


## Invest In Your Best



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### Thoughts to Consider

- Only 26% of leaders today are creating an engaging environment.
- You cannot move your company forward without the right leadership.

During a time when people everywhere are faced with uncertainty, they look to their leaders to provide focus, direction, and—most importantly—motivation. With a strong leader who can inspire confidence, your company can weather the storm and come out ahead when the economy turns around. However, without that leadership, your leaders may create more problems than they can solve.

In today's challenging marketplace, it becomes necessary to analyze your company's assets so that you can maintain your edge. As you look at the products and services you offer to your clients, it is crucial to understand that everything about your business can be replicated by your competitors— everything, that is, except your people. That's the one thing that can set you apart. And now is the time to invest in your people and give them the leadership and direction they need to stay focused and energized.

### Questions to Ask Yourself

- Are you ensuring the retention of your top performers?
- How many of your top people would “jump ship” if they got the chance?
- Can you afford to lose your top performers?
- People on your staff are expected to do more with less. Are they up to the challenge?
- How do you keep everyone motivated?

## Use This Time to Strengthen Your Organization

This is not the time to cut back on developing your leaders and your potential leaders, because if any one thing matters, it's staying competitive. And in order to stay competitive, you need to retain your high-potential employees—they are your competitive differentiators.

Oftentimes, those in leadership tend to do the opposite of what is effective during a crisis. They can be more directive, more micromanaging, and more forceful instead of using their visionary skills and ability to coach, mentor, and inspire people. At this point in time, it is crucial to think more strategically about the future and who you need to drive that future.

Businesses that survive challenging times will be those that identify and develop the leaders of tomorrow. Employee development programs are essential to ensuring that your organization has the leadership bench strength required to guide your company into the future.

Brandon Raasch, Director of Human Resources for retailer West Marine Products describes it this way: "This is the right time for us to invest in our leadership team and prepare for the future. That way, our customers, shareholders, and associates are all healthy when the economy turns around, as we fully expect it will."

Brandon continues, "One of the exciting things that I see in our senior management is that, when things are difficult, rather than getting frustrated and blaming others, they will ask, 'What can I do different? What can I change in order to take this challenge and turn it into an opportunity?'"

Caliper's Leadership and Employee Development programs can help you identify and develop talented leaders within your company to drive your competitive strategy, support your values, and successfully secure the future of your organization.

## Caliper Leadership and Employee Development Programs

The process involves a clear understanding of your organization's current and future business strategy. Knowing your competitive position in the marketplace, along with your growth goals, allows for a better definition of future leadership needs. You cannot begin to prepare your future executives if you do not know what they will be called upon to do—and what competencies they will need to succeed.

Caliper can help you with every aspect of assessing, identifying, and developing high-potential employees. We will help define your future leadership needs and the competencies required for success. We can create the best plan for preparing your talent for current and future leadership needs. And we can help you measure the progress and success of your leadership team.

## The Bottom Line

While it may be hard to think of spending precious budget dollars on leadership and employee development when you have so many other matters begging for your attention, there is truly nothing more important.

Organizations need their leaders to be prepared for the upturn, which will inevitably come. To be ready, it is important to start today to align your leaders and their teams and position them for success. Brandon Raasch sums it up this way, “What has really been exciting and productive for our organization has been using Caliper’s approach to improve our efficiency, improve our communication, and improve our performance.”