



# Executive Leadership NOW Program Comes to Denver

**Y**our most valuable resource is your people. In the NAA Education Institute (NAAEI) Executive Leadership NOW Program, executives learn how to maximize this resource and solve current business challenges by driving employee engagement.

This program began this year and focuses on tactics for building engagement in a fast-paced work environment. It is designed to introduce concepts, strategies and tools that assist leaders in building their leadership brand, maximizing strengths and unleashing the human potential within their workplace.

The NAAEI Executive Leadership NOW Program incorporates the findings of Gallup's extensive and ongoing research. Gallup, Dale Carnegie, Franklin Covey and the NAAEI Leadership Lyceum Program will be a part of the 2014 NAA Education Conference & Exposition in Denver on June 18-21. A Leadership Track will be included among the scheduled events. Learn more at <http://educonf.naahq.org/breakout-sessions/>

## Leadership Training Schedule at a Glance • Denver

### Thursday June 19

9 a.m. - 10:30 a.m., Ercell Charles, Dale Carnegie  
10:45 a.m. - Noon, D.J. Olojo, Gallup

### Friday June 20

8 a.m. - 9:30 a.m., Susan Packard, Thought Leader  
2:15 p.m. - 3:45 p.m., Rosanna D'Orazio, Franklin Covey

# The Ideal Leader

BY STOSH WALSH

Companies spend billions of dollars each year on leadership development, and there is an urgent need to ensure that the next generation of executives is prepared to lead; however, the overwhelming number of leadership theories and programs are confusing.

What criteria should businesses use to judge whether someone is ready to lead? And how can decision-makers know if someone is likely to succeed in a leadership role?

Companies must carefully select, intentionally develop and strategically deploy leaders for businesses to prosper.

Gallup has researched leadership for 40 years, interviewing and studying more than 50,000 leaders in many different industries, including healthcare, education, government, financial services, manufacturing, retail, hospitality and telecommunications. This long-term study has yielded two crucial insights:

- Leadership is best understood as a set of roles in an enterprise. These roles differ in tasks and responsibilities, but viewed together, they provide a complete picture of the leadership needs of a company and how those needs are met.

- The best performers in each leadership role invariably possess the talent and experience to meet the needs of the role and, by extension, the needs of the enterprise.

The first insight defines roles, or the kind of leadership the enterprise needs, while the second insight refers to individual fit, or whether an individual has the right talent, skills, knowledge and experience for a given role. Together, these two considerations not only define the leadership needs of an enterprise, but they also provide a road map for selecting leaders, providing individual and team development and managing succession throughout the company.

Above all, this research asks businesses to rethink their definition of leadership—and who leaders are. Companies should not assume that the term “leadership” applies only to C-level officers or to individuals with particular personality traits. Our research shows that business success depends on a set of leadership roles—and finding the right leaders to fill those roles requires a disciplined and systematic approach to selection, development and succession planning.

Given the dynamic nature of businesses and markets, one of the most complex and difficult challenges facing every enterprise is selecting, developing and deploying leaders at all levels to meet current and future needs. To meet this challenge, businesses must understand the demands of leadership at different organizational levels and within different roles.

Most successful enterprises require four distinct kinds of leaders:

- Executive leaders navigate toward a desired future. They outline an ideal future state and collaborate with other leaders to bring that state to fruition. Executive leaders constantly adjust enterprise activities and communicate, direct and align strategy, goals and resources to make the vision a reality.

- Senior leaders are responsible for profit and loss and they work across functions to achieve business aims. They plan and execute at a macro level, recognize external factors that affect the business and position the company to capitalize on market trends. They serve as hubs of information, ensuring that the leaders, managers and employees—and the teams and work-groups—within their chain of command understand the vision set by the executive leadership team and they pass information from the field to the executive team.

- People performance leaders accomplish their goals by working through the managers they lead. They set the stage for effective performance management and engagement throughout the organization by ensuring that managers and employees have clear expectations and defined career paths. They guide others by coaching and mentoring and promote a strong working environment by creating bonds and promoting engagement among employees.

- Performance leaders grow the business by improving efficiencies, maintaining discipline toward meeting business goals, troubleshooting, innovating and monitoring key metrics.

## Selecting, Developing, Deploying Leaders

Each leadership role is crucial; if one role is missing, the other roles lack necessary information, response systems, resources or direction. Organizations must be strategic in their selection and development of leadership if they expect to thrive.

To give a business the best opportunity to win, leaders should be selected for given roles because they have the natural ability to thrive. After they are selected, leaders should have opportunities to grow and develop in ways that will help them better meet the demands of their respective roles. This customized approach reduces the temptation to provide ineffective, “one-size-fits-all” training and allows leaders to focus on the areas that will make them most successful.

Finally, leaders must have the autonomy and authority to execute in their spheres of influence. Using this approach to integrate leadership throughout the company creates the greatest opportunity to thrive and win in a competitive marketplace. ■

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*Stosh Walsh is a Talent Management Consultant at Gallup.*