

MONTHLY MENTOR

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For twenty five years, the Monthly Mentor has been a value added service to encourage our employer and candidate clients in their Personal & Professional Development.



SOLVING THE EXECUTIVE LEADERSHIP TALENT CONUNDRUM

By J.B. Hunt

This is the first Monthly Mentor article in our 2014 Enterprise GPS series; Solving the Executive Leadership Talent Conundrum. Each month we'll break down a significant aspect of our system and share Level by Level mission critical performance standards and competencies that will help you benchmark, identify, select, onboard, develop and/or performance manage any and all key leadership positions within your domestic or global organization.



The Enterprise GPS Architecture links Performance Standards and the associated Competencies to each specific job. While our focus is on executive search and selection, we'll make it vividly clear how you can apply “YourCompany” GPS to Succession Planning, Development and Performance Management in identifying the Competencies that the candidate needs to possess and/or Develop to be ready for a current or next level position.

Further, we'll discuss how to best assess individuals against specific competencies and offer performance interview questions you can use to scorecard current, internal or external candidates for each and every position.

Every organization struggles with having the right people in the right seats in the right vehicle designed to navigate the ever changing business environment.

Getting results, the right way at the right time is every individual leaders mandate, yet it's extremely rare that this occurs because more often than not, most enterprises and individual leaders don't even measure some of the most important things.

In my 20+ years studying and analyzing organizations, corporate cultures and business leaders, I have observed that there are two primary reasons people fail in their jobs: because they are working at the wrong level and/or they are focused on only one or two measures (usually financial) vs. the whole job.

J.B. Hunt

The typical job description tends to be about duties and responsibilities with a set of requirements like ten years of experience in the functional vertical and something brilliant like good or excellent written and oral communication skills. I have yet to see a job requiring poor written and oral communication skills. Don't laugh until you look at your job description requirements. With a Enterprise GPS, traditional job descriptions are replaced with an Accountability Performance Scorecard focusing on both the top KPI's/Goals and both hard and soft Performance Standards required for the whole job.

A candidates resume is often an explanation of duties and responsibilities, with a few activities and sometimes punctuated with some enterprise results their department contributed too.

The Enterprise GPS puts the focus on results. While financial results are almost always the only measure that people look at, that's just part of the job. Not focusing on the whole job and keeping the focus exclusively on short term results is in fact the reason there is so much dysfunction in most companies. Sustainable results can only be delivered on purpose and too often unmeasured opportunity costs are in the many millions of dollars.

In many organizations, performance measures are most often not results because most leaders are so busy with activities reacting to whatever appears to be urgent that day. No one should ever confuse activity with results, but on a day-to-day basis, most do.

When I say people are working at the wrong level, I don't necessarily mean they are under or overqualified for their jobs. I mean, they personally produce results that should be generated

at one or two levels below. The lean and delayed organizations we all work in only heightens the fact that this is at the expense of the work they should be doing, which goes undone or worse, gets done by their boss, which means their boss is working at the wrong level too. I hope you are beginning to get the point, but keep reading and stay tuned as each Monthly Mentor in the series will hit home for your personal role and organization.

What I see most often is leaders spending much of their time solving today's problems personally and not spending enough time anticipating and planning for the future or developing their



people. Business performance suffers because leaders are not prepared for the inevitable new challenges. The Enterprise GPS addresses this deep-seated, long-standing problem by defining the purpose for each level of the organization and the specific results required of leaders at that level to ensure long- and short-term business success. Further, to make people below them successful, leaders have to pass down the things required for them to succeed. These are defined in the Enterprise GPS and we'll share everything you'll need to know throughout the series.

At every level of leadership, Business Result must be delivered. At every level of leadership and every functional vertical, the accountabilities are different, but all must be rowing in the same direction in order to achieve the business results that best serve the customer, shareholder and stakeholder alike.

Irrespective of how large your organization is, there are only Seven Levels of LeaderShift. In most organization, there are less than Seven Levels, but all the results outlined in the Enterprise GPS must be assigned. In the series we'll focus on the results each Level must deliver. Equally as important we'll describe what each Level should enable others to deliver. The last sentence is a mission critical point. Notice I said what each layer must enable, meaning they should not personally deliver what they should enable others to do.

For every job, the right expected Results should be clearly defined. Clearly defining the whole job and pre-determining what Full Performance looks like inclusive of a what's outlined above is the only way to assure or even know the measure of success. Equally as important is being very specific of what the definition of Exceptional Performance is. If you don't, many people who simply "Meet" Full Performance will think they "Exceeded Expectations" and thus unjustifiably expect to be rewarded for Exceptional Performance.

Finally, each of the Seven Levels of LeaderShift requires a different set of work values. The value shift is the most important thing that needs to occur. Working hard and delivering results is a given, but the results they should deliver need to be different in each job and at each level. In any kind of transition, if a shift in work values does not occur, it will guarantee that the manager will be working at the wrong level. It's common for someone to be promoted, moved up, receive a pay raise, but Not do the new work. Instead, they cling to the work from their previous Level. Most new leaders are not making the transition.

In the next Monthly Mentor we'll get specific and provide details you can easily and effectively apply immediately within your own environment irrespective of the process, methodology or tools currently employed in your organization.

Feel free to reach out to us with any questions, now or in the future. We'd welcome your inquiry and feedback.

J. B. Hunt is a Managing Partner at Hunt Executive Search/The Hunt Group, a boutique executive search firm that provides human capital solutions to consumer goods, life sciences and diversified industrial space.

CONTACT J.B. HUNT:

212.861.2680 | 800.486.8476 | info@huntsearch.com

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