



Assessing Leadership Talents and Readiness

**2014 Spring VSPA Meeting
Asheville, NC**

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CARDS



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THINK BACK...

Of a time when someone was promoted and it was a disaster or a problem.

Why?

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CAREER GROWTH

What got you here, won't get you there? And if it does you will surely crash!

We can no longer afford to promote people based on their ability to do their last job.

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THE TRANSITION

Problem Solver

- Assumes responsibility for definable tasks
- Works independently
- Produces results
- Increases technical capability and expertise
- Builds credibility and reputation
- Develops strong internal networks

Leader

- Develops broad business perspective
- Stimulates others
- Develops and mentors others
- Represents organization externally
- Develops strong external network
- Crosses boundaries

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PROMOTION READINESS

We must promote individuals based on their demonstration of the necessary skills and attributes necessary for the job they do not have yet.

But how...

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LIFTS

A process implemented to improve leadership effectiveness and retention.

Leadership Intelligence and Familiarity Stretch Process

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THE PROCESS

- 1. Is Leadership for Me?**
 1. Career contribution placement assessment
 2. Interpersonal skills assessment
 3. Realistic Job Preview
- 2. Developing Direct Reports and Others**
- 3. Leadership Exercise**
- 4. Feedback**
- 5. Leadership Interview Process**

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CAREER CONTRIBUTION PLACEMENT

- **Short self assessment and manager assessment**
- **Determines whether you are behaving like a Learner, Problem Solver, Leader, or Visionary**
- **Helps in career development conversations as well**
- **Provides a realistic starting point for a developmental or promotion process**
- **Creates alignment between employee and leadership**

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REALISTIC JOB PREVIEW

A Realistic Job Preview is designed to assist a candidate in determining whether they are indeed a good fit with this role or the company. RJP's provide a total view of a particular job, including a balanced picture of the advantages and potential disadvantages of the job.

It is important for you to know that this is not a test. The answers candidates provide are never shared with the company and do not determine whether or not a candidate gets a job.

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LEADERSHIP INTERVIEW

- **A structured interview process**
- **Criteria and questions all based on leadership skills such as:**
 - Developing others
 - Conflict management
 - Maintains Perspective
 - Listening
 - Team Building
- **Gain behavioral examples SOAR**
- **Make decision off of success criteria**

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Leadership Assessment

- Intellectual Abilities (modular approach)
 - Critical Thinking
 - Abstract Reasoning
 - Mental Quickness
- Work Personality

<ul style="list-style-type: none"> • Thinking <ul style="list-style-type: none"> • Reflective • Structured • Serious-Minded, Restrained • Fact-Based • Realistic 	<ul style="list-style-type: none"> • Working <ul style="list-style-type: none"> • Work Pace • Self-Reliance • Work Organization • Multi-Tasking • Follow-Through • Acceptance of Control • Frustration Tolerance • Need for Freedom • Need for Attention • Detail Orientation 	<ul style="list-style-type: none"> • Relating <ul style="list-style-type: none"> • Assertiveness • Sociability • Need to be Liked • Positive about People • Insight • Optimism • Criticism Tolerance • Self-Control • Cultural Conformity
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WHY THIS MATTERS?

C = Contribution

A = Associate

N = the number of people they influence or are influenced by

Learner

$C = Y/N$

Problem Solver

$C = A$

Leader

$C = A (N)$

Visionary

$C = Y^N$

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