

## **Effective Leaders Will Produce Results**

**by Jeff Freedman**

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**Question: How can I develop leaders who will grow my business?**

**Answer:** Effective leaders do matter. They drive results, values, culture, and employee satisfaction. They shape critical outcomes, including customer delight, morale and profitability. Successful leaders develop highly satisfied employees. Highly satisfied employees get results.

Three key actions you can take today to enhance how you develop leaders are:

- Implement a short list of well-defined leadership competencies linked to executing your business strategy;
- Target development before, during and after each leader's respective transition to a new role; and
- Address both the "what" and the "how" in performance and development plans.

Start by defining the top 10 business critical competencies required of leaders across your organization to execute your three- to five-year business strategy. For example, "create competitive and innovative business plans" or "recruit and grow great talent."

Ensure you gain board and senior executive buy-in and have linkage to your company's core values, pay-for-performance compensation, and hiring criteria, and with individual development action plans, talent planning, and promotions.

Secondly, recognize all leaders pass through common developmental stages as they advance in their careers. From supervisor, to midlevel manager, and on to executive, each requires a new worldview. To be successful, they must walk, talk, act and think differently. What they spend their time focused on, with whom they interact, and the time horizon for making decisions all change with each leadership level.

You win as your leaders develop by gaining experiences they need to succeed in bigger roles, while maximizing performance in their current assignment. The key is ensuring each leader's development action plan is relevant and tailored to your

business strategy and their career level and aspirations.

Lastly, to sustain high performance, you must balance “results” with “behavior.” It is not acceptable for a leader to deliver superior results while leaving broken glass in their wake. Experience has shown results are short-lived, morale will drop, and key talent will leave your organization for better treatment by a new boss elsewhere.

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