



*“Information-based organizations have to make a special effort to prepare professional specialists to become business leaders. Broad experience of the kind needed by a CEO no longer comes naturally during an executive’s career.”*

Marvin Cetron & Owen Davies  
*The Futurist*, May-June 2008

### A NEW MODEL FOR SUCCESSFUL LEADERSHIP

Every organization is shaped, defined and directed by its leaders. Yet, many individuals selected for leadership positions ultimately fail, costing organizations in lost revenues, stalled momentum, missed opportunities, and more. So why then do organizations continue to make mistakes in selecting leaders?

Most leadership theories and models focus on the characteristics of the individual leader and the relationship between the leader and the followers. Only a few focus on the results of good leadership — creating positive outcomes.

Through our experience in working with leadership teams in a wide variety of organizations, we believe what is needed is a new model for identifying leaders. In conjunction with Franklin University Leadership Center, we have developed a model that will help identify leaders who have the ability, or the potential ability, to set higher level goals and achieve those goals in shorter timelines as compared with other leaders.

### THE HIGHER LEVELS OF LEADERSHIP THEMES

This model is outlined in *The Conflicted Leadership and Vantage Leadership*, written by General Al Gray and Dr. Paul Otte, in the form of five Higher Levels Leadership themes. The premise of the book is that organizations can significantly improve their chances of successfully selecting potential leaders when they can gauge the individual’s perspective along these leadership themes and also measure the individual’s ability to create and build relationships.

### SO HOW SUCCESSFUL IS YOUR LEADERSHIP?

While it’s difficult to measure the success of your leaders, your answers to these questions can indicate if there is room for improvement:

- **Is your organization stuck? Or are you facing the same problems this year that you faced last year?**
- **Despite efforts, are you falling short of meeting your goals and organizational objectives?**
- **Does your leadership team get lost in the details and lose sight of the big picture?**

## THE HIGHER LEVELS OF LEADERSHIP THEMES

These themes can be found in leaders at all levels. The term, "Higher Levels" is not meant to describe the leader's position within an organization, rather it's meant to describe the level of leadership the leader is able to deploy. The five Higher Levels of Leadership Themes are:

- **Seeing the Possible** (being opportunistic)
- **Staying Focused — Building Momentum**
- **Staying Focused Despite Uncertainty** (without creating certainty)
- **Remaining Conceptual**
- **Having Commitment**
- **Having a Sense of Presence** (in time and place)

## THE OUTCOMES

This assessment will arm you with information to make more informed decisions about your leaders and your potential leaders by:

- **Helping to identify who has the propensity for leadership within the organization**
- **Gauging a potential leader's cultural fit with the organization**
- **Identifying the gaps between what you have and what you need within your leadership**
- **Assessing the predictability of an individual's potential to set and accomplish the desired organizational results**
- **Developing a high-level action plan for improving leadership within your organization**
- **Benchmarking your results against best practices**

## OUR APPROACH

Our assessment approach includes a proven methodology for helping companies assess their current processes against their future needs. We incorporate the best practices we have deployed with our clients to create a custom plan for you. The process we use includes three-phases: **Discover**, **Develop** and **Deploy**.

In our **Discover** phase we survey, assess and understand your goals with a survey that is designed to allow for both complimentary and conflicting answers. Our assessment tool doesn't force respondents to choose between two extremes on a scale. Instead it makes it easier to distinguish between neutral responses and a balance of strengths. In addition, by identifying a balance of strengths, this tool allows for measuring the strengths individually.

In the **Develop** phase, we will work closely with your organization to develop a customized, high-level action plan to help prioritize what to do in order to achieve your leadership goals.

Finally, in the **Deploy** phase we will show you how we can work with you to implement the plan throughout your organization.

