



CERTIFICATION //

Complete *Behavioural Report*

Be More Complete.

We believe every single person has the
ability to become a better and more
complete human being.

- Dr Alan Watkins





Behaviour is what determines results

Behaviours are the final common pathway to better results. And for results to change, leadership development programmes need to deliver behavioural change.

Conceptual confusion

One of the great difficulties that most organisations need to navigate, when trying to drive behavioural change, is the number of different terms that are not defined and differentiated. This creates conceptual confusion and means assessment instruments are not measuring accurately. The ability of a leader to separate different concepts is itself a sign of increasing sophistication.

When constructing a leadership behavioural assessment, it is absolutely vital to define very precisely what we mean by a behaviour, and how this differs from a skill, a competency and a capability (see Figure 1).

Many organisations also confuse behaviours, which are external visible actions with inner qualities or concepts such as values, beliefs, motivations, preferences, attitudes, character, personality, traits, identity, culture, climate, states and even moods. Behaviours are also confused with external qualities such as principles, habits and reputation.

Ultimately organisations need forensic precision in their definitions and a way of understanding how all these terms relate to each other. With such a framework behaviours can then be role-modelled, measured and developed to the right level of sophistication right across the organisation. Without such definition, frameworks at best don't add value or drive better results. At worst they create confusion, waste time and money and set the stage for failure.

Behaviours are the building blocks of leadership skills. Skills when mastered can develop into competencies. Competencies can be organised into the five great capabilities that all leaders need to drive performance:

1. Technical – professional know how and ability to do a job
2. Operational – ability to run your area of responsibility well
3. Strategic – ability to build the future and accelerate growth
4. Leadership – the personal and interpersonal capabilities that drive commercial outcomes
5. Change – ability to change yourself, those around you or the organisation itself

Research into leadership behaviours

If you want to improve results by changing behaviour, it's critical to know which behaviours need to be developed. Fortunately, over the last 30 years there has been significant academic research across many industries into leadership behaviour.

The key researcher in the field of leadership behaviour is Professor Harold Schroder (see Figure 2) at University of South Florida in the 1970s. He found that a defined set of 11 observable behaviours drive bottom line organisational performance, e.g. market share and share price.

Schroder concluded that the behavioural model only applied when the business context was competitive, complex and dynamically changing. The global economic conditions today make it highly likely that businesses are experiencing the conditions that make the model valid.

In complex, dynamic, competitive environments, organisational survival and prosperity depends on leaders using the performance-enhancing behaviours to:

- Take a broad and deep view of the commercial context that ensures vision and strategy create competitive advantage
- Fully engage and develop individuals and teams to build trust, nurture potential and get the best out of people
- Connect with people to release their commitment, energy and enthusiasm in order to raise productivity and discretionary effort
- Maximise operational efficiency and enable organisational change that deliver commercial performance through building customer value

The Schroder model evolved from several key streams of academic research:

- Boyatzis' study for the American Management Association
- Florida Council on Education Management competency research
- Harvard, Michigan and Ohio State leadership studies
- Transformational Leadership Study
- Princeton strategy research

Further studies validated that the model holds true across sectors, leadership levels and geographies:

- London Business School with Dr Tony Cockerill (see Figure 2)
- University of South Florida Study
- Retail Outlets Study UK & US
- Banking Executive Study

Cockerill and his partner Chris Parry have worked directly with Complete for years to develop the Complete Behavioural Report.

Fig 2. Behavioural Academics



Harold Schroder



Tony Cockerill

The Complete Assessment

Assessing leadership behaviours

Our Complete Behavioural Report aims to help a leader develop the behaviours they need to deliver results in tough, complex and dynamic market conditions. It makes them aware of what they do or don't do (and how their perception differs from others if they have done a 360), so that they can develop the behaviours they will need.

