

The Importance of Recognizing and Addressing Gaps

By Heather Haas, President of ADVISA

In business, as in life, some gaps are inconsequential while others are world-altering. Consider the following gaps: the gap between competence and excellence, the gap between vision and execution, the gap between a job and a calling, the gap between satisfied and happy, the gap between head-knowledge and heart-knowledge, the gap between speaking and communicating, and the gap between management and leadership.

I want to focus specifically on the gap between *what is currently required* of your leadership team and *what will be required* in the future for the business and the people in it to thrive and prosper.

Do you have a succession plan? That is, a plan for identifying, developing and selecting the next generation of leadership? Chances are, your future top leaders are already working for you.

How will you recognize them? Which of them needs team-building skills? Who will be counted on to create a strategic plan? How will you transfer your invaluable knowledge and wisdom to the next generation—especially if those next in line aren't wired like you are?

Filling Leadership Gaps. Identifying current high-potentials, developing leadership talent and filling gaps for the future is a C-suite strategic imperative. Human capital analytics can provide critical data to help take the mystery out of identifying and filling these gaps.

Many PMPA members use the Predictive Index assessment to help them invest in the right people. The PI has been utilized by PMPA members since 2005. Here's how the Predictive Index assessment can help:

Gap Analysis. Through the answers to a series of targeted questions and assessments, you can objectively quantify both the current and future behavioral requirements for leadership positions at various levels in your organization. Then, you can analyze the implications of your unique "leadership gap." You can also determine how to support and develop your current leaders for the future, as well as determine what talent you need to acquire.

Developing High Potentials. I recommend that every leader in your organization attend the Predictive Index Management Workshop. Why? Because having leaders who have team-building skills and understand how to best coach



their employees to maximum performance is more valuable to the future success of your company than anything. Also, consider customized executive coaching and leadership action plans.

Filling Talent Gaps. Adding the Predictive Index to your applicant screening process efficiently zeroes in on the best matches for each position in your organization. The assessment reveals the environments in which people will thrive, how they are best motivated, how they handle pressure, how they make decisions and how much risk they are comfortable with. When the job and the applicant are aligned on these critical success factors, success skyrockets.

To learn how the Predictive Index can help with your talent or leadership gaps, contact hhaas@advisausa.com. Or, contact PI Worldwide at 800-832-8884 or PIworldwide.com.

As president of ADVISA, Heather Haas partners with organizations of all types, from large, multi-national companies to family-owned businesses. She helps them use people data to make better business decisions. Ms. Haas consults, speaks and trains on the topics of talent management, leadership development, strategic planning and sales optimization. She is certified by the Center for Creative Leadership as a 360 Assessment Facilitator.