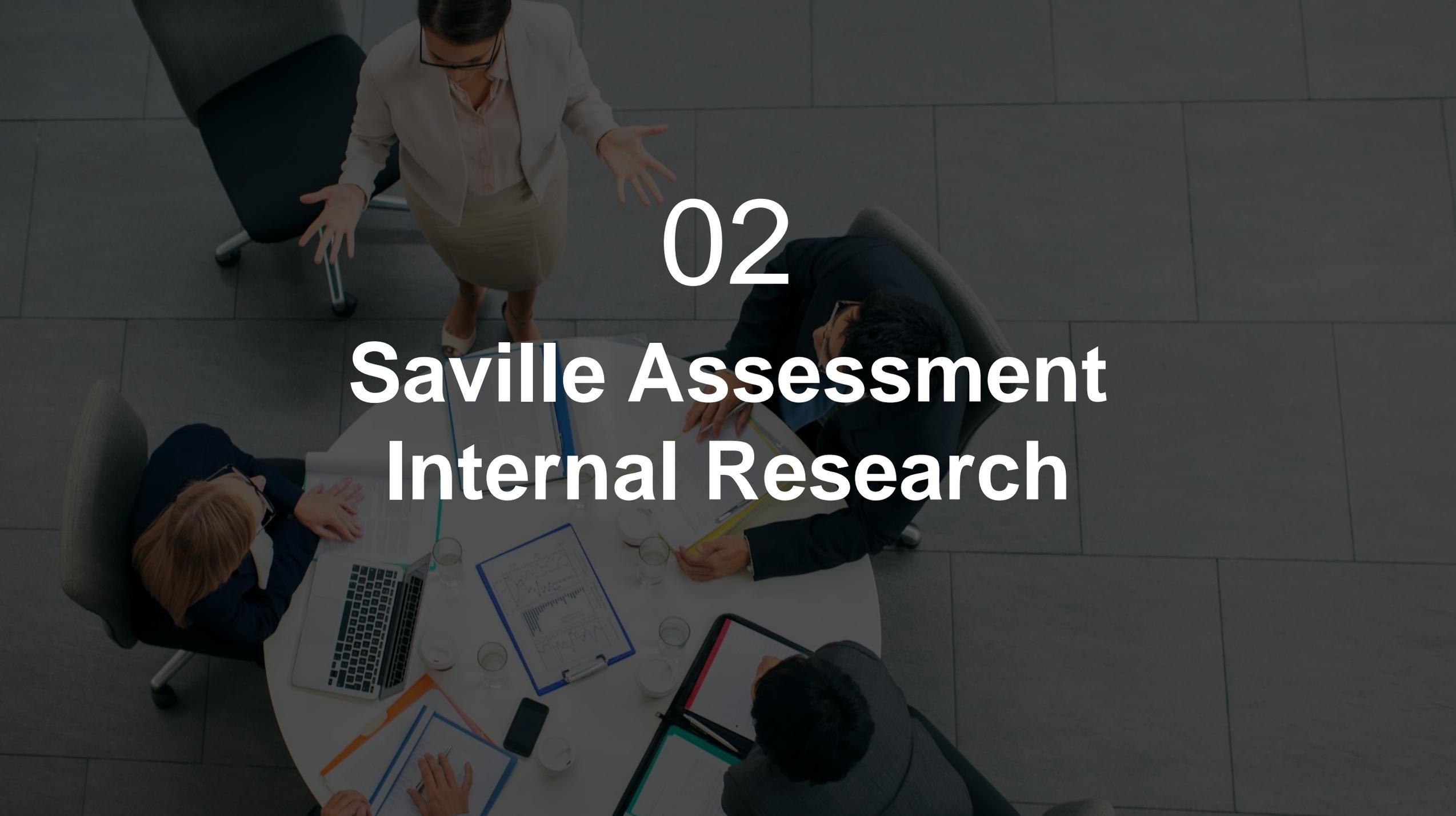
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An overhead view of a business meeting. Four people are gathered around a white circular table. One woman stands at the top, gesturing with her hands. Three others are seated around the table, looking at documents and a laptop. The table is cluttered with papers, a laptop, a smartphone, and several glasses of water. The background is a light-colored tiled floor.

