

# Zest Test your Leadership

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## Measuring and improving effectiveness of leaders at every level of your organisation

What is a Leader?

Good managers use the resources given to them, they organise those resources and carry out plans, producing the best result they can for the organisation.

Good leaders see opportunities and create resources and direction.

*The Leadership Challenge* by Kouzes and Posner define the characteristics of a good Leader. They:-

- Challenge the process
- Inspire a shared vision
- Enable other to act
- Model the way and
- Encourage the heart

Why do you need Leaders in your organisation, especially when you have good managers?

Good Leaders transform an organisation from a well-organised one to an exceptional one. Good Leaders attract good people, creating energy and drive in an organisation. They are the difference between an organisation that acts the way it should to one that acts the way of winners.

Good Leaders create cost-saving synergies and efficiencies and they result in profits and growth.

The OTS Management Zest Test of your Leadership is designed to evaluate the leadership in your or-



ganisation at every level. The Zest Test will develop a model of leadership for your organisation and develop leadership profiles for you to identify and train your leaders.

The Zest Test of your Leadership is carried out in seven steps.

### **STEP 1 - Clarify the strategy**

The ultimate purpose of leadership is to lead people to accomplish the organisation's goals. If those goals are unclear

then measuring performance in meeting those goals is pointless.

### **STEP 2 - Identify critical competencies**

Once the company strategy is clarified and quantified in specific and measurable terms, the critical competencies required by its leaders can be identified.

One of the problems of leadership development is that every part of leadership seems to be important and when everything is important, there are no priorities and therefore no focus. By aligning the leadership skills required with the company's strategy, leaders' attention will be focused on the critical competencies.

### **STEP 3 - Develop a leadership model for the organisation**

There are many leadership models available and your organisation's unique qualities may mean that these have to be adapted to your situation.

The OTS Management process uses two main models of leadership which are evaluated against your strat-



egy and needs.

One of them is the Kouzes and Posner model mentioned earlier:-

- Challenging the process or creating change where necessary
- Inspiring a shared vision and a common direction
- Enabling other to act through training and changing decision-making processes
- Modeling the way by walking the talk and creating commitment from others, and
- Encouraging the heart in order to generate loyalty to the strategy

The OTS Management model itself is based on:-

- Establishing direction
- Building commitment
- Creating change and
- Ensuring execution.

**STEP 4 - Develop profiles**

Using the leadership model and the core competencies required, a profile of a good leader for your organisation is developed. This describes, in detail, the behaviours, competencies and values required to be a good leader in each level.

**STEP 5 - Administer the profiles**

A process to provide the profiles to all managers and key contributors to the processes of your organisation is defined. This will allow for feedback, measurement and identification of leaders.

**STEP 6 - Using the information to build leadership skills**

Finally individual action plans can be developed to provide support and training for people to grow into the leadership profiles.

**The development of this Zest Test**

This Zest Test of your leadership was developed by OTS Management Director, Teik Oh, from his work in Chicago with an international consulting firm.

Teik is a Chartered Accountant qualified (1979) in the United Kingdom and Australia. While working with Arthur Andersen, Teik was seconded to their world headquarters in Chicago where he headed up a team that wrote and delivered business consulting programs. During this period he worked in the US, Japan and Singapore delivering the programs and managing client assignments.

Since starting OTS Management, Teik has compiled his experience into a series of Zest Tests aimed specifically at SME's. The Zest Tests follow a common methodology and therefore are efficient and effective.



Teik Oh, Director of OTS Management

**About OTS Management**

*OTS Management is a quality and value driven boutique consulting and accounting company that provides organisational development services to commercial, growth-oriented Small and Medium Enterprises who require business services, advice and coaching.*

*We give our clients comfort in their decision-making by providing them with our experience and independent advice that saves them time and helps them grow. Unlike other accounting services companies, our clients have significant contact with our senior people.*

*We meet our own high expectations in order to exceed the expectations of clients.*

*Our services include:*

- *Change Management consulting*
- *The Zest Factor - find the zest in your organisation*
- *Strategic & Business Planning*
- *SMART Marketing workshops*
- *Team Development workshops*
- *Performance Management Systems*
- *Zest Tests - Business Diagnostics on your organisation*