

THE EXTRA POINT

BY JERRY ROBERTS



841 Developing a Strong Leadership Bench – Part 2

Yesterday, we talked about the need for every organization to make the effort to develop a leadership bench. That is, to prepare people to take over leadership roles when need or opportunity presents itself. I'm Jerry Roberts. The majority of employers, particularly medium and small, don't do it and more often than not, they pay a stiff price as a result. Maybe I can help open some eyes today, on The Extra Point.

In yesterday's Extra Point, we talked about the 2021 Global Leadership Forecast, which showed only 11% of surveyed organizations reported they have a strong core of leadership talent, ready to step in and make major contributions. That 11% figure is the lowest in 10 years.

A firm named Development Dimensions International, DDI, conducts the annual survey. They indicated that the number was 18% in 2011, and has been on the decline ever since.

It wasn't a small survey. DDI conducted it between February and July 2020, connecting with over 15,000 leaders and 2,100 HR professionals around the world, who represented 1,740 organizations in 24 industries.

The survey's findings are meaningful for us here in Guam, because what we see in our community is the same as everyone else is reporting. The majority of employers have not put forth the effort to build leaders. If they lose key talent, they are heavily impacted.

In professional sports, when your best player is injured, the only chance you have to win is when somebody else with a lesser name steps up and delivers a performance equal to the star.

Every season, we see bench players take over games and lead their team to victory. They were prepared to handle the job, and just needed the chance to show what they could

do. It works the same way in our workplaces.

Business owners and CEOs in the majority of employers in Guam, typically rely on one or two key leaders to drive the enterprise. There may be more managers than that, but in the majority of organizations, one or two make things happen.

If that's how it is where you work, what would happen if that strong leader up and said "sayonara" to the team today, and walked out the door? Is their replacement on board, ready to take over and deliver the same level of results? If not, do you know who to target for an offer to leave their current position, and join you? How long would it take to fill the job?

Stephanie Neal, a director at DDI, pointed out that whether it's a first-time manager or CEO position that's open, the transitional period has a big impact on performance and long-term effectiveness. In other words, there's a significant price tag to pay when you don't have the right replacement on staff, and ready to take over the role.

Maybe you're saying, "Man, this sounds like it's going to be complicated and expensive." It doesn't have to be. I'll make it simple.

1. Get your managers the fundamentals, a solid course in supervisory skills. Start with that.
2. Then, as often as you can afford, follow that with exposure to new ideas, techniques, and strategies, as you build their managerial skills. Maybe that's twice per year. When you have a plan and a goal in mind, you'll know what you can really afford. A good trainer will help you assess needs and make suggestions.
3. Provide them with opportunities to use what they've learned, and measure results.

(Con't.)

So, what will training cost? You'll certainly have to invest some time and money, but likely less of both than you might imagine. I can say this...from my 25 years in providing training in this community, the spend is a fraction, and I mean a fraction of what it will cost you if your people aren't ready to step up and really lead when you need them.

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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For information on training and consulting services with Jerry Roberts, please click this link: guamtraining.com

