THE EMERGING LEADER

Identify, Ignite and Retain Your Company’s Next Generation of Leaders

JAMIE BROUGHTON
ARE YOU IGNORING YOUR COMPANY’S GREATEST ASSETS?

You know the competition for your great people is only getting worse and employee loyalty isn’t what it used to be. So how do you select, grow, and retain your most promising people in this unpredictable environment?

Jamie Broughton, one of today’s premier executive coaches and leadership development experts, reveals what really makes your future leaders tick. Now you can better understand, partner with, and ultimately leverage the biggest asset your company has—its Emerging Leaders.

You’ll learn how to:
• Avoid the pitfalls that cause Emerging Leaders to disengage or abandon ship
• Stop wasting valuable resources on ineffective leadership training
• Enroll others in the importance and urgency of leadership development
• Make it easier for time-strapped managers to grow their own leaders
• Build your Emerging Leaders’ skills quickly, yet still get today’s work done
• Answer the question: “Do we buy ‘em or grow ‘em?”

“Read Jamie’s powerful new book, and learn to spot, leverage, and lead your next generation of leaders to greater success!”


“Your up-and-coming employees are like sitting ducks, waiting to be picked off by an organization who understands them. The Emerging Leader helps stop the talent leak that’s costing companies millions of dollars a year.”

—Randy McGlynn, CEO, Ontario Teachers Insurance Plan

FREE BONUSES! $485 VALUE
See last page inside.
Emerging Doesn’t Mean Ready

You’re a senior leader who’s examining the talent pool of Emerging Leaders in your organization. How do you decide which ones can take your department, division, or company into the future? How do you develop and retain those Emerging Leaders with the greatest promise, especially when their work habits, work ethic, and even their loyalty seem to diverge so wildly from yours?

Emerging Leaders witnessed the destruction of the two-way bond of loyalty that existed for decades between employers and workers. They saw their own mothers and fathers become downsized or otherwise shown the door after years of dutiful service—after all those missed Little League games and anniversaries.

It’s this perspective—compounded by technology, the shrinking talent pool, and dual-income families—that is shaping new priorities and the way your future leaders live, work, and lead.

Jamie Broughton has worked with senior leaders for more than a decade to groom the next generation of leadership within their organizations. For the first time, he shares his knowledge and experience in book form, offering all senior leaders access to the information that is crucial in order to understand, choose, and leverage the next generation of leaders.

The Emerging Leader is required reading for executives who want to develop and get the most out of the promising people in their organizations, and keep them engaged and committed to take their enterprises to greater heights of success.

JAMIE BROUGHTON is the president of Footprint Leadership, North America’s only leadership development firm dedicated to Emerging Leaders. A certified professional coach, he works with clients, addresses audiences, and publishes articles on the topics of leadership and high performance. His work has appeared in HR Professional, among other publications, and he has been featured in The Globe and Mail and on CBC radio.

Don’t miss out on Jamie Broughton’s ongoing secrets to leadership and high performance. Get your FREE subscription at:

www.EmergingLeaderBook.com/bonus
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Climbing Mt. Everest

It’s 4:55 p.m. on Friday evening. There’s a huge project you wanted to get out the door *tonight*, and you suddenly realize that the two people in charge of it are heading out the door.

One is wearing tennis sneakers and is headed for the gym.

The other is headed for his son’s T-ball game.

The next generation of leaders—the Emerging Leaders upon whom you rely to keep your company competitive and successful—can be a mystery at best, and at worst, a disappointment or a huge HR problem. Or maybe they’re all three of those things at once. These employees seem unpredictable, are harder to manage, and their priorities are difficult to gauge. Half the time, they don’t even seem as *serious* about work as you’ve grown to expect.

Oh, they want to make money, rise rapidly through the ranks, and get the most exciting projects to work on. But there’s something hard to understand about the next generation of leaders. Practically every senior manager realizes at one time or another, especially when an important deadline rolls around and the younger leaders are clocking out as five p.m. approaches, “They’re not like me.”

They *aren’t* like you. Those employees coming up behind you
work differently, live differently, think differently, expect differently, and in every important way, march to the beat of a different drummer.

