



Growth Stalls When Talent Strategy Lags Business Strategy

Clear technical standards exist in most firms; clear leadership standards often don't. The result: slower development and delayed succession readiness.

DEFINE WHAT GREAT LEADERSHIP LOOKS LIKE – THEN BUILD IT!

Without clarity on what leadership looks like, development is random and succession is reactive.

1. Align Talent Outcomes with Business Strategy:

Define measurable talent outcomes that directly enable growth and performance goals. For example, set clear targets such as two ready-now successors for every executive role by 2030 or a 30% increase in field leadership capacity to support backlog growth.

2. Define and Surface Your Talent Philosophy:

Articulate the beliefs and guardrails that shape how your firm identifies and rewards talent. For instance, clarify principles like “performance varies meaningfully and should be rewarded accordingly” and “leaders are accountable for building successors for their roles.”

3. Build Your Leadership Pipeline:

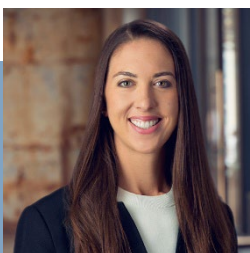
Establish a clear roadmap from Lead Self to Enterprise Leader that defines what great leadership looks like at every level. Pair those expectations with development accelerators—like leadership institutes, field rotations and executive programs—to ensure a strong, ready bench for the future.

LEADERSHIP IMPACT STORY

An ENR 400 Contractor Strengthens Its Leadership Bench

Facing an upcoming transition of its CEO in 2027, FMI worked with the current executive team to drive actionable progress toward the milestones for this critical transition. While the future CEO is poised to take over, the firm has struggled with planning the transition from a seasoned team (run by the same people for decades) to a company that can endure well into the future.

In partnership with FMI, the organization is preparing its next generation leaders for this transition period.



Steena Chandler is energized by developing exceptional leaders in the construction industry. She delivers leadership training, content development and consulting to individual leaders, teams and organizations. Her work includes building high-potential teams, developing leadership pipelines within an organization and cross-cultural leadership development.

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