



LEADERSHIP
SOLUTIONS

Helping You Get to Better

GET TO BETTER



WITT / KIEFFER
Leaders Connecting Leaders

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LEADERSHIP SOLUTIONS

Helping You Get to Better

HELPING YOU GET TO BETTER

Witt/Kieffer's Leadership Solutions services are designed to help you *get to better*. What does getting to better mean? It means better awareness—a more thorough understanding of the leadership strengths, gaps, and needs of individual executives, teams, and entire organizations. It means linking this newfound awareness to better leadership and greater success. There is no perfect leader. Everyone can *get to better*.

Our Leadership Solutions practice has a rich portfolio of customized services to enhance our clients' existing talent management initiatives. They include leadership assessments (individual and team), executive coaching (individual and team), succession planning and management, executive transitioning and onboarding, and more.

Our services are based on a few simple research-based principles:

- All organizations must change.
- Organizations do not change by themselves; people create change.
- Increasing the awareness of executives and teams of leaders greatly enhances the likelihood that change will translate into success and that organizations will become better at what they do.

By raising their leadership awareness through proven tools and methodologies, organizations, teams, and leaders can realize their true potential.

Leadership Solutions Portfolio





WHEN ARE ASSESSMENTS USEFUL?

- > Evaluating finalist candidates for key leadership positions
- > Determining whether internal executives are qualified to move into greater roles
- > Drafting career development plans for high-potential leaders
- > As the basis for executive coaching
- > As the basis for leadership teambuilding activities

LEADERSHIP ASSESSMENT

Witt/Kieffer's Leadership Solutions are about helping organizations, teams and individual executives *get to better* by becoming more aware of their unique qualities and tendencies, opening the door for greater success. Greater awareness comes through proven, industry-specific assessment methodologies which reveal strengths to be capitalized upon and weaknesses or derailleurs which can be strategically addressed. Organizations, teams and individuals who gain peak awareness of their competencies can realize their true potential.

*Our cutting-edge assessments really come into play in **evaluating candidates during a leadership recruitment**.* They allow our clients to evaluate finalist candidates based upon organizational fit and clear, objective evidence. This ultimately leads to a greater likelihood of on-the-job success and higher retention rates. We offer an optional candidate assessment process, the Witt/Kieffer Executive Potential Report, which integrates the results of tests offered by Hogan Assessments and presents an overview of a candidate's strengths, challenges and values to determine how well she/he will fit and perform.

*In addition, leadership assessments are an essential part of **helping current executives better their performance**.* Our assessments are field-tested and tailored to the needs of organizations in the specific industries we serve.

What makes Witt/Kieffer's assessments all the more effective are search consultants who have vast experience and training in incorporating these tools into the recruiting process and helping search committees and organizations to translate assessment feedback into a deeper appreciation for how candidates differ—and who is the best fit for the organization.

Our Tools

Leadership Assessment Interview

Modeled after the chronological, “deep-dive” Topgrading™ approach to behavioral interviews, the Leadership Assessment Interview probes for detailed information about candidate successes, failures, key decisions, professional relationships and other predictors of executive success. Our search consultants are trained in this method and are able to evaluate candidates against clients’ core competencies and leadership needs. With this approach, we are consistently able to identify and present the strongest “A” candidates for a targeted position profile.

Witt/Kieffer Executive Potential Report

The Witt/Kieffer Executive Potential Report provides information about the potential of candidates, and includes a facilitated candidate assessment review with the client and a 90-minute assessment feedback session with the successful candidate and/or internal candidates. In addition to executive selection, the report may also be used as a part of onboarding, succession planning, leadership development, executive team development, executive coaching and executive transitioning.

The Executive Potential Report includes three Hogan assessments (described below), and the assessment scales were mapped to the our industry-specific leadership competency models, providing an insightful evaluation of leadership potential.

