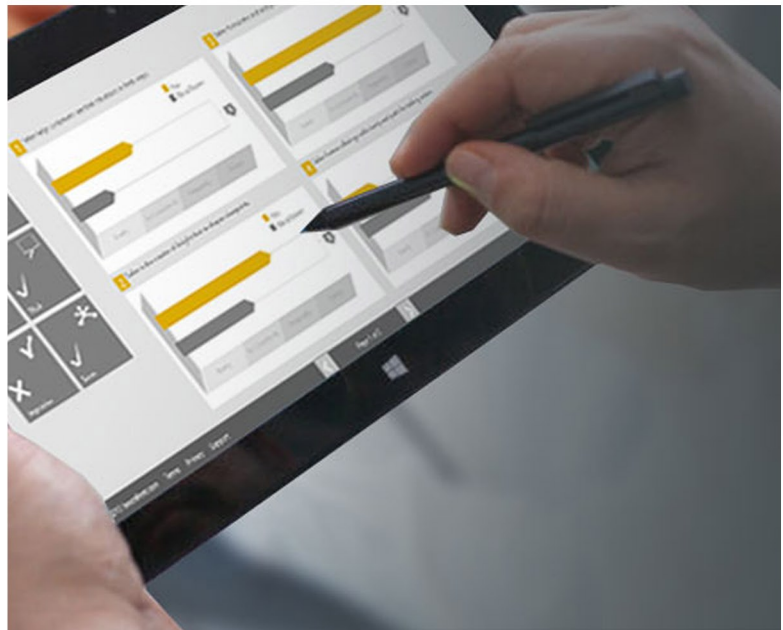
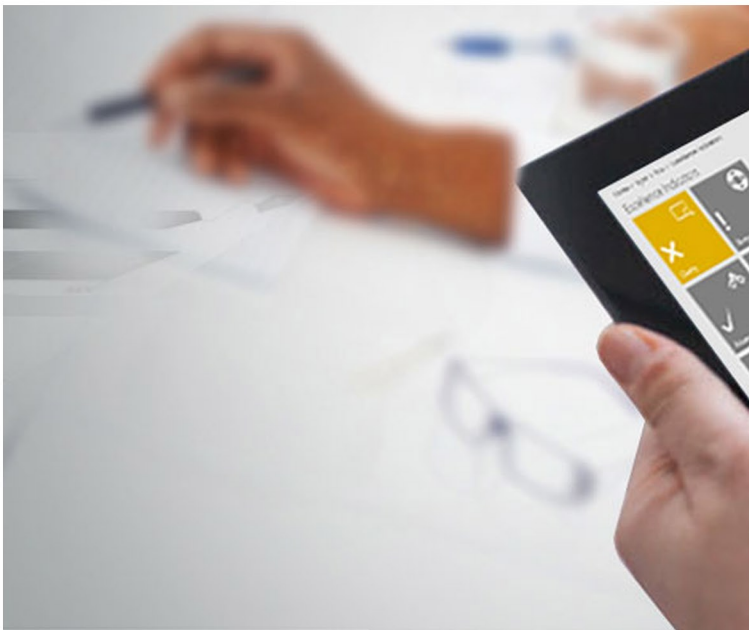


Is Your Team like
Germany or
Argentina?

New Cloud as
Coach Technology
Making all your
people as good as
your best



IS YOUR TEAM LIKE GERMANY OR ARGENTINA?



Is your team like Germany or Argentina? Is your team comprised of a team of players who have collectively reached the very highest levels of performance? A total team that is technical, playing with tiki taka esque flair, is relentless, disciplined and uber-efficient or, is your team more like one that relies on the artistry of one or a small number of individual key players, leading to unhealthy levels of key player dependency. These key players are like having water in the desert

Consider the statistics of these two teams. For one team in their recent World Cup campaign including qualifying games, they scored a total of 43 goals. Of the goals scored 35% were scored by the top player, 58% by the next two best players and 70% by the three top players. The other team scored a total of 55 goals, playing 5 less games. Of the goals scored only 16% were scored by the top player, 33% by two top players and only 45% by three top players. The first set of numbers represented Argentina, the second set Germany. Germany, the total team, scored more goals, had more players reaching higher levels of performance as measured by goals scored and were far less dependent on a small number of key players.



What does this tell us about building winning teams?

