

# INTELLIGENCE

## Succeed to Lead

By Eva Kaplan-Leiserson

Why do executives fail? Some, as we've seen in high-profile cases over the past couple of years, fail because they're unethical, and their misdeeds are brought to light. But others fail quietly, lacking competencies or development. This month we'll examine new studies on those topics. Next month, we'll look further at the executive function and

examine succession and the coming talent drain.

The Hay Group spent the past two years studying the roles and competencies of 600 leaders from companies such as IBM, PepsiCo, and Unilever. The results were published in their white paper "Towards a More Perfect Match: Building Successful Leaders by Effectively Aligning People

and Roles." Key findings:

- The topography of executive roles has changed dramatically due to rapid growth, flattening organizations, and shifting business strategies.
- Three categories of executive roles exist: operations, advisory, collaborative. Each requires its own skills and behaviors, and moving a leader from one type of role to

Executive competencies and their development

another without proper development puts the success of the person and company at risk.

- The collaborative leader role is gaining ground in flatter organizations. But that role can be challenging for leaders accustomed to more traditional positions.

The study results, the Hay Group says, raise questions about traditional assessment methods and make a case for rethinking how leaders are selected, developed, and promoted.

◀ [More/ www.haygroup.com/library/working\\_papers/towards\\_a\\_more\\_perfect\\_match.asp](http://www.haygroup.com/library/working_papers/towards_a_more_perfect_match.asp) (registration required)



Right Management Consultants surveyed HR managers to determine the competencies they judged most important in executives and other leaders. Communication skills and vision topped the list, with honesty just slightly behind. Areas most needing improvement: engaging people in the vision and strategy, developing subordinates, and communicating.

One way that execs can develop their skills is through coaching. A separate RMC survey of 100 senior executives who participated in coaching programs found a six-fold return-on-investment. Seventy percent of those surveyed valued the program at US\$100,000 or more. Thirty percent said it

was worth between \$500,000 and \$1 million.

The tangible results included improved productivity, higher-quality work, and greater organizational strength. Intangible results? Better relationships with direct reports, supervisors, and colleagues; improved teamwork; and higher job satisfaction.

◀ [www.right.com](http://www.right.com)

### Reality Check

Instant messaging isn't just

for teenagers anymore.

America Online, supplier of one of the most popular IM tools, recently released findings from its second annual trends survey. The company polled users of various instant messaging services. The results show that IM is rapidly becoming a serious work instrument.

For example, 27 percent of respondents said they use IM to talk with co-workers. That's a 71 percent increase over last

year's figure of 16 percent. And nearly three-quarters of workplace IM users say that the tool has had a positive impact on their work life.

How do people use IM at work? To

- communicate with colleagues (70 percent)
- get answers and make decisions (63 percent)
- interact with clients or customers (34 percent)
- avoid a difficult conversation (11 percent).

Other ways people

## BizzBizzBizzBizzBizz

the buzz about small business

**Small businesses are looking to hire recent college graduates**, says trend-spotters The Herman Group. Smaller organizations want employees who are creative, entrepreneurial, collaborative, and multi-talented. They're finding those

qualities in recent grads who are educated but who haven't yet learned bad habits. These young people are eager to learn without a weary "that won't work" attitude.

They also want to make their mark as soon as they can.

As more small organizations discover this source of talent, recruiters from those companies will begin to visit college campuses.

◀ [More/ www.hermangroup.com/alert/archive\\_10-6-2004.html](http://www.hermangroup.com/alert/archive_10-6-2004.html)

## Survey Says:

### Corporate University Best Practices

Best-in-class corporate universities blend online and classroom training to maximize effectiveness, says a new study by consulting firm Best Practices. Companies surveyed, including Accenture, Blue Cross Blue Shield of North Carolina, Cisco, and others, used e-learning to provide training, but also offered classroom courses for subjects needing a high degree of interactivity, such as leadership development.

Other corporate university best practices include

- building a business case and mission for the training
- identifying competencies
- developing a curriculum
- measuring the impact of the university.

◀ [www3.best-in-class.com/br31.htm](http://www3.best-in-class.com/br31.htm) to download free white paper

are using IM at work include gossiping about co-workers or bosses, checking in with family members, flirting, and looking for new jobs.

Send press releases or short articles on news, trends, and best practices to **Intelligence**, T+D, 1640 King Street, Box 1443, Alexandria, VA 22313-2043. Email [intelligence@astd.org](mailto:intelligence@astd.org).

## T+D Blog

Have you visited the *T+D* Weblog? It provides more training and learning news, trends, thoughts, and links, with entries written several times a week by this *T+D* editor.

➤ <http://tdmagazine.astd.org>, then scroll down to the blog button on the right side.

## How to Deal with



# Drainers

**Y**ou'll find them in many workplaces: the woman who talks at you rather than with you, the man who gives you a stomachache every time you interact with him, the woman who puts you to sleep. Those three types of drainers are identified by Morrie Shechtman, author of *Fifth Wave Leadership*:

*The Internal Frontier*. How can you deal with drainers? Shechtman offers these tips.

**Set clear boundaries.** Spell out your expectations and then follow through. You'll most likely gain the drainer's respect.

**Provide honest, caring feedback.** Tell the person how you're experiencing her. By doing this tactfully, you're doing her a favor.

**Don't apologize.** If you do so, the drainer may not take you seriously. People aren't as fragile as you may think.

**Be alert and intervene early.** The closer to the incident you give your feedback, the more meaningful it is.

**Realize you most likely won't get fired.** When confronting your boss, know that few people are fired for telling the truth.

**Remember that integrity means more than your job.** You must be willing to walk away if your integrity is challenged. Otherwise, you leave yourself open to emotional blackmail.

➤ [More/ www.fifthwaveleadership.com](http://www.fifthwaveleadership.com)