- **Hogan Personality Inventory (HPI):** The HPI is the industry standard for measuring personality as it relates to job performance. The deeply-ingrained personal characteristics measured by the HPI impact how individuals approach work and interaction with others. From a development standpoint, the HPI can be used to help individuals understand the impression they make on others via their automatic and habitual response tendencies.
- **Hogan Development Survey (HDS):** The HDS provides insight regarding eleven “derailment” tendencies that, when incited by stress, pressure, or boredom, are capable of impeding work relationships, adversely impacting leadership style, hindering productivity, and limiting overall career potential and effectiveness.
- **Motives, Values, Preferences Inventory (MVPI):** The MVPI provides insight regarding a person’s core values, goals, and interests, information that relates to (a) the environment in which the person will perform best and (b) the kind of culture the person will be motivated to create as a leader.



Our assessments
are field tested
and tailored to the
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we serve.



Richard Metheny
Practice Leader
Witt/Kieffer Leadership Solutions



This information can motivate an executive to become more aware of how he or she is perceived.



360-Degree Feedback

In addition to deep-dive interviews and progressive assessment tools, another means by which employers can gather important insight into executives and their potential for improvement is through 360-degree feedback. Such feedback relies upon interviews with and verbatim observations from supervisors, colleagues, and even direct reports. Collectively this information can motivate an executive to become more aware of how he or she is perceived and to make improvements in leadership style and practices.

Information from 360-degree assessments can be difficult for leaders to interpret and learn from without support. For this reason we present interview feedback in narrative form and integrate the results with those from the Witt/Kieffer Executive Potential Report. This information is then presented to candidates in a session with an executive coach to ensure that the 360-degree input is understood, questions can be answered, and that the feedback becomes useful for growth. The coach and executive work together to create a leadership development plan with clearly delineated steps for improvement.

EXECUTIVE COACHING

All leaders want to *get to better*, but there can be obstacles along this path. The higher a leader rises within an organization the fewer colleagues there are to provide meaningful feedback and contrasting viewpoints. These are individuals who can benefit greatly from executive coaching, to have a trusted, objective counterpart to provide counsel and insight.

Other executives can reach a plateau, or a seemingly insurmountable challenge, which they may seem incapable of addressing given their skills and experiences. Again, coaching can help the executive get beyond a particular career sticking point.

The mission of Witt/Kieffer's Executive Coaching and Feedback Program is to support executives in becoming more aware of themselves as leaders and of the colleagues and teams around them. Executive coaching is an inquiry-based approach to personal and professional development that is aimed at creating awareness, generating action, and facilitating learning and growth. It focuses on improving performance by helping individuals to develop and sustain new perspectives, attitudes, skills and behaviors.

Executive coaching engagements typically follow these steps:

- Intake and assessment (including Witt/Kieffer Executive Potential Report and 360-Degree Feedback)
- Goal setting and values clarification
- Ongoing coaching and skill development
- Measurement of results

Witt/Kieffer's executive coaching services are rooted in our proven, evidence-based leadership assessment methodologies. Our assessments are designed to provide clear information to executives about their strengths and potential derailers. An aware executive is one who can grow.

Supporting this information are trained and experienced coaches who help leaders interpret their unique competencies and develop awareness of themselves as leaders. Our coaches assist executives in formulating strategies to tackle immediate roadblocks or challenges and achieve long-term career development goals.



WHEN IS EXECUTIVE COACHING USEFUL?

- > Any time an executive wishes to improve his or her performance
- > During a major role or organizational transition
- > When the executive confronts a daunting challenge or stumbling block
- > When competency limitations are preventing the executive from advancing
- > As a precursor or follow-up to teambuilding activities
- > To review growth and past performance results



WHEN IS SUCCESSION MANAGEMENT USEFUL?

- > As part of long-term organizational strategic planning
- > To identify skill and qualification needs of future leaders
- > When there are concerns about leadership “bench strength”
- > In identifying high-potential executives to lead the organization in the future
- > When the organization seeks greater leadership continuity

SUCCESSION MANAGEMENT

Planning for the future is second nature to most executives and their organizations, and yet planning for leadership transition and building a pipeline for future C-suite talent often get overlooked. Succession management is absolutely critical if organizations are to retain their competitive edge over the long haul and ensure that executive turnover does not derail growth and progress.