This can drive bosses crazy. It’s a source of endless frustration and concern to senior managers, and the issue isn’t just theoretical. Senior Leaders must identify the next generation of leaders, and motivate and incent them properly so that they will want to stay and, in time, become Senior Leaders themselves. There’s the rub: how do you identify which of your employees are worthy of the investment of time, money and energy it will take to lead on a bigger level?

How do you trust people you don’t quite understand?

Every Senior Leader was once a fresh-faced and eager-eyed Emerging Leader. And although it may seem difficult when you’re facing a full plate of responsibilities and priorities, fully leveraging your Emerging Leaders will require you to pause—and get into their world. To put it simply, your next generation of leaders is a different breed. They can be just as hard-working as you, and you’ve seen them step up to the plate when it’s really necessary. But at the same time, they have other priorities, other draws on their time and energy, which hold just as much, or perhaps even more, sway as their professional ambitions. They often don’t think the same way you do about work, money, life, marriage, parenting, or anything that you hold dear. More often than not, they aren’t willing to put in long hours at the office, to sacrifice nights and weekends for the cause, to wait their turn, to remain silent in meetings, to defer to office politics—in short, to do many of the things that you had to do to reach the top. How do you understand these employees’ priorities—and get them to understand yours?
The Path to the Peak

Ever thought about climbing Mt. Everest? In some ways, it might be easier to reach the top of the world’s highest peak than to understand, identify, motivate, train, and retain your most promising future leaders. At least with Mt. Everest, you can hire guides, buy oxygen tanks, train properly, and follow in the footsteps of those who have gone before you. When it comes to working with your Emerging Leaders, typically those people in their thirties and early forties who are moving up in your organization, there are no guides—at least, not until now. The purpose of this book is to share with you insights about how your Emerging Leaders—your ELs, as we will refer to them in this book—think. We will examine how they think about themselves, about you, about work, about life, and what you need to do in order to generate the most value together.

If you’re climbing Mt. Everest, as you rise up from Advance Base Camp, you will come to a series of deep breaks in the path to the top called crevasses. The crevasses are deep, and falling into one is almost inevitably fatal. The only way to traverse the crevasses and keep on the path to the top is by crawling across ladders, which are fastened to the ground by experienced Sherpas—and by not looking down! Think of me as your Sherpa to help you cross the crevasse that separates your understanding of the world from that of your ELs. There’s a yawning gap between the way you think and the way your ELs think. This book is intended as a ladder to bridge that gap. It offers a successful approach to the peak; however, no two climbers make their way to the top in exactly the same footsteps. There are infinite ways to make this journey your own.

Climbing Mt. Everest and succeeding in business have a lot in common. You’ve got to be careful where you step, and you’ve got to be careful about whom you choose to put on your team. If the people coming up behind you aren’t capable and experienced,
you can pay an extremely heavy price. You’re literally harnessed together as you make the ascent, so you have to have as much confidence in those behind you as they have in you.

I’ve worked almost exclusively with Emerging Leaders in mid-to large-size companies, and I’ve helped their Senior Leaders, SLs like you, maximize the value of their Emerging Leaders, those who are coming up the mountain behind them. I want to share with you in this book the insights that I have learned from working with the established Senior Leaders—typically individuals in their mid to late forties, fifties, and sixties—and the next generation of leaders. It’s my intention that this book will make you hundreds of thousands or even millions of dollars, in terms of talent leveraged, productivity gained, and misunderstandings avoided.

The Looming Leadership Void Ahead

The Senior Leader may not be entirely happy with the attitude or perceived work ethic that their Emerging Leaders have. But they have an even bigger problem to face: demographics. In the business world, there is an unavoidable and growing leadership void that stems from two root issues:

1. The mass of baby boomers who are reaching retirement age and will soon leave the workforce, and
2. The lack of skilled workers entering the workforce.

Here’s a brief—and troubling—picture of what the changing landscape looks like.

There simply aren’t enough people entering the workforce as Baby Boomers retire. The US Bureau of the Census projects that in the US, “Almost 90 percent of the next decade’s [2000–2010] net increase in the working-age population will occur in the fifty-five to sixty-four year age category.”

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Canada, which extensively studies the nation’s labour trends, states that “[the] steep decline in labour force growth is at the root of the labour supply crisis that will develop in Canada around 2010.” Indeed, the study forecasts a shortage of one million workers in Canada by 2020, stating, “[The] dimensions of the problem are enormous, and the growing difficulty in hiring or retaining existing employees will dramatically alter the structure of the Canadian labour markets.”

