

# INSIDER-OUTSIDER

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The BRIGHTON GROUP

oiPartners<sup>INC.</sup>

The Brighton Group, an OI Partners company is a locally owned and managed consulting firm specializing in career and organizational transition services. In-depth, one-on-one consulting is the core of our distinctive approach.

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## **PART 3: Attracting and Developing Courageous Leaders**

Attracting and selecting the organization's next leaders is a strategic decision to either buy talent from the external marketplace or till the internal soil to grow leadership. No matter the strategic route chosen, the mission is the same—to minimize risk and guarantee success.

A critical piece to the courageous leadership model is a philosophy and practice of people development. High-caliber, competent and energized talent shows up where like-minded folks are present and thriving. Organizations that invest in talent not only attract superior leaders but they also tend to have more options available internally to fill their leadership needs.

**Insider-Outsider.** Tapping into all kinds of internal relationships, including staff, board members or volunteers, some of the best leaders come from inside the organization. Effective, homegrown leadership maintains enough detachment from the residential issues to retain outsider objectivity. The insider's advantages are knowing: the people, systems, and company culture as well as the company's strengths and weaknesses; where world-class competence does or does not reside; how things can best be transformed; and who can be relied upon to help.

The risks in choosing an insider are also painfully documented. There are many examples of organizations investing in an individual's leadership training and development that doesn't deliver the needed leadership. Either the development program was faulty, prematurely abandoned, or loses its priority before results can be experienced.

**The Outsider.** One of the challenges in the selection process is usually the insider will look incomplete, while the outsiders will look like an imperfect match. However, given the lack of internal options or other organizational dynamics, selecting external talent might just be the best course of action.

External choices can be attracted from a variety of companies or organizations. A proven external leader brings an additional viewpoint to the industry providing knowledge, cultural, and procedural variations. Going external provides the opportunity to target a specific skill set or a missing strategic expertise.



The path chosen, whether external or internal, to select the organization's next leader requires forethought and diligence. What is often looked at as a "flip-the-switch" activity, in actuality, is one that, when done strategically, can present a tremendous choice in leadership choices and sets the organization up for a dynamic development culture.

*"A better human experience...for a better business outcome"*

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