



**In today's world, information overload and constant change is the new normal. More than ever before, your people need clarity on what success looks like on the job.**

**How can we help your employees understand what success looks like in their role?**

At the heart of everything we do is our belief that leadership is relentlessly contextual. We believe that the talent solutions you use to shape your leaders and manage change should be designed around the context of your business. And, they should consider what it's like to lead your business – not someone else's.

That's why we've developed **Great Profiles and Playbooks** – to help your leaders know how to be successful at their job in a way that's completely personalized to your company and people.

**Pivotal Moments**

- 1 When you need to make a decision without all the data...
- 2 When you cannot deliver...
- 3 When you need to be...
- 4 When there is sudden opportunity arises...
- 5 When you know information you would want to know...
- 6 **When the status quo is no longer sufficient...**
- 7 When you need to raise individual or team's performance...
- 8 When the team needs a direction/strategy...
- 9 When your team is disengaged...
- 10 When your team makes...

Great Leaders at FLEX	Not-Yet-Great Leaders at FLEX
<ol style="list-style-type: none"><li>1. Challenge the team to develop alternative solutions toward making the improvement</li><li>2. Meet with key stakeholders to discuss the issue and obtain buy-in to make a change</li><li>3. Demonstrate additional energy and build the right team with the expertise needed to improve the status quo</li><li>4. Assess current ways of operating to find areas of improvement</li><li>5. Recognize there will always be resistance to change on some level by employees</li><li>6. Identify the underlying purpose of change and why it is needed</li><li>7. Identify the cost or impact and benefits of making the change</li><li>8. Bring a well thought out idea to the table with a plan of execution</li><li>9. Pick the right time to speak up and socialize that a change is needed</li><li>10. Ensure key stakeholders have consistency in message driven by the purpose of the changes</li><li>11. Ensure senior leadership is aware of the change and why it was necessary to make the change</li></ol>	<ol style="list-style-type: none"><li>1. Downplay the need to improve the status quo</li><li>2. React with negative emotion about the introduction of change</li><li>3. Focus on the drawbacks, challenges, or risks related to improving the current situation</li><li>4. Look for short-term fixes to improve the status quo</li><li>5. Push back on making any improvements unless it will benefit self or own team</li><li>6. Make decisions about the change that impact the team without their input on the best course of action to take</li><li>7. Use limited means to communicate the change to the team</li></ol>

**Behaviors**

- Inspire High Standards While Showing We Care
- Build Bridges to Win

bts Director Level

## What are Great Profiles and Playbooks?

Great Profiles serve as the foundation to set the right expectations and guide your talent on how to be Great yet still maintain their authentic style. Great Profiles are similar in function to traditional competency models, but **our solution is built to be much more business-focused, streamlined in form and content, and customized to reflect the culture and language of your company.**

Consistent with our belief that leadership is contextual, we codify what Great leaders do in your organization based on their insights and experience. In doing so, we ensure that the capabilities defined actually resonate with the people who need to embrace them - your leaders and employees. Gaining this needed buy-in enables the people in your organization to make the behavior-changes necessary to execute against your strategy and adapt quickly.

**While Great Profiles define how to be successful in a targeted role or level, our Great Playbooks help bring that content to life in the eyes of employees.** We do so by identifying the most pivotal moments your people experience on the job. What does that mean? Not all moments that people experience on the job are equally important. We help you identify which 8 to 12 moments are the most critical for your people to know based on impact to your customers, your business, and your employees. We then define what your "Great" talent do and what your "Not-Yet-Great" talent do in each moment.



**We help you identify which 8 to 12 moments are the most critical for your people to know based on impact to your customers, your business, and your employees.**



**Employees love our Great Playbooks because they describe success in the same way people talk about their work to family and friends.**

Think about how most people talk about their jobs. People describe their day in moments or experiences they have on-the-job – like when having a difficult conversation with a direct report, trying to sell an executive on a new idea to adopt, or celebrating the success of the team.

To your people, **Great Playbooks will provide a concrete representation of their life on the job.** That's why Great Playbooks complement Great Profiles so well. In the simplest of terms, Great Profiles tell your employees "how" they can be their best while Great Playbooks tell them "when" they should do it.

**When working with our clients, we often find the need to develop multiple levels of leaders.**

What are the distinctions in what great looks like from individual contributors up to Executives? Let's take a look at an example where we did this with one of our clients. We developed profiles for four levels – VP+, Directors, Managers, and Individual Contributors. Consistent with our intention to keep things streamlined, **we built common expectations to cascade leadership capabilities across levels.**

The only difference between each level was how each leadership capability was defined by behaviors. For example, a VP is going to show many different behaviors than an Individual Contributor when they "Build Bridges to Win" given their role responsibilities. Yet simplicity is maintained for both levels of talent to understand how they can move between levels by going with a single set of capabilities.

# Strategy made personal

We create powerful experiences that help  
leaders build the future of their business

