

Greetings Members of the Media,

Thank you for your interest in the Zenger Folkman Company. We are glad you have taken a moment to browse through our media kit. Here you can learn about our newest book, *The Inspiring Leader*, as well as the organization, products, research and materials of Zenger Folkman Company.

Zenger Folkman was built on a desire to help organizations develop their leaders through practical and pragmatic tools. With this in mind, we have created unique training and development programs grounded in facts and driven by research. Our work with over 20,000 leaders across hundreds of organizations has helped us discover 16 unique leadership competencies that can help any manager become a great leader. Best of all, our training programs are focused on delivering proven solutions that help drive positive business outcomes.

Interviews

Thought leaders and authors, Jack Zenger, Joe Folkman and Scott Edinger are open to requests for interviews and quotes, and can be reached via our media contact below.

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About Zenger Folkman

WHO IS ZENGER FOLKMAN?

Zenger Folkman delivers high-impact leadership development and corporate training programs with the goal of helping our clients boost employee productivity, strengthen employee commitment and improve bottom-line profitability. How do we do all this? Our training and development programs are backed by research gathered from over 200,000 individual 360-degree assessments. This means that a Zenger Folkman training program isn't just a few good ideas born out of individual experiences—it is actionable information grounded in hard science and proven to drive results.

Our Vision: Leadership Development That Drives Results

Whether you want to increase employee retention or build profitability, great leadership in an organization matters. Why? At Zenger Folkman, our research suggests leaders are the primary factor behind employee commitment, productivity and loyalty. Further, these factors impact a company's bottom-line, meaning leadership, good or bad, can drastically affect the success of an organization. That's why we partner with companies all over the world to ensure that their leaders are extraordinary—and drive extraordinary results.

OUR HISTORY

Founded in 2003 by Dr. Jack Zenger and Dr. Joseph Folkman, Zenger Folkman grew out of the ground-breaking research behind *The Extraordinary Leader: Turning Good Managers into Great Leaders* (McGraw-Hill, 2001). After the success of the book, Jack and Joe decided they could help organizations even further by developing training and development programs that made use of their unique research. From there, the rest, as they say, is history.

Initially, Jack and Joe developed an unexpected partnership. Jack has spent over 50 years working in human resources for some of the largest companies in the world. Conversely, Joe is a statistically inclined organizational psychologist who has focused his career on building and interpreting human behavior through statistical models. Together, the two decided to develop a training and development company that was grounded in data and backed by practical ideas. So, while the partnership wasn't immediately obvious, it has proven to be successful with companies around the world.

Today, Zenger Folkman is at the forefront of leadership programs for some of the world's biggest companies including Boeing, General Mills and the Marriott Corporation. Additionally, Zenger Folkman continues to broaden its offerings to help individual contributors become extraordinary performers. The new book *The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate* (McGraw-Hill, 2009) is just the latest step in helping leaders, and organizations, become extraordinary.

Executive Biographies

JACK ZENGER



Jack Zenger is the co-founder and CEO of Zenger Folkman, a firm specializing in leadership and organizational development. He is considered a world expert in the field of leadership development, and is a highly sought after speaker, consultant and coach.

His career includes entrepreneurial activities (co-founder of Zenger-Miller, Provant, and Zenger Folkman), academic roles (teaching at USC and the Stanford Graduate School of Business) and corporate executive roles (VP of Human Resources for Syntex and group vice president of the Times Mirror Corporation).

Jack holds a degree in Psychology from Brigham Young University, an MBA from UCLA and a doctorate in Business Management from USC.

He serves as a member of the Board of Regents that oversees higher education in the State of Utah. In 1994 he was inducted into the HRD Hall of Fame. He is the author or co-author of 50 journal articles and the author or co-author of seven books.

JOE FOLKMAN



Joe Folkman, co-author of *The Extraordinary Leader*, is co-founder and President of Zenger Folkman.

He has over 30 years of experience consulting with some of the world's most prestigious organizations. As one of the nation's renowned psychometricians, his extensive expertise focuses on survey research and change management.

He is a frequent keynote speaker on a variety of topics regarding leadership, feedback, and individual and organizational change.

