

Strategic business leaders recognise the critical nature of team engagement and performance, however Ei World believes that making it happen requires various levels of transformation.

The growing reality of VUCA (Volatile, Uncertain, Complex, Ambiguous) influences across global markets and businesses, underline the need for employee engagement and investment in new leadership competencies, but research shows major shortfalls in positive impact: -

**“71% of organizations do not feel their leaders are able to lead their organization into the future”.**

Source: Brandon Hall, State of Leadership Development 2015: Time to Act is Now.

**“Last Year, companies spent nearly \$31 Billion on leadership programs”.**

Source: Karen O’Leonard and Jennifer Krider, Leadership development factbook 2014: Benchmarks and trends in US Leadership Development, Bersin by Deloitte, 2014.

**“Worldwide, 87% of employees are disengaged”.**

Source: Gallup, State of the Global Workforce Study 2016.



Clearly there are missed opportunities to lead both personal and business transformations in different ways. Ei World believe that critical strategic questions are needed, to drive new and effective solutions...

- What’s missing from Leadership Development investment, to ensure sustainable business futures?
- How do we solve widespread employee disengagement?
- How do we redesign the organisation, to meet the demands of the workforce and changing business climates?
- What qualities of leadership will it take to maximise benefits and returns, during these turbulent times?

## Opportunities for Business and Leadership Reinvention



**“Hierarchical organizational models aren’t just being turned upside down—they’re being deconstructed from the inside out. Businesses are reinventing themselves to operate as networks of teams to keep pace with the challenges of a fluid, unpredictable world”.**

Source: Deloitte Human Capital Trends 2016

Forbes Leadership research identifies 4 keys to success in this new ‘network of teams’ organisational model: -

- Transparent goals and projects
- Feedback and a free flow of information
- Shared values and culture
- People rewarded for skills and contribution not position

Source: ‘New Research Shows Why Focus On Teams, Not Just Leaders, Is Key To Business Performance’, Josh Bersin, Forbes Leadership blog, 2016

# Leadership Qualities that Matter During Business Transformation

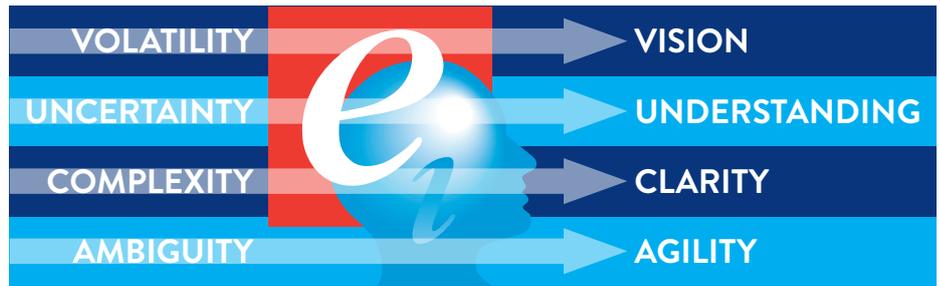
Research tells us that in VUCA environments, leaders need to demonstrate agility, be able to learn fast with their teams and be super connected throughout the extended organisation/network, working confidently across old boundaries and silos.

The big change in leadership today, is the movement away from 'positional leadership' (i.e. I am the leader because I am the VP) to team leadership through expertise, passion, energy and empowerment.

Leaders in the new organisation must create 'followership' and 'self-leadership within their teams' – inspiring the team to perform, connecting the team to the broader Vision, Mission and importantly, connecting teams to each other!

## Driving Cultural Engagement During Transitions

One of the biggest drivers and facilitators of the 'new organisation' is the need to drive culture. Culture can be defined as the set of behaviours,



Original Source: "Vuca Prime" Bob Johansen - Institute of the Future

values, artefacts, reward systems and rituals that happen in your organisation, "when no one is looking". You can feel 'culture' when you visit a company, as its evident in people's behaviour, enthusiasm and energy.

## Leading successfully in changing times and creating positive culture for the future.

Many terms have become synonymous with sustainable business team leadership, such

as authenticity, integrity, confidence, vision, assertiveness, however these things can often be hard to measure consistently, with many other underlying facets remaining hidden from view and therefore under-developed. Until now that is.

As innovators in leadership and teamwork development, Ei World believe that delivering performance but not team inspiration, is no longer good enough for sustainable businesses.

# Executive Presence as a Sustainable Business Differentiator and Cultural Enabler

'Executive Presence' is now acknowledged as a critical factor in Leadership. However, its definition has often been mysterious and subject to diverse perspectives.

As a result, leaders have received incomplete feedback on 'Presence', without a roadmap for action, that clearly connects to immediate business objectives and sustainable leadership.

