



Build Leadership at All Levels

September 2011

Dear Michelle,

Strong leadership at all levels is the key to business success. Unfortunately, in most organizations, leadership is lacking from the first-line to the C-suite. A recent study by Bersin & Associates (2010) found that a whopping 70% of organizations believe that their first- and second-line leaders lack the basic managerial skills they need to be successful. Nearly half believe the same is true for their Director and above leaders. You cannot get to where you are going without the leaders to take you there. So what are you doing about it?

The Best Leaders are Learners

The best leaders are life long learners. And leadership can, in fact, be learned - it is an observable pattern of practices and behaviors and a definable set of skills and abilities. But while leadership can be learned, not everyone learns it. Why? Because they are not committed to growth and development as part of their own personal leadership journey *and* their organizations fail to provide them with the tools they need for success. Leadership development opportunities come in many forms:

- **On-the-job experiences** - new positions, ex-pat assignments, project leadership, rotational assignments, taskforces or committees
 - **Other people** - new boss, formal or informal mentor, second-level boss, peer buddy or executive coach
 - **Formal learning programs** - self-paced e-learning, action learning events, instructor-led programs, simulations & other experiential exercises, multi-day leadership programs, university-sponsored executive education



Are you creating the diversity of development opportunities needed to grow leaders at all levels of your organization?

Whether you are seeking assistance with a comprehensive leadership development strategy, a multi-day experiential leadership program, a succession planning process, executive coaching, or a two-hour leadership session as part of an upcoming meeting agenda, Crosby Consulting can help you create impactful and memorable learning opportunities for your leaders, customized to your unique business needs and organizational culture.

Great leaders make the difference. Invest in the future of your organization by building leaders at all levels. Best regards,

Michelle M. Crosby, Ph.D.

Principal

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Because People Make the Difference