

## topic: LEADERSHIP

### How do you start a leadership development program for a younger management team?

#### advice:

Small- and medium-sized companies often need additional resources for talent management. We recognized the need for more robust leadership development among our newly hired younger team members. However, we felt we needed someone to help implement this program. Hiring a coach who understood our industry was the solution. Arriving at that decision began with the advice of my Vistage group and their collective experience.

Maintaining and fostering key cultural values was also an imperative aspect of leadership for us. We started with a leadership assessment, then developed a plan. The plan included candid feedback for each team member, then tested the skill sets necessary for leadership. Fostering self-awareness of the participants was an important step toward strengthening desired characteristics.

My Vistage group provides unique peer-to-peer experiences that have been very useful and effective in my own professional development. The diversity of the members' companies and experience have helped me be a more intentional leader.



**Kelly Downing**  
PRESIDENT & CEO

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