Prior to forming Zenger Folkman, Joe was a founding partner of Novations Group, Inc., where he led the employee survey and 360 assessment practice.

He holds a doctorate in Social and Organizational Psychology as well as a master's in Organizational Behavior from Brigham Young University. He is the author and co-author of seven books and a variety of published articles.

SCOTT EDINGER



Scott Edinger is Executive Vice President at Zenger Folkman where he consults with Fortune 500 companies to initiate and implement large-scale performance improvement and leadership initiatives. Each year he works with hundreds of leaders to develop leadership talent and address the challenges of organizational change.

He is a popular keynote speaker at national conferences and has extensive experience working in some of the most prominent organizations in the world. Scott is recognized as an expert in helping organizations achieve measurable business results.

Prior to joining Zenger Folkman, Scott was a Senior Executive for Huthwaite, Inc. His career in consulting began at Coopers & Lybrand (now PriceWaterhouseCoopers).

Scott holds a B.S. in Communication and Rhetoric from Florida State University. He is the co-author of several articles and publications.

Reasons for Results

8 Proven Features of Zenger Folkman Development Programs

All Zenger Folkman development programs have eight common characteristics. Whether helping leaders, coaches, or individual contributors, they:

- **Are built on research.** Each program is built on a foundation of research that uses empirical data from hundreds of thousands of multi-rater (360) feedback surveys. Customized programs are built the same way, using data gathered from the client organization.
- **Utilize personalized assessments.** To decide where you want to go you need to know where you are. Each of our programs starts with a validated, strengths-based multi-rater (360) assessment that shows participants how they are currently perceived and helps them identify areas of developmental focus.
- **Set lofty targets.** When it comes to workplace results, there are huge differences between those perceived as ordinary and those perceived as extraordinary. Our studies find this repeatedly, regardless of industry, organization size and type, or geographic location. Extraordinary performers drive extraordinary results while good performers drive average results. Our goal is not to simply get people “up-to-speed” —our goal is to help them become extraordinary.
- **Emphasize differentiating competencies.** Extraordinary performers differentiate themselves from good performers by exhibiting exceptional strength in job-critical competency areas. Our research identifies the critical competencies by correlating them with those who are perceived as top performers. For organizations with their own researched competency models, our programs are easily customized to fit. We also can research and build customized competency models for organizations wanting to address unique situations.
- **Focus on strengths.** Although exceptional performers exhibit profound strength in at least a few critical competency areas, none are perfect. Our research (and experience) shows that outstanding performers are not distinguished by any absence of weaknesses. As a result,



we focus program participants on selecting and building a few existing strengths to the extraordinary level—not on selecting and “fixing” their weaknesses as most assessment and development programs do.

- **Employ powerful cross-training tools.** There is a point of diminishing returns when you try to build an existing strength to the extraordinary level just by doing more of what you’ve already done. World-class distance runners, for example, don’t expect to significantly improve their times simply by running a lot more. Like world class athletes, we utilize a powerful “cross-training” developmental approach that enables participants to build on existent strengths (we call it Non-Linear Development™). Our research has identified six to twelve highly correlated competencies—potential cross-training ideas—for each existing strength to be built. Program participants are trained in a structured process to select and develop one or more of these correlated competencies.
- **Link development to business results.** Everyone who provides development hopes that it will have a positive impact on an organization’s performance. We go beyond that. We build measures and drivers of business results into our development tools. Through statistical analysis we extract the behaviors with the most powerful impact on important business outcomes. With laser-like focus, we then provide development for those specific behaviors. This is far more effective than the commonly used “shotgun blast” approach to development.
- **Make learning and development stick.** Many organizations need help focusing on follow-up—the part of the learning process that ensures learning sticks. Our programs are supported by tools that help participants easily map their development plans, remember to report on how they’re doing, and make their progress visible to others.

The Extraordinary Leader Development Program

Helping Good Managers Become Great Leaders

A strengths-based approach to leadership development!

In today's highly competitive environment, the organizations that excel in their respective markets will be those whose people are competent, passionate, and focused on delivering results.

The *Extraordinary Leader* program presents a proven framework for helping individuals make a profound difference in their own performance as well as the organization's.

