Using self-awareness to fill your **leadership pipeline**.

How to bolster your **leadership development programs** when resources are low

There's **something different** about you

Has anyone ever said that to you?
Expressed in the right tone, it's one of the greatest compliments you can receive.

When it comes to the leaders (and potential leaders) within your organization, that kind of difference needs to be noticed and valued. Otherwise, people (such as your high-potential employees) may head somewhere they feel more appreciated.

Another challenge - especially for small and midsize companies who may not have an established leadership pipeline - can be identifying those leaders in the first place. Or if you do have an existing leadership pipeline, your main challenge could be fostering their development in a more innovative way.

What's the main thing you desperately need to convey to high-potential employees and leaders within your organization? We've asked this question to dozens of HR professionals, and here's a good summary of what they've said:

> Employees need to feel valued as people. We want them to like working here so that they stay working here as leaders in the future.

Organizations are scrambling to send this message because it's a huge piece of building their leadership pipeline.

Your "**golden ticket**" to high-potential employees' company loyalty

You're probably stretched pretty thin. In fact, you might be working with one eye on the clock so you're not late for the next meeting.

But no matter how busy you are, your leadership development strategy can't stagnate. And without some help to shake it up, your organization - and its people - could miss out. Here are a few common pain points. Do any of these ring true for you?

- The Baby Boomers in your organization are starting to retire and you need other employees to be ready to fill those roles

- You're trying to figure out the best way to promote from within the company, since that leads to stronger company culture and loyalty

- You aren't sure how to convey to your high-potential employees that they're needed

- You have a slim budget for employee engagement and aren't sure how to get the most out of it.

There's a surefire way to check all four pain points off your list: **give your people something of lifetime value - self-awareness.**

Burning questions about leadership development

Take some time to think about each question below. Jot down your thoughts if it helps.

Your answers will lay the foundation for your new and improved leadership pipeline.

- How do you identify potential leaders?

- Do you know which qualities to look for in potential leaders?

- Once you find potential leaders, how will you create individual development plans?

- How do you measure leaders' successes once they're part of the program?

Leadership development
that works from the inside out

Have you ever seen one of those movies where the main character transforms over the course of the movie from mediocre to amazing?

It's not that they were ever really mediocre to begin with - it's just that they needed a little self-awareness to realize their full potential.

Think of your leadership development strategy like that. And before we get any further, this isn't about waiting for ho-hum staff members to "find themselves" at the company's expense. It's about showing leaders what they're made of.

According to a Deloitte report:

89% of leaders know their organization's future depends on the effectiveness of their leadership pipelines[1] but only...

13% of HR leaders are confident in their succession plans and a whopping...

54% report damage to their businesses due to talent shortages.[2]

So how can you transform your organization's potential leaders (or pinpoint them in the first place) to build your leadership pipeline?

Often 360-degree evaluations are used to build self awareness.

But detailed true/false assessments are a better channel to self-awareness. They're simple, fast, and they get the job done well. In-depth self-assessments like the CPI 260® tool have the highest validity compared to other personality assessments.
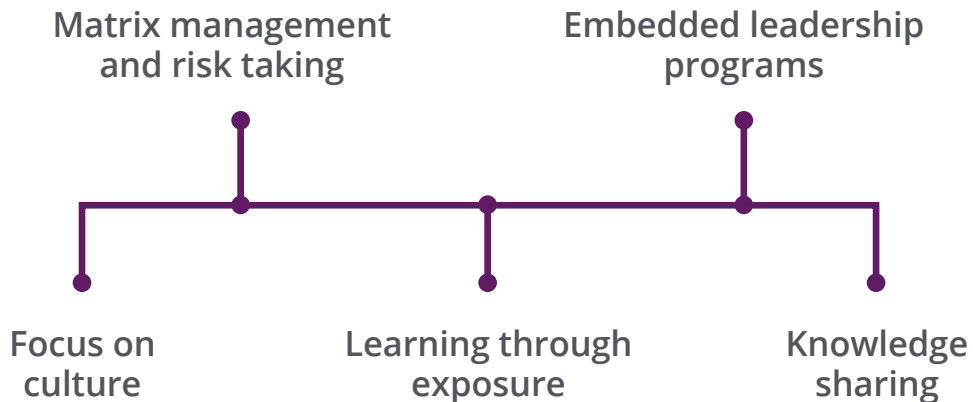
Tools like these are capable of predicting important patterns like manager performance and how dependable an employee is. They enable you to gather enough data to help your leaders improve where they need it most.

