

# Practical Insight

THE NEWSLETTER OF CALIBER LEADERSHIP SYSTEMS INC.

JANUARY 2005

## New Name, New Look

A brand is more than a name and a logo; it is a representation of who the organization is, what they do and where they are headed.

The Team at SAGE Developmental Resources realized six months ago that our name and identity had not kept pace with the growth and change in the nature of our services. Through research, client feedback and a review of what makes us unique, we have created our new identity.

Caliber Leadership Systems is an evolution of SAGE Developmental Resources. The new name captures the unique consulting approach we have developed over the last six years. It communicates the way in which our services balance insight into the dynamics of human performance with effective organizational systems to create self sustaining improvements in business results. We are experts at creating powerful organizations because our approach aligns both sides of the *People and Systems* dynamic which drives business performance. We call this aligned state a "Culture of Leadership."

We are excited by our new identity. We also value the process through which it was created and realize that we are now even better placed to deliver excellence and support the growth of our clients. ■

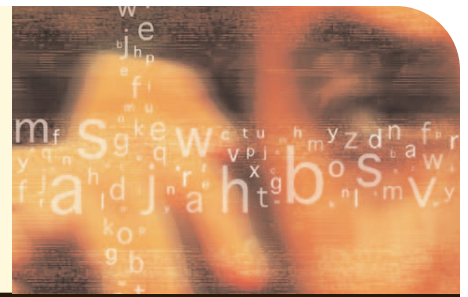
## The Power of Collective Leadership

Many consultancies and coaches offer leadership development. Most of these approaches focus on developing the individual in isolation. This common practice comes from the view that leadership is exercised by special individuals.

Caliber's research and practice has shown us that this approach leads to a lot of wasted investment. When the isolated individual tries to implement new leadership

practices, effectiveness is undermined by organizational procedures, systems or other barriers. However impressive the individual, his or her abilities and contributions are constrained by the people and organizational processes worked within.

At Caliber, we develop leaders as part of a collective group. We look at the individual, the team and the organizational processes that support their effectiveness. Our approach ensures that these elements, the people and systems, are integrated into the growth of leadership ability throughout the organization. This distinctive practice ensures we maximize the return on leadership investment. ■



**caliber**™ LEADERSHIP  
SYSTEMS

- *Leadership systems that create powerful companies*

## Quick Tips

Are you thinking of undertaking a leadership development program? Here are some quick tips to help you make the right decisions.

- ❖ Ensure there is an assessment element to the program.
- ❖ Ensure that the managers of program participants are engaged and contributing to participants' learning.
- ❖ There are many models of leadership. Ensure that the one used in your program matches the strategic goals of your organization.
- ❖ For learning to become habit, a mechanism to support the transfer and repetition of effective practices is needed. Consider using internal or external coaches or mentors to provide this focus. ■



## Meet the Team

The Caliber difference is in our people. It is our knowledge, experience AND our ability to work as a team to create and implement practical solutions for our clients that makes us distinct.

**Heather Hilliard, Principal:** Heather has a reputation in Vancouver for her insightful, energetic and practical approach to business success. She is the vision and driving force behind Caliber's unique approach.

**Jen Lund, Lead Consultant:** Jen's clients value her thorough and detailed approach to organizational assessment and design. She adds real value by interpreting and presenting outcomes in a way that enables clients to easily understand and action the required improvements.

**Natalie Michael, Lead Consultant:** Natalie is well-known for her performance driven approach to organizational effectiveness. As a creator of award winning HR systems, Natalie's expertise helps clients achieve their performance potential.

**Ian Cook, Lead Consultant:** Ian is recognized for his expertise in delivering business results through developing leaders and leadership teams. His hands-on approach to programs that enhance execution, bring high returns for his clients.

**Liz Whalley, Business Manager:** Liz is the hub of the team, ensuring that client projects are properly resourced, coordinated and executed. Liz's outstanding ability to structure and quality control our work enhances our reputation with our clients. ■

## Reducing Risk through Leadership Development

### The Issue

A large organization was facing an uncertain future through its lack of proper leadership development and succession management. Employee promotions into senior positions were frequently unsuccessful, leading to lost performance and very high recruitment costs. This organization was exposed to serious risk as it continued to pursue growth and if key leadership talent was suddenly lost.

### The Problem

The organization had no single approach to managing the succession and growth of its leadership talent.

### The Caliber Solution

Taking into account this organization's strategy and vision, Caliber built and integrated a state of the art leadership talent management process involving:

- ❖ Definitions of requirements for key leadership roles including experiences and behavioural competencies
- ❖ Assessment of leadership capabilities including MBTI® and 360 feedback
- ❖ Interpretation of assessments, feedback and developmental planning
- ❖ Leadership coaching
- ❖ Supported involvement of direct managers
- ❖ Blended developmental activities focused on skill acquisition, demonstration (practice) and mastery
- ❖ Leadership team functioning and dynamics

An integral part of this approach was the creation and operation of an aligned succession management system. This complementary system enabled the monitoring and management of the organization's top 100 people through the innovative use of "succession pools." It also provided a structured, objective means for assessing candidate readiness and determining risks. This system's effectiveness has been proven through the increased number of people succeeding in promoted posts.

### The Results

In less than two years, more than 100 leaders have been through this Leadership Talent Management Process. Through Caliber's contribution, this organization now has full insight and control over its business-critical leadership capabilities and potential. Recruitment costs for senior positions have been reduced through improved succession practices, while an increased level of development activity ensures that the organization has the leadership needed to secure the present as well as the future. ■

We carefully tailor all our programs and services to your organization and encourage you to call us to discuss your needs with our consultants.



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Caliber Leadership Systems is pleased to announce the launch of our breakfast seminar series. Our first seminar, *The Cost of Blame: An introduction to a Culture of Leadership*, will be offered in February 2005. For more information please contact [info@caliberleadership.com](mailto:info@caliberleadership.com)