



# The seven pillars of leadership wisdom

**Key Words:**

leadership effectiveness; wisdom; assessment; talent management; succession planning

*"If there is anything the world needs, it is wisdom. Without it, I exaggerate not at all in saying that very soon, there may be no world at all."*

Robert Sternberg

## Gerald Ratner's Expensive Lunch

Although widely regarded as "tacky", the Ratner jewellery chain was extremely popular with the public.... until its CEO, Gerald Ratner, made a speech at the Institute of Directors in April 1991. During the speech, he said:

*"We also do cut-glass sherry decanters complete with six glasses on a silver-plated tray that your butler can serve you drinks on, all for £4.95. People say, "How can you sell this for such a low price?" I say, because it's total crap."*

Ratner compounded his opening line by going on to remark that some of the earrings were *"cheaper than an M&S prawn sandwich but probably wouldn't last as long."*

The result: £500 million was wiped from the value of the company and Ratner was removed from his position 18 months later.

Gerald Ratner was not the first, and he won't be the last in the long line of leadership gaffes<sup>1</sup>.

## Lessons in Leadership Wisdom

- Think before you speak
- Don't be entertaining if the joke is on your business

*"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently."*

Warren Buffett

<sup>1</sup> For more gaffes see:

[http://www.guardian.co.uk/money/2003/oct/18/credit\\_cards.business](http://www.guardian.co.uk/money/2003/oct/18/credit_cards.business)

## Matt Ridley's Rock and Hard Place

Matt Ridley is an intelligent thinker. The writer of well acclaimed popular science books in genetics and evolution, in 2004 he won the Book Award from the US National Academies of Science, Engineering and Medicine.

In 2007 in his role as Chairman of Northern Rock, Ridley found himself at the centre of a business storm, defending his company's decision to borrow large sums of money on the financial markets to lend as mortgages to house buyers. Northern Rock's business model proved vulnerable when turmoil on financial markets made banks more reluctant to lend to each other, forcing Northern Rock to borrow £20bn from the Bank of England to avoid collapse.

Mr Ridley insisted that *"the Northern Rock business model was a good one"*, saying the bank had been hit by *"wholly unexpected events"*. In Parliamentary hearings MPs lambasted Northern Rock executives for alleged arrogance and incompetence.

## Lessons in Leadership Wisdom

- Intelligence is not a substitute for astute business thinking.
- Don't blame events; manage risks to build a sustainable business.

*"Only when the tide goes out do you discover who's been swimming naked."*

Warren Buffett

## John Mayo's Spending Spree

GEC in the UK was once the jewel in the crown of British manufacturing. Weinstock, its brilliant but cautious CEO, had built up a massive cash pile. His successor, George Simpson and Finance Director, John Mayo, began a process of business transformation, selling off its defence and heavy engineering businesses to focus on the future of high technology. Ignoring the law of “buy cheap and sell dear”, Simpson and Mayo bet the business on new telecoms investments, just as the dotcom bubble popped.

In 2000, shares that had once traded at £12 fell to 3.6p. A company worth £34 billion was now worth £66 million. One observer remarked: *“As destruction of share holder value go, I cannot think of another case that even approaches this in dreadfulness.”*

Mayo, engineer of these schemes, left with the statement: *“Marconi is a great company going through difficult times that are not of its own making. The entire workforce faces immediate short-term challenges and it is inevitable that sacrifices will have to be made for Marconi to enjoy the prosperity and growth available in the medium and long term.”* In the process Mayo pocketed £2.7 million by way of compensation.

## Lessons in Wisdom

- Make decisions within the “zone of competence”, otherwise you can delude yourself about the strength and potential of your business.

*“Rule No.1: Never lose money.  
Rule No.2: Never forget rule No.1.”*

Warren Buffett

## Gary Hart's Challenge

U.S. Presidential candidate Gary Hart offered a challenge to reporters asking questions about his track record of philandering. *"Follow me around...If anybody wants to put a tail on me, go ahead. They'd be very bored."*

One reporter did take up the offer and wasn't bored. Gary was soon discovered with a lovely young woman, and it wasn't his wife. His presidential campaign faltered.

Clearly folly isn't restricted to business leadership.

