



April 30-May 2, 2013 The Peabody-Orlando Orlando, Florida



Execute a Winning Strategy with Competency-based **Leadership Development**



Your presenters today...



Krag Swartz,Senior Manager. Training & Development Lund Food Holdings, Inc.

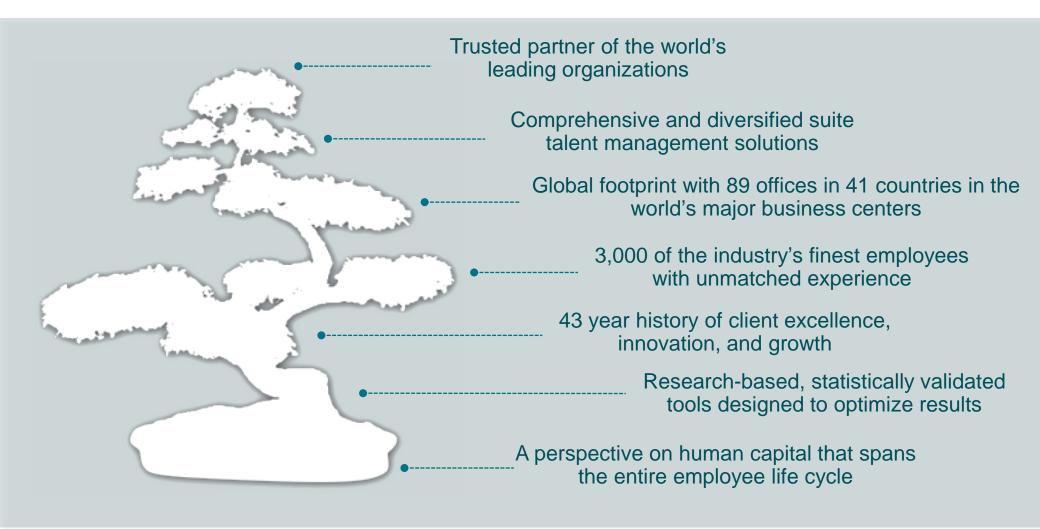


Heather Barnfield,
Director, Intellectual Property Development,
Korn/Ferry International

What we're going to cover...

- Things ain't what they used to be...
- The importance of competencies
- An introduction to Leadership Architect®
- Theory in practice
- Play time!
- So what?

Introducing Korn/Ferry International



Introducing Lund Food Holdings, Inc

- 22 upscale supermarkets in the Twin Cities of Minneapolis and Saint Paul, MN
- Better known as Lunds and Byerly's
- 3,300 employees
- 2 manufacturing facilities
- Produce distribution center
- Union
- Family owned with 3rd generation leadership

How times change...



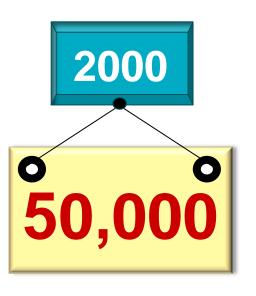
How times change...



Supermarket: Average # of Items Stocked









Many of them...













Many of them...











Discovering your super powers...





Purpose...