If you are in the business of Talent Management, People Development or Improving Organizational Excellence with a focus on People you face many challenges every day. Challenges may include attracting the best Talent, addressing Talent shortages, improving the value of On-Boarding programs, addressing manager coaching in-consistencies, modernizing 360 Assessments, addressing discontentment with Performance Reviews and retaining the best talent.

All of these challenges are significant in their own right and demand the attention of People Managers. What we are finding is that dealing with these challenges singularly is masking a much bigger problem. What we have learned from our own research is that fewer and fewer people are reaching the very highest levels of excellence and the gap between those that do and those that don't is widening.

What this means is that there are more teams in the workplace that are profiled more like Argentina than Germany.

THE TALENT GAP



In a recent survey of 100 Global Business leaders for a large multinational company we found that the gap between those that reached the highest levels of excellence (as defined by a Profile of Excellence developed for their Business Leaders) and those that didn't was 30%. The excellent performers were 1.3x more effective. When we looked into the gap between those that reached the highest levels of excellence compared to peers that recorded the lowest levels of excellence, making up 40% of the Leadership group, the gap doubled to 60%. The excellent performers were two thirds or 1.6x more effective. What we found as surprising was only 11 out of the 100 leaders had reached the highest levels of excellence. But the biggest bombshell came when we overlaid the data with tenure. What we found was no significant difference in levels of excellence achieved by leaders who had been in role for less than 12 months compared to those that had been in role greater than 36 months (3 years). The New in Role leaders were at the same level of excellence as the Role Pro's.

What we found was a team that was failing in developing the highest levels of excellence beyond a few key players. A team more like Argentina than Germany.

10,000 HOURS TO MASTERY



According to Malcolm Gladwell in his book Outliers and quoting neurologist Daniel Levitins paper "10,000 hours to Mastery" It takes ten thousand hours of practice to achieve the level of mastery associated with being a world-class expert. Think of the significant gain in productivity for companies if they can reduce the 10,000 hours and increase the % of people that make it. Yet the data is telling us that few leaders are achieving world-class expert levels and the gap between those that do and those that don't appears to be significant. What's troubling is that there doesn't seem to be a discernable difference in the level of mastery between those that are New in Role compared to Role Pro's who have been around for 3 or more years.

The conclusion is that the March to Mastery has at best faltered or at worse stopped for large groups within the workforce.

In the same Global Business Leader survey we found that the Win Rates (goals scored) of the Key players was 11% greater than the Win Rates of everyone else. We completed an Impact analysis to understand the effect of improving the win rate of everyone else to be equivalent to the win rate of the key players. What we found was staggering. Sales in one quarter alone would increase by \$20m and \$75m for the fiscal year. What really made us stop and think was when we discovered the five year upside opportunity was \$550m. This is at a time when most companies are focused on getting into new markets or finding new customers. If companies just focused on the road to mastery for everyone, on reducing the 10,000 hours and building total teams the business opportunity is massive.

THE PAIN CHAIN



The question is why? Why is the gap between the key players and everyone else so significant and widening? Why are fewer people reaching world-class levels? Our answer to this question is represented by what we refer to as the Pain Chain. It started with the global economic downturn which led to the new business environment. An environment where there was a huge reduction in spending and a big shift in people's tolerance for taking risks. What's emerged is much more consensus based buying, meaning business leaders and sellers have to work much harder to be successful. At the very same time information parity enables buyers to know more about the products and services that we are trying to sell to them than we do. The result, a deeper focus on ensuring top deals close. The outcome, managers have resorted to being referees shouting offside. Coaching has dropped to the bottom of the priority list.

What this really means is the coaches are on the field playing the game, scoring the goals. There's no one standing on the sideline, no "Jorgi" no Joachim Löw building the total team.

Joachim Low is the head coach of the 2014 German World Cup Football team. Often referred to as "The Total" team.

WHO'S DOING THE COACHING?



If there's no "Jorgi" standing on the sideline, who's doing the Coaching? The place to start to answer this question is to understand how to impact the performance of everyone else, the Core Performers. One way to do this is to look through the lens of the factors that drive Core Performers to be successful. In his book "Drive" Dan Pink defined the four Intrinsic factors that drive people: Purpose, Autonomy, Mastery and Motivation. Purpose is to contribute to something meaningful. Autonomy is the desire to be self-directed. Mastery is the joy that comes from getting better and Motivation comes from the power of receiving recognition, especially from peers and people who matter the most. We believe that peoples drive for Purpose, Autonomy, Mastery and Motivation is a higher order view of what we refer to as the needs that drive excellence at work; Challenge, Feedback, Learning and Recognition.

