

In this Issue

- 40% of all managers fail within their first 18 months
- Leadership failure is one of the top two reasons for overall business failure.
- We believe the root of this problem is a lack of knowledge, preparation and understanding about how to lead others.
- A Leadership Development Framework

Category of Links

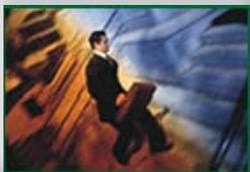
[Consulting](#)

[Leadership Effectiveness](#)

[Sales Force Effectiveness](#)

[CornerStone Services Home](#)

[Workshops](#)



Leadership Development - A Framework for Success

An estimated 40% of all managers fail within their first 18 months on the job.

It's hard to believe, but it's true. According to studies by the Center for Creative Leadership and Manchester Partners International, almost half of all new management hires will fail. But what exactly do these studies indicate? How do these managers "fail"? Do they not achieve their goals and objectives? Do they fail to meet senior management's expectations? Are they stalled in their progression up the corporate ladder?

Unfortunately, the answer is harsh. "Failure," as it's defined in these studies, means that, more than likely, new managers will no longer be in their position after 18 months. They will either be demoted, terminated, "voluntarily" resign, or perform significantly below expectations. That makes the findings even more dramatic!

And what about the other 60% of managers? Does the fact that they don't fail mean they're successful? Not necessarily. Not failing doesn't equal success. A manager can still have his or her job and yet not be considered successful. The truth is that only a small percentage of leaders exceed upper management's expectations. Management failure can be found in virtually all businesses – large and small, service and manufacturing, profit and non-profit. And the consequences of management failure are significant.



Leadership failure is one of the top two reasons for overall business failure.

That alone should make us sit up and take notice. But there's more. Management failure is also the number one reason for turnover in organizations. Obviously, finding and developing the right people for management is crucial to long-term organizational success.

Management failure costs corporations billions of dollars each year. It is a cost that can't be "written off" and probably doesn't have a specific line item or cost center to charge. Although you can calculate the cost of hiring and re-training a new manager, the largest expenses can't easily be accounted for. It's difficult to put a dollar amount on the cost of rebuilding a team, employee turnover, poor morale, low productivity, conflict, legal issues, and lost opportunities.



But there are huge costs to the individual as well. Often these "failed managers" have invested years in their careers. Many have worked all their lives for an opportunity to manage others. Consequently, their failures have a dramatic impact on their self-esteem, confidence, and even their future success.

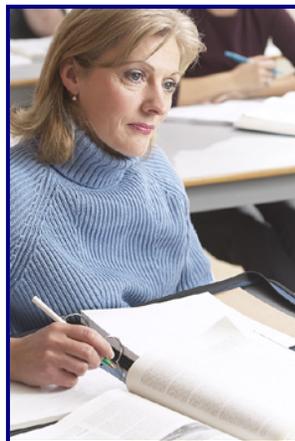
If people strive for years to break into management and make personal sacrifices to earn subsequent management promotions, why so many failures? Could it be these managers are incompetent? Are those doing the hiring allowing people who

don't have the required technical or people skills to be placed in such important roles? Sure, the wrong person is occasionally hired for a management position. However, incompetence accounts for only a small percentage of management failures. Most new managers have the technical skills necessary to be successful. In fact, when the best salesperson, nurse, teacher, engineer, production worker, etc., is promoted into management, it's often because they've excelled in the technical aspects and individual contribution performance of their jobs.

Is it possible managers don't have the desire to become excellent leaders? Maybe. But in reality, most managers attack their jobs with energy and enthusiasm, wanting to be the very best. New managers – both experienced and inexperienced – will usually do whatever they think is necessary to be successful. So if new managers have both the competency and the desire to become great leaders, why do so many of them fail so fast?

We believe the root of this problem is a lack of knowledge, preparation and understanding about how to lead others.

Effective management skills are completely different from the skills required to excel in sales, nursing, teaching, engineering or production. Just because someone is a stellar individual contributor doesn't mean they can successfully lead people. That is a fact many people in business have never understood. There's no guarantee the star salesperson will become an effective sales manager, the best teacher will make the best principal, the outstanding nurse will make a great supervisor, or the most productive worker will become the best team leader.



The best individual contributors *can* make excellent managers...if they are prepared for their new management role. But all too often, people are promoted without really knowing what they're getting into and without much training on how to lead other people. The good news is that management skills can be learned, just as sales techniques, nursing skills, or engineering methods can be learned.

