

The Three Stages of Executive Intelligence

A Leadership Development Tutorial

Number 2



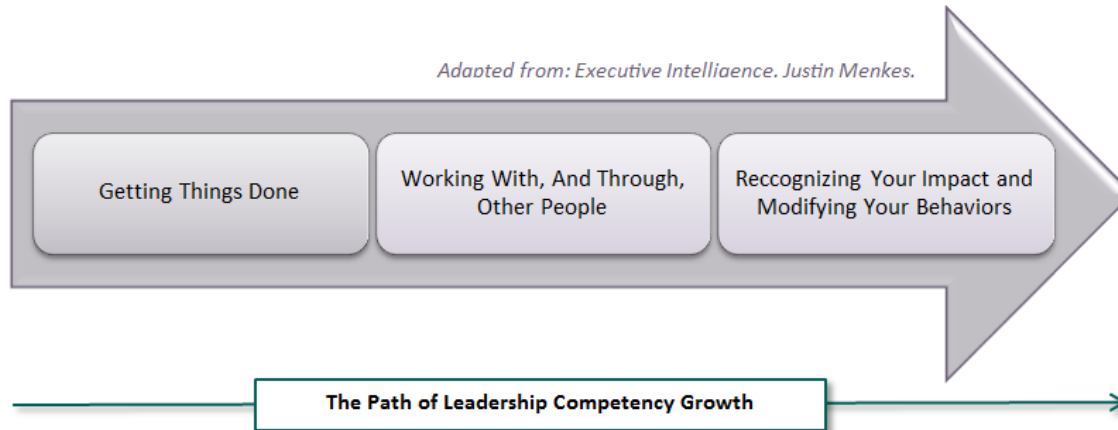
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Adapted from: Executive Intelligence. Justin Menkes.



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Ex-I Stage 1 » Task Management

- **T1.** Appropriately define a problem and differentiate essential objectives from less relevant concerns.
- **T2.** Anticipate likely obstacles to achieving objectives and identify sensible means to circumvent them.
- **T3.** Critically examine the accuracy of the underlying assumptions being relied on.
- **T4.** Articulate the strengths and weaknesses of the suggestions or arguments posed by others.
- **T5.** Recognize what is known about an issue, what more needs to be known, and how best to obtain the relevant and accurate information needed.
- **T6.** Use multiple perspectives to identify likely unintended consequences of various action-plans.

Source: Executive Intelligence, Justin Menkes

Ex-I Stage 2 » People Management

- **P1.** Recognize the conclusions that can and cannot be drawn from a particular exchange.
- **P2.** Recognize the likely underlying agendas and motivations of individuals and groups that are involved in a situation.
- **P3.** Anticipate the likely emotional reactions of individuals to actions or communications.
- **P4.** Accurately identify the core issues and perspectives that are central to a conflict.
- **P5.** Appropriately consider the probable effects and likely unintended consequences that may result from taking a particular course of action.
- **P6.** Recognize and balance the different needs of all relevant stakeholders.

Source: Executive Intelligence, Justin Menkes

Ex-I Stage 3 » Self Management

- **O1.** Pursue and encourage feedback that may reveal an error in judgment and then name appropriate adjustments.
- **O2.** Demonstrate an ability to recognize one's own personal biases or limitations in perspective, and use this understanding to improve one's own thinking and plans for action.
- **O3.** Recognize when serious flaws in one's own ideas or actions require swift public acknowledgement of the mistake and a dramatic change in direction.
- **O4.** Appropriately articulate the essential flaws in the arguments of others, and reiterate the strengths of one's own position.
- **O5.** Recognize when it is appropriate to resist the objections of others and remain committed to a sound course of action.

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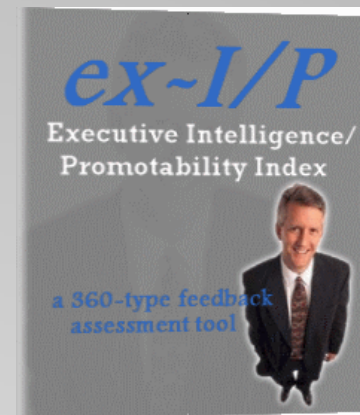
Executive Intelligence/Promotability Index

- **Ex~I/P-360° » Multi-Rater Assessment**

- The Executive Intelligence/Promotability Index (ex~I/P-360°) is LeadershipTraction's preferred multi-rater-type assessment for soliciting feedback from peers and supervisors about one's "Executive Intelligence."
- Includes the ex~I/P-360° assessment survey, findings report, and a confidential, 1-on-1, debriefing/review by telephone, to help you make sense of – and derive the most value from – your results.

- **Contact LeadershipTraction for More Information**

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