In her analysis of the dynamics of "bad leadership", Barbara Kellerman<sup>1</sup> distinguished between incompetent and unethical leadership. No doubt moral bankruptcy has and will continue to be a factor in destructive leadership. More often, bad leadership is foolish leadership, leadership exercised without the essential element that is wisdom. Different dynamics are at work.

- an arrogance that knows best and is dismissal of others' views
- rigidity and holding on to a previously successful operating style no longer relevant to current challenges
- simplistic thinking that reduces complexity to a narrow set of options
- fear, paranoia, the mistrust of others and a reluctance to make the difficult decisions
- the need for approval that looks to please and avoids conflict

<sup>1</sup> "Bad Leadership: What It Is, How It Happens, Why It Matters" Barbara Kellerman

Leadership, at least the kind of leadership that makes a positive and sustainable impact over the long haul requires wisdom. But wisdom seems an old fashioned concept, one that has been overtaken by more scientific sounding concepts (e.g. cognitive complexity, emotional intelligence, learning agility) in the discussion about how best to assess and develop leadership. However, wisdom is making a resurgence. This article explores:

- why wisdom is in demand more than ever but increasingly in short supply
- what leadership wisdom is and isn't, and the differences between wisdom, intelligence and creativity
- where to look for leadership wisdom within your organisation, and applying wisdom as a criteria for assessment and leadership progression and as a focus of development
- a new generation of products for the assessment of leadership wisdom

*"The most important leadership quality is a willingness to admit what you don't know or aren't certain about, and a willingness to change your mind when confronted with different evidence and ideas. It is a quality of intellectual openness and it is at the foundation of an attitude of wisdom."*

J Pfeffer

*"What may appear to be purely business or technology decisions are really human choices that require our highest wisdom."*

Miller & Miller

Wisdom is in demand when:

- **complexity and uncertainty increase.** Leadership wisdom is not needed when business life is simple and straightforward. But leaders now operate in a business environment of competitive dynamics in flux, customer trends that are fickle, and technological innovation that is ferocious.
- **difficult judgements need to be made.** Leadership is easy when the choices are presented as “either-or” decisions. When commercial opportunity and ethical principle compete, or different stakeholders have conflicting priorities, and short-term pressures need to be balanced against long-term aims, something more than strategic analysis and intuition is needed.
- **leadership life gets noisy.** The public relations, media and consulting industries pump out a constant stream of the new thing and the next big idea. As the volume of information increases, wisdom is needed to separate the wheat from the chaff to identify what is fundamentally important.

Why is leadership wisdom in short supply?

## The “complex array of skills” theory; it’s always been rare

Wisdom is not a unitary trait. It is the integration of a set of specific attitudes and values, cognitive skills and life experiences that form wisdom. If each of these components are rare, the chances of finding all in combination is unlikely.

## The “neglect” theory; we’ve downplayed its importance

Maybe wisdom is in short supply because over the last 20 - 30 years we have down-played its importance. Leadership models have emphasised some qualities but under-stated the impact of wisdom. Certainly it doesn’t figure too prominently in criteria of organisational progression or in the curriculum of executive development programmes at business schools.

## The “busy world” theory; we don’t give it chance to develop

Wisdom needs time and reflection to develop. In a leadership world that values short-term solutions and speed of response, wisdom is squeezed out by the pragmatics of expediency.

*“Wisdom seems a scarce resource.”*

John Bigelow

# Wisdom: some definitions



There are hundreds of definitions of wisdom, each with a different emphasis reflecting the varied outlook of theorists and researchers. Definitions span a spectrum of ideas, from the pragmatics of life conduct to the attainment of spiritual insight. Key themes are:

## Wisdom as Practical Knowledge

This is wisdom as the understanding of human behaviour and activity to interpret “what’s going on.” Here wisdom is that **“uncommon degree of common sense”** to operate skilfully within the realities of life.

## Wisdom as Cognitive Mastery

Wisdom is a kind of meta-intelligence that **knows how to think**. Because we can’t and never will know know everything, we must develop the cognitive skills that know how to tackle unfamiliar problems and grapple with new decisions.

## Wisdom as Exceptional Judgement

Judgement is a recurring theme in almost every definition. This is the “wisdom of Solomon” to resolve problems where there is no easy answer and make prudent decisions. Here wisdom is risk management to balance trade