02

Saville Assessment Internal Research

Adjusting to Change



Thinking Positively

- Being Optimistic
- Recovering from Setbacks
- Projecting Cheerfulness



Embracing Change

- Coping with Change
- Tolerating Uncertainty
- Adapting to New Challenges



Inviting Feedback

- Acknowledging Criticism
- Encouraging Critical Thinking
- Gathering Feedback

Leaders who successfully adjust to change are more likely to create an impact in which one of the following areas:

**Service and Product Delivery
Communication
Organizational Transformation**



Introducing the Nine Leadership Impact Areas



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Service & Product Delivery

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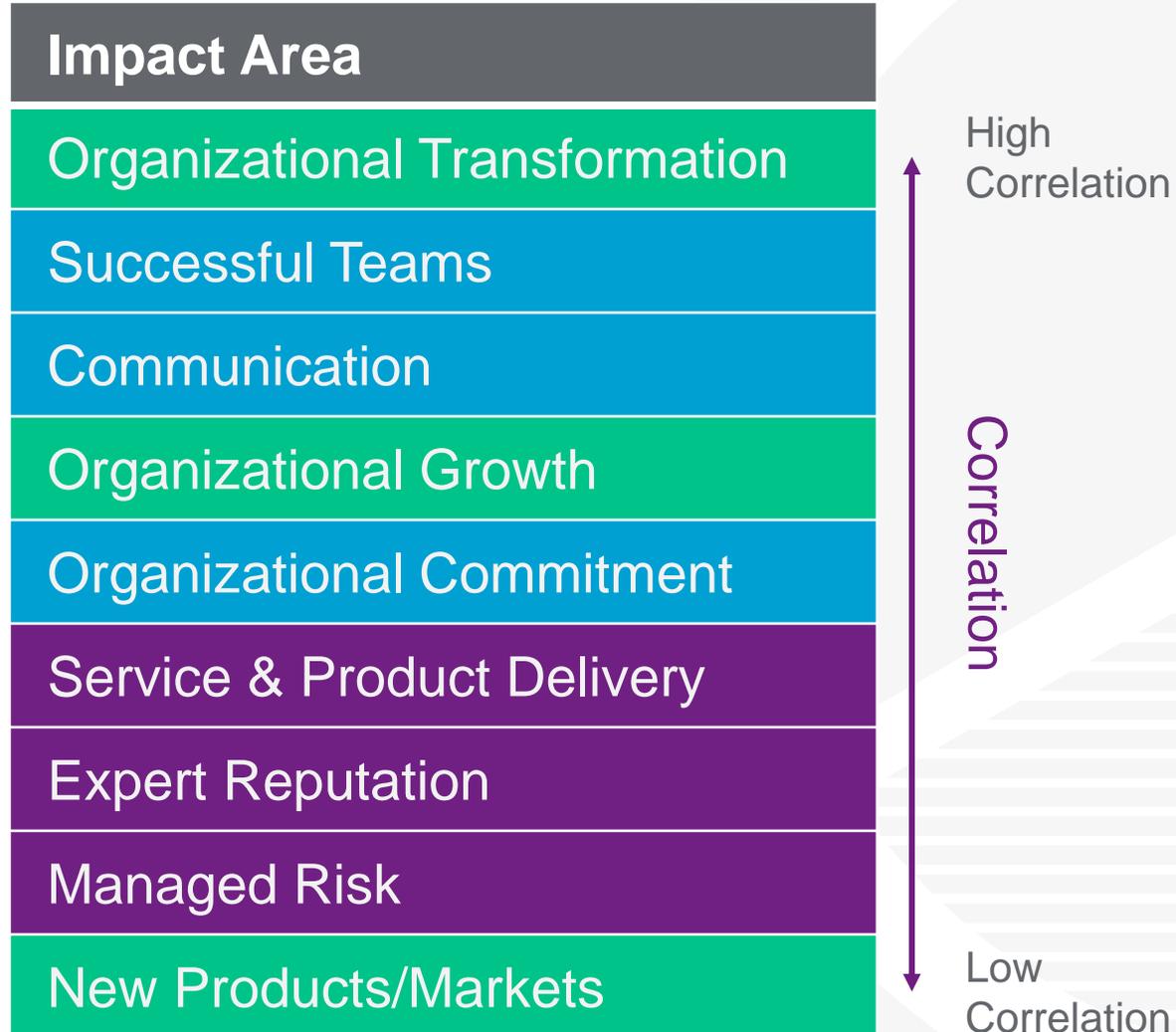
Organizational Transformation

