The SUCCESS MODEL

HOW TO ALIGN YOUR COMPANY TO WHAT DIFFERENTIATES SUCCESS

The Talent Strategy Group

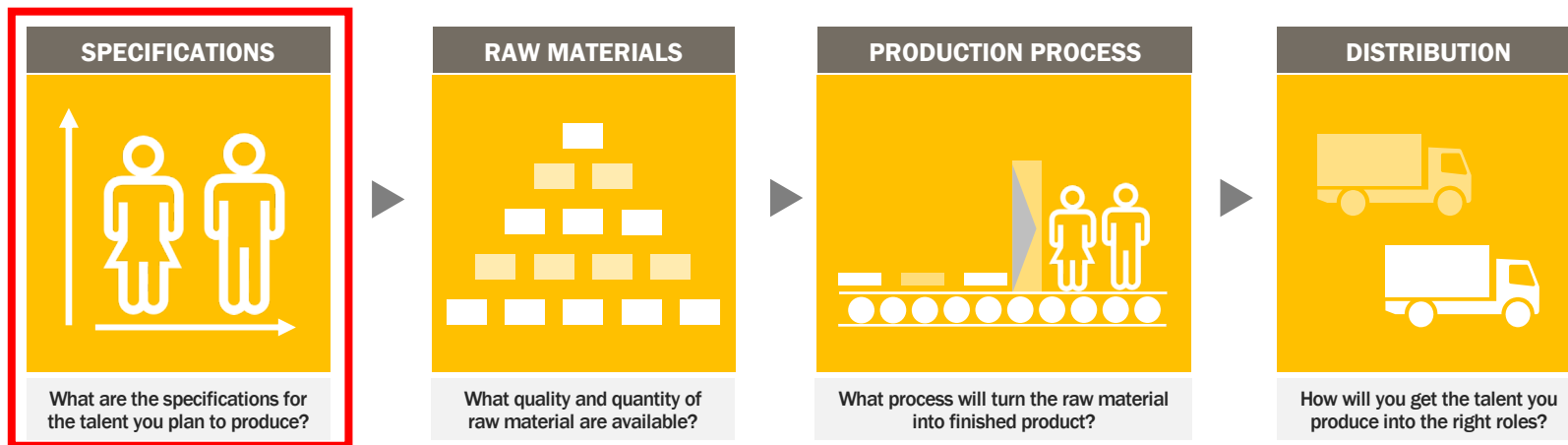SCIENCE + SIMPLICITY

HI! I'M MARC EFFRON

THE GOOD STUFF IS HERE

Let's start here

TALENT PRODUCTION LINE

BUILD TALENT WITH THE SAME RIGOR & DISCIPLINE WITH WHICH YOU BUILD ANYTHING ELSE

SPECIFICATIONS	RAW MATERIALS	PRODUCTION PROCESS	DISTRIBUTION
What are the specifications for the talent you plan to produce?	What quality and quantity of raw material are available?	What process will turn the raw material into finished product?	How will you get the talent you produce into the right roles?

IDENTIFY THE <u>FEW</u> ORGANIZATIONAL CAPABILITIES WITH THE <u>GREATEST POWER</u> TO ACHIEVE YOUR BUSINESS STRATEGY

ANYONE WANT $100?

YOU HAVE 15 SECONDS.

- READ THE PASSAGE YOU'LL SEE.

- TELL ME IN "SIMPLE ENGLISH" THE LEADERSHIP OR MANAGERIAL OUTCOME THAT IT'S REQUESTING.

Builds Collaboration	Develops and uses collaborative relationships to facilitate the accomplishment of work and business goals. Listens well and demonstrates sensitivity to others opinions and feelings.
Key Actions:	▪ Proactively builds effective working relationships ▪ Clarifies the situation or issue ▪ Helps others to develop their ideas ▪ Subordinates personal goals ▪ Facilitates agreement ▪ Treats others with consideration and respect

