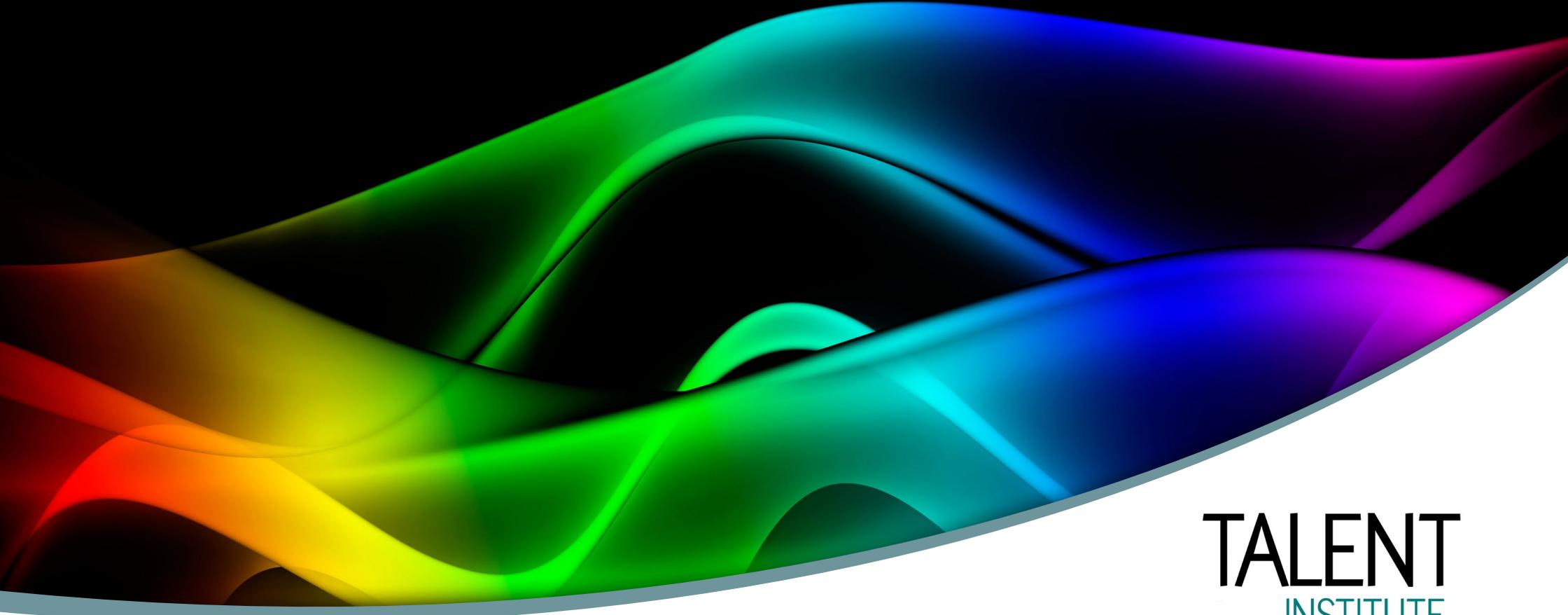


Executive Selection

Critical Questions When Promoting From Within

An abstract graphic consisting of several overlapping, wavy bands of color. The colors transition from dark red and orange on the left, through yellow and green, to cyan and blue, and finally to purple and magenta on the right. The bands have a soft, glowing appearance with some darker shadows, giving them a three-dimensional, liquid-like quality. The graphic is set against a black background and curves upwards from the bottom left towards the right.

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Successful leaders think strategically about challenges, take action to address them within the organizational context, and influence other stakeholders to drive the institution towards desired performance outcomes.

When considering internal candidates for possible appointment into executive leader roles, you may wish to ask yourself the following questions:

Leaving the Comfort Zone

1. Do I trust this person's judgement in complex, ambiguous situations?
2. Has his / her decision-making been tested when leading a team outside of his / her area of expertise, and in situations of great complexity and ambiguity?

Emotional Intelligence and Political Savvy

3. How effectively does the person read and respond to interpersonal dynamics in sensitive, high-stakes and complex situations?
4. Does the individual understand the power of his / her words and actions on others, and quickly create alignment among stakeholders with divergent interests?
5. Can he / she successfully navigate politicized situations where personal relationships and a cooperative style are not sufficient?

Motivating and Developing Others

6. Does this person have a track record of building high-performing teams?
7. Is he / she willing to hold people accountable when they fail to meet objectives?
8. Does this person create an environment where people feel motivated to contribute, while also holding others to high standards?

Flexibility and Openness to Feedback

9. Does the individual show the mental flexibility to quickly evolve his / her thinking based on others' inputs?
10. How does he / she react to feedback, or criticism, of their ideas?
11. Does he / she really listen to substantive input from people who know? Does he / she seek it out?

Molding Others

12. Is talent development a priority for this executive? How has he / she demonstrated that it is a priority?
13. Are there individuals in the organization whose careers have been shaped through their relationship with this individual?

Big-Picture Thinking and Leading Through Change

14. What are this person's strengths? Does he / she come up with the big ideas? Is he / she most skilled at executing an idea from elsewhere?
15. In past situations of change, what was the individual's role in developing the vision, influencing and motivating others to embrace the idea, and driving to a result?

Warning Signs of Bad Promotional Decisions

There are six warning signs that will alert you to the fact that your newly promoted executive is headed for trouble:

- Being 'lost in scope' (struggling to deal with increased complexity)
- Excessive stress (overwhelmed by new responsibilities)
- Employee complaints (high level of angry defensiveness and an unwillingness to listen to feedback)
- Excessively insular (not reaching out, and being increasingly territorial)
- Lack of sponsorship (does not have a strong base of support)
- Delayed or bad judgement calls.

The Bottom Line

Strategic leadership is needed to achieve goals, drive performance, and align short-term action with long-term direction.

Leaders face the challenge of getting everyone from the executive team to the front lines moving in the right direction together.

Recommendation

In addition to your own assessment of the candidate's leader capability and potential, you may wish to consider a comprehensive online psychometric assessment that will alert you to strengths and possible risk factors in the person's profile.

Given the business impact of a bad promotional decision, an upfront investment in talent analytics will be wise.

About the Talent Institute

The Talent Institute is a privately held boutique professional services firm that specialises in strategic talent management consulting. Specifically, we focus on helping clients develop and implement strategies and practices to more effectively manage the selection, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our core competency lies in our ability to interpret talent analytics in the context of strategy and business impact, and the use of predictive intelligence to inform risk mitigation, capability development and talent investments.

Grounded in organizational psychology, we leverage research, analytics, expertise and industry insights to enable business performance by removing the guesswork from making decisions about people.

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