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Organizational Growth

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Correlations with *Adjusting to Change*



Leadership Styles



Professional

- Administrators
- Co-ordinators
- Regulators
- Technicians
- Intellectuals
- Expert Advisors



People

- Enthusiasts
- Facilitators
- Inspirers
- Collaborators
- Persuaders
- Consulters



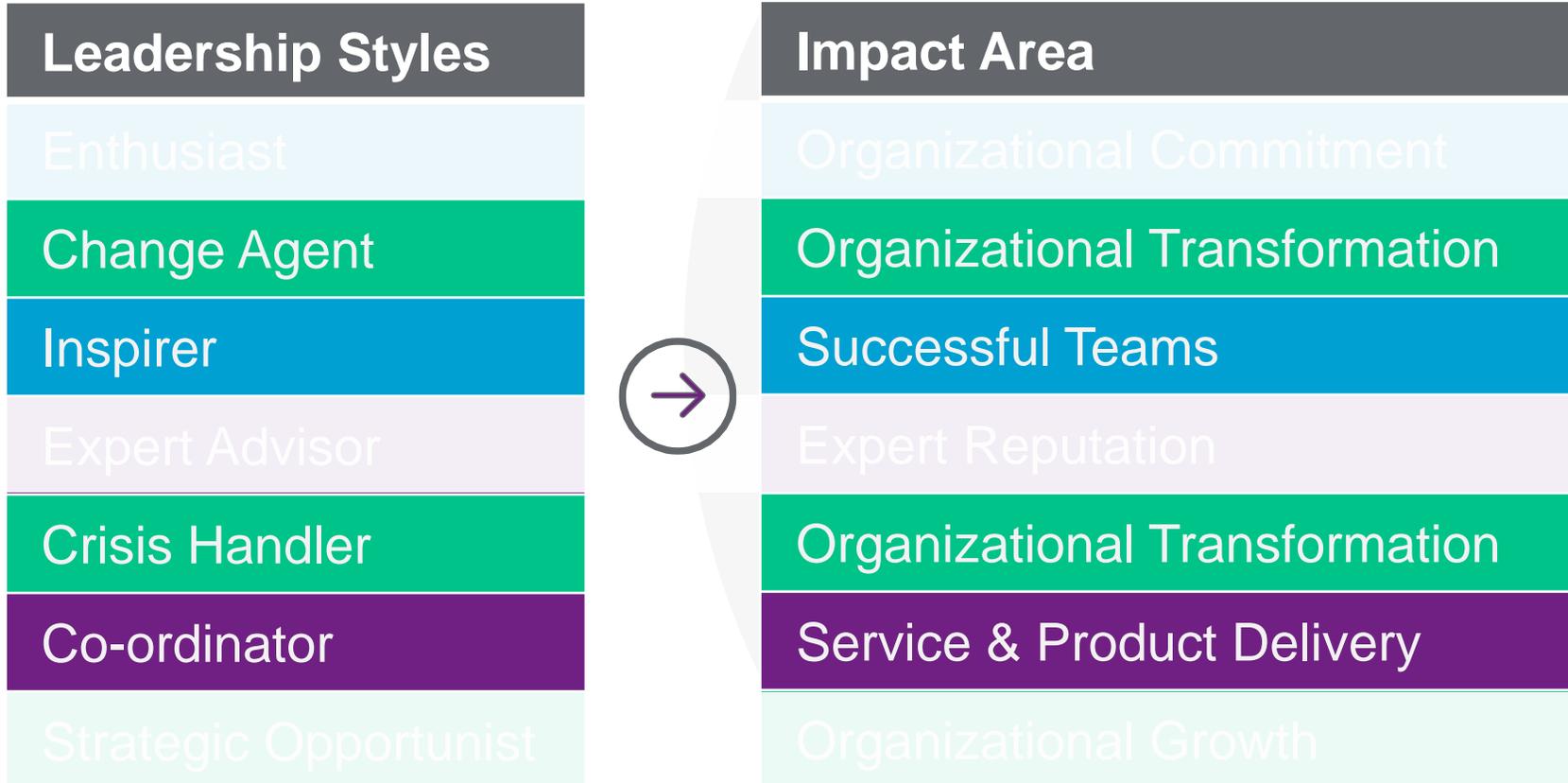
Pioneering

- Catalysts
- Innovators
- Change Agents
- Crisis Handlers
- Strategic Opportunists
- Growth Seekers

