

Building the next generation of leaders

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Recent research by Deloitte Touche Tohmatsu Limited (1) and the Conference Board (2) highlights that organizations need to develop the next generation of leaders faster, as traditional models are not keeping pace with today's rapidly changing work environment.

What can organizations do to accelerate the development of future leaders?

Here are some suggestions from CEOs and other industry leaders:

- **Provide the right experiences:** Identify critical development experiences and lessons to be learned, rotate people through different roles and challenge people with unfamiliar jobs (WSJ: <http://guides.wsj.com/management/managing-your-people/how-to-develop-future-leaders/>)
 - Ensure all promising leaders are working on change programs. Uncertainty is the new normal and it's critical that future leaders develop the necessary skills
 - "Challenge young employees and give them clear, real-time feedback" Peter Darbee (PG&E CEO) <http://live.wsj.com/video/pg-e-ceo-developing-future-leaders/7A159866-B119-445D-9CE7-6B114D225641.html#!7A159866-B119-445D-9CE7-6B114D225641>)
 - **Empower employees**, giving them leadership jobs when they are not expecting it: T. Boone Pickens, Chairman BP Capital: <http://live.wsj.com/video/t-boone-pickens-empowering-employees/D03B67A2-0765-4CED-86FF-1F1D3B4972B5.html#!D03B67A2-0765-4CED-86FF-1F1D3B4972B5>
 - Leadership is no longer just about the individual - hence development opportunities should reflect the team/collective
- **Know that it's 'your' development plan:** Make sure that individuals are held accountable for their own development/career plan. This is not a HR responsibility. Share your development plan; ask your staff to develop one for themselves
- **Take a blended approach (to development):** The Center for Creative Leadership's lessons of experience research suggests a 70:20:10 ratio. This rule suggests that successful leaders learn within three clusters of experience: challenging assignments (70%), developmental relationships (20%), and coursework/training (10%) (<http://www.ccl.org/leadership/pdf/research/BlendedLearningLeadership.pdf>)

- **Be a mentor/coach:** Every leader should be mentoring and educating future leaders. Baby Boomers are likely to have had less/less formal mentoring and coaching as part of their career. Generation X will probably experience a more defined process and Millennials (Generation Y) will most likely experience even more focused mentoring and coaching programs. (Thresette Briggs: <http://www.astd.org/Publications/Blogs/Workforce-Development-Blog/2013/07/Developing-Future-Leaders-with-Mentoring-and-Coaching>). Tap veterans' advice. Set up mentoring programs between veterans and high-potential future leaders
- **More frequent/intentional succession planning:** Succession planning needs to align with the vision and direction for the company and the future competencies and capabilities required. This may include having a "Plan A" for growing future leaders - a 3-year road map that spells out an organizations evolving needs, identifies future leaders and activities to strengthen leadership
(Bridgespan: <http://www.bridgespan.org/Publications-and-Tools/Leadership-Effectiveness/Nonprofit-Leadership-Development-Toolkit.aspx#.Ue2TKo42W0s>)

References:

- 1) Touche Tohmatsu Limited (DTTL) 'Resetting Horizons: Human Capital Trends 2013' report. <http://www.abbl.lu/node/61232>
- 2) The Conference Board: 2013 CEO Challenge Survey