...to understand the relevance of professional development and how to use it

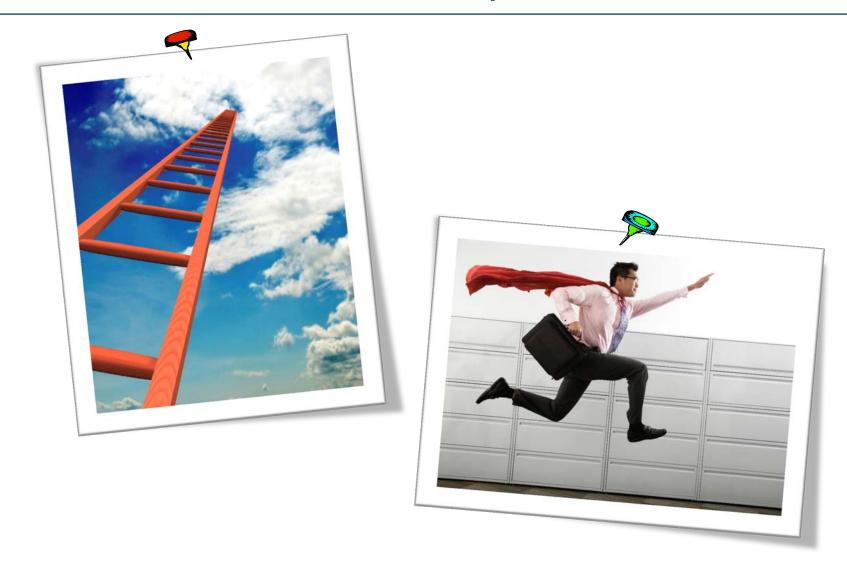
The changing work landscape



The changing work landscape



Climb the ladder, take a leap



Work can feel like a maze sometimes...



People need clarity...



Help is at hand...



Korn/Ferry describes competencies as...

The measurable characteristics of a person that are related to success at work.

A competency may be a behavioral skills, a technical skill, an attribute (such as intelligence), or an attitude (such as optimism).

Leaders need more in their 'shopping cart' now...



Your competencies need to link to your strategy





Your competencies need to link to your strategy

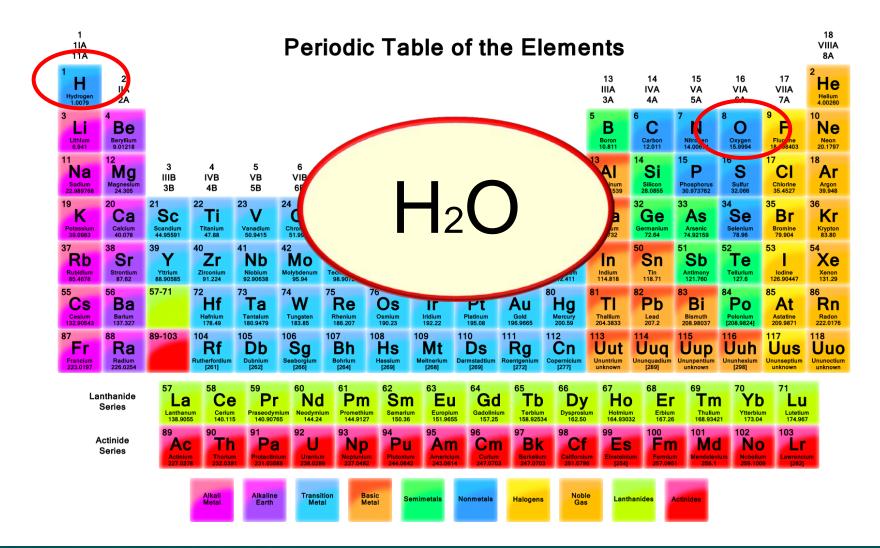




Your competencies need to link to your strategy

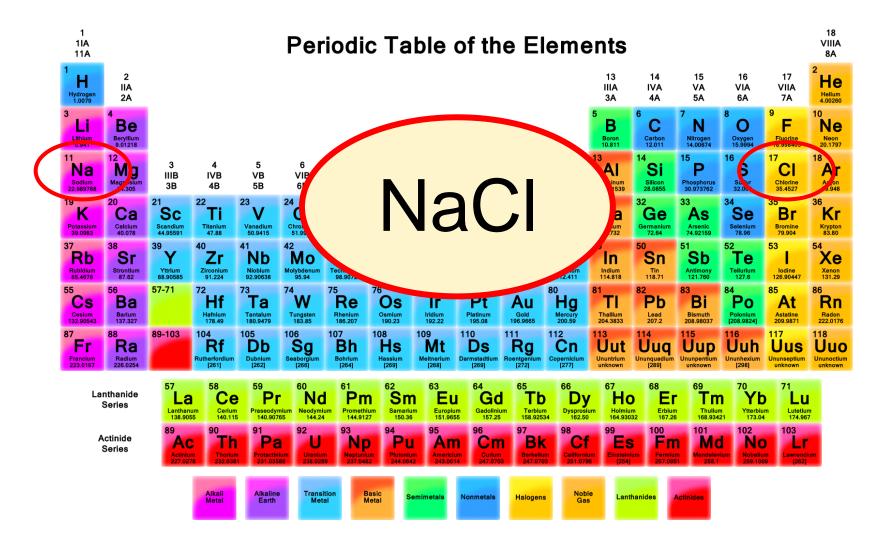


Does this bring back memories?