For an organisation there are many potential benefits to accurately assessing behaviours:

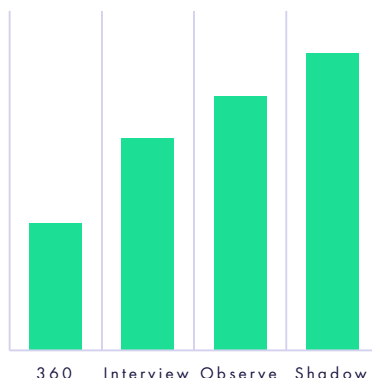
- Understand current capability at individual, team or organisation level
- Benchmark leaders and teams against the expected level of behaviours
- Better identify talent and key development conversations within a leadership team
- Eliminate negative behaviours that erode performance
- Focus development on the core behavioural strengths each leader needs
- Help define whether organisations live their values
- Assess a candidates' leadership capability during a recruitment or promotion process
- Plan which behaviours need to be 'baked in' to the organisation as a legacy
- Match peers to mentors and support each others' behavioural strength development
- Create a culture of feedback, coaching and development around leadership capability

Assessment methods

Complete is able to assess the level of development of the 11 performance-enhancing behaviours in several ways. Each increases in accuracy. They can be used in combination for even greater validity.

- 360-feedback – the leader and their manager, peers and direct reports complete an online questionnaire rating the leader's behaviours
- Interview – a certified Practitioner elicits examples from the leader and analyses the transcript to create a profile
- Observe live – a certified Practitioner observes live interaction between leaders and creates team or individual profiles, which can be part of an assessment centre or in the workplace.
- Shadow – a certified Practitioner observes a leader for half to a whole day in the workplace to create a detailed profile.

Fig 3. Accuracy of Methods



Behaviours in Organisations

Focus on the right behaviours

The behaviours most organisations focus on are usually an amalgamation of three to four of the 11 foundational behaviours. Trying to measure an amalgamation, let alone develop one, is extremely difficult. This is why most behavioural frameworks don’t improve the quality of leadership in organisations and many end up being ignored or rejected.

We help organisations to identify which of the 11 behaviours really matter to them given their market conditions, strategy and commercial challenges. Focusing on the relevant behaviours so they can be accurately measured and developed is key to delivering a leadership behavioural framework that improves performance. It’s possible to change the labels and descriptions of each behaviour to ensure the behavioural model works in the particular organisational context.

Behavioural clusters

The 11 performance-enhancing behaviours are organised into four specific behavioural clusters:

- The Imagine cluster includes the three behaviours that people use to solve problems and innovate
- Once leaders have created solutions, they may use the behaviours in the Involve cluster to build relationships and make strong connections
- Once connected leaders might use the Ignite cluster of behaviours to build commitment to change and motivation for action
- Finally, leaders may use the Implement cluster of behaviours to drive performance and step change results

Fig 4. Four Behavioural Clusters

IMPLEMENT Maximise operational efficiency and enable organisational change to deliver commercial performance and customer value	IMAGINE Take a broad and deep view of the commercial context that ensures vision and strategy create competitive advantage
Drives Action	Seeks Information
Improves Continuously	Generates Information
	Thinks Flexibly
IGNITE Connect with people to release their commitment, enthusiasm and support for ideas, plans and strategies that take the business forward	INVOLVE Fully engage and develop individuals and teams to build trust, nurture potential and get the best out of people
Communicates with Impact	Connects with Empathy
Builds Confidence	Facilitates Interaction
Influences Others	Develops People

Levels of behavioural sophistication

When measuring a leader's behaviour we need to move beyond a binary view of whether a behaviour is present or absent. We need to assess to what degree the required behaviour is present. When observing behaviours, it's possible to define six levels of sophistication. Each level translates into a colour-coded rating described below.

Sometimes a leader may behave in a counter-productive way impairing performance. This is called Level 1, and is rated as a 'Limitation'. It's possible for a leader to score a Level 1 limitation and a higher level in the same assessment, because leaders may have good days and bad days.

Leaders may be scored as Level 2 'Undeveloped' if they conceptually understand a specific behaviour but there's little evidence that they use it. They may pay 'lip service' to it, but there's no action.

If leaders use a certain behaviour and it is making a difference in the immediate situation they are in, then this is scored at Level 3 'Adding Value'.

A Level 4 'Developing Strength' is the rating, and the impact of a behaviour starts to be felt more broadly across the organisation beyond the specific task.

