



COMMON GLOBAL LEADERSHIP ISSUES

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THE NEXT 10 YEARS ACCORDING TO COVEY, PETERS AND BLANCHARD

Major challenges facing global leaders, which will determine critical success or failure:

- **The ability to attract, tap into and keep talent**
- **The development of leadership potential**
- **Tapping into the individual's creativity and resourcefulness will create competitive edge for organisations**
- **Global changes/challenges require leaders with flexibility and a solutions approach at every level of the organisation**

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COMMON GLOBAL BUSINESS CHALLENGES

- **Globalisation brings an expanded pool of competition - More cost effective products and services**
- **Shortening of product life cycles (most goods have developed the life cycle of fashion items)**
- **Greater degree of choice = Greater degree of product parity and competition**
- **Lack of alignment between functional strategies and business objectives reflects lack of appropriate high-level executive skills**
- **An endless hunt for talent**

THE ENDLESS HUNT FOR TALENT

- **Increased Globalisation and integration in European, American, Russian, Indian, Chinese and African markets = Increased competition**
- **Increased cross border commerce = removal of barriers to mobility**
- **Skills shortage globally (outsourcing - project/contract workers)**
- **Skills shortage represents a real risk**
 - survival of company in global environment
 - national competitiveness
- **Increased emphasis on leadership development**

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LANDELAHNI ASSESSMENTS

A SOUTH AFRICAN CASE STUDY

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THE SOUTH AFRICAN BUSINESS CONTEXT

- **Globalisation (multi nationals returning/ local companies expanding internationally)**
- **Business transformation (closed, isolated economy to a competitive market)**
- **Gender and race diversity**
- **Economic growth = more and different skills**
- **Leadership skills shortage**
- **Climate of mistrust, nepotism and diversity intolerance**

USED SUCCESSFULLY FOR

- **Identification of high potential candidates**
- **Evaluate leadership gaps**
- **Integral part of search process for transparency and confirmation (performance is contextual)**
- **Transferability of skills and experience to different industries and positions**
- **Legislative, fairness, transparency and objectivity**

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SOME OF THE BENEFITS REALISED

- **95% success rate on promotion from middle management to senior management**
- **97% success rate on promotion from Senior Management to Executive Management**
- **40% of executive appointments in last 2 years are Female Executives (compared with less than 10% previously)**

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FURTHER BENEFITS REALIZED

- **Strategic partnering with clients ensures loyalty and repeat business – not only reliant on personal relationships**
- **Executive / Management Audits and Internal Executive Selection have substantially increased**
- **Created a paradigm shift – introduced ‘Young Turks’, as opposed to recycling same individuals**
- **Transparency of process increased our business with highly politicised corporates and government.**

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DEBUNKING COMMON MYTHS

*Everybody can count how many seeds are in an apple,
but does anybody know how many apples are in a seed?*

Chinese Proverb

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Myth:

“Past experience is the most reliable indicator of future performance”

Reality:

The “Peter principle” proves this is not so. Performance is contextual. The rate of change in business is so great that requirements from one position and environment to another differ substantially

Myth:

“Assessments are not relevant for or is an insult to successful senior executives”

Reality:

The world is changing so fast that all senior executives need to adapt and change at a pace previously unheard of

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Myth:

“Past success is the most valid indicator of future success”

Reality:

Successful leaders of yesterday are not necessarily the leaders of the future

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Myth:

“Personality profiling is equal to Assessments”

Reality:

Personality profiling is a tiny % of Assessments and has limited value

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Myth:

“Assessments do not add real value to the client at Executive level”

Reality:

A Board or CEO who appoints a candidate knowing their strengths and weaknesses, leads to a more successful long term relationship

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Myth:

“Assessments are peripheral to the search and selection process”

Reality:

Assessments are becoming an integral component of a successful search and selection process

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COMPETENCY BASED ASSESSMENTS USE:

- **In-Trays**
- **Case Studies**
- **Presentations**
- **Leaderless Group Discussions**
- **Counseling and Coaching exercises**
- **Decision Analysis**
- **Other such Telephone Prospecting, etc**

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RELIABILITY AND VALIDITY

LM & SM Spencer (Competencies at Work) report validity correlations of different selection methods between actual job performance and potential:

- **Assessment Centres** .65
- **Work Sample tests** .54
- **Ability Tests** .53
- **Interviews (behavioural)** .48
- **Biodata** .38
- **References** .23
- **Interviews (non-behavioural)** .05 - .19

EXECUTIVE ASSESSMENTS

- **Should complement a good interview process**
- **Used in conjunction with interviews and references, gives comprehensive information on the capabilities of current employees and prospective candidates**
- **Are the most objective and reliable method assessing current levels of mastery on competencies required**

BENEFITS FOR THE COMPANY TO USE

- **Credibility and transparency**
- **Transparency gives increased focus on Corporate Governance**
- **Real value add to Executive and Management Audits (resources, capacity and development needs in the context of business strategy and environment)**
Vital for:
 - **Identifying development needs**
 - **Internal promotion considerations**
 - **External appointments**
- **Objective and fair assessments lead to employee buy-in (especially when bringing in new leadership)**
- **Objective and fair assessments lead to union buy-in**

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