

Leadership Development and Succession Management

Leadership development is critical in many organizations. Finding out what drives your top employees on an individual level is crucial to ensure retention and growth. Often leadership development is referred as a sunk cost. There is just no time for leadership development, managing staff, client meetings, new deals and working to deadlines and other. However all of this in a nutshell works toward leadership development. Every single interaction is an opportunity for development.

Many organisations are facing a leadership crisis. Lack of talent to fill the right positions. Then why are organisations not developing them leaders from within. Stephen Drotter 1, notes if more leaders are needed at the different levels, in his concept of leadership pipeline. Then building them than rather attracting them from outside your organization at a hefty cost, becomes a viable reality and the question of potential arises. When looking at potential it is basically the work someone can do in the future. All work as noted in the aforementioned paragraph is building towards the future potential of a leader. All accumulated skills, experience, willingness to expand ones current portfolio, take on new and bigger challenges fueled by the rapidly changing nature of work mean people are constantly changing and re-inventing themselves and can be future leaders as they demonstrate future work potential.

When the organisation understands the critical passages a leader must take, they can provide the necessary development and craft the right system for ensuring future leaders.

Existing leaders need to expand and improve on people's thinking. Success depends on the quality of thinking. Self-directed learning is imperative. If you want to bring out the best in people's thinking, you need to stretch and challenge them and open up their thinking. Not just be supportive or worse still, give them the solution upfront. Through David Rocks' teaching in brain based coaching he critically takes leaders and coaches through facilitating such dialogues with future leaders.

Mentorship and coaching are crucial to the leadership development program. Many organisations are moving from informal to more formal mentoring programs. These mentoring relationships are often reciprocal relationships where the mentee receives direct assistance and the mentor receives vital business information, greater commitment from employees as well as a sense of giving back. Mentoring together with coaching and other development and training is crucial in the development of your future leaders.

Some qualities of true leaders are leaders who know how to bring the best out in others, display integrity, has a CAN DO attitude, know themselves (strengths and weaknesses and opportunities), display high EQ, constantly learns and upskills, has mental agility, Thinks ahead.

Organisations must take action today if they want to build their future leaders. An idea has no value by itself, it only gains value when you put it into action. Too many organisations are better at thinking about doing things than actually doing them.

Michelle uses brain based coaching methodology and various tools (PDA, Strengthsfinder, and SCARF) to help leaders identify their strengths, triggers, areas of development as well as opportunities and then goal setting, crafting personal development plans and monitoring. The process begins with a PDA Assessment, SCARF Assessment, 360 Degree Assessment and if through the organization benchmarking where you are at in terms of the critical passage you are placed at your organization and identifying a mentor. Coaching takes place in one hour sessions over a period of 6 to 12 months, via f2f or skype or phone.

Reach out to Executive Coach Michelle Cronje at michelle@one-solution.co.za.