

Where Are All Of The High Potential Leaders Going?

A recent *Forbes* article by Korn/Ferry states that over 50% of C-Level executives will retire in the next 5 years. This exodus of leaders will cause a major shortage in talent. Now, more than ever, companies must focus on the importance of growing leadership & talent at all levels of the company. Not just C-Level talent.

So how do you fill your organization up with high potential leadership?

In a previous article: **How to go from good to great! High Potential Leadership**, we discussed some key attributes that great leaders possess. (If you missed this article, please contact us and we will send it right away).

In this article, we will discuss some “best practices” in the development of your high potential employees.

Please note that leadership development is demanding and challenging.

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Are You Developing High Potential Leaders?

Three Types Of Conflicts That Can Cause Distress

When conflicts occur, they typically fall into three categories: Intrapersonal (Me-Me), Interpersonal (Me-You), and Personal/Functional (Me-Job).

When conflicts happen, often you experience decreased performance, higher anxiety, demotivation, lack of engagement, and an energy drain.

Intrapersonal (Me-Me) Conflicts –

These conflicts are often caused by having two natural tendencies and the need to suppress one of them.

For example, someone that is driven by immediate results but also has a need for the task to be done perfectly will experience this conflict. These two behavioral styles require different energies. The results driven behavior tends to like an active fast environment, the perfectionist behavior likes to take their time, and do it right. You can quickly see how this can cause some distress. This is like having one foot on the gas and one on the brake. It burns up a lot of energy.

Interpersonal (Me-You) Conflicts – These conflicts occur when two people that have very different behavioral styles try to interact with each other. This happens at all levels of interaction; at work, with family, in relationships, and among friends. Conflict between people is not always a bad thing. When conflicts are handled well, they can be productive, lead to a deeper understanding, and increase mutual respect. When they are not handled well you may feel resentment, hostility, and have un-repairable relationships.

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And that is why we have a shortage. If it were easy, we would not have a shortage.

Here are some areas to address to ensure your company has the “HiPo” leadership for the future.

1) Develop leaders at all levels of the company – not just the C-Level. Start investing in the development of your people right away; from entry-level all the way to the C-Suite. Recognize the high potential talent that already exists in your company. Leaders are not born leaders, they are developed.

2) Leadership assessment. Before developing a leadership program, assess where they are today and identify their strengths and weaknesses. You cannot improve areas if you cannot measure them. What gets measured... gets done! A good assessment will give you areas to work on and a baseline for development.

3) Build an action plan. Once the leadership assessment is complete, discuss the results with the participant(s) and their supervisor(s). Find out how their strengths & weaknesses can be further developed to enhance their leadership skills. Focus on developing the most important areas as it relates to the overall business strategy & goals.

4) Develop a career path. Talk with the high potential leaders to discuss their overall future with the company. Be sincere and find out what they want to accomplish and how you can help. *What is their career vision?* Once identified, tie it into their leadership development action plan.

5) Create a mentoring program. Mentors are a great way to help in the overall development of your High Potential leaders. The mentor must be interested in the success of the mentoree. Talk with the future leader and discuss possible mentors. Then ask the mentor before moving forward. This cannot be a forced mentorship program.

Learn
Encourage
Aim
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Enthusiastic
Results
Successfully

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6) Follow up and track progress. If there is not any follow up and coaching along the way, the results may not be what you are expecting. Have a systematic follow up and tracking process to ensure success. This will help keep your leaders from getting too far off track.

Building your pipeline of high potential leaders takes a commitment from the top. These steps will put you on the right track of developing high performance leadership at all levels of your company... before it's too late and all of the great talent is gone.

If you have any questions about this article, or how we can help you develop your high potential leaders, contact us today! ♦

“You have to learn the rules of the game. And then you have to play better than anyone else.”
~ Albert Einstein

Leaders are not born



Leaders are made

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WWW.USDEBTCLOCK.ORG

USDebtClock.org is dedicated to providing the most accurate up-to-date debt information possible. The numbers are provided in a way to give a complete real-time snapshot (financial condition) of the country's balance sheet. The site not only provides U.S. debt, but also state-by-state debt and compares public debt to GDP ratio for other countries as well. ♦



Lung Cancer Awareness Month

Lung Cancer Awareness Month (LCAM) is a national campaign dedicated to increasing attention to lung cancer issues. By organizing rallies, distributing educational material, holding fund-raising events, contacting Congress, and speaking to the media, those involved in LCAM bring much-needed support and attention to a disease that each year kills more people than breast, prostate, colon and pancreas cancers combined. ♦



For more information, please visit [The Lung Cancer Alliance](http://TheLungCancerAlliance)

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Personal/Functional (Me-Job) Conflicts – These conflicts happen when a person’s natural behavioral style does not match the behavioral demands of the job. The amount of conflict and energy drain is related to the length of time a person needs to adapt or modify their behavior. Anyone can adapt to a situation, the real question is: How Long can they adapt.

