



## The importance of integrated leadership profiling, assessment and development



By David Bischof

When asked about strategies to address key business human capital challenges in the Development Dimensions International (DDI) 2014/2015 Global Leadership Forecast, four of the top ten strategies selected by CEOs were leadership based. The four strategies comprise the improvement of leadership development programmes, enhancement of the effectiveness of senior management teams, improvement of the effectiveness of frontline supervisors and managers, and improvement of succession planning. Further findings from the forecast showed that less than two-thirds of leaders were either “highly confident” or “very confident” in their ability to address the challenges of a volatile, uncertain, complex and ambiguous (VUCA) world.

Now more than ever, organisations need to focus on targeted leadership development to ensure that their leaders are prepared to deal with navigating the challenges of an increasingly complex work environment. However, development often occurs within a vacuum based on subjective information, with little or no targeted training of the behavioural competencies required for job success. The clear identification of position Success Profiles is an important first step in identifying behaviours required for success that can be measured effectively in terms of job performance.

Secondly, a robust, methodical, objective and well-validated leadership assessment methodology can provide deep insight into development requirements and potential for succession planning, which is particularly crucial at the front-line level to grow an organisation in a highly competitive environment. Too many organisations tend to base development decisions on difficult-to-develop “psychometric information” while behaviour is an incredibly important and strong predictor of success.

Targeted training, based on the outcomes of an objective assessment of strengths and development needs, is critical to ensure that high-impact development takes place. Furthermore, organisations need to ensure that they assist and support leaders to acquire and apply skills on the job, for maximum effect.

In today’s VUCA world, it is becoming increasingly important for organisations to focus on an aligned and integrated approach to leadership development and talent management to ensure success and longevity.

For a more detailed discussion relating to integrated diagnostic and development solutions, please contact us.

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