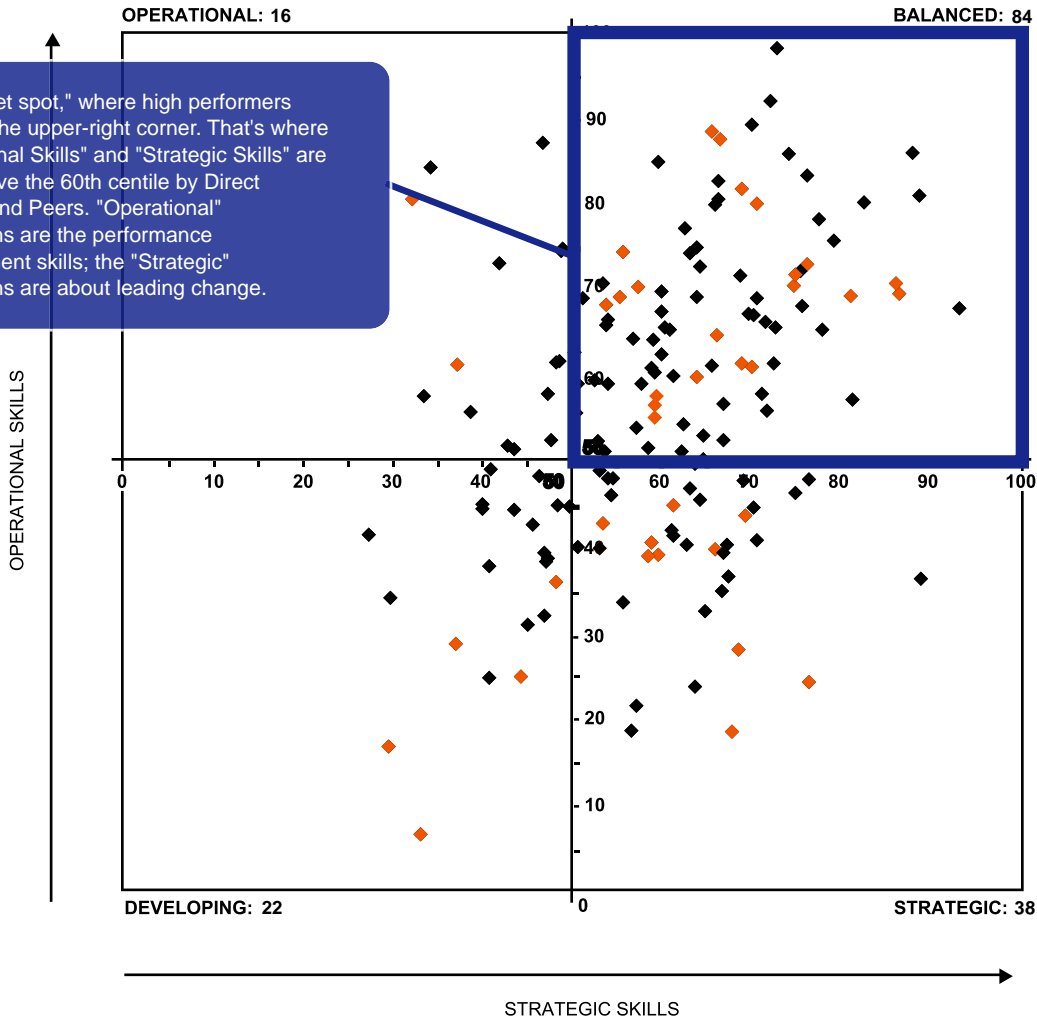


Question

The bench strength of an entire company division is illustrated in this graph of 160 managers' scores on the Leadership Competencies for Managers survey. The question is: do they have enough well-skills **Current** managers to assure meeting strategic goals?

Sweet Spot

The "sweet spot," where high performers score, is the upper-right corner. That's where "Operational Skills" and "Strategic Skills" are rated above the 60th centile by Direct Reports and Peers. "Operational" dimensions are the performance management skills; the "Strategic" dimensions are about leading change.



- ◆ = High Pressure
- ◆ = Low Pressure

The number of participants in each quadrant is indicated by the labels above and below the matrix, for example, "Strategic: 5."

Orange vs. Black

Orange diamonds indicate managers that are above the norm in using pressure and black diamonds indicate managers that are below the norm. Well balanced managers (upper right) have generally earned the right to apply pressure and they do it surgically. Developing managers (lower left) are below norm in the skills and if high in pressure are likely over-using it. Strategic managers who don't have good human relations skills are also at risk of resistance when they turn up the pressure, although they provide good direction. Operational managers who over-use pressure tend to create confusion.

Conclusion

Overall, this division is very strong. Over half of the managers are in the "Balanced" quadrant and many of those are high balanced. Very few of the others are greatly out of balance on the operational or strategic side.