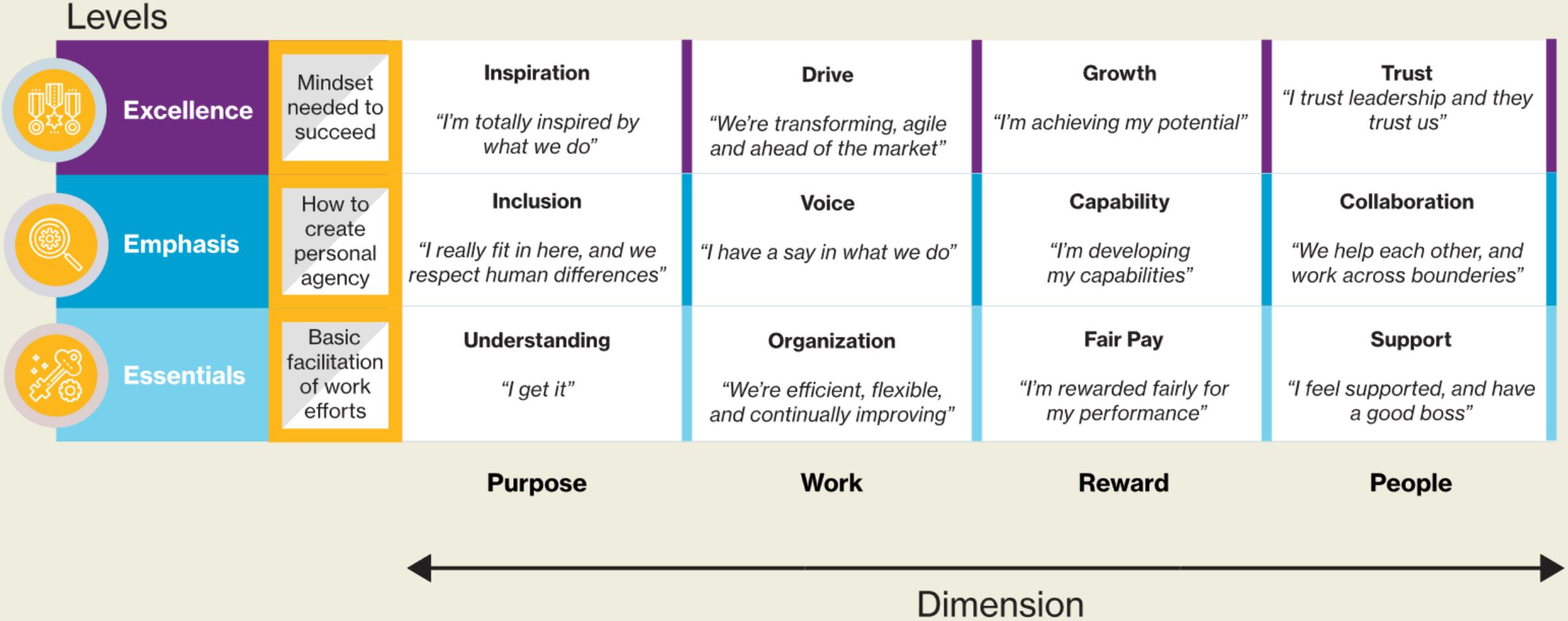
Correlations with *Adjusting to Change*



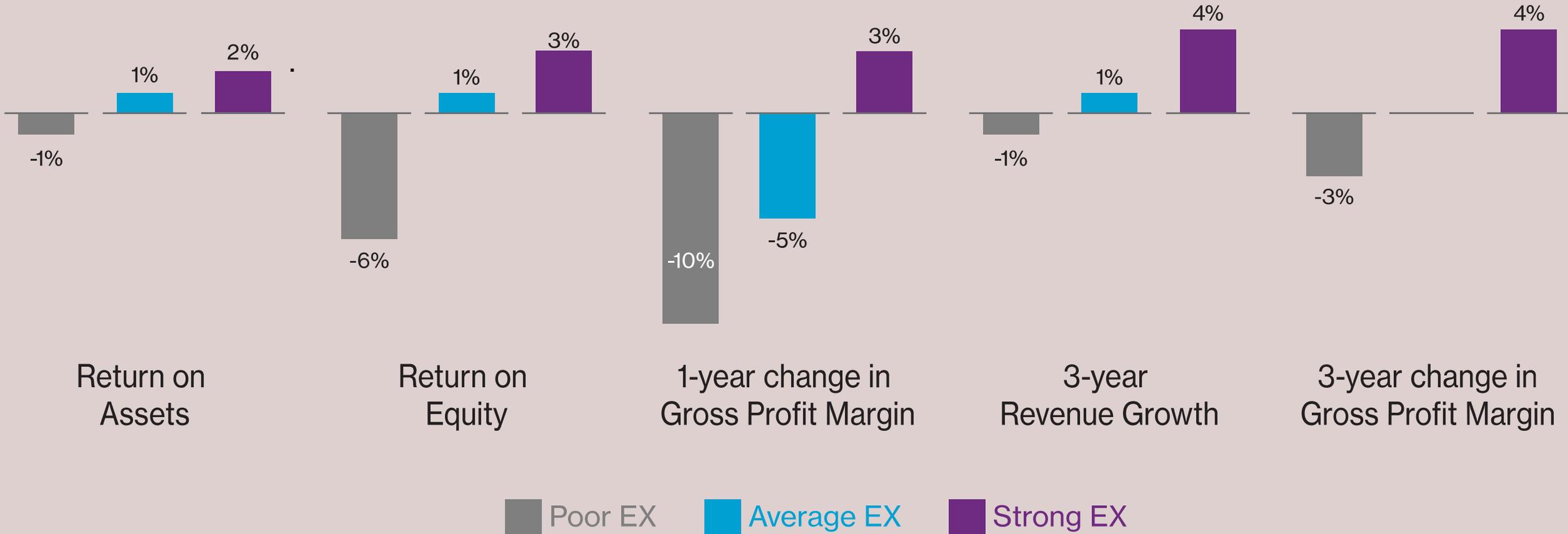
Correlations with *Adjusting to Change* Integration Leaders