Professional / Individual Contributor	Leader (Builds from the Professional Tier)	Executive (Builds from Professional & Leader)
▪ At least once a week, offer to help someone. ▪ Take time to pass on needed information. ▪ Sincerely compliment others on their contributions. ▪ Take time to notice whether your biases, prejudices, or perceptions are influencing your assessment of others. ▪ Send thank you notes to people who have helped you. ▪ Let management personnel know when one of their staff members has helped you. ▪ Introduce a new person or someone from another department or team to your coworkers. ▪ Pay attention to your partners' body language, tone of voice, and facial expressions. Do they match the words? What they don't say is often more important than what they do say.	▪ Provide feedback/guidance proactively to direct reports regarding how they could build stronger relationships and networks ▪ Ensure you are 'making the rounds' to ask people how things are going; listen closely for opportunities to help. ▪ Do what is best for your organization, even if you have to use ideas you don't like. ▪ Be proactive when offering support to others. If you say, "Call me when you need help," most people won't. If you make yourself more available or offer to help when you see someone struggling, you will contribute more. ▪ When appropriate, ask people from outside your company for their input on solving a business challenge. ▪ When mistakes are made, don't place blame; instead, focus on solutions. ▪ Don't be satisfied with polite, evasive comments such as, "Everything's all right." If you sense that the person you're dealing with is not fully satisfied, draw out his or her dissatisfaction.	▪ Make use of casual settings (lunchroom, elevator, coffee area) to maintain a strong network. ▪ Take time to build relationships with others before you need to ask for their help. ▪ Develop a partnership contract form that can be used to define expectations, roles, and outcomes for each party for a given project. ▪ Read local newspapers and business publications regularly to keep an eye out for partnership opportunities. ▪ Take time to acknowledge and reinforce contributions from partners. Handwrite notes to thank important partner connections for their efforts. ▪ Evaluate the quality of the relationships you have across the organization; create a plan to build relationships with those that you could partner with in the future.

MOST LEADERSHIP MODELS TODAY ARE:

- ACADEMICALLY CORRECT BUT PRACTICALLY DEFICIENT

- DESCRIPTIVE WITHOUT BEING HELPFUL

- NOT FOCUSED ON THE TRULY DIFFERENTIATING CAPABILITIES

- NODDED AT, BUT NOT EMBRACED BY, EXECUTIVES

- FOCUSED ON PRECURSORS TO RESULTS, NOT ACTUAL RESULTS

- LOVED BY HR AND IGNORED BY ALMOST EVERYONE ELSE

IF COMPETENCIES WERE SUPPOSED TO BE THE SOLUTION, WHAT WAS THE PROBLEM?

NO PRIZE THIS TIME. SAME EXERCISE.

YOU HAVE 15 SECONDS.

READ THIS AND TELL ME THE CORE MANAGEMENT OR LEADERSHIP OUTCOME THAT IS DESIRED.

HIRE "A PLAYERS" AND KEEP THEM "A PLAYERS"

THE SUCCESS MODEL

WHAT'S THE GOAL?

EASILY COMMUNICATE TO EVERYONE IN THE COMPANY THE FEW, DIFFERENTIATING CAPABILITIES THAT WILL HELP ACHIEVE THE STRATEGY
OR
"HOW WE WIN"

- **Five or fewer succinct statements**
- **You instantly understand the intended <u>outcome</u>**
- **You connect with them emotionally**
- **They are aspirational**
- **They are memorable**

GOOD CITIZEN

VS.

DIFFERENTIATING

COMPETENCY MODELS GET CLOSE
BUT NOT TO THE DESIRED OUTCOME

COMPANY STRATEGY PLANK
HOW THE COMPANY WILL WIN

**Build deep relationships with
fewer, larger customers**

SUCCESS MODEL STATEMENT
DESCRIBES HOW TO SHOW
PERFORMANCE-DRIVING BEHAVIORS

Creates clients for life through brilliant solutions
and trusting relationships

FOCUSED COMPETENCY MODEL
IDENTIFIES THE FEW DIFFERENTIATING
COMPETENCIES

	Strategic Thinker		Customer Orientation	
	Influences Others		Builds Collaboration	

TYPICAL COMPETENCY MODEL
LISTS "GOOD CITIZEN" AND
DIFFERENTIATING BEHAVIORS AND
CAPABILITIES

Innovative Mindset	Strategic Thinker	Inspirational Leadership	Customer Orientation	Decisive
Mature Confidence	Influences Others	Drives Execution	Builds Collaboration	Talent Champion

WHAT DOES IT SOUND LIKE?