Does this bring back memories?





Leadership Architect® Library Structure

KORN/FERRY INTERNATIONAL Leadership Architect Library Structure FACTOR I: FACTOR III: ACTOR VII: Strategic Skills Personal and Interpersonal Skills Trouble with People Courage Cluster A. Understanding the Business Cluster H. Dealing with Trouble Cluster N. Relating Skills Cluster V. Doesn't Relate Well to Others 5. Business Acumen 9. Command Skills 3. Approachability 101. Unable to Adapt to Differences 24. Functional/Technical Skills 12. Conflict Management 31. Interpersonal Savvy 106. Blocked Personal Learner 61. Technical Learning 13. Confronting Direct Reports 108. Defensiveness Cluster O. Caring About Others 34. Managerial Courage 112. Insensitive to Others Cluster B. Making Complex Decisions 57. Standing Alone 7. Caring About Direct Reports Cluster W. Self-Centered 17. Decision Quality 10. Compassion Cluster I. Making Tough People Calls 30. Intellectual Horsepower 103. Overly Ambitious Cluster P. Managing Diverse Relationships 25. Hiring and Staffing 32. Learning on the Fly 104. Arrogant 51. Problem Solving 56. Sizing Up People 4. Boss Relationships 105. Betrayal of Trust 15. Customer Focus 107. Lack of Composure Cluster C. Creating the New and Different 21. Managing Diversity 109. Lack of Ethics and Values 2. Dealing with Ambiguity 23. Fairness to Direct Reports 119. Political Missteps 42. Peer Relationships 14. Creativity 28. Innovation Management Cluster X. Doesn't Inspire or Build Talent FACTOR IV: 64. Understanding Others Energy and Drive 110. Failure to Build a Team 46. Perspective Cluster Q. Inspiring Others 58. Strategic Agility 111. Failure to Staff Effectively Cluster J. Focusing on the Bottom Line 36. Motivating Others 117. Overmanaging 1. Action Oriented FACTOR II: 37. Negotiating **Operating Skills** 60. Building Effective Teams 43. Perseverance 53. Drive for Results 65. Managing Vision and Purpose Cluster D. Keeping on Point Cluster R. Acting with Honor and Character 16. Timely Decision Making 50. Priority Setting 22. Ethics and Values FACTOR VIII: 29. Integrity and Trust Cluster E. Getting Organized FACTOR V: Trouble with Results **Organizational Positioning Skills** Cluster S. Being Open and Receptive 39. Organizing Cluster Y. Too Narrow 47. Planning 11. Composure Cluster K. Being Organizationally Savvy 62. Time Management 26. Humor 113. Key Skill Deficiencies 38. Organizational Agility 33. Listening 114. Non-Strategic Cluster F. Getting Work Done Through Others 48. Political Savvy 41. Patience 115. Overdependence on an Advocate 18. Delegation 44. Personal Disclosure 116. Overdependence on a Single Skill Cluster L. Communicating Effectively 19. Developing Direct Reports and Others Cluster T. Demonstrating Personal Flexibility Cluster Z. Doesn't Deliver Results 20. Directing Others 49. Presentation Skills 102. Poor Administrator 27. Informing 67. Written Communications 40. Dealing with Paradox 35. Managing and Measuring Work 45. Personal Learning 118. Performance Problems Cluster M. Managing Up 54. Self-Development Cluster G. Managing Work Processes 6. Career Ambition 55. Self-Knowledge 52. Process Management 8. Comfort Around Higher Management Cluster U. Balancing Work/Life 59. Managing Through Systems 63. Total Work Systems 66. Work/Life Balance MINGER PAGE D Item Number 82036 Leadership Architect® Research and Interpretation Guide - Rev 909 - @ Copyright 1992-2009 Lorninger International A Korn/Ferry Company, All Rights Reserved - DONOT COPY - Minneapolis, MIN 55416-2291 - Telephone + 1 952-345-3610 - Toll Free + 1 877-345-

Typical Uses







Profile critical competencies...

