



Chapter 1 Summary of Key Points – Test Your Recall!

Fill in the blanks below to reinforce learning of the information presented in chapter 1.

The root cause of why there are too many poor leaders points directly to a lack of (a) _____ in choosing leaders. Three of the top ten reasons why people are placed in leadership roles who shouldn't be include (b) _____, _____, and _____. Leadership includes creating a (c) _____, providing _____, and _____ an effective environment, all for the purpose of _____ employees to be their best _____. Determining leadership potential (DLP) is the process designed to identify vital (d) _____, ideally _____ in a person's career, that indicates the likelihood of them possessing the _____ to be successful as a future _____. The Leadership Blueprint (LB) is a conceptual framework with three dimensions: (e) _____, _____, and _____. High potential leaders are those individuals who demonstrate the strength of (f) _____, have no significant derailing _____ traits, have high learning _____ and high _____, and desire to be a leader in the future or a leader at higher levels in the organization. High performers are individuals that may or may not meet the criteria in the LB but are critical to the organizations for the level of work they produce and their high performance. High potential individuals should be heavily invested in cultivating their expertise but not as a (g) _____ based on some gaps in the LB framework, such as _____. High performers are individuals that may or may not meet the criteria in the LB but are critical to the organizations for the level of work they produce and their high performance. (h) _____ is strategically creating the capacity for an organization to perform in the future while targeting a specific individual with certain skills or knowledge areas. There is often great debate about what leadership means and what management means. Simply, (i) _____ are focused on near-term task completion achieved through people. _____ have a longer-term horizon that typically involves elements like transformation, strategy, and higher levels of business performance. There are tremendous (j) _____ associated with selecting the wrong person as a leader. People are often (k) _____ - _____ and would rather leave a job than have a tough conversation with or about their manager. Having high-potential leaders in an organization has a (l) _____, cascading impact on many other areas of that organization, beyond simply creating and operationalizing strategy. Having a process not only has the benefit of producing future leaders but having a viable process that identifies (m) _____ can create reliable business results.



Answer Key for Chapter 1 Summary

- a. proficiency
- b. (Any three) variation, business environment, leadership development is not a panacea, there is no clear framework, leadership selection competence varies, academic research is inadequate, practitioners are confused and under skilled, unclear ownership, talent shortage, and lack of alarm.
- c. vision, clarity, facilitating, enabling, self
- d. characteristics, earlier, necessary components, leader
- e. foundation, growth, and career
- f. intelligence, personality, agility, motivation
- g. leader, personality
- h. Leadership development
- i. managers, leaders
- j. financial costs
- k. conflict-avoidant
- l. positive
- m. high potentials