

## Developing Your Competitive Edge

5<sup>th</sup> Sikh Leadership  
Development Program  
28 June  
Daljit Singh

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## Agenda

- What are the competencies for success?
- Competency profiles from global professional services firms and generic competencies for employment
- Becoming a high performer and developing your edge

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## Activity

- What do you think are the competencies (attributes/qualities/skills) for success at your work or for your chosen profession?
- Write down your personal list
- Discuss in groups to develop a group list
- Group report back

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Global Accounting Firm	
Clusters	Personal Qualities
<b>Personal Effectiveness</b>	<ul style="list-style-type: none"> <li>➢ Self-motivation</li> <li>➢ Quality orientation</li> <li>➢ Resilience</li> <li>➢ Adaptability</li> <li>➢ Continuous learning</li> <li>➢ Scheduling and implementing</li> </ul>
<b>Social and Communication</b>	<ul style="list-style-type: none"> <li>➢ Relating to people</li> <li>➢ Personal impact</li> <li>➢ Written impact</li> </ul>
<b>Cognitive</b>	<ul style="list-style-type: none"> <li>➢ Analysing problems</li> <li>➢ Solving problems</li> <li>➢ Forward Thinking</li> <li>➢ Decisiveness</li> </ul>

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Global Law Firm	
<b>Intellect</b> We give best counsel <ul style="list-style-type: none"> <li>➢ Supremacy of Knowledge</li> <li>➢ Crystallizing the Problem</li> <li>➢ Thinking Deeply</li> <li>➢ Providing Clarity</li> </ul>	<b>Dedication</b> We are totally committed <ul style="list-style-type: none"> <li>➢ Drive for Excellence</li> <li>➢ Personal Responsibility</li> <li>➢ Tenacity</li> </ul>
<b>Humanity</b> We care and connect <ul style="list-style-type: none"> <li>➢ Being Good Citizens</li> <li>➢ Being Diplomats</li> <li>➢ Being Nice</li> <li>➢ Being Affiliative</li> </ul>	<b>Gravitas</b> We make our case <ul style="list-style-type: none"> <li>➢ Organisational Savvy</li> <li>➢ Projecting Credibility</li> <li>➢ Having Influence</li> </ul>

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What is a High Level Summary of Generic Success Competencies?

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### Becoming a High Performer and Developing Your Edge

- High Performers
- Cultivating the right mindset and habits
- Best Practices in Development



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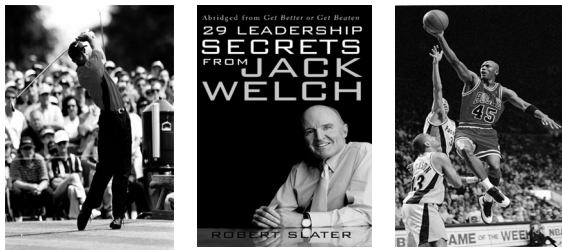
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### High Performing Professionals



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### What Do We Know About Them?

1. They are driven by high internal standards
2. They have a growth mindset
3. They have “stretch” goals
4. They make plans to achieve their goals
5. They act on their plans
6. They seek feedback, track progress and make changes

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### Mindset and Performance

	Fixed Mindset	Growth Mindset
Challenges	Avoid	Embrace
Obstacles	Defensive or give up easily	Persist
Effort	See it as fruitless	Path to mastery
Negative Feedback	Ignore	Learn from it
Success of others	Feel threatened	Find lessons and inspiration
Result	Plateau early	High Performance

Source: *Mindset: The New Psychology of Success* by Carol Dweck

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### Insights: Learning and Performance

- Learning and performance are intertwined
- High performers learn fastest from their experience and become better and better in an area of performance
- Learning can be more a function of awareness than instruction, it is about seeing “what is” happening really clearly
- Some people have the knowledge “intellectually” to perform well, but they have a hard time acting on what they know

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### Improving Personal Performance

$$P = P_o - I$$

P = Performance

P<sub>o</sub> = Potential

I = Interferences (lack of self awareness, self doubt, error in assumptions, fear of failure, inability to receive feedback, act on feedback)