The question is. If coaching is dropping to the bottom of Managers priority list can the Cloud be engaged to fill the void and play the role of Coach? The idea is that the Cloud takes on smart responsibilities for Coaching, enabling managers to maximize their focus on what matters a whole lot in today's environment; finding innovative new ways to develop, manage and close opportunities

What this really means is that technology becomes the Coach. Technology as "Jorgi" building the total team.

CLOUD AS COACH



New Cloud as Coach Technology delivers the capabilities that support the things that drive people at work. Below are some examples of the capabilities available in modern Cloud as Coach Solutions.

Profiles of Excellence define the Challenge. Profiles of Excellence are the North Star for achieving the very highest levels of performance in role. Profiles of Excellence are tailored to the role people actually perform every day; defining the practices they follow, the actions they take towards reaching excellence. Uniquely compared to say a 360 Assessment or Job Description Profiles of Excellence are built based on decoding what best performers do differently every day to make them successful. Companies build libraries of Profiles that are socialized and shared with everyone in the Cloud.

Cloud as Coach® Technologies

Making all Your People as good as Your Best



Benefitting from Profiles of Excellence is linked to what companies do with them. The most successful Cloud as Coach adopting companies use them as the basis for feedback. People set-up and autonomously manage their own feedback networks reaching out to peers, team mates, manager's even partners and customers whom deliver a stream of rich feedback based on the Profile of Excellence. Based on the results of feedback the Coach in the Cloud decodes priority areas for development and delivers a personalized development roadmap and even better links the roadmap to the most beneficial readiness courses, programs and actions that enable people to reach the next level in performance.

Uniquely the Cloud recognizes people's areas of strengths and development priorities, meaning it can make smart choices about connecting people together. The Cloud connects people that are strong in certain practices with people who need development in the same practices.

What this really means is that Cloud as Coach Technology uses data to make much smarter mentoring recommendations.

Identifying priority development areas becomes the fuel for Goal setting and tracking. Goals can easily be set-up, shared and even tracked automatically based on feedback streaming through from the Network. When goals have been achieved or great work has been accomplished along the way towards making a goal the Coach in the Cloud motivates by enabling managers or peers to deliver social recognition; badges, awards or special notices of achievement can be sent, motivating and building the social profile of everyone.

MICROSOFT'S CLOUD AS COACH



The factors that drive success for Core Performers became the factors that drive success of Microsoft's Cloud as Coach Solution. Microsoft, an early adopter of Cloud as Coach Technology, developed a library of Profiles of Excellence as the way to align their Leaders, Sellers, Marketers and Partner Managers towards a common standard for excellence. The Profiles describe not only what excellence in role looks like but also what excellence looks like in terms of working together across roles. The Microsoft Cloud as Coach Solution provides the capability for people to self-administer their own feedback networks and identify and connect with peers who are strong in areas that are development priorities for themselves. At Microsoft the connect features function like a mentor brokering service making smart recommendations about who people should mentor with and why. In the Microsoft Cloud as Coach Solution everyone knows where they stand compared to the Profile of Excellence for their role and compared to peers in their community who have reached the highest levels of performance.

What this really means for Microsoft is Cloud as Coach is its center of gravity, it's "Total Team" building platform, providing everyone with role clarity, a challenging vision for what excellence in role looks like and a way to autonomously self-administer own development and learn from others in ways that maximizes the mentoring power of the community.

BUILDING TOTAL PERFORMANCE



What sits behind Cloud as Coach is the vision that the Cloud can become the teams "Jorgi".

The Coach that makes smart recommendations about how everyone can develop based on a common hypothesis of what excellence looks like.

The Cloud raises the standards for everyone so that the sum of the collective reaches performance levels that are higher than the performance of any key player.

The Cloud sits behind the total performance team; technical, tiki taka esque, relentless and like the German Football team uber-efficient at Winning. Is your team?



For more information on Alan Dowzall go to
www.Kessaku.com or www.alandowzall.com.

Contact Alan at ad@Kessaku.com. Follow Alan on Twitter @Dowzall