

Zenger Folkman is a leadership development consultancy founded by Jack Zenger and Joseph Folkman that has revolutionized leadership development through data-driven, strengths-based approaches. Using a cultivated global leadership database, Zenger Folkman develops models and concepts that successfully help individual leaders thrive and organizations succeed. Their flagship research, based on over 1,500,000 questionnaires by direct reports, peers, bosses assessing over 121,000 leaders, has identified key leadership competencies and principles that distinguish extraordinary leaders from average ones. Zenger Folkman specializes in leadership development designed to help leaders utilize their strengths and embrace a lifestyle of continuous learning and growth, moving away from traditional weakness-focused development to a model that emphasizes building on existing strengths while addressing only those weaknesses that could derail success.

Here are the top 10 takeaways from Zenger Folkman's concepts:

**Strengths-Based Leadership Development** - Focus on developing extraordinary strengths-based leadership rather than trying to fix all weaknesses. Leaders should identify and build upon their natural talents and existing competencies.

**The 19 Leadership Competencies Model** - The Extraordinary Leader 360° is built around 19 differentiating competencies, clustered into five core groups or tent poles, providing a comprehensive framework for leadership assessment and development.

**Top 10% Performance Through 4-5 Competencies** - Research shows that a leader doesn't have to be great at 19 competencies. Top performance in 4 to 5 competencies elevates leadership performance to the top 10 percent of leaders delivering outstanding results.

**Cross-Training for Leverage** - Cross-training to leverage strengths is the fulcrum for extraordinary leadership performance, meaning leaders should develop complementary competencies that amplify their existing strengths.

**The Five Fatal Flaws** - There are Five Fatal Flaws or five behaviors and attitudes that left uncorrected will derail anybody's career, and possessing one or more of these virtually guarantees failure regardless of other strengths.

**Data-Driven Leadership Insights** - All concepts are based on extensive research and statistical analysis rather than opinion or theory, providing ground breaking research on the impact of leadership performance and key behaviors.

**Leadership Development at All Levels** - Leadership is needed and occurs at all levels throughout the organization, challenging the traditional view that leadership development is only for senior executives.

**Personal Responsibility for Development** - Leaders must take responsibility for their own development while organizations can provide significant assistance in the development process.

**Start Leadership Development Early** - Organizations are waiting far too long to begin developing leadership skills, suggesting that leadership development should begin much earlier in careers.

**360-Degree Feedback and Assessment** - Leaders are benchmarked against an external database of 30,000+ senior level executives through comprehensive 360-degree feedback processes that provide objective data for development planning.