Source: *The Inner Game of Work* by Timothy Galway,

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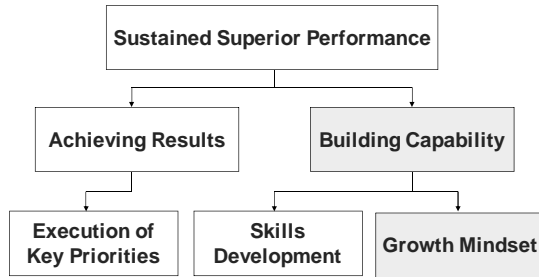
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## Sustained Superior Performance



Source: Adapted from Franklin Covey

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## Self-Improvement

Don't bother just to be better than your contemporaries or predecessors. Try to be better than yourself.

*William Faulkner*  
*Nobel Prize Winner*

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## Developing Excellence

We are what we repeatedly do. Excellence, then, is not an act, but a habit.

*Aristotle*

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### The 8 Habits of Highly Effective People by Stephen Covey

1. Be proactive
2. Begin with the end in mind
3. Put first things first
4. Think win/win
5. Seek first to understand.. then to be understood
6. Synergise
7. Sharpen the saw

*8<sup>th</sup> Habit: Find your voice (from Effectiveness to Greatness)*

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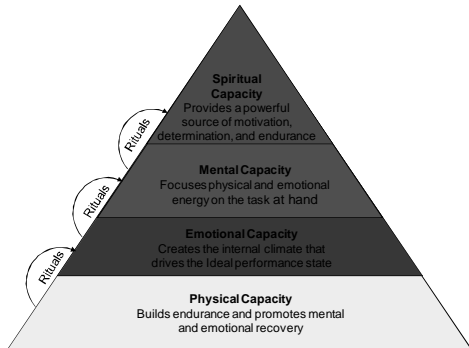
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### The High-Performance Pyramid



The Making of a Corporate Athlete – Jim Loehr and Tony Schwartz, HBR, Jan 2001

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### Development Best Practices

- Setting stretch goals
- Learning from experience
- Getting coaching and feedback
- Creating a development roadmap

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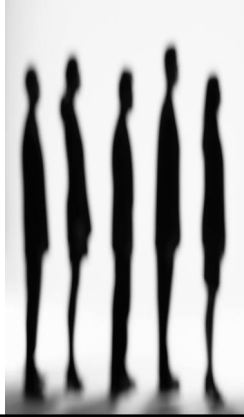
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## The Concept of Stretch



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## Awakening our Potential

Compared with what we ought to be, we are only half awake. The human individual usually lives far within his limits.

*William James  
Philosopher and Psychologist*

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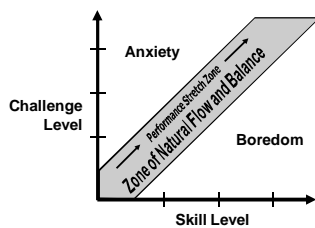
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## Challenging Yourself

➤ Personal Best: How professional sports coaches develop elite athletes



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## Learning from Experience

Experience is not what happens to you,  
 it is what you do with what happens to  
 you.

*Aldous Huxley*  
 Novelist

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## Coach Yourself : Personal Debrief

Focus on the  
 following questions in  
 the normal course of  
 your day:

- What did I do well?
- What could I have done better?
- What will I do differently?




