

Good Luck with Luck!

A 2014 survey of UK companies into their success of developing strong leadership programs showed that 8 of 100 found themselves to be excellent.

92% weren't entirely satisfied with their efforts.

Shareholders should be shaking their heads. Hopefully someone is brave enough to ask:

"Is developing people a matter of 'good luck with luck' or is this company truly and really going for a designed and calculated success?"

Your typical CEO considers human capital a top 3 challenge, but in many corporations HR-function ranks a 7th or 8th priority only.

In such perspective – I have to say 'good luck with luck'!

Crafting people – or making development of people a designed and calculated success - seems like an art form bestowed on only few organizations when in fact it has to do with intellectualizing on the future and making consequent decisions.

Organizations articulates long term strategies. The annual budget process is a consideration of future events, and no company would build a factory, or invest heavily in a project without relating to scenario planning years down the road.

So, in the same vain we must think of people!

How is your 28-year-old successful person supposed to look like? What will be required from a 40-year-old director- or VP-in spec? Which kind of personalities do we require? Which level of performances, acumens, people

understanding, outlook abilities, maturity, value compliance are needed to synchronize with current business demands, and those of 5 to 10 years from now?

Taking the long view on people is an absolute must - just like you would do with capital spending. Which return do we aim for 10 years out translates to which behaviors, performances, culture etc do we expect in 10 year's time?

Articulating these parameters creates silhouettes of future people which again enable decision making to your people process ie; hiring requirements, lay out of talent programs, development of existing staffs, upgrade of management etc.

In the same breath it will stipulate demands to your ownership, role modelling, time demands and availability, mentoring, potential investments and not least the courage required to draw consequences from performances, like promoting the young ones, or demoting the experienced non-compliant hand.

And, it is the courage which I find to be in short supply. Daring to; stipulate high demands, putting yourself out there as a role model, pushing for others to develop significantly, demanding people to mature, speaking frank and candid, expecting people to wanting to learn by their own efforts and eagerness, investing as needed, taking unpleasant decisions which may go against normal thinking and actions, be patient for the right people to come about and not to settle for second or third best etc etc.

Because in the end it is about creating people and numbers. Of 10, 20 or 50 people, trainees or talents you would expect a certain percentage to 'make it' - be the calculated success. What may not be evident is who will make it. That's when your set up is duly designed to reward your efforts.

To me leadership and people development is a business proposition. There is a direct line between your level of ambitions and your ability to design 'future people'. Your future success hinges on the ability to craft human capital synchronized to your strategic map. A desire to become a local,

regional or global leader in your industry must be matched by similar people ambitions and actions – otherwise:

'Good luck with luck'!

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