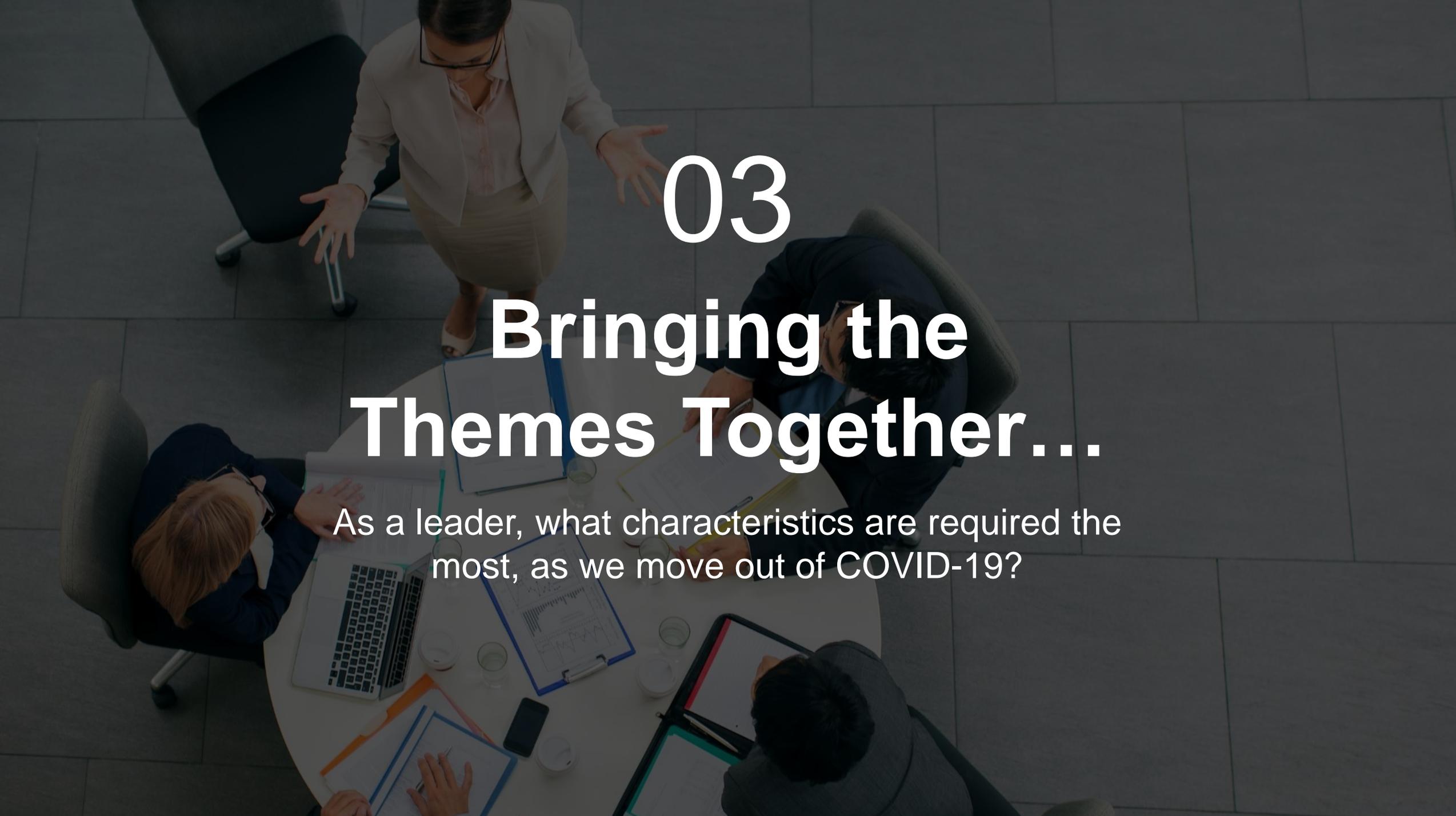


High-performance Employee Experience (HPEX) model



Analysis of EX vs. financial performance across organizations



An overhead view of a business meeting. Four people are seated around a white circular table. The person at the top is a woman in a light-colored blazer and skirt, gesturing with her hands. The person on the right is a man in a dark suit, looking down at a document. The person on the left is a woman with blonde hair in a dark suit, looking at a laptop. The person at the bottom is a man in a dark suit, looking at a tablet. The table is cluttered with papers, a laptop, a smartphone, and several glasses of water. The background is a light-colored tiled floor.

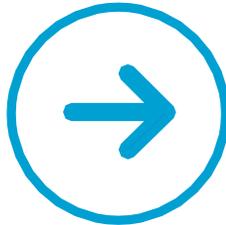
03

Bringing the Themes Together...

As a leader, what characteristics are required the most, as we move out of COVID-19?

Enthusiast

Be an enthusiast and positively impact organizational commitment



- ✓ Creates a shared sense of purpose
- ✓ Enhances motivation and morale
- ✓ Takes a positive and optimistic approach
- ✓ Recovers quickly from setbacks



Change Agent

Be a change agent, and drive organizational transformation and change

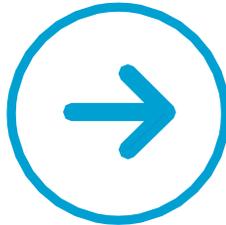


- ✓ Seeks out change and acts to get things done differently
