



Performance Matters

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Newsletter

Developing and Managing Leadership Talent

“If your growth rate in revenues consistently outpaces your growth rate in people, you simply will not – indeed cannot - build a great company.”

Jim Collins

Increased globalization and competition combined with an aging workforce have intensified the need for talented and engaged workers. Workforce reductions have slowed down the major battles for talent, but have increased the need for the talent to remain at a high level of performance. Many companies are trying to handle this dilemma by aggressively recruiting from the outside, hoping to land some bright stars who might take them boldly into the future. What is needed is a method that will develop the current workforce and keep the leadership pipeline full. Studies confirm that organizations that invest in leadership development programs and strategies have higher retention rates. The cost of replacing a leader is 29-46% of his or her salary. These costs could include recruitment, lost productivity and business plus many other hidden costs.

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Reach and Achieve Associates, a performance and development coaching, training and mentoring firm that specializes in helping companies access, coach and retain key talent. The programs are designed to develop, support and maximize the people resource of an organization.



Robin has facilitated presentations with groups of 150 or more, and has been a guest speaker for several well-known organizations, including the New York State Conference of Mayors, The Governor’s Office of Employee Relations, and the New York State Society of Medical Assistants Annual Convention.

She co-authored the book *Maximize Your Mind; Peak Your Potential* available on her web site.

Her article “Ethics in Sales” was published in the HRDQ Press.

For a complete listing of products and services visit our web sites at: www.ReachandAchieve.com, and www.PerformanceLeadershipTools.com
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This Month Special: *Work Expectations Profile*
Whether spoken or unspoken, met or unmet, expectations have a powerful impact on our thoughts, feelings and behaviors. This assessment measures 10 different work expectations, recognition, autonomy, expression, career growth, diversity, teamwork, structure, comfort, balance and stability.

Increasing Leadership Capability

Capability is the ability to perform or produce; an innate potential for growth and development. Everyone has a certain level of capacity and that level determines the opportunities that are available for that person at any given time. The important thing about capacity is that it expands. The more you help people to develop their talents, the greater their ability becomes and the more opportunities become available for the individual and the company. Increasing Capacity requires conscious effort. People don't increase their ability by doing the same thing. Growth requires stretching oneself. It requires conscious application of new skills. Let's take a look at a newly promoted leader: This person is technically very good, which is why he was promoted to leadership in the first place. Once in the leadership role, however, he starts to flounder because he is doing the same thing he always did yet now he needs different results. Increasing capacity requires identifying the skills necessary at each leadership level and then consciously applying them. Many companies don't articulate the skill set differences for the varying leadership levels. Without knowledge of the skills the leader needs to develop, he will not develop those skills.

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Questions to Consider

"CQ + PQ is greater than IQ which is to say curiosity quotient plus passion quotient is always greater than intelligence quotient. It's great to be really smart, naturally, but it's even more valuable to be really curious and really passionate about any subject or task, because in a flat world you can do so much more with that curiosity."

--Thomas Friedman

Is your organizations current method for developing leaders working?

Do you have the right leaders in the right jobs?
Are they working at the right levels?

Increasing Leadership Capability

Once armed with the knowledge, new leaders confident in their abilities to make a difference may fail in spite of their efforts because they haven't developed the skills yet. The pathways haven't been developed in the brain. New skills take conscious practice. Self-knowledge is a critical aspect of any growth training initiative. If the new leader is not able to ascertain what skills need to be developed, the talents that lay dormant and the weaknesses that undermine their effectiveness the results will stay the same. Standardized Assessments can be a helpful tool in this phase to illumine any potential blind spots.

Favorite Quotes

"An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success."

--Stephen R. Covey

" Attracting and holding talent are the two central tasks of management"

--Peter Drucker

"I start with the premise that the function of leadership is to produce more leaders, not more followers."

--Ralph Nader

Readiness and Willingness

With any development initiative, the key ingredient for success is the readiness and willingness of the people being developed. This requires their commitment to practicing new skills and being open to the ultimate challenges and failures that come along the way. Creating opportunities for leaders to choose to be part of a leadership development process assures that the power, accountability and responsibility stays with the leader and that change begins with him or her.

Talent management and development projects take support and commitment from all levels of the organization, from the top down. Jack Welch, past CEO of General Electric likened his job to that of gardener providing water and other nourishment to the men and women under him. This is a useful analogy for all levels of leadership.

The companies that will thrive in the coming years are the ones that follow a succession plan: A plan that defines the skills for each leadership level and creates standards that can be closely measured to ensure results. Leadership development designed to increase the capacity of the leader and the organization will lead to greater opportunities and a more productive workforce. In the organizations of today and tomorrow development is not a luxury but a necessity.

Monthly Special: Work Expectations Profile

www.performanceleadershiptools.com/special.htm

Stages of Capability

There is no escape from growth and development. You can speed up the journey but you cannot escape the steps. Leaders at different levels live in different worlds. Each higher level has greater depth. It includes the proceeding levels and transcends it.

Level 0 – We are fine. Others (including customers) are the problem. Selfish viewpoint

Level 1 – Small achievements – some awareness of others with teamwork. Turf Wars

Level 2 – Teamwork, some confidence to take on new challenges, increased level of commitment

Level 3 – We learn humbly from all, commitment to vision, personal responsibility

Level 4 – Global citizen we work to create a better organization and world

Interesting Statistic

If you're losing employees, you're losing customers. On average, American companies lose half of their employees every four years, and half of their customers in five years. This suggests that employee attrition may have a significant impact on customer loyalty.

--Frederick Reichheld, author of *The Loyalty Effect: The Hidden Force Behind Growth, Profits and Lasting Value*

Organizational Values

With any leadership and talent development initiative, you are working with the culture of an organization. These are some of the key values that need to be nurtured:

1. **Trust and Respect** - When people feel trusted and respected they are more likely to share their views, take risk and be fully engaged in their work.
2. **ConsciousSuccess™** - Conscious Success is directly linked to self-knowledge, personal responsibility and openness. When people can openly share their successes as well as challenges, their strengths as well as their limitations, they can work with each other to bridge their weaknesses and leverage their strengths.
3. **Relationships** - No man is an Island. People cannot fully tap into potential by themselves. We all need other people. It is only through being engaged with others that people are able to utilize their strengths. It is important to cultivate an atmosphere in which reaching out to others is part of the norm.
4. **Personal Responsibility** - Create an atmosphere of Personal Responsibility. In any organization, this has to start at the top. If you want employees to accept responsibility, it has to be modeled every day from the top down. Personal Responsibility isn't just words. It is accomplishments. It is learning from the mistakes and following up with action to assure that they aren't repeated again.
5. **Critical Thinking** - In this competitive world we need to start cultivating our thinking, which means questioning, being clear about the purpose and goals, and challenging the assumptions.

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