Witt/Kieffer’s Leadership Solutions practice works with leadership teams to identify up-and-coming executives and groom them for greater responsibilities. Clients use our succession management services to:

- Identify competencies, skills and success factors for key leadership positions
- Assess “bench strength” across various departments and functions
- Design and implement career development strategies for high-potential leaders
- Monitor and evaluate succession management initiatives

Succession management builds awareness of leadership strength and potential throughout the organization and how long-term leadership needs can be addressed. Succession management helps you *get to better*.

EXECUTIVE ONBOARDING

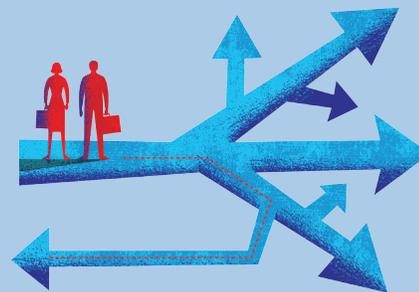
New leaders will have a much greater likelihood for early and lasting success if they participate in effective onboarding. Activities that help the executive quickly understand his/her own tendencies, learn the organization and its culture, build a support network, and establish the right priorities early on will all pay significant dividends.

Witt/Kieffer offers a comprehensive, carefully crafted onboarding process that helps leaders acclimate in the first weeks and months on the job. Our consultants play an active, hands-on role in ensuring that leaders are getting the knowledge and support they need to do their jobs, while also identifying challenges and weaknesses that can be addressed before they become barriers to success.

We work with our clients to develop a customized action plan for the incoming executive that focuses on four areas:

- Understanding the organization
- Enhancing self-awareness
- Building a network
- Accelerating the time to full productivity

A new executive hire is a major investment, and onboarding ensures that investment is nurtured from the start and that full productivity is achieved as soon as possible. Onboarding helps new hires *get to better* quicker.



WHEN IS ONBOARDING USEFUL?

- > Whenever a new executive is brought on board from outside the organization
- > When an internal leader is promoted into a different or more challenging role
- > When an executive's role and environment dramatically change following a merger, acquisition, or partnership
- > Following a relocation to a different facility or site



TEAMBUILDING

High-functioning leaders, when grouped together, may not always equate to a high-functioning team. Through executive teambuilding practices, successful individuals can develop an awareness and appreciation for their own talents, those of others, and the unique dynamics that can result when teams of differing leaders are assembled together under one organizational roof. Witt/Kieffer's Teambuilding solutions help teams *get to better*.

These solutions are based upon the Witt/Kieffer Executive Team Assessment, a report derived from our industry-specific competency models that provide customized data outlining a team's strengths and weaknesses, recommendations for leveraging strengths and overcoming potential dysfunctions.

The report provides the core contents for our Team Development Workshop. This workshop:

- Provides participants with a better understanding of their style preferences and challenges under stress to make for more effective interactions with the team;
- Helps leaders know what to expect from each other as they work together;
- Analyzes the team's competencies in the context of organizational challenges and uncovers strengths, gaps, and unique team dynamics;
- Helps the team to understand the leadership environment experienced by direct reports.

Included in the team assessment are individual assessments for team members and a 90-minute feedback session for each to discuss individual results. Witt/Kieffer's Teambuilding helps groups of leaders *get to better*, together.



WHEN IS TEAMBUILDING USEFUL?

- > Whenever a leadership team wants to *get to better*
- > When a new group of executives has been brought together
- > When there is team stress or issues that are inhibiting performance
- > During a major organizational change or restructuring

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About Witt/Kieffer

Witt/Kieffer is the nation's preeminent executive search firm specializing in healthcare, education and not-for-profit organizations. In addition to our recruiting services, we provide outstanding leadership solutions to support organizations committed to improving the quality of life.

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