**Ei World have partnered with Bates Communications Inc, to take Executive Presence to a deeper level, through strategic change and leadership consulting, with their clients.**

The Bates Executive Presence Index™ is the first and only research based, scientifically validated assessment to measure 15 unique facets of Executive Presence, across 3 critical dimensions of Character, Substance and Style.

The multi-rater assessment is administered via an online questionnaire and participants receive a comprehensive feedback report and guided feedback from an accredited coach.

**Importantly, the feedback is directly related to the business context and delivery of immediate business challenges for the participant.**

ExPI™ is very different to 360 personality type feedback modalities, prompting a personal leadership model for effective culture change



and generating greater momentum for immediate impacts in leader/team dynamics, performance and delivery.



To find out more about Liberating Your Executive Presence to drive sustainable futures for yourself and your company see [www.eiworld.org/executive-presence/](http://www.eiworld.org/executive-presence/)  
To start a conversation, please call us on +44-(0)20-3507-0270 or email us at [info@eiworld.org](mailto:info@eiworld.org)

# ExPI™ Comparison with Other Assessment Methodologies

## What Various Assessments Measure

CAPACITY	NEEDS	TENDENCIES	LEADERSHIP SKILLS	IMPACT ON OTHERS
Cognition	Motivation	Style	Leadership Competencies	Context-Specific Behaviours
<b>Can do</b>	<b>Will do</b>	<b>Fit</b>	<b>Skills</b>	<b>Intentions-Perceptions Gap</b>
HBRI Wonderlic Watson-Glaser Saville	MVPI FIRO-B Personal Directions Saville MQ	HPI/HDS MBTI DISC Birkman EQ Saville OPQ	Benchmark Voices Zenger Folkman	EXPI

## Executive Presence: Key to Getting Ahead

The intention with ExPI™ is to understand and positively impact the gap between a leader's intentions and the perceptions of others. Exploring the often missed area of 'leader over-strengths' is also included in the ExPI™ approach.

The interdependencies between the 15 facets can be connected, to underpin a variety of strategic change requirements.

The major difference however, is in the maintaining of 'current business context' throughout the whole assessment and feedback process, ensuring that high value Insights and Development Actions are rooted in immediate leadership and productivity gains.

The subsequent Outcomes Call, occurring 3 months after the participant Insights session, ensures that ROI in the workplace is tracked and measured.

## Strategic and Professional Applications of ExPI™

Often we advocate an ExPI™ pilot implementation approach, to 'test drive' the benefits in a particular organisation setting or capability group.

EI World then works closely with client sponsors to compile ROI data from pilot group participants and explore wider benefits of ExPI™ deployment to the most relevant leadership populations in the company.

For scaled and cost effective leadership deployment, we offer tailored and public ExPI™ Accreditation Programmes for HR professionals and coaches, to manage the whole ExPI™ process with their own internal leader groups/ client bases.

To enhance its value proposition, ExPI™ can be used alongside Top Talent programmes, Fast Track programmes and supports existing leadership development initiatives such as Succession Planning, Executive Coaching and Organisation Development.

Given the underlying construct is uniquely complex, ExPI™ can directly support the



practical implementation of leadership competency and behaviour frameworks, Company Values, Engagement and Culture Change initiatives, in profound ways.

Improving the ability to lead teams and businesses towards sustainability, in VUCA driven environments, is a highly transferrable

skill set and preserves valuable long term career progression opportunities.

Overall ExPI™ helps to identify perceived weaknesses in critical leadership areas, in order to improve overall leadership and team capability, whilst paving the way for 'purpose driven leadership' and 'empowered execution'.

**According to the Centre for Talent Innovation, 'Executive Presence' represents 26% of what it takes to get ahead in today's global marketplace.**

## Implementation Results and Benefits

Here are some examples of how other companies are benefiting from implementing ExPI™...

"Only 3 months in, the leadership team saw remarkable progress as all of their organizations began to collaborate and people jumped in to hit cross-functional stretch goals. After years of struggle, the leadership team coalesced, broke through siloes and increased trust, and ultimately they were able to accelerate the execution of their business strategy."

Large Utility Company.

After two years of struggle, the team was able to, as the executive sponsor put it, "leapfrog ahead." In addition, they gained the ability to get buy-in and cooperation from their stakeholders by effectively communicating the strategic value of their ideas and initiatives and demonstrating executive presence."

Global Bank.

"The R&D team dramatically reduced their silo mentality and improved their ability to collaborate and elevated their role from supporter to key contributor to the company's strategy to secure their competitive advantage."

Global Biopharmaceutical Company.



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