

The Handler Report

LEADERSHIP DELIVERED

The Leadership Pipeline Gap Analysis

Do you have the people you need to get you where you need to go?

Finding good leadership talent is a challenge for every organization today. If your company is struggling to reach its growth goals, chances are it is due to a lack of leadership. This executive brief was designed to help you conduct a quick leadership gap analysis, so you can address existing issues that can stifle the performance of your organization.

ASSESSING YOUR LEADERSHIP GAPS

We've found that most business performance issues can be tracked back to a lack of leadership. For many organizations this can be hard to accept because lack of leadership is a people problem. And people problems are often a lot harder to solve than technical or procedural issues. If you are concerned that your organization may be suffering from a leadership deficit, these questions can help you assess your leadership gaps.

Are you challenging your people to do their best work?

Complacency can be the kiss of death for companies in competitive spaces that require constant innovation and improvement. Are you pushing your people to achieve and work through challenges, or are you concerned that if you push too hard they will leave? Are you settling for average performance from individuals in key leadership roles because you really don't have anyone waiting in the wings that could replace them?

Can you identify questionable workarounds that circumvent specific leaders?

In his book, *Men Who Manage*, Melville Dalton contrasts official and unofficial organizational charts in companies to determine whose advice is sought most in crisis situations. Workers often develop workarounds to avoid abiding by the dictates of weak leaders. Companies with limited leadership resources often develop ad hoc reporting structures or systems to make up for the shortcomings of poor leaders.

Is your organization a revolving door for talent with real leadership potential?

When good leaders become frustrated and leave a company the business is rarely to blame. The blame usually rests with their leaders. Look for departments that have experienced high turnover. Top talent can challenge weak leaders. Performers want to work with and learn from strong leaders. If skilled leaders aren't present, top talent will defect to competing organizations to find it.

Are your customers suffering?

If an organization is only as good as the people that serve the business, then one can examine customer service and satisfaction ratings to help illuminate potential leadership gaps. Are basic service needs and product improvement requests being addressed? Customer research can help point to deficiencies in key areas from customer service to product development and R&D.

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A VISUAL LEADERSHIP PIPELINE GAP ANALYSIS

Organizations should develop what we call a Leadership Pipeline. Having a strong Leadership Pipeline ensures that the business has the right talent it needs to grow while providing senior leaders with the confidence to push people to perform. Conversely a strong pipeline motivates people to perform, because they know if they don't there is someone waiting in the wings to replace them.

Are top performers leading key facets of the business?

Studies have revealed that 5% of a firm's work force produce 26% of the total output. So it's critical to have top talent leading each functional vertical.



Do you have a strong bench?

Do you have succession plans in place for key leaders? If not do you have a system or plan in place to create a strong bench of talent outside of the organization.

Is there a deficiency in the business?

If there are deficiencies in specific aspects of the business then there may be a lack of leadership in that area.