...for leadership development
...for a level
...for a job/job family
...for a unit/division





Leadership Architect®



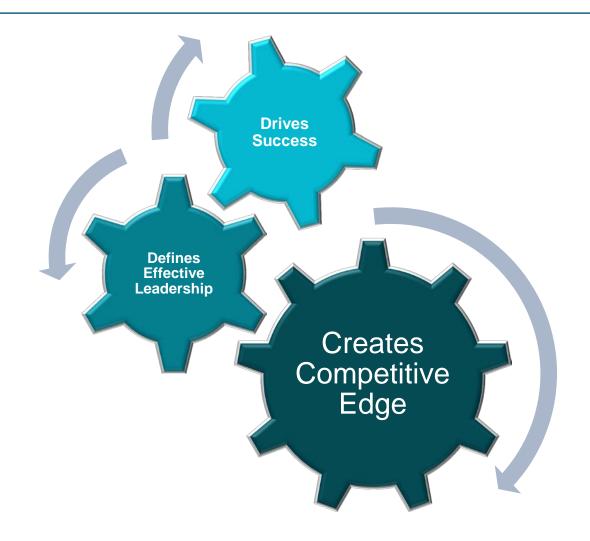
How We Use Competencies



What do people get out of it?



The Purpose of Professional Development



Time to reflect...

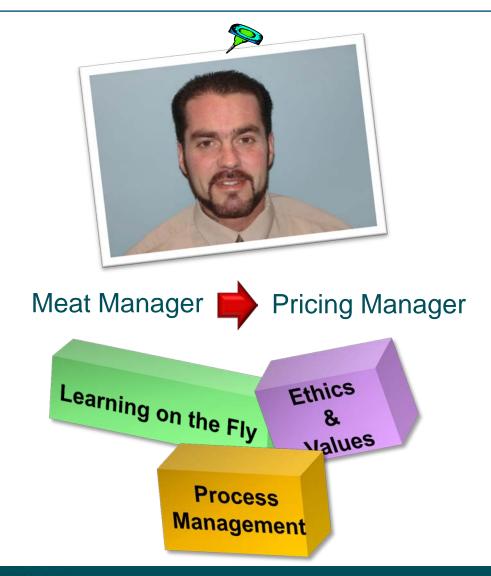
How am I new and improved?



How am I better than I was last year?



Brian Weigel - Corporate Pricing Manager CSO



Arlene Wiesner - Store Manager Penn Ave.



Cashier Front End / Operations Management Store Manager



Endra Crosby - Store Manager Lunds Lake St.



