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**Following Successful Leadership Strategies**

**By Etienne A. Gibbs, MSW, Management Consultant and Trainer**

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Management Consultant Suzanne Howard believes that leaders need not live a stressful life. So do I.

To help you maximize your leadership potential, here is a ten-point strategy she suggests:

- \* **1. Success:** Most leaders have a sense of purpose, a mission that sets their standards for success. Develop and follow your own high standards.
- \* **2. Knowledge:** Start with knowing yourself. Maximize your strengths and minimize your weaknesses.
- \* **3. Information:** A manager has to know how to do something; a leader has to know why in order to do it.
- \* **4. Love:** Begin by loving yourself. It is a prerequisite for loving others.
- \* **5. Learning:** Leaders turn their errors and failures into learning experiences that contribute to their future successes.
- \* **6. Persistence:** Persistence means overcoming your fear of failure and realizing that no one succeeds on their first try every time.
- \* **7. Opportunity:** "The best way to miss success is to miss the opportunity", so says Mr. Willoughby Lewis, an insurance adjuster and good friend.

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\* **8. Winning:** Part of this is an attitude or perception. Winners concentrate on their strengths and make things happen; losers let things happen.

\* **9. Enthusiasm:** The secret to having enthusiasm is working at a job you like. You can always learn the technical skills to work at a number of jobs, but when you work at a job you like your enthusiasm naturally shows through.

\* **10. Renewal:** Take time to be good to yourself. Have fun. Go shopping. Take a trip. Reward yourself. These are different ways to renew your vitality, your enthusiasm, and your focus.

**Remember:** When you maximize your potential, everyone wins. When you don't, we all lose.

**Etienne A. Gibbs, MSW, Management Consultant and Trainer**, conducts seminars, lectures, and writes articles on his theme: "... *helping you maximize your potential.*" For more information visit

, or email him at

### **Leadership Talent: Winning The Succession Wars**

**By Patsi Krakoff, Psy. D.**

The demand for leadership talent greatly exceeds supply. If economic growth continues at a modest 2 percent for the next 15 years, there would be a need for one-third more senior leaders than there are today. Who will replace your retiring executives, and how will you keep your company's leadership pipeline full?

The demand for leadership talent greatly exceeds supply. If economic growth continues at a modest 2 percent for the next 15 years, there would be a need for one-third more senior leaders than there are today.

Baby boomers have already started to retire. Most large companies will have to scramble to meet gaps in senior leadership talent. Who will replace your retiring executives, and how will you keep your company's leadership pipeline full?

To make matters worse, the global and more dynamic economy of the 21st century requires executive talent with a more complex skill set:

\* Greater technological literacy \* A sophisticated understanding of global marketplaces \* Multicultural fluency \* Relationship savvy, with extensive networks of alliances and stakeholders \* Leadership skills over a delayed, disaggregated and virtual organization

Succession Planning in the 21st Century

## Following Successful Leadership Strategies

In response to these challenges, organizations have a renewed interest in succession planning systems. While these systems functioned merely as replacement charts in the past, and were HR executives' function, there are two critical differences today, emphasizing:

1. Leadership development at all levels (not just senior executives)
2. Responsibility and involvement for leadership development within the work group, with the person's manager and team members (and no longer an HR function)

### Distinct Leadership Levels

Most development models fail to consider leadership requirements at all levels. As a person is promoted from line manager to business manager to functional manager, skills and requirements change.

Companies mistakenly focus on leadership traits, styles and technical competence. They commit a major error when promoting successful individuals without acknowledging required skill set differences at different levels of leadership responsibilities.

### The Leadership Pipeline

Hiring gifted people makes sense as a tactic, but not a strategy. Companies need to build leaders, not

buy them. Research and experience demonstrate that potential is not fixed. The more people achieve, the more they learn. Their willingness to tackle new challenges increases. To capitalize on potential, companies must define the true work requirements at each key leadership level. Succession planning systems must spell out what's needed to make a successful transition from one layer of leadership responsibility to the next.

### Succession Planning to Fill the Pipeline

The following five-step plan will facilitate succession planning:

1. Tailor a leadership pipeline model to fit your organization's succession needs.
2. Clarify standards for performance and potential, in your own language.
3. Document and communicate these standards throughout the organization.
4. Evaluate succession candidates through a combined potential-performance matrix.
5. Review plans and progress of the entire pipeline frequently and seriously.

Patsi Krakoff, Psy. D. writes articles for business and executive coaches and consultants. She provides articles on leadership and executive development for sale, and formatted into customized newsletters. Get Patsi's Secrets of Successful Ezines 7-Step Mini-Course to learn what you need to know to publish a successful ezine.

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