

## The Winner's Difference

It has been said that good is often the enemy of the best. While good candidates have a chance at becoming executive leaders, elite candidates set themselves apart with these unique characteristics:

### A Good Candidate

### An Elite Candidate

#### Management Savvy

- Knows what is required operationally for short-term results
- Prioritizes among issues that are all important
- Frequently delegates tasks
- Organizes and mobilizes talent toward most significant problems
- Pushes people to achieve more than they think they can do

- Avoids jumping in to solve problems others can handle
- Makes the right judgments about what to expend energy on
- Maintains control of the key decisions and a full pipeline of talented people
- Makes people feel appreciated and stay loyal

#### Political Intelligence

- Accurately reads political currents
- Understands patterns of relationships quickly in an unfamiliar environment
- Builds relationships with peers and subordinates
- Makes sure that senior management knows his/her capabilities

- Is never labeled "political"
- Recognizes how relationships are likely to affect early success
- Gets peers and subordinates to go out of their way to help
- Doesn't seem self-serving

#### Personal Style

- Is a star performer driven to excel
- Is hardworking, usually putting in more time and effort than peers
- Enthusiastically backs initiatives that will help the business succeed
- Is a leader among peers
- Understands new ways of doing things and makes important connections

- Makes success look effortless
- Allows others' performance to be recognized
- Manages energy to stay on the "rested edge" and to avoid the "ragged edge"
- Enables peers to improve their performance
- Stays grounded, meeting basic needs while mastering new concepts