HIRES "A PLAYERS" AND KEEPS THEM "A PLAYERS"

HUNTS IN PACKS TO CLOSE BIG DEALS

COMFORTABLY NAVIGATES THROUGH OUR FIRM AND BRINGS THE BEST OF IT TO OUR CLIENTS

HATES BUREAUCRACY AND THE NONSENSE THAT GOES WITH IT

CREATING THE MODEL

STRAIGHTFORWARD (NOT SIMPLE)

- **EXECUTIVE INTERVIEWS**
- **LIVE EXEC. COMM. FACILITATION SESSION**
- **CREATE DRAFT MODEL**

IMPLEMENTING

THE MODEL IS THE STARTING LINE. MOST COMPANIES MAKE IT THE FINISH LINE TOO.

- **SUBSTITUTE IT FOR YOUR LEADERSHIP MODEL**
- **ASSESS IT USING YOUR 360; TRACK PROGRESS**
- **MEASURE & REPORT TO EXCO ON PROGRESS AFTER 2 YEARS**
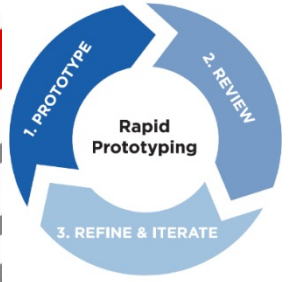
Our main goal: Achieve our business objectives
Driven by: Business changes & Covid

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Therefore, supported by:

Quantitative data (for example our Engagement Survey)

Qualitative input (from additional interviews across the firm, - "*top to bottom; left to right*"),

…we locked ourselves away for a day with our Senior Leadership to discuss what we should do if we want to change behaviors and actions to achieve concrete results

	PURPOSE	VALUES	CAPABILITIES	EMBEDDING
Goal	Create awareness of similarities and differences in how leaders today perceive the purpose of Oerlikon	Show that Oerlikon values do not guide the everyday actions of leaders and employees They are more about "good citizenship" and help position Oerlikon with stakeholders "what we stand for"	Identify the few, differentiating capabilities that will drive success at Oerlikon	Agree that leadership will commit & support the output and play their part to embed and launch into the firm

We identified what differentiates "great", captured it and now start embed it into organizational practices

⟫ Our intention was to

1. **Remove existing complexity** & replace the current Competencies & other frameworks but recognize our "DNA" (Values)

2. Create a Success Model of short "statements" that describe the **capabilities that differentiate high performance & drive success**

   Success model statements should be:

   ☑ **Few: 6** or fewer – focus on what matters most

   ☑ **Actionable:** Easy to understand the desired outcome

   ☑ **Oerlikon'ed:** Sounds like us; how our leaders & employees speak

   ☑ **Memorable:** Short; phrased to "stick"

3. **Embed** into organization people and business practices to make them habit

From:

26 pages & 7,898 words

To:

1 page & 40 words
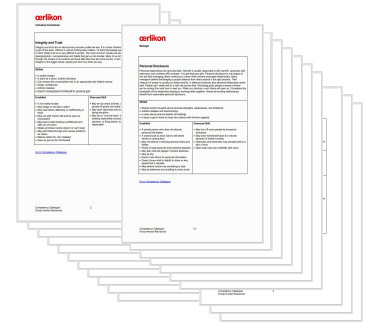
Oerlikon Success Model
Aligning and strengthening our Culture

⟫ Be curious

⟫ Hunt as ONE Oerlikon Team to create customer value

⟫ Own your task, get empowered and execute in time

⟫ Take fast conscious decisions and stick to them

⟫ Be loyal to your stakeholders

⟫ Passionately drive success in all we do

The hard part: Rolling out a "Culture" that Drives Success

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The roll out will

1. Inform & build momentum

2. Create willingness to change

3. Engender new "habits"

We cannot force our people. It is a journey that:

