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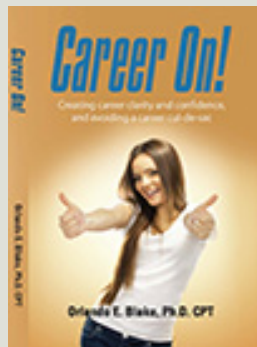
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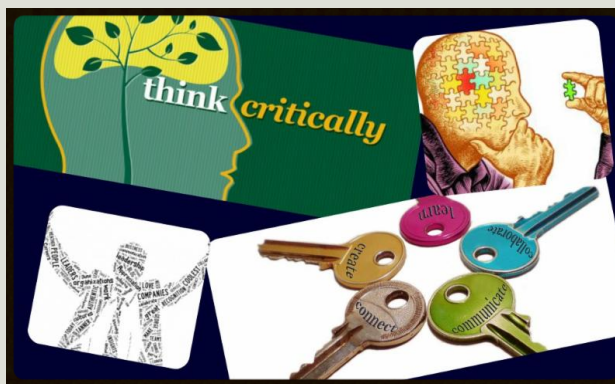
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excerpt

January 2015

Dear Matthew,

**The next generation of company leaders will need to have the ability to create and communicate a corporate vision, inspire others and build relationships.**

Many companies, however, currently lack the talent who will ultimately be able to do these crucial skills. The biggest source of an organization's future leadership has become its own



high-potential employees, revealed in recent research. Companies are more frequently developing their own fast-track employees into future senior managers than they are promoting their current executives into upper management or recruiting leaders from outside their organizations.

Almost 77 percent of organizations studied said that they do not have enough successors to current senior-level managers already working in their organizations. These organizations report a pressing need to develop or acquire their next generation of leaders.



## Build from the ground up

Forty-three percent of organizations are providing the necessary developmental training and coaching to their high-potential employees so they can acquire the requisite skills to become senior-level managers, according to 168 companies nationwide. Thirty-nine percent of respondents are promoting their

**Career On!** is designed to help you develop a fulfilling career. The contents are designed to be a "roadmap" for your career development. This "roadmap" will lead you from where you are now through where you want to be, and how you can get there. Career On! has strategies for sustaining your efforts for the long haul. Keep it handy for use as a "how to" guide and a reference manual in developing your career.  
by: Orlando Blake PhD

### Testimonials

"This was great in allowing me to understand my styles and areas to work on and to really concentrate and do long and short term plans and goals... worthwhile for 3 days to concentrate and focus and really see a clear picture." - **Heidi Buss, President Buss Productions**

"OUTSTANDING! Great learning. Would do it again without hesitation." - **Robert Clevenger, Director of Facilities, Sandia National Laboratories.**  
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now-ready executives to higher management positions, while only 29 percent are hiring executives currently at the same level as those they need away from their competitors, 27 percent are hiring executives with the skills and experiences they want from businesses other than their competitors, and 20 percent are hiring upper management from completely outside their industries.



**More companies prefer to build their own future leaders from the ground up, according to the report.** They are assessing their high-potential employees to identify which ones have the qualities they desire in senior-level managers, and then

providing them with the necessary training, coaching, and managerial experiences to fully grow them into upper management. **Therefore, companies must have a good succession management system which tracks the executive qualities, skills, and abilities that have been the most instrumental in their managers' and organization's successes.**

One of the biggest management succession problems facing organizations is the dwindling pool of currently ready managers that can be promoted into upper management. As the Baby Boomers prepare to retire in great numbers, there are fewer of them to promote to the next level, as well as fewer to recruit from outside their organizations.



### Fit with Company Culture

Also, **more organizations are choosing to develop their own employees rather than recruit from the outside because current managers are more familiar with, and have acquired a greater understanding of, the organization's culture.** Among the major reasons why executives recruited from the outside fail in

## Dr. Orlando Blake

Dr. Blake's 25 years business of experience includes senior executive positions for Warner Bros and Guess? Inc. Orlando is a Founding Fellow of the Institute for Professional Coaching Association at Mclean Hospital a Harvard Medical School Affiliate and a Certified Performance Technologist from International Society of Performance Improvement. Dr. Blake has authored of more than 7 books covering TQM, Conflict Resolution, Career and Personal development, and Leadership.



their new jobs is their lack of familiarity and compatibility or 'fit' with the company's culture.

## Critical Skills Needed



Many employers report that the next generation of leaders lack critical thinking skills, the ability to create and communicate vision and the ability to inspire others. He added that many current employees also lack cognitive readiness-the mental, emotional and interpersonal skills necessary to deal with

**complex, ambiguous and dynamic environments.**

According to the studies, the seven core competencies required for leaders in the 21st century are:

- **problem solving**
- **problem solving**
- **intuition**
- **communication**
- **attentional control-** "memory capacity and the ability of an individual to store and retrieve data"
- **sensemaking-** situational awareness or the ability to detect outliers that do not conform to expected patterns
- **metacognition-** "essentially mindfulness, the ability to think about your thinking."

*Adapted from: Human Capital Institute; Talent Quest; Success Factors; Pearson Talent Lens; and McBassi & Company research reports.*

Leadership development is one of those topics that is necessary. Take the time to develop leadership effective management skills through training. The company and your success depends on it.

Sincerely,

*Orlando Blake, PhD, CPT*

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