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[1] Deloitte report: *Global Human Capital Trends 2016, The new organization: Different by design.*
[2] That's according to this survey of 2,200 global HR leaders.

Want a strong leadership pipeline? **Here's what really matters.**

Whether you utilize a personality assessment or not, some core elements of a strong leadership pipeline need to be top of mind from the get-go. This is what really matters, according to **Harvard Business Review**:

Matrix management and risk taking

Embedded leadership programs

Focus on culture

Learning through exposure

Knowledge sharing

Organizations with a strong pipeline

bring in
37%
more revenue per employee

are 4x more likely to be efficient

(measured through profitability)

So now that we've established what a good pipeline should include, how do you fill it?

Impacting your **leadership pipeline** in under an hour

One of the goals of a leadership assessment like the **CPI 260 tool** is to discover the strengths and behaviors you'd like potential leaders to continue.

Often, a person's management style includes nuances that help them succeed as leaders. A leadership assessment can also help you figure out what they need to improve to prepare for future leadership roles.

Maybe you see a lot of potential in your project manager, but he needs to work on his sensitivity to others' needs. Or perhaps there's a VP on your team who views conflict as a bad thing, instead of as an opportunity to make things better. Once an assessment reveals these issues, you can more thoroughly form a leadership development strategy for that individual. You'll have enough info so that everything from workshops to recommended reading can be successfully modified for each individual.

It's about more than just grooming the next CEO or pinpointing a couple of superstars - it's equipping potential leaders with tactics they can use to transform into the person they want to become. From there, you're left with a leadership pipeline filled with capable people who are enthusiastic about being part of the team.

And what about individuals who are not cut out for the pipeline, or simply don't want to be included? No problem. They're still valuable as team members with their unique skills. But now you know to place your focus elsewhere to meet for your specific pipeline goals.

Look for a
leadership tool that:

- **Provides a detailed portrait** of individuals' personal and work-related characteristics
- **Helps individuals better understand themselves** and how they interact with others
- **Offers real-life applications and practical insights** for training, development, and coaching by presenting suggested next steps
- **Can be taken multiple times** for ongoing feedback on performance (compared to relying solely on traditional manager feedback)
- **Uses constructive comparison techniques** by revealing how individuals score compared to counterparts in the same industry

Let's go back to the CPI 260 assessment as an example. It uses a system of 29 scales measuring each person's responses, grouped into five leadership categories: self-management, dealing with others, motivations and thinking styles, personal characteristics, and work-related measures.

Some of the 260 true/false questions might even seem out of place in a business or leadership context, but they're all methodically devised and calculated to get to the core of the individual. On average, it takes about 35 minutes to complete the CPI 260 assessment. That's enough time to get plenty of unbiased personality data. And the results will give you a wealth of in-depth information that can be transformative for potential leaders.

The CPI 260® assessment was labeled **"freakishly accurate"** by Business Insider. It's like we spoke with the people closest to you and laid everything out on the table. It's even warranted a **"Did you talk to one of my friends or something?"** response on a few occasions. Now that's a good way to get the ball rolling on your leadership development strategy.

What? So what?
Now what?

When you use a tool like this to help bolster your leadership pipeline, you're asking each person to tackle three big questions:

What?
What are the actual results of the assessment?

So what?
What does this information mean? How do you compare to others at your level?

Now what?
What do you do with this information? How can you make a plan to improve in specific areas over a given time?

If the assessment provides enough data, the answers to these questions will be relatively easy to uncover. In fact, the "**what?/so what?/now what?**" trio can easily morph into a pillar of your leadership development plan.

You can even implement progress trackers and have each person take the assessment again in 6 to 12 months to gauge incremental changes.

Measuring true **managerial potential, flexibility,** and more

The CPI 260® Client Feedback Report gives a true-to-life picture of each person's temperament and behavior.

