DDI Summit : 2016

InSight.

Leadership through a new lens.
Big Data Insights
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April 2016
13,124 Leaders
1,528 HR
2,031 Organizations
48 Countries
Assessment Demographics

Assessment Includes:
• Day in the Life
• Leadership Simulations
• Personality Instruments

Benefits:
• High Reliability
• High Validity
4 Key Insights

1. RESHAPED LEADER SKILL PROFILES
2. MONEY SKILLS
3. CONVERSATION PAYOFF
4. ROLE OF HR

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Question 1
Economic Turmoil

2007
Changes in the Face of Leadership

- Uncovered several trends
Over the past 8 years, which leader skill has increased the most? Decreased the most?

Below are four pairs of skills. Pick the one pair with the skill that has increased the most and the skill that has decreased the most.

a) Cultivating Networks + Leading Change
b) Coaching and Developing Others + Operational/Decision Making
c) Building Organizational Talent + Empowerment/Delegation
d) Customer Focus + Establishing Strategic Direction
Over the past 8 years, which leader skill has increased the most? Decreased the most?

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d) Customer Focus + Establishing Strategic Direction
Leader Skill Shifts Over 8-year Time Span
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Global Financial Crisis

Highest Ranking

Operational Decision Making
Customer Focus
Cultivating Networks
Leading Change
Driving Execution
Empowerment/Delegation
Establishing Strategic Direction
Coaching and Developing Others
Entrepreneurship
Building Organizational Talent

Lowest Ranking


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Question 2
What Happens When You Get It Right?
The Money Skills

Overall Competence Drives Revenue Growth

Revenue growth from 2009–2014

- Average Company Performance: -4%
  - Less Competent Executives
  - Competent Executives: 20%
  - Highly Competent Executives: 45%
From the list below, which leader skill had the **weakest** link to company profit?

a) Establishing Strategic Direction  
b) Business Savvy  
c) Driving Execution  
d) Leading Change  
e) Entrepreneurship
From the list below, which leader skill had the weakest link to company profit?

a) Establishing Strategic Direction
b) Business Savvy
c) Driving Execution
d) Leading Change
e) Entrepreneurship
The Money Skills

Overall Competence Drives Revenue Growth

- 4%

Average Company Performance

Less Competent Executives

Competent Executives

Highly Competent Executives

45%

20%

Revenue growth from 2009–2014

Specific Business and Leadership Competencies Drive Profit

Competencies most predictive of four-year profit average

Entrepreneurship

Business Savvy

Driving Execution

Decision Making

Leading Change
Use Behavioral Assessment Consistently

25% NEGLIGENCE

Source: DDI Quiz Poll, 2016
Conversation Skills

Esteem
Empathy
Involvement
Share
Support

DEVELOP
CLARIFY
AGREE
CLOSE
OPEN
In order of importance, which two skills have the biggest impact on front line leadership competence?

a) Agrees, empathy

b) Esteem, develops

c) Clarifies, agrees

d) Empathy, involves
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58\% x 4 = CRISIS
TWO EMPATHY NUMBERS
% decline in empathy amongst college students

Likelihood senior executives devoid of empathy versus average worker
Relationship between interaction skills and job performance

Larger circles = stronger linkage between the interaction skill and job performance domain.
Percentage of people who demonstrate effectiveness in these skills

% Effective Interaction Skills

Opens the discussion ........................................ 77%
Clarifies the details ............................................ 47%
Develops others’ ideas ......................................... 49%
Agrees on actions to take ................................... 54%
Maintains or enhances Esteem .............................. 33%

Listens and responds with Empathy .......... 40%
Encourages Involvement ................................. 50%
Supports without removing responsibility .... 71%

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Behavior Change: 36%

Organization Impact:
- Engagement: 78%
- Productivity: 49%

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Question 4
IT'S TIME TO BLOW UP HR
AND BUILD SOMETHING NEW.
HERE'S HOW
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What Role Does HR Play?

**Reactor 22%**
- Develops and administrates policy
- Ensures compliance
- Source of HR expertise when asked

**Partner 60%**
- Embedded in business
- Resolves talent issues
- Supports rollout of talent management initiatives

**Anticipator 18%**
- Align talent capabilities with business strategy
- End-to-end talent management architecture
- Interpret talent trends and
We asked senior leaders how they would classify their company’s HR function. What was their response?

a) 60% Reactors, 22% Partners, 18% Anticipators
b) 43% Reactors, 37% Partners, 20% Anticipators
c) 15% Reactors, 55% Partners, 30% Anticipators
d) 5% Reactors, 80% Partners, 15% Anticipators
We asked senior leaders how they would classify their company’s HR function. What was their response?

a) 60% Reactors, 22% Partners, 18% Anticipators
b) 43% Reactors, 37% Partners, 20% Anticipators
c) 15% Reactors, 55% Partners, 30% Anticipators
d) 5% Reactors, 80% Partners, 15% Anticipators
What Role Does HR Play?

- **Leader**: 43%
- **Partner**: 37%
- **Anticipator**: 20%

- **Reactor**: 22%
- **Partner**: 60%
- **Anticipator**: 18%
What HR Needs to Thrive with Analytics

HR excels at:

- Championing strategic talent planning
- Seeing gaps between talent now and needed
- Creating a learning culture
- Evaluating employee skill gaps
- Removing barriers and resistance to change
- Creating a shared team purpose
- Taking risks in learning
- Seeking attention for their work

HR is weak at:

- Analyzing business and financial data
- Understanding financial strategies and systems
- Isolating key business levers to focus decisions
- Communicating in business terms
- Using storytelling and visualization in messaging
- Inquisitiveness and curiosity
- Attention to detail
- Forcefully positioning ideas and initiatives

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Thank You!