Unfortunately, failure is not limited to those who are brand new to the management ranks. Even experienced managers fail at an alarming rate when placed in new situations. Leaders are constantly being promoted to take over new teams, divisions, and projects. Managers accept positions in new companies and new industries. Any time a manager changes positions, even within the management ranks, the process of being a "new" manager starts all over again.

Every step up the corporate ladder puts a manager into an unfamiliar leadership situation. The strategies that brought a manager previous successes may not be enough to ensure continued success. Tactics that worked with one team won't work with other teams. Each new situation requires more knowledge and new skills. And because these "new" managers are "experienced," they receive even less training than those who are new to management. Actually, with all the challenges new managers face, it's somewhat surprising the failure rate isn't higher!

A Leadership Development Framework

Developing leadership skills often involves behavior change. Changing behavior is much more difficult than learning information. It requires an adjustment of habits or patterns that may have been in place for many years. This type of change generally takes longer and requires regular attention and reinforcement. Therefore a multi-phased approach to feedback, information transfer, learning, reinforcement tools and measurement works best.

Experience has shown that participants in leadership development programs exposed to a systemic process of education, skills practice, coaching and reinforcement are most successful accomplishing long-term behavior change and adopting new concepts. Application of learning and development should be assessed through a certification process measured by business outcomes. Each participant should be expected to demonstrate competency in the necessary skills, have adopted the desired behaviors and be capable of cascading their learning throughout their teams. This enables a cultural shift that can achieve high performance and tangible business results.

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Elements of a systematic approach should include...

Behavioral Assessments

Many businesses are now relying on behavioral assessments to better determine which candidates to interview, to enable more successful job placement and to further develop existing employees. Behavioral assessments examine the suitability of a person (the probability that he/she will succeed/be productive) for a particular job/function such as middle or upper management, sales, customer service and other functional job titles by rating their behavior preferences against various traits determined to be essential or desirable to increase the probability for success in a particular position or situation.

Skill-based Assessments

Skill-based assessments sometimes referred to as 360 assessments, provide analysis and feedback around a set of skill-based competencies for a position. Skill assessments compare self assessment to peer, leader and direct report assessments and provide a foundation for development in specified areas.

Debriefing Sessions

In order to turn feedback into change leadership development programs must include one-on-one debriefing sessions for every individual taking the behavioral and skill-based assessments. Sessions should be conducted by a trained advisor and be designed to ensure that participants not only understand assessment reports, but are able to turn insights gained into personal development plans. Executive sessions are offered to provide senior leaders a clear picture of how to manage, develop and retain each person and to understand the dynamics of their entire group as a whole.

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Useful Links

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Questions for the Author?



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Individual Coaching

Developmental Coaching is a key enabler in leadership development, organizational and behavioral change. Yet few companies employ this powerful tool. Implementing a coaching program that cascades throughout the organization can quickly produce a sustainable competitive advantage and a proven return on investment. [Learn More >>>](#)

Books, Foundational Workshops and Webinars, Certification

Any leadership development program should have a recommended book list as well as a supply of articles and links to Web sites to inspire, prepare and supplement the leader in their development. Books and workshops are an efficient way to introduce participants to concepts, processes, techniques and reinforcement tools to help them survive and thrive as leaders and key contributors. For organizations whose employees are scattered throughout a wide geographic area electronic sessions such as Webinars have proven quite effective for follow-up learning sessions. Some kind of graduation/certification is an excellent way to both ensure that learning objectives are met and to measure return on investment. [Learn more>>>](#)

A program build around the **Leadership Development Framework** presented above will provide leaders with the knowledge and understanding critical for individual and team success. The processes and tools described will help overcome the obstacles to management success by dealing directly with the key reasons why managers fail. More importantly, leaders can avoid common pitfalls that lead to failure in the first place. This framework includes the essential strategies, techniques and tools necessary to develop the behaviors and skills to successfully lead others. [Learn more>>>](#)

About CornerStone Services

CornerStone Services is the implementation arm of the CornerStone family of companies. We enable innovative and distinctive performance by helping our clients implement and execute the concepts, processes and tools introduced in the books and workshops available through our associates at CornerStone Leadership Institute and CornerStone Leadership Academy. Our approach is simple; our books *Inspire* individuals, our workshops *Enable* learning, our assessment tools *Support* development and our services *Accelerate* the application and implementation of concepts, processes and tools leading to a higher level of development, results and *Excellence*. [Learn More >>>](#)

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