

## Leading light



By Rachel Woolf, Senior Client Director at CHPD

**How can we be sure that we have spotted all the real leadership talent in our organisation? There are a number of people that seem to be performing well, but are results the best way to predict who's going to be a star of tomorrow?**

When identifying talent, whatever size of business or industry you are in, it is crucial to:

1. Know where your business is going
2. Identify the type and skills you need in your leaders to get you there
3. Ensure you have a robust and objective method of identifying them

Let's look at each of those points in a little more detail. Essential in your analysis of point one above is to think about both current and future needs of your business.

The second step is to create a leadership framework that clearly articulates the behaviours, skills and preferences that you have identified your talent needs. These attributes must be easy to measure. A mistake many leaders make is to recruit in their own type or style as they feel comfortable with like-minded people. However, this can greatly limit your ability to build diversity in your organisation and in turn reduce the talent available to you.

As you go through this process, ensure that the framework is future-orientated, objective and inclusive. It should not favour one type of leader over another and should look to identify future potential, not just current performance. At this stage, you might want to consider getting some external advice so that you can benchmark your talent, not only against the rest of your business, but also the best in your industry or even the world.

The third stage is to identify or recruit your talent against your leadership framework in the most objective and robust way that you can. You can do this through online situational judgement questionnaires or behavioural event interviews. The most effective is through objective observation in a future-orientated business simulation, where an individual is placed in a stretch role. This allows

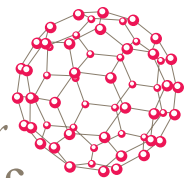
you to test an individual's future potential and readiness for the next role as opposed to just current performance.

Crucial in this measurement process and something that is often overlooked is to ensure you identify people who have both the capability to lead and who actually want to lead. You could go through the whole assessment process, identify a great pool of talent, only to realise that half of the people don't actually want to be leaders, even though in the assessment they could do the job. Ensure you ask the question or use online preference and motivational questionnaires to test out any assumptions.

Take these three steps and you will identify not

just some of your talent, but all of your talent, and everyone who wants to lead too!

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### News

## Leader boards

**The annual list of Top Companies for Leaders in Europe has now been announced, with Finnish mobile telecomms company Nokia topping the table.**

The list, sponsored by global HR services company Hewitt Associates, The RBL Group and Fortune magazine, was based on criteria including leadership practices, company reputation, leadership culture and values, and business performance. One common attribute that sets the top ten companies apart from the rest is they all make leadership a critical part of the company's organisational structure.



**Europe's top ten companies for developing leaders are:**

1. Nokia (Finland)
2. BBVA (Spain)
3. Inditex (Spain)
4. GlaxoSmithKline (UK)
5. L'Oreal (France)
6. Randstad Holding (Netherlands)
7. Deutsche Lufthansa (Germany)
8. UBS (Switzerland)
9. SAP (Germany)
10. BMW (Germany)

Mark Hoyal, leader of Hewitt Associates' European Leadership consulting practice, said: "In this increasingly complex and global market-place, companies must leverage talent and build leadership practices that have consistency throughout the world if they want to be successful. This requires dedicated focus, passion and commitment to leadership. All the Top Companies for Leaders in Europe not only possess these characteristics - they are embedded into the companies' DNA."