

LEADERSHIP SELECTION — GETTING THE RIGHT PEOPLE ON THE BUS

Most executives recognize that selecting the right people for a leadership position is one of their most difficult and yet most important business decisions. Research suggests that nearly half of all leaders fail in new leadership positions. A look at how most companies select new leaders makes it easier to see why this process too often goes awry.

The Ideal:

- Companies provide objective and realistic information about positions.
- Candidates provide objective and accurate information.
- The decision is made with a clear understanding of the candidate's true capability.

Reality Check:

- Companies spent most of their time selling the job opportunity.
- Candidates are selling themselves.
- 30 percent of all job application information is distorted.
- Most managers are not good interviewers.

The failure that results is not surprising because often the new job is not what the candidate expected nor is the candidate what the company expected. Even with intervention, many of these outside candidates will not adapt and will proceed to fail in the position.



The situation is not much better when selecting new leaders from inside the company. Too often selection decisions are not based on objective criteria. More often they are based on seniority, key relationships or being the last person standing. With flatter organizations, fewer inside candidates are available with the right exposure or experience to assume greater responsibility. The company, as well as the internal candidate, often does not have a clear understanding of the candidate's true strengths and weaknesses for the position.

To face the facts squarely, most companies and organizations would not count leadership selection as a core competency area and too often their track record reflects this weakness.

PSP has specialized in leadership selection for well over 50 years. Working with large and small businesses, government and health organizations and nonprofit entities, PSP objectively and systematically evaluates the potential of candidates for leadership positions. Through its extensive research, PSP has refined techniques for measuring an employee's strengths and weaknesses and job fit. In addition, PSP's extensive databases on leadership positions at the middle as well as the executive level allow for benchmarking key leadership competencies.



The PSP process combines leadership/management assessment testing and professional interviewing to objectively and systematically evaluate an employee's key competencies required for the position under consideration.

The PSP benchmarking of critical skills and leadership competencies provides an objective measure of strengths and weaknesses that can be used for making an informed, accurate decision about a candidate's fit for a key leadership position. It also identifies important areas for additional training and support that can enable a new leader to make a more successful transition to the new assignment.

With PSP's leadership assessment, selection decisions can be made with greater assurance that the right leaders are getting on the bus.

About PSP

PSP is an international consulting company founded in 1946 and based in Pittsburgh, Pennsylvania. PSP's mission is to help build competitive companies through the application of scientific evaluation of key leadership positions in business, industry, government and nonprofit organizations. PSP has pioneered research in the evaluation of employees from front-line managers to executive leaders. Hundreds of companies and organizations in the United States and around the world have utilized PSP's scientific measurement tools to hire and develop people in jobs ranging from production workers to CEOs. More information about PSP and its services can be found at www.pspmetrics.com.