FORMAT

A one-day, interactive, instructor-led learning experience that includes a pre-workshop 360 assessment, and a leadership development-planning process.

AUDIENCE

For all leaders—from senior executives to first-line supervisors. It can be delivered to executive or management teams, other intact or cross-functional work teams, or to individuals from different parts of an organization.

KEY LEARNINGS

Participants:

- discover the significant performance differences between “good” and “extraordinary” leaders
- learn about the 16 leadership competencies that differentiate extraordinary leaders
- grasp why enhancing existing leadership strengths is the most successful way to become an extraordinary leader
- prepare to receive an individual 360 leadership feedback report, understand its structure, interpret the data, and



“The ability to lead is more than just a natural

gift. It is, in fact, a concrete and learnable skill that can be developed by

- *carefully analyze the feedback report, using both individual and group exercises*

studying and applying specific proficiencies and attitudes.”

—Jack Zenger

- use Zenger Folkman's unique cross-training approach to construct a customized Individual Development Plan

Participants learn exactly how they are currently perceived as leaders and gain a clear understanding of the positive impact they can make by becoming better.

An Individual Development Plan customized to their situation and objectives is one of a variety of tools participants are given to use in their ongoing development efforts. They learn the power of striving for extraordinary results, and are presented with tools and taught how to create action plans that truly help them, and the organizations they lead, move from good to extraordinary.

BENEFITS

1. **Proven and powerful.** The research of two industry thought leaders with over 75 years of experience in leadership, assessment and feedback, and training and development provides the foundation. This program is used by leading Fortune 500 companies worldwide.
2. **Data driven.** Empirical data demonstrates and quantifies the link between leadership effectiveness and business results.
3. **Baseline mapping.** Baseline 360's and normative comparisons are provided to individual leaders, and aggregated results to entire teams or workgroups, letting every individual and every team know where they are and how far they have to go.
4. **Structured.** A complete assessment and development planning process is used with a well researched competency model helping participants prioritize leadership development needs.
5. **Positive experience.** The “building strengths” focus is individually and organizationally a much more positive, motivating experience than the traditional “we’re going to fix your weaknesses” approach.
6. **Clear path.** The 360 assessment PLUS an actionable process to follow leaves participants with a clear roadmap and the tools needed to become extraordinary.
7. **Results focused.** The *Extraordinary Leader* program communicates higher leadership expectations for all by demonstrating that “good” performance isn’t “good enough” any more.
8. **Great expectations.** Normative comparisons at the 90th and 75th percentile are provided on individual feedback reports providing high aspirational targets.
9. **Follow up.** Organizations are given a positive, structured development experience and follow-up process.
10. **Key indicator support.** Research data clearly demonstrates how extraordinary leaders deliver better results in typical “Key Indicators” of organizational success, like employee and customer satisfaction, and employee commitment and loyalty.

“At Boeing’s Aerospace Support division, we had concerns about employee commitment. Our work with the Extraordinary Leader introduced us to research showing a connection between leadership effectiveness and employee commitment. Partnering with Zenger Folkman, we created a competency model, assessment, and workshop to help our leaders develop their strengths... our leaders achieved an across-the-board improvement of close to 15% in their year-over-year employee commitment scores. Not only did our best leaders get better, but our ‘average’ and even ‘poorest’ leaders showed marked improvement in their scores.”

Dee Thomas—HR Director, Boeing Aerospace Support

MATERIALS

Each participant will receive:

- The online *Extraordinary Leader* multi-rater (360) assessment and personal feedback report
- The *Extraordinary Leader Participant Manual and Competency Companion Development Guide*—a unique, research-based guide to developing leadership skills and competencies utilizing our proven cross-training approach.
- A hard-copy of the book, *The Extraordinary Leader: Turning Good Managers into Great Leaders* by Drs. Jack Zenger and Joe Folkman (McGraw-Hill, 2002).

CUSTOMIZATION

The *Extraordinary Leader* workshop, materials, and 360 assessment can easily be customized. Most custom versions are designed to meet two types of organizational needs:

- To map to an organization’s existing competency model.
- To provide flexible delivery options, including individualized coaching, etc.



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Extraordinary Performance. Delivered.