

Leading light by Keith Liddiard



CEO at CHPD responds to this month's leadership dilemma



I'm chief executive of a large organisation and we have an important decision to make around a director-level promotion. We have two candidates who appear equally well qualified, both have above average IQ, above average 360 ratings and are highly motivated. They have both served in managerial positions already. One candidate has 10 years of service while the other has 11 years. We can't afford to make the wrong decision. What can we do to ensure we choose the right candidate for the job?

This is not an unusual problem and the importance of key leadership positions shouldn't be underestimated. Up to 40% of an organisation's performance can be attributed to the leader, so it's an appointment that shouldn't rely on a quick chat over coffee. In essence, what you're trying to do is to get an accurate predictor of exactly how each candidate would do in the job if they were to get it.

The key questions you'll need to be asking yourself are:

- Which of the two would perform best as a director?
- What specific leadership traits do each of them possess?
- Which of the two would have definitive visions for the company?
- Which of the two would be more likely to generate larger profits and show a measurable return?
- Which of the two would be more likely to generate greater employee and customer satisfaction?

In decision-making settings such as senior positions, expert subject knowledge is no longer enough to provide an accurate predictor of effective leadership. For this reason the experience of your candidate, while valuable, is not critical. Instead, you must look for behaviours that focus on how the job and its components are approached.

Excellence and high performance at a leadership level is most often found in how key individuals process information – i.e. how they use their skills. You'll need to know how these two candidates show initiative, how they conceptualise, how they plan and integrate strategy, and how they use techniques especially when the task situation changes suddenly and drastically.

At this stage, you might be wishing for a crystal ball, but just in case you can't lay your hands on one, look instead for an assessment technique that fulfils the following criteria:

- Measures behaviour in a real-life context
- Is reliable and valid
- Is practical and user-friendly
- Identifies areas for behavioural improvement
- Enables behavioural training and development
- Can be retested to show growth and development

In summary, such an important decision should be subjected to rigorous and proven assessment methods and rest assured there are tools available, such as CHPD's ThoughtLeader, which can help take the guesswork out of the process and help you find the leader that will give your organisation the competitive edge.

For further information on ThoughtLeader, visit www.chpd.com.

Keith Liddiard is deputy CEO of the Centre for High Performance Development.



News

Search firm broadens its global reach

Global Executive Search boutique Gow & Partners continues to grow following the addition of MKG & Partners to their World Team.

Headquartered in Istanbul, MKG & Partners is the second search firm purchased by Gow & Partners, following its acquisition of Brussels firm Acuff & Company earlier this year.



"I think that past performance is a good indicator for the future success of a company and that is why I believe in Roddy Gow and his vision for Gow & Partners," commented Murat Kaan Guneri, Managing Partner and founder of MKG Partners.

Murat Guneri established his own firm a few years after setting up the Turkish office of Amrop Hever International in 1996. This experience made him an attractive partner for Gow & Partners in the key Europe, Middle East and Africa market.

"Murat is a dedicated and highly energetic search consultant whose work is consistently of the highest standard," commented Roddy Gow, Chairman of Gow & Partners. "His

enthusiasm and belief in our world team is of great value, and his joining extremely timely as our group continues to expand and welcome new members."

MKG & Partners focus on Executive and Non-Executive level placements with particular expertise in Information Communication Technology. They join Gow & Partners network with offices in London, Chicago, Houston, Brussels, Istanbul, Hong Kong and Johannesburg.