



Directions

Newsletter of E. C. Davis & Associates

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TEAM MANAGER DEVELOPMENT CENTER

Programs in Charleston, SC:

August 22 - 24, 2011
September 12 - 14, 2011
October 3 - 5, 2011

Send an e-mail to admin@ecdavis.com to register or for more information.

If you're not familiar with this program, read about it [here](#).

NOTE: TMDC fee is increasing. Read second article for update and special offer.

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Revalidating Leadership Competencies

by Ellen C. Davis

Our world certainly changes rapidly, and businesses change to keep up - ideally, to stay ahead. We all know that. In the midst of all this change, does anything remain the same? Well, one thing we can say does stay the same would be the Competencies we expect of our Team Leaders. Another thing is that these same competencies remain a developmental need for many of today's leaders.

Manager re-validation input

Last month senior managers from 10 companies participated in a reassessment of the Team Manager Development Center Competencies. (For defined competency list, click [here](#).) Their responses were very highly aligned with each other and the results are clear.

On a scale of importance for today's team leaders/managers to be successful in their role, the managers found all 12 to be either Very Important or Absolutely Vital; no competency emerged as being simply nice-to-have or unimportant.

On a scale of how much they found today's average team leader/manager lacking in the competencies, the managers identified that capabilities today are mostly at a basic level; no competency emerged to be one where leaders are functioning soundly or on "auto pilot."

Some of the many interesting comments these managers made include:

- "The missing point under performance standards for me is related to situational leadership and understanding when they need to push and make things happen, going beyond expectations, and when it is best to be patient."
- "Communication is a skill that will accelerate success for those who seek leadership roles; in engineering, I find everyone tends to overcomplicate messages."
- "Overall, leaders in our business do not reinforce proper conflict management skills which makes it hard for new leaders to progress in this area."
- "The recent past seems to have bred a sense of insecurity that appears to have slowed the desire for and knowledge of the benefits of delegation."

- "At this point in my career I have come to the conclusion that a person either has a highly developed sense of initiative or they do not. It is very difficult to develop in an individual if it does not already exist. I think this is the number one attribute for any person of responsibility."

TMDC statistical data

We continue to collect data on the participants who go through the TMDC, and recently took a look at how participants performed in the first decade of our program (1990 - 2000) compared with the second decade (2001 - 2010). We expected to see some movement indicating that team managers/leaders are being more carefully selected and developed than they might have been up to 20 years ago. Surely the overall scores would be better today - right?

Well, if like us, that's what you expected to see, then like us, you are wrong!

Without exception, every average score on every single competency was exactly the same! Our data clearly indicates no general change in the capabilities of team leaders/managers over the last decade. Delegation, Coaching, and Facilitation are our lowest scoring overall competencies, while Performance Standards, Initiative, and Communication are the highest.

Our scoring range is as follows:

- 0 - 3** Significant development opportunity
- 4 - 6** Capable - with some need for further development and/or application practice
- 7 - 10** Solid demonstration of skill mastery

Every competency falls into that middle range, again reinforcing last month's survey input that these are competencies where capability exists, but solid performance does not. Team leaders/managers need continuing development!

Taking meaning from this report

If you find your team managers are performing exceptionally well, count your blessings. If they are not, you don't seem to be alone.

In fact, maybe the nature of things is that these competencies -- while all very important, or even vital -- will simply not be strongly present in leaders in general. Consider that possibility and act accordingly:

- Set expectations that these competencies are important for leadership success.
- Coach constantly, providing a guiding hand, with frequent and supportive feedback.
- Train frequently, to reinforce and develop skill sets that help in leveraging natural skills and attributes.

We must point out that most of the people we talk to during the TMDC tell us - some with great frustration - that their managers do not do these things. I can't help but wonder: if managers **did** do these things, might we see the needle move during the upcoming decade?

I welcome your thoughts, feedback, and views on this article. Please send them to ellen.davis@ecdavis.com.

Team Manager Development Center Fee Update

You may recall that we reduced the TMDC participant fee from \$2000 to \$1500 early in 2009 when the recession hit. However, our costs (trainers, venue, materials) continue to go right on up. Consequently, beginning in August 2011, we need to adjust fees to \$1625 per person.

This will allow us to continue the high quality of program you have always expected and deserved from us, while still maintaining an overall reduced fee structure from 2008. We hope you will agree when we say that, even with this increase, the TMDC remains fairly priced.

Simultaneously, we would like to offer you a savings opportunity: If you pay the full fee in advance, you may reserve an unlimited number of spaces for fall 2011 at the lower price of \$1500. **Deadline on this offer is June 15.**

Thank you for your support of E.C. Davis & Associates as well as the TMDC. We hope you will continue to use the program regularly. We remain confident that it is a unique and wonderful developmental assessment experience for leadership.

To register or for more information, send an e-mail to admin@ecdavis.com. If you're not familiar with this program, read about it [here](#).