Restaurant Manager



Store Manager



Lynda Welle - General Manager Lunds Ford Parkway



Restaurant Management



Supermarket Management



In Place Assignments: 4 Store Managers



Competency Profiles



Career Stallers & Stoppers



Career Stallers & Stoppers



Unable to Adapt to Differences



Poor Administrator



Lack of Ethics & Values



Lack of Composure



Defensiveness



Career Stallers & Stoppers



Arrogant



Betrayal of Trust



Blocked Personal Learner



Failure to Build a Team



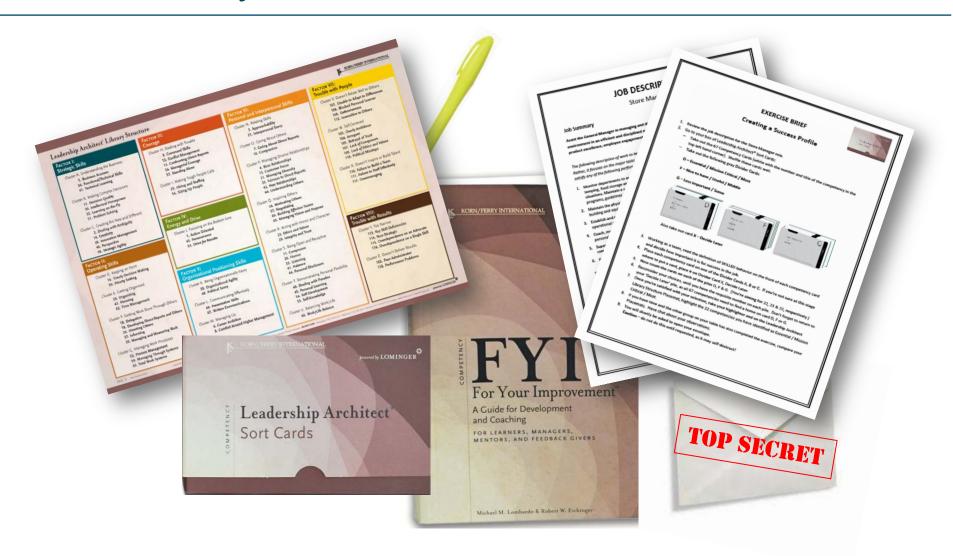
Skill Deficiencies



So now...

"LET'S PLAY CARDS!"

You have on your table...



Your Mission (should you choose to accept it...)

Create a success profile for the role of **Store Manager**

Success profiles identify the competencies that are



Your Mission (should you choose to accept it...)



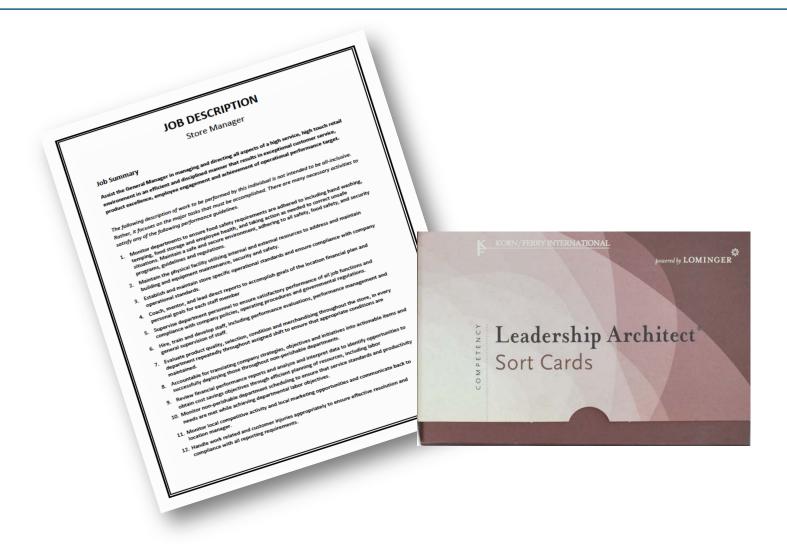
It would not be possible for someone to perform well in this role if they did not have better than average skills in these competencies.

These competencies would be a 'have to have' if someone is to succeed in the role.

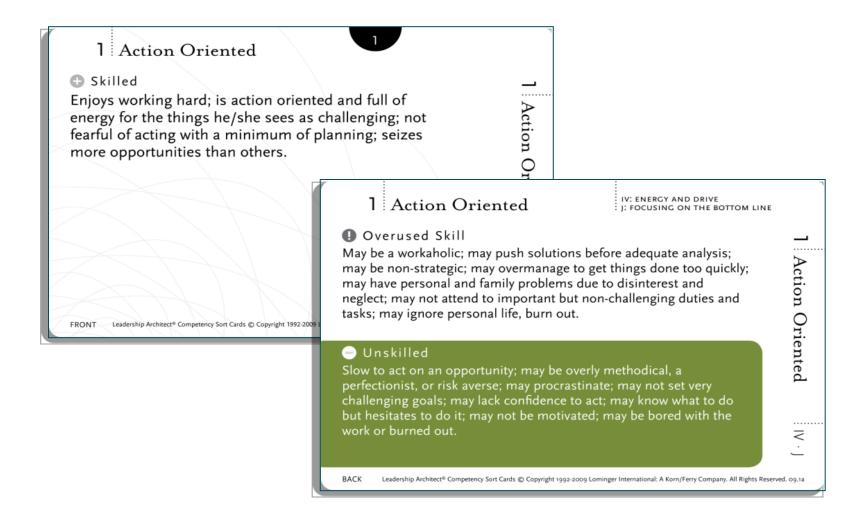
Two teams...



What to do...



67 Competency Cards



Divider Cards







22 cards

23 cards

22 cards

And then...



Your time starts now...



Now you can open it...



So what?







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LEADERSHIP SUCCESS—