- Influences & persuades using "guerilla" tactics and existing channels
- Guides through revised processes, training & templates
- Embeds & encourages through enhanced & easy to understand measurement (perf. management)

**An integrated plan across the firm
integrating all leaders and employees too**

Provide Purpose & WIIFM (What's In It For Me)

Recognize the old (Competencies) and transit to the new (inc. values)
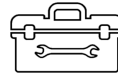
Build Leader & Employee Toolboxes of "*how to*" content

Embed in training & culture interventions

Support in real-life scenarios & conversations

Engage in iterative & continuous improvement

Encourage Curiosity to explore

Ensure we ideate & co-create with employees

We created two work broad workstreams

"Informal"

- Soft activities such as Town Halls, Business meetings & country workshops to opportunistically leverage existing events & moments in our daily business

- Target to influence, persuade & build awareness at a pace the employee base can understand and absorb

"Formal"

- Embed the Success Model consistently across all our people & business processes. Measure, reward and drive accountability for expected behaviors

Business / "informal" rollouts
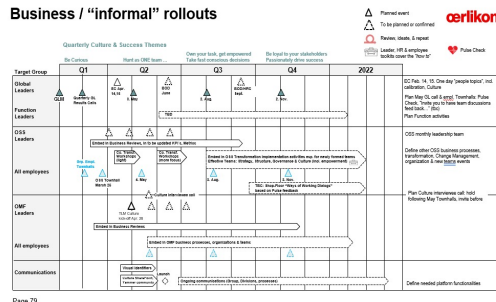
HR / "formal rollouts", Works Councils
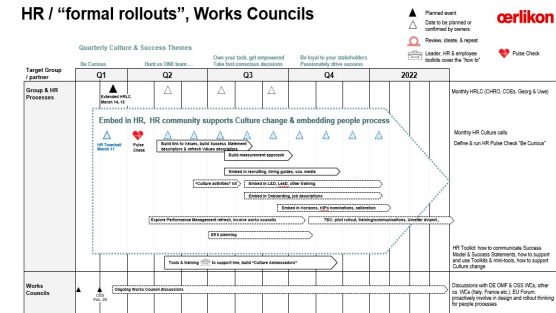
Example Highlights ["Informal/guerilla" tactics]

Culture internet site
- Over 1'100 unique page views
- News, feedback & resources, videos
- https://www.oerlikon.com/culture/en/

Culture Newsletter in 8 languages
- Distributed globally per email
- Posted at several main sites
- Communications network being built

Collecting feedback on the Success Statement "descriptors"
- Link on Culture website, over 130 invitations, in three languages
- Over 1'300 SharePoint site visits

Employee Town Halls & "virtual fireside chats"
- Town Halls for company updates Results
- "hijack" a portion for culture
- Over 40% of the company dialed in
- Senior leaderships, live Q&A with Slido
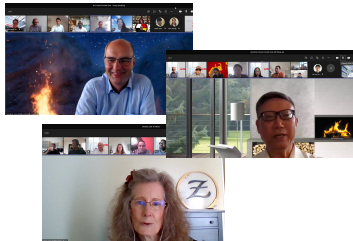
Success Statement "Teaser Stickers"
- In 8 languages
- Distributed & posted at several main sites
- Communications network being built
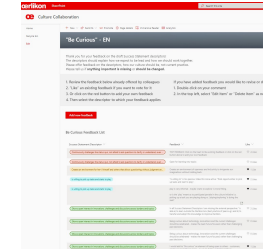
Empowerment & Accountability Learning module
- "Own your task, get empowered and execute in time"
- 1-hour, extremely interactive workshop

Shop Floor Dialogue
- Target = blue collar employees & teams
- Horizons project team
- Diagnostic interviews at several production sites
- In Fall several supported, on-site Dialogues activating interpersonal communications to solve real team challenges

Learning & Development
- Culture & Success Statement exercises
- Integrated in **LeaD**, expanding to other learning programs

Example highlights ["Formal" tactics]
We've revised & integrated the Success Statements into Talent Acquisition

Kick-Off Template
with behavioral-based <u>interview questions</u>

Interview Evaluation Form

QUESTIONS?
THOUGHTS?
REACTIONS?