

IMPACT

- Increases the chances of successful external recruitment of leaders
- Strengthens the organisations' ability to create accelerated career plans for talent

OVERVIEW

Most companies can build their leadership pipeline around four generic leadership levels: leading others, leading leaders, functional leader, and business leader. Each passage in the leadership pipeline from one leadership level to the next represents a major career transition and involves fundamental adjustment of work values, time application and skills.

Development for the leader is cumulative and successful transitions into one leadership level enhance the probability of a successful transition into the next leadership level. Conversely, incomplete development (or skipping of a leadership level) can hinder a successful transition into the next leadership level. The consequence of leaders not successfully transitioning into their leadership level is a clogged leadership pipeline and the flow of talent is blocked accordingly.

The Leadership Transition Assessment is a structured interview that will enable the interviewer to map the extent to which the leader has transitioned into his/her current leadership level. And thereby evaluate to what extent a leader is ready to move to a new leadership level or as a foundation for a targeted coaching intervention. The Leadership Transition Assessment can be used as a stand-alone tool or as an integrated part of a general candidate assessment.



The concept is normally used in connection with:

- Recruitment of leaders externally
- Internal assessment/development centres
- Individual career planning for selected talents

The Leadership Transition Assessment can be supplemented with a Multi-source Development Survey if the assessment is made in connection with a development initiative.

INCREASES THE CHANCES OF SUCCESSFUL EXTERNAL RECRUITMENT OF LEADERS

Externally recruited leaders will from day one to another be role models for other employees in the organisation and you need them to deliver results already within the first three months.

Unfortunately, we often see the success ratio of hiring externally experienced leaders being too low. This results in high extra cost to the organisation as they need to go through a new recruitment process not to mention the loss in productivity and frustration among people reporting to the leader in question.

When recruiting experienced leaders externally, some of the most common things to assess are functional capabilities, personal characteristics, cognitive abilities, cultural fit and leadership capabilities. The functional capabilities are normally best assessed by having functional specialists from within the company interview the external candidate. Personal characteristics and cognitive abilities are best assessed using various psychometric tools and cultural fit can be addressed through a life story interview.

That leaves us with the leadership capabilities. This is where the People and Organisation function can make a significant contribution by using Leadership Transition Assessments. The Leadership Transition Assessment provides an opportunity to thoroughly map to what extent a leader successfully has transitioned into their current leadership level.

Given that development for the leader is cumulative and a successful transition into one leadership level enhances the probability of successful transition into the next leadership level this is a critical element of predicting success for external candidates for leadership positions.



STRENGTHENS THE ORGANISATIONS' ABILITY TO CREATE MEANINGFUL CAREER PLANS FOR TALENT

It has been common acknowledged for many years that the best way to accelerate the development of talent is by giving them stretched assignments. And given that learning takes place on the job this is indeed a meaningful approach. The questions are, however, what defines a stretched assignment and can an assignment be too stretched?

It is quite obvious that for someone who has never worked abroad in a different culture it will be a significant development opportunity to go abroad. For someone who has never worked outside the operation function it will be a stretch moving to a completely different function like sales. For someone with solid experience at assistant general manager level it will likely be a stretch to move directly to senior general manager level. And the historic performance reviews will reveal whether the candidate is ready to make this move.

All the above listed examples are quite obvious. But how do you know whether a candidate is ready to move to a new leadership level (e.g. from leading leaders to functional leader)? Given that development for the leader is cumulative and successful transition into the current leadership level enhances the probability of successful transition into the next leadership level it is critical to be able to evaluate the extent to which the leaders has actually transitioned into their current leadership level.