A leader is scored at Level 5 'Strength' in a behaviour if they are operating at a level of effectiveness that it is almost part of their brand, and this behaviour is persistently impactful across the organisation.

The highest Level 6 is a 'Strategic Strength'. A leader is rated here, if the behaviour has a permanent effect on the organisation even when the leader is no longer present, i.e. they have 'baked it in'.

Fig 5. Six Levels of Behavioural Sophistication

Rating		Definition
6	Strategic Strength (SS)	Embeds the positive behaviours in organisational systems or culture with strategic impact
5	Strength (S)	Role models the behaviour and makes a long-lasting impact across the organisation
4	Developing Strength (DS)	Uses behaviours that impact beyond the specific task and build value more broadly
3	Adding Value (AV)	Adds value to the specific task or situation by using foundational positive behaviours
2	Undeveloped (UD)	Does not demonstrate the positive or negative behaviours, or only has a very limited impact
1	with Limitation (+L)	Uses damaging behaviours, or stops others using the positive behaviours

Behavioural Report

Many organisations assess their most senior leaders using behavioural event interviews. Such an approach may be slightly more expensive, but it delivers significantly more precision and understanding of a leader's behaviour than the standard behavioural 360 process.

If organisations want to assess the behaviours of larger numbers of people, then the behavioural 360 is a much better approach, not least because volume discounts apply.

The behavioural 360 process requires individuals to score their own behaviours as well as nominate their manager, at least two peers, at the same level of seniority, and a minimum of two direct reports or individuals less senior.

Each person gives feedback on the behaviours relevant to that organisation and their data is collated to generate a Complete Behavioural Report (Figure 7). This is reviewed by the individual either with one of our trained practitioners and/or with their line manager.

This Complete Behavioural Report can help better define specific behavioural goals for the individual as part of their leadership development programme.

We can also generate team and divisional reports for an organisation if a lot of leaders have completed the behavioural analysis.

Fig 7. Complete Behavioural Report



The Complete Behavioural Report provides an overview of an individual's level of sophistication cross all the behaviours that an organisation wishes to assess.

It also breaks down the level of behavioural sophistication as seen by different stakeholder groups. Figure 8 shows an example overall stakeholder comparison.

Fig 8. Stakeholder Overall

Behaviour	Self	Manager	Peer	Report
Strategic Strength				
Strength	Self			Report
Developing Strength		Manager	Peer	
Adding Value				
Undeveloped				
Limitation				

Assessing Behaviours

Individual Behaviours

The report also shows a score distribution for each of the assessed behaviours. This integrates the view of all observers and how they spread the points across the different levels of sophistication (see Figure 9). Each behaviour is assessed by the observers as they experience it in a one-to-one setting as well as in a group setting.

Fig. 9 Score Distribution



Team or group



In this example, the leader being assessed averages at an Adding Value level when in a one-to-one setting, and a Developing Strength when in a team or group.

They are more sophisticated in a group, although there is a watch out as a little of the Limitation level also shows up. This could indicate a key area of development for the leader to use the higher-level behaviour more consistently and without the downside.

Developing Behaviour

Regardless of the behaviours assessed the report also provides developmental tips depending on the individuals scores to stretch the individual as well as what to watch out for.

All of this enables the individual to agree very precise developmental goals that can step change their own performance.

If leaders develop a more sophisticated behavioural approach to the issues they are facing, then they are much more likely to deliver consistently good results.

Not every leader is going to be strong or strategically strong in every behaviour. And, depending on level of seniority, not every leader should be expected to be operating at a high level of behavioural strength.

Using a behavioural model to help predict future success should take into account the role of the individual. For example, it would be reasonable to expect a Strategy Director to have a strength in the Imagine cluster of behaviours. Similarly, we might expect a good CPO to have a strength in the Involve cluster of behaviours, particularly in the Developing People behaviour. We might reasonably expect an Ops Director to be strong in the Implement cluster and so on.

Secondly the phase of the business should also be considered. If the business is going for growth, it might need more strength in the Imagine cluster. If the business is more in a cost cutting phase, then the Ignite cluster may be more important.