For example, a person that has the behavioral need to interact (talk) with a lot of people will struggle doing a job that requires minimal or no interaction with people. It is not that they cannot do the job, (they may be great at it) it just takes a lot of adapting to get it done. By the time they go home from work their energy has been drained.

When a person is drastically mismatched with the job, it takes a lot of energy to adapt/modify and can lead to volatile relationships, accidents, and health problems.

It is estimated that between 60 and 80% of all workers are in the wrong job.

Handling/Resolving Conflict

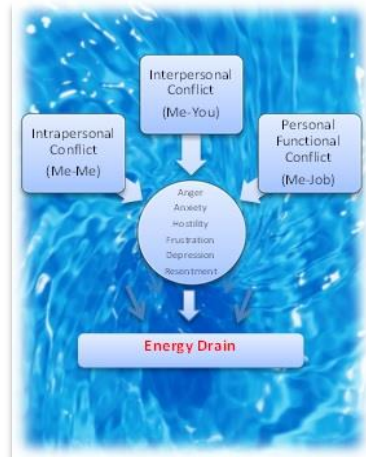
Obviously there are many ways and opinions on how to handle conflict.

Here is a simple system to help you overcome the conflict.

- 1. Identify & define the conflict/problem/issue.** Is it Intrapersonal (Me-Me), Interpersonal (Me-You), or Personal/Functional (Me-Job) Conflict? Once identified, define the conflict.
- 2. Brainstorm possible solutions.** Generate a list of ideas to solve the conflict. What obstacles are standing in your way? Focus on your overall goal for resolution.
- 3. Narrow down the solutions.** Consider the pros & cons of each solution and select the best ones to handle the issue.
- 4. Create an action step for each solution.** This will help break down what is necessary and sufficient. Set target dates for the completion of each action step.
- 5. Follow up.** Have you overcome the conflict/problem/issue? Are there any other needed things to complete?
- 6. Get a coach.** A professional coach can help you with your conflict resolution. They may see areas that you may not have identified or have missed. Coaching will keep you focused and accountable in the achievement(s) of your objectives.

If you have any questions about this article, or how we can help you with your conflict resolution, team building, performance leadership, and/or hiring needs, please contact us today! ♦

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One Minute Ideas

Interesting Facts About YouTube...



YouTube is the second largest search engine after Google. (Bigger than Bing, Yahoo!, and Ask combined)

In 2013, YouTube had more than 72 hours of video uploaded per minute – or over a decade of content every day

Over 4 billion hours of video (over 450,000 years’ worth) are viewed each month on YouTube

Over 1 billion unique users visit YouTube – each month

Each month, more than 6 billion hours of videos are watched on YouTube. That’s about an hour for each person on Earth

Most of YouTube’s traffic – over 70% – comes from outside the U.S.

YouTube reaches more adults aged 18–34 than any cable network

People watch 1 billion views a day on YouTube Mobile

As of 2013, the most viewed video on YouTube is “Gangnam Style,” added in 2012. It was the first video to get over 1 billion hits. ♦

Source: RadomHistory.com

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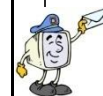
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Exceptional SALES

Competent, confident salespeople have some attributes in common that they use as they move through the sales process. This **SALES acronym** will help you to keep focused on your prospects and close more sales.



Solutions – Show how your product or service will help them achieve their desired results.

Advantages – detail and demonstrate your product’s advantages as it relates to their needs and wants.

Listen – let them talk and ask questions. Listen and respond accordingly.

Explain – tie in and explain the benefits they will receive based on the advantages your product/service offers.

Succeed – if the steps above are done correctly, everyone wins.

Happy Selling! ♦

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“Internalize the Golden Rule of sales that says: All things being equal, people will do business with, and refer business to, those people they know, like and trust.” ~ Bob Burg, Author of Endless Referrals & The Go-Giver



Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
SHRM Learning System® is the preparation course for the HR Certification Exam <i>(Every other Saturday)</i>	Every Other Saturday 02/22/14 – 05/3/14	8:30AM – 4:30PM	www.cbu.edu/shrm
The Accountability Experience™ is a one-day workshop that helps participants discover the powerful personal and organizational benefits of individual accountability.	TBD	8:30AM – 5:00PM	Click here to Register
The Coaching Clinic® is a two-day workshop for executives, managers and leaders to experience and learn coaching skills and competencies.	TBD	8:30AM – 5:00PM	www.harmonycc.net/coaching-clinic.php