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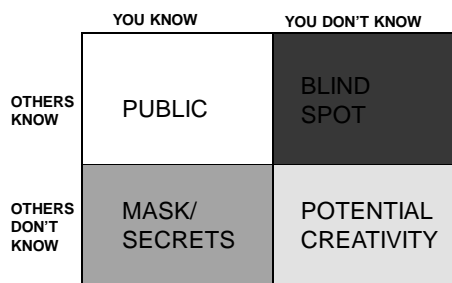
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## Feedback: Johari's Window




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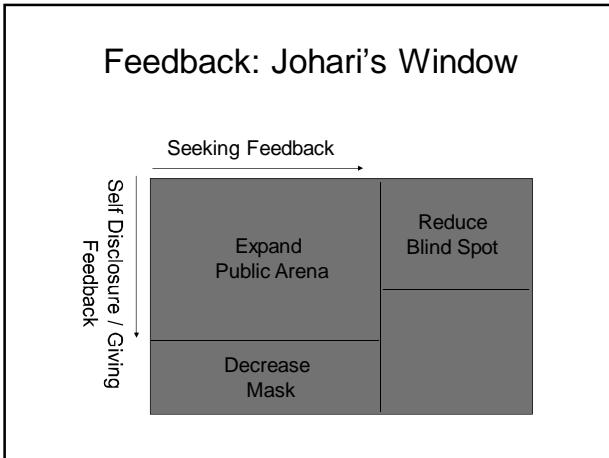
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- ### Inviting and Using Feedback
- Be interested – seek it
  - Be neutral and attentive – actively listen to it
  - Be curious – ask for expansion/clarification
  - Be sure of what is said - summarise it
  - Be open - consider it
  - Be responsive - act on it

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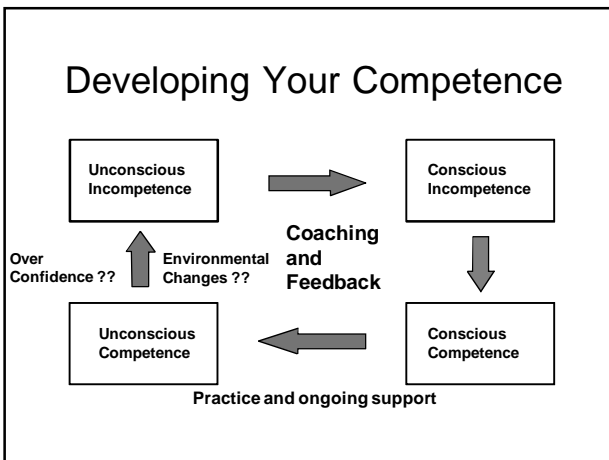
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### SMART Objectives

> What is a SMART Objective?  
 S – Specific  
 M – Measurable  
 A – Actionable  
 R – Relevant  
 T – Time bound  
 > Include SMART Objectives in your Development Plan

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### SMART Objectives

**Examples of un-SMART objectives**

> “To improve my profile”  
 > “To better serve my customers”  
 > “To make better use of more junior resources in my team”

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### Example: SMART Objectives

- Profile Development
  - Write and publish at least two articles on (topic) in the next 12 months.
- Customer Service
  - Develop at least one customer alert every quarter based on issues that are most topical and relevant to my key customers.
- People Management
  - Improve briefing and feedback skills for more effective delegation and supervision of juniors in my team. Achieve this by working through (XYZ materials) by (date).

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### Example: SMART Objectives

- Presentation Skills
  - Review (XYZ resources) for relevant materials to help develop my confidence and skills by (date) and do presentations to (audience) at least three times by (date).

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### Conclusion

- Develop the right mindset and habits
- Accept personal responsibility for your development - its your career and you are the master of your actions
- Expand your self-awareness
- Value feedback – seek, understand, and act on it
- Understand and work to diminish your blind spots
- Understand and work to build on your strengths
- Learn as you perform, systematically plan your personal development (remember SMART goals), enjoy your work, and above all believe in yourself

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### Recommended Reading

1. The 7 Habits of Highly Effective People by Stephen Covey, Simon and Schuster, 1989
2. The 8<sup>th</sup> Habit: From Effectiveness to Greatness by Stephen Covey, Simon and Schuster, 2004
3. Mindset: The New Psychology of Success by Carol Dweck, Ballantine Books, New York, 2006
4. 50 Success Classics – Winning Wisdom For Work and Life from 50 Landmark Books by Tom Butler-Bowdon, Nicholas Brealey, 2004

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