A lifestyle diagram plots scores to indicate whether the person's style is an **implementer**, **innovator**, **supporter**, or **visualizer**. The report offers detailed insight into how he or she scored on **29 scales** including **Empathy**, **Flexibility**, **Managerial Potential**, **Achievement via Conformance**, **Creative Temperament**, and more.

For example, when your high-potential team members score higher than average on the Achievement via Independence scale, they probably prefer independent thinking work, and that they're good at defining personal goals.

Others who score lower than average on this scale probably experience difficulty in vague, unstructured situations - and they need others to specify goals or methods for them.

And that's just one of the scales. The CPI 260 tool is like getting the results of 29 separate assessments all in one.

How do **your leaders** score compared to other leaders?

There's something distinctly different about high-performing employees and leaders.

They're walking the line, climbing the ladder, and building an empire (or at least a department). For them to be truly great, they need to know how they compare to other leaders. A detailed coaching report [**the CPI 260® Coaching Report for Leaders**] helps high-potential employees develop strengths, target areas for improvement, set goals, and plan next steps. Their answers are highly predictive of managerial competencies, with five decades of empirical research to back that up.

In the CPI 260 Manual, you can compare your leaders' responses to responses from large groups of successful managers and executives, both male and female. You gauge how they score next to "the best and the brightest" who - by conventional standards - are on track for continued success and career advancement.[3]

A person's responses to the CPI 260 assessment are highly predictive of managerial competencies.

> The CPI 260 assessment stands out from similar assessments in its thoroughness, the wide spectrum of factors it covers, and the fact that it's easy to interpret.

Matthew Lesser
Senior Operations Manager, Ambassador Enterprises

[3] The CPI 260® Coaching Report for Leaders is based on data collected at the Center for Creative Leadership® (CCL®) from more than 5,600 workshop participants enrolled in CCL's Leadership Development Program from 1995 to 1996. Center for Creative Leadership and CCL are registered trademarks of the Center for Creative Leadership.

Eye-opening feedback
on leadership characteristics

Leadership characteristics can be organized into these **five core performance** areas

1 **Self-management:** self-awareness, self-control, resilience

2 **Organizational capabilities:** use of power and authority, comfort with organizational structures, responsibility/accountability, decisiveness

3 **Team building and teamwork:** interpersonal skill, understanding others, capacity for collaboration, working with/through others

4 **Problem solving:** creativity, handling sensitive problems, action orientation

5 **Sustaining the vision:** self-confidence, managing change, influence, comfort with visibility

For example, if a member of your team needs to develop their capacity for collaboration, you can help them improve for the better in that specific area. Without that insider info, you won't know how to help them, and they won't know how to develop.

You can even narrow down the scores to show only comparative information for leaders in your industry. From there, you can find out what a leader's profile looks like for a specific position (e.g., engineer or financial executive). You can also compare the average scores of individuals in different occupations (such as salespeople vs. accountants) to learn which qualities are more prevalent for each. With the CPI 260 assessment, the normative samples of nearly 6,000 leaders are available for comparison.

From **awareness** to **action**

The right assessment offers practical insights and suggested action steps, so you spend less time trying to understand endless reports and more time helping people move forward to fill your leadership pipeline. Once your organization has a game plan for the pipeline, leaders at all levels can talk about strengths and weaknesses without offending anyone or getting too personal because they have a common language to address issues.

To sum it up, the CPI 260 assessment lets you be the advocate, the coach and cheerleader for all your high-potential employees.

The CPI 260® assessment explained to your employees in 6 sentences

The CPI 260 assessment measures personality characteristics. It provides an accurate description of you, the same way a person who knows you well would describe you. This description includes your favorable and unfavorable characteristics.

Your results on the CPI 260 assessment can help you understand how your personality influences work-related situations. The assessment can also help you discover ways to improve as a leader. It's based on more than 55 years of research and is used internationally.

Helpful links if you're considering the CPI 260 assessment to fast-track your leadership pipeline:

- **Precision Coaching & Development Guide**
- **CPI 260® Client Feedback Sample Report**
- **7 Competencies for Effective, Productive Leaders eBook**

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