A survey by global management company Accenture of more than 850 top executives from the US, UK, Italy, France, Germany, Spain, Japan, and China found that two-thirds of executives put the inability to attract and retain talent second only to competition as their key threat to business success. Similarly, a survey of 1,350 European executives from twenty-seven countries conducted by The Boston Consulting Group and the European Association of Personnel Management (EAPM) concluded that managing talent is the most critical challenge facing businesses today. In fact, 72 percent of executives believe that human capital has an impact on innovation and new product development; 82 percent believe that human capital has an impact on profitability; and 92 percent believe that it has a significant effect on customer satisfaction.

A US Conference Board study done in 2004 determined that 65 percent of the companies surveyed reported that talent management had become “dramatically or considerably more important” since 2001.

A survey by SEI’s Center for Corporate Futures (Wharton School of the University of Pennsylvania) in 2007 uncovered a concern that “difficulties in finding, retaining, and growing talent” was the number one priority for international business respondents. What’s also interesting is that their choice was picked from

a list of challenges that included the growing influence of India and China on business.\textsuperscript{4}

A 2007 research report, \textit{Leadership 2021}, found that 81 percent of US companies are concerned that their supply of leadership talent will affect their future business plans.\textsuperscript{5}

But not only is the labour market declining from the top down, it’s also creating a gap that will need to be filled. According to a year-long study conducted by McKinsey & Co., over the next fifteen years there will be 15 percent fewer Americans in the thirty-five to forty-five year age range than there are today. Assuming that the US economy averages 3 to 4 percent growth each year, the demand for thirty-five to forty-five-year-olds will jump by 25 percent, even as the supply will be plunging by 15 percent.\textsuperscript{6}

The reality is, the senior generation of leadership, the Baby Boomers, have begun to hit retirement age. When they retire, they will create a yawning gap in management—at the top, where the losses will be most keenly felt. It’s a business cliche that your most valuable assets take the elevator to street level every night, but it’s a reality. Businesses have mostly paid lip service to this inevitable reality. In 2004, an International Public Management Association for Human Resources (IPMA-HR) survey of employers discovered that 63 percent of respondents did no workforce planning of any kind. A 2003 study by the Society for Human Resource Management (SHRM) of their entire membership base found that 60 percent of the members had no succession planning in place in any form.

Many Senior Leaders are just beginning to see and act on the threat that this demographic shift implies. As your senior leaders


\textsuperscript{5} Leadership 2021, Research Report, Corporate University Xchange, Harrisburg, PA, 2007, p.4

leave, the transfer of power, responsibility, and leadership begins. Are you ready?

**Got Depth?**

Progressive organizations measure their leadership capacity not by the leaders they have today but by how many people in their organization could step up and fill leadership positions *tomorrow*. In other words, they measure their “bench strength,” just like any basketball team. Why is this so important? Companies have profit and growth opportunities that they can only bring home if they have the personnel on board.

Does your business have the bench strength? Are you hiring, retaining, and training Emerging Leaders sufficiently to meet opportunities today and possibilities tomorrow? If you’re not, you’re not alone. But imagine the consequences of retaining incapable people in major roles for extended periods of time. The losses inherent in your company’s resultant failure to respond to market opportunities could be incalculable. When the crunch hits, everyone, from senior management to the customers, feels the pain. And world markets are less forgiving than ever before. With the substantial variety of significant variables at play today, your ability to build strength for the future is not a luxury; it is a requirement for survival.

I use the term “bench strength” because the players on the court right now are your Senior Leaders. The people on the bench are your ELs. You might have five Michael Jordans, but unless they can play at full intensity for forty-eight minutes, a team with lesser superstars and a strong bench is likely to beat the five Jordans every time. The guys with the bench will always win, because they can simply exhaust the competition. So the questions Senior Leaders have to confront are these:

How many people do we have who could replace our current key leaders?
What’s the quality of the replacements, and how capable are they?

