



## Developing Leaders

---



7751 Carondelet Ave. △ St. Louis, MO 63105  
Phone: (314) 721.1860 △ Fax: (314) 721.1992  
Email: [cmaconsult@cmaconsult.com](mailto:cmaconsult@cmaconsult.com) △ [www.cmaconsult.com](http://www.cmaconsult.com)

## DEVELOPING LEADERS

Leaders are very rarely born. They become leaders through learning, hard work and by making the decision to lead. In today's highly competitive, global, and rapidly changing world, we need leaders more than ever in every sector... in government, non-profit, and for-profit organizations. Effective leaders are the most important asset of any organization and are the ultimate source of competitive advantage.

Leadership is not just a great sounding name for effective management. Certainly there are common elements for being a good manager and being a leader, but one element that differentiates and makes a great leader is the ability to inspire others. Leadership used to be, "follow me." Now, the leader inspires and enables those for whom she/he is responsible. "Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." (Jack Welch, former chairman and CEO of GE).

To achieve and sustain success in our competitive and complex environment, organizations must have leadership at all levels. Companies don't do things, people do. In bygone years, "doing things" in an organization happened at a slower pace. Command and control hierarchies worked. They provided a simple system for consistent decisions. Questions, direction, advice, and approvals were gradually bumped up the ladder to a small group at the top, and decisions were walked back down the ladder to the lower levels. Now, in our wired-together, global, and ever-changing marketplace, speed and customer responsiveness are paramount. Hence, the need for leaders on the front line and throughout the organization, who have earned and can execute the responsibility of leadership.

In a BusinessWeek.com/Hay Group Survey of 1,869 individuals from 1,109 organizations, the 20 best companies for leadership put a premium on selecting, developing, and retaining leaders at all levels. "The best companies for developing leaders recognized the value of strong leadership in both the good times and the bad," says John Larrere, who heads Hay Group's leadership and talent practice in the U.S. "Culturally, they just cannot do away with leadership development, even in a recession. They don't see it as a perk but as a necessity."

Sustained organizational growth requires sustained leadership development. To achieve this, the organization must possess a **culture** that is committed to developing leaders and to planned, effective succession for key positions. In many organizations that achieve sustained success, leadership development is a key management process where systems are created that encourage, reward and support the development of leaders at all levels.

### Leadership Development – The Right Way

Unfortunately, many leadership development programs often place heavy emphasis on formal classroom and generic training. In this kind of setting, there is little or no recognition of individual development needs, no individual support or on-the-job learning, which both research and experience show are critical for organizationally focused, meaningful development that is aligned with the organization's strategy and culture.

Effective, "**right-way**" **leadership development** should be composed of approximately 10 percent formal training, 20 percent support (provided through feedback, mentoring, and coaching) and 70 percent on-the-job experiences like challenging assignments or projects derived from current, real

needs of the organization. On-the-job “action learning” not only develops the capabilities of individuals and promotes learning but successfully addressing a real need of the organization can result in improved organizational performance. Confucius put it this way: “I hear and I forget; I see and I remember; I do and I understand.”

Dr. Marshall Goldsmith, recognized as one of the world’s leading executive educators and author of 30 books on leadership, performed an extensive study of leadership development programs involving over 86,000 participants in eight major corporations. Goldsmith states, “Our findings were so conclusive they are almost impossible to dispute.” The study concluded that leaders who participated in a development program, received 360° feedback, worked on an assignment for organizational improvement, discussed these with co-workers, and followed up with co-workers on a consistent basis, became dramatically better leaders as rated by their co-workers.

### **So How Are We Doing As Leaders?**

The question was aptly answered by Larry Bossidy, retired Chairman and CEO, Honeywell International, Inc. “The answer is, how are the people you lead doing? Do they learn? Do they visit customers? Do they manage conflict and initiate change? Are they growing and being promoted? When you retire, you won’t remember what you did in the first quarter of 1994, or the third. You’ll remember how many people you developed – how many you helped have a better career because of your interest and dedication to their development. When you’re confused about how you’re doing as a leader, find out how the people you lead are doing. You’ll know the answer.”

*For 35 years, CMA has provided committed services for the selection, development, and retention of leaders at all levels. To learn more, please contact Joe Hoffman or Dan Bean, partners at CMA.*