Benchmarking leadership behaviours

More than 20 years' experience assessing leadership behaviours has enabled us to build a global benchmark that applies across all market sectors. Which specific behaviours are strong varies and there is no 'ideal' profile. No leader will be strong in all behaviours.

Figure 6 shows the benchmark – this is a guide to the expected pattern of rating at different levels of leadership. These levels are about the scope of responsibility and the complexity of the leader's role, rather than their job title.

The more senior a leader is the more behavioural strengths they're likely to have. If you are a team leader, you don't need as many strengths to perform well compared to a global CEO. You've also most likely been leading for less time and therefore have not developed some behaviours yet.

The benchmark data can be used to:

- Identify the best candidate to hire that has the right level of behavioural sophistication to succeed in the role
- Support the case for promoting someone to a leadership role because they possess the required level of sophistication to match the complexity of the role
- Identify high potential talent who show greater behavioural sophistication than expected or their current role requires
- Scope out specific leadership development programmes to ensure that individuals meet or exceed the required levels of sophistication and bench strength at all levels of the organisation

Fig 6. Benchmarking

1/ Team member	2/ Team leader	3/ Head of function	4/ Exec. director	5/ CEO	6/ Global CEO
4.DS	5.S	5.S	6.SS	6.SS	6.SS
4.DS	5.S	5.S	5.S	6.SS	6.SS
4.DS	5.S	5.S	5.S	6.SS	6.SS
3.AV	4.DS	4.DS	5.S	5.S	6.SS
3.AV	3.AV	4.DS	4.DS	4.DS	5.S
3.AV	3.AV	3.AV	4.DS	4.DS	4.DS
3.AV	3.AV	3.AV	3.AV	4.DS	4.DS
2.UD	3.AV	3.AV	3.AV	3.AV	3.AV
2.UD	2.UD	3.AV	3.AV	3.AV	3.AV
1.L	1.L	2.UD	3.AV	3.AV	3.AV
1.L	1.L	1.L	1.L	2.UD	2.UD

Case Study: Team Behavioural Progress

We assessed the leadership behaviours of the leadership team at an international airline three times from 2014-2017 as a way of quantifying the impact of the team development programme that they had committed to.

Our database indicates that no single leader is strong in all 11 behaviours; instead, a profile is 'spiky' with variations in the developmental level of the different behaviours.

However, ideally teams collectively require a full set of well-developed behaviours. It's therefore critical for teams to have an open conversation about the leadership team's Behavioural Profile and the behaviours that need to be developed for success.

This leadership team's data showed that there was a significant developmental jump from 2014 to 2017 particularly in the Ignite and Implement clusters. In contrast, Thinks Flexibly remained the weakest behaviour across the leadership team for the entire period and a Limitation in Connects with Empathy persisted – a team habit of talking over each other a lot.

This significant progress in behavioural sophistication, despite changes in who was on the leadership team, was reflected in a dramatic improvement in commercial and operational results. The company moved from near the bottom of its industry to being the most successful airline in its geography, growing revenues dramatically over the same time period.

Fig 10. Team Behavioural Profile Over Time

Behaviour		2014	2016	2017
IMAGINE	Seeks Information	DS	S	S
	Generates Ideas	S	S	S
	Thinks Flexibly	DS	DS	AV
INVOLVE	Connects with Empathy	AV +L	SS +L	DS +L
	Facilitates Interaction	DS	DS	DS
	Develops People	SS	S	SS
IGNITE	Communicates w. Impact	DS	DS	S
	Builds Confidence	S +L	S	SS
	Influences Others	DS	SS	SS
IMPLEMENT	Drives Action	DS	DS	SS
	Improves Continuously	S	DS	S



Case Study: Director Recruitment

Over three years we have partnered with a professional services firm. Key to their success is having the right calibre of leaders in their Director population. These are leaders who head up large functions, service areas or countries.

The Complete Behavioural Report has been used to assess internal and external candidates for new roles or vacancies and also to assess internal promotions for Senior Managers. The assessment method selected was the behavioural interview, where a certified practitioner elicits examples and creates a profile from the interview notes.