If you’ve got only one Emerging Leader per department, you don’t have enough bench strength. What if that replacement leaves? What if that person gets recruited by your San Francisco office? Now what do you do? Here’s the reality: the EL, especially an EL confident of his or her value to an organization, is far more likely to jump ship than were employees in the generation of today’s Senior Leaders. SLs often operate from a mentality that you pretty much work for one company for your whole career, or if you change jobs, it’s a big deal, and you might only do it two, maybe three, times in your lifetime. ELs are a little more like Goldilocks—if one situation doesn’t feel right, they’ll move to another, and then another, and then another. A résumé with a lot of job changes was a badge of dishonour even a few decades ago. It meant that you were unstable, that you couldn’t commit. ELs have no such compunction about keeping their résumés neat and tidy. And a résumé littered with a half-dozen jobs in a decade is no sign of instability, in their minds. In this day and age, having multiple jobs on a résumé is less a sign of instability and more a representation of one’s mobility, flexibility, and a desire to find the best possible situation. If you look at an EL’s résumé and don’t like his or her prior mobility, then you are not right for him/her. This is a 180-degree difference from prior generations, who had the mentality that they needed to craft themselves, their experiences, and their résumés to please the potential boss.

So maintaining an anemic bench is a serious gamble. Lack of bench strength limits your ability to take on your initiatives, and provides far less flexibility to respond to market pressures or opportunities. There are simply not enough people to draw upon who have already developed leadership qualities. It all adds up to less bench strength and, therefore, less flexibility in organizations.
Just as sports teams sometimes throw unseasoned rookies into a game, corporate enterprises are finding it increasingly necessary to throw untested individuals who haven’t yet grown into their full maturity as business leaders, into extremely demanding situations. This forced compromise arises from not only the demographic reality but also from the fact that, while organizations are getting flatter, jobs are actually getting bigger. At Pepsi, in the 1980s, the average age of an executive was forty-two. Now it is thirty-one. Can you imagine a wet-behind-the-ears thirty-one-year-old doing the job of someone who previously had eleven more years of leadership experience?

Younger people are getting bigger jobs sooner, and this has a significant impact on organizations. All of this makes it more imperative than ever to identify and develop the individuals within your organization who have the greatest potential to stay, to lead, and to make meaningful contributions. When we develop Emerging Leaders effectively, and in the right numbers, we’ve got the bench strength to handle problems and opportunities now. We can handle defections, both internal and to our competitors.

**Time to Hit the Ground Running**

Today’s ELs are different from SLs. The looming reality is that the future of your organization and what you’ve built will rest upon them. If today’s ELs are understood, embraced, invested in, leveraged, and retained, your business is going to thrive. Those savvy companies that see this will be poised for long-term growth and sustainability. The laggards, the ones who are trying to develop their future leaders over a period of twenty years, as they did in the old days, are going to be dinosaurs. You can’t afford to wait that long. The meteor is coming, disguised as demographics. And we all know what happened to the dinosaurs.
So here you are, an SL, trapped by the rising expectations of the marketplace, tight limitations on what you can spend on head count, and a new generation of ELs who are less focused on your best interests than they are on their own futures. How do you get the most out of these individuals? How do you stay competitive with a workforce seemingly so unstable and hard to read? How do you cross that crevasse that separates your mentality from theirs?

Luckily enough, doing all of this is not as difficult or strenuous as it may seem. It requires engaging your Emerging Leaders in new ways and training them well enough to take their own initiative rather than shackling them with antiquated approaches and dragging them along. You’ll reap the benefits multifold, and you’ll be surprised to find that the process is better than painless—it’s rewarding.

So let’s get started.
SPECIAL BONUSES

As a “thank you” for purchasing *The Emerging Leader*, you’re entitled to get these FREE resources (valued at $485) now from author Jamie Broughton:

1. **THE LEADERSHIP SPRINGBOARD WORKBOOK.** Discover the essential building blocks of leadership that our programs and client successes are built on—a timeless resource for any Emerging Leader.

2. **THE BEST FIT INDEX.** Quickly gauge the likelihood that investing in your leadership development candidate(s) will generate the ROI your company deserves.

3. **SUBSCRIPTION** to Jamie’s *Footnotes* publication. Get an authentic insider’s perspective on what it really takes to lead: unconventional, short, and thought-provoking stories about leadership and high-performance.

4. **THE EMERGING LEADER STRATEGY SESSION.** Whether you’re planning a full-scale program or simply considering coaching for yourself or select individual(s), you’ll leave this phone session clear and excited about what’s possible.

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