- ✓ Accepts change and new challenges
- ✓ Copes well with uncertainty
- ✓ Makes things happen
- ✓ Energetic and dynamic

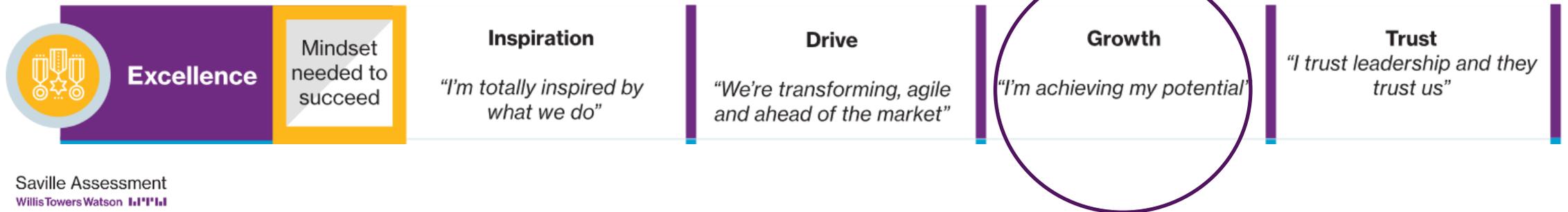


Inspirer

Be an inspirer and inspire individuals and teams to perform and grow, developing talent and utilizing potential



- ✓ Motivates, inspires and encourages others
- ✓ Coordinates people and resources effectively



Crisis Handler

Handle crises effectively, reacting to issues as they arise and decisively dealing with crisis situations



- ✓ Remains calm and composed during crisis situations, working effectively under pressure
- ✓ Decisive, accountable and purposeful approach



Co-ordinator

Maintain delivery of goods/services, focusing on customer service and appropriate solutions



- ✓ Organize and realize detailed plans through effective co-ordination
- ✓ Plans, organizes and prioritizes effectively
- ✓ Meets deadlines and focuses on task completion



An overhead view of a business meeting. Four people are gathered around a round white table. One woman stands at the top, gesturing with her hands. Three others are seated around the table, looking at documents and a laptop. The table is cluttered with papers, a laptop, a smartphone, and several glasses of water. The background is a grey tiled floor.