Figure 11 shows a sample of 12 candidates for promotion. Their profiles are listed with the highest ratings at the top, and then they are ranked from the least to most strong (1 to 12). The benchmark for directors is shown and the red boxes indicate candidates within 5% of the benchmark (4-8). In this example, there are three candidates (1-3) that the data suggest may not be ready for promotion, and four (9-12) will be very successful.

Fig 11. Candidate Benchmarking

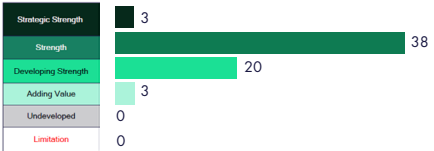
1	2	3	4	5	Benchmark	6	7	8	9	10	11	12
S	S	S	S	S	S	S	S	S	S	S	S	S
DS	DS	DS	S	S	S	S	S	S	S	S	S	S
DS	DS	DS	DS	S	S	DS	S	DS	DS	DS	S	S
DS	DS	DS	DS	DS	DS	DS	DS	DS	DS	DS	DS	S
DS	AV	DS	DS	AV	DS	DS	DS	DS	DS	DS	DS	DS
AV	AV	DS	AV	AV	AV	DS	AV	DS	DS	DS	DS	DS
AV	AV	AV	AV	AV	AV	AV	AV	AV	DS	AV	DS	DS
AV	AV	AV	AV	AV	AV	AV	AV	AV	AV	AV	AV	DS
UD	AV	AV	AV	AV	AV	AV	AV	AV	AV	AV	AV	DS
UD	AV	UD	AV	AV	UD	AV	UD	AV	AV	AV	AV	AV
UD	AV	UD	AV	UD	UD	UD	UD	AV	UD	AV	AV	AV

We then looked at the detailed rating pattern across the 64 successful candidates.

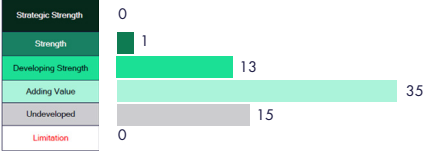
The highest and lowest rated behaviours (Figure 12) suggest a Director pool that can drive change and empower people, but will struggle to weigh up different options and scenario plan. This is helping the client to focus leadership development on the right behaviours.

Fig 12. Rating Distribution

Drives Action



Thinks Flexibly



Case Study: Evaluating Behavioural Frameworks

When organisations create their own leadership competency frameworks their intention is often to develop behaviours that will improve leadership performance, drive growth or enable the company to 'live their values'.

An unintended consequence is that some of the key performance-enhancing behaviours can be overlooked entirely – like missing some letters of the behavioural 'alphabet'.

Also, the behaviours chosen are often not as precise as intended. Confusion arises because the behaviours an organisation has defined are an amalgamation of several of the 11 performance-enhancing behaviours. This makes it impossible to assess or develop.

Figure 13 shows the mapping of a client's model of four leadership competencies to the 11 performance-enhancing behaviours.

- When we studied the organisations definitions closely and interviewed leaders about what they were looking for we identified that competency 1 and 2 were an amalgamation of three separate behaviours from two clusters at three different levels of sophistication.
- Behaviour 3 and 4 were amalgamations of four separate behaviours from three clusters four different levels of sophistication.
- It would be impossible to assess let alone develop such behaviours. Not surprisingly, the organisation was struggling to improve leadership behaviour.
- Finally, the Imagine cluster of behaviours was almost entirely missing as was the Influences Others behaviour.

This mapping exercise led the client to amend their competency framework to include the Influences Others behaviour and reduce the repetition of other behaviours.

Fig 13. Behavioural Framework Mapping

Behaviour		OVERALL	Competency 1	Competency 2	Competency 3	Competency 4
IMAGINE	Seeks Information	DS			DS	
	Generates Ideas					
	Thinks Flexibly					
INVOLVE	Connects with Empathy	SS	SS	SS		
	Facilitates Interaction	AV	AV	AV		AV
	Develops People	SS			SS	DS
IGNITE	Communicates w. Impact	AV		AV		
	Builds Confidence	S	AV	S	DS	S
	Influences Others					
IMPLE-MENT	Drives Action	SS			S	SS
	Improves Continuously	S			S	

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