Case Study

UK Technology and Services Provider

Understanding and developing leaders to deliver organizational transformation.

The Challenge

The business was in a turnaround situation and needed to deliver their 2020 vision for growth through transformation.

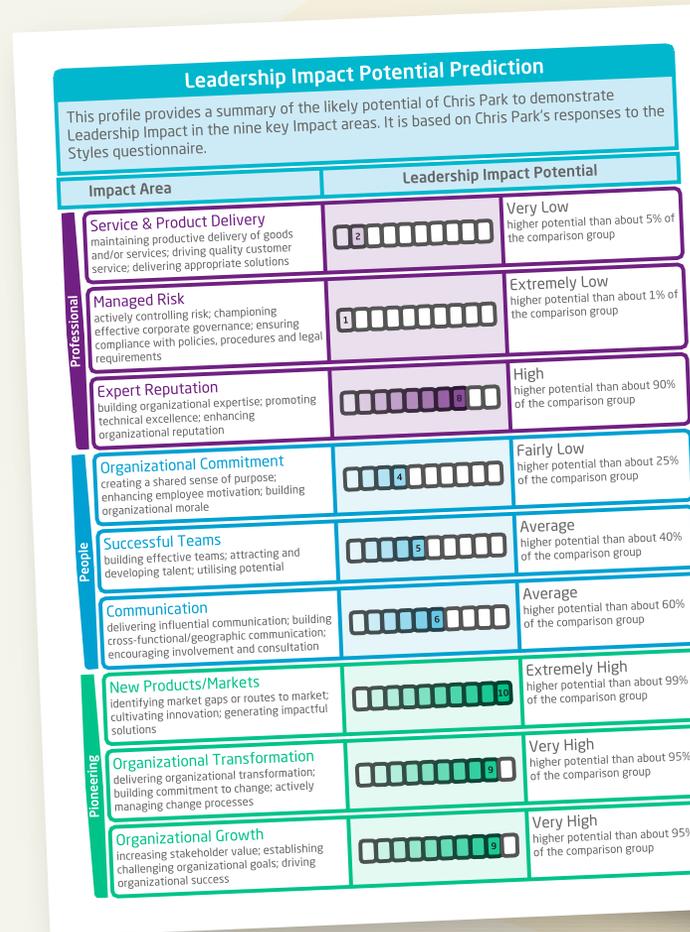


To achieve this, they needed to drive a significant shift in leadership behavior, individually and as a team.

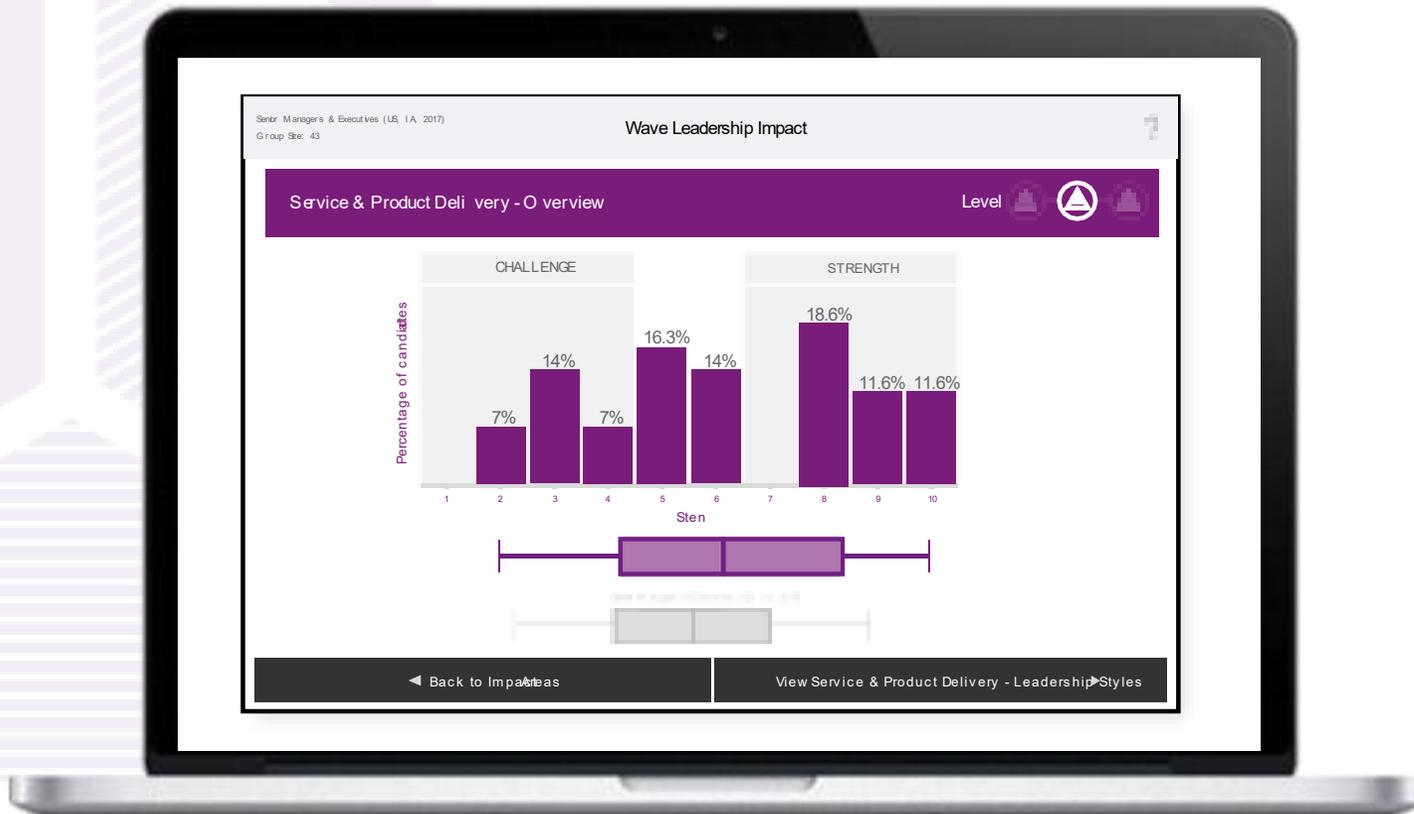
The Solution

The organization implemented our Leadership Impact Framework which focuses on the nine key impact areas in which leaders need to achieve results.

This model helped the incumbent board members and other key stakeholders to determine the key future leadership characteristics and areas of critical impact. ▶



Leadership Analytics powered by the Impact and Risk models were used to present the group dynamics of the cohort, including joint strengths and challenge areas, whilst providing the structure for a targeted developmental activities focused on leadership effectiveness and change leadership.



Benefits to the Organization

QUALITY



Enabled leaders to communicate a shared purpose for the transformation and future of the business.

ENGAGEMENT



Encouraged collaboration and broke down silos by building organizational commitment and focus on cross-functional working.

Refocused on a growth mindset and encouraged a continuous feedback culture.



SUMMARY

How can we best use this information?

- ✓ Ensure those who are identified as adjusting well to change are making the key decisions, providing direction and motivating others.
- ✓ Work with managers to develop their skills in the behaviors shown to be most effective at dealing with change.
- ✓ Look at group data for your teams and work on building the skills required through simple coaching initiatives that can be rolled out virtually to help build overall effectiveness at adjusting to change.
- ✓ Be aware of those that might need additional support in adapting to new ways of working.

Next Steps

Consultation

Complimentary consultation with a consultant to help you assess and develop your leaders

Rethinking recruitment webinar

Great Expectations: Aligning role fit with candidate engagement
(4th August @ 12pm)

Future webinars

We are always putting out new content so keep an eye out for upcoming webinars and virtual sessions

Accreditation Training

Virtual accreditation training

17th – 20th August
14th – 17th September
5th – 8th October
2nd – 5th November
7th – 10th December

Online Wave & 360 training package

Receive a 50% discount on Performance 360 online training with each Wave Transfer online training booking until 31st August

Discounts on 360 online training

25% discount on all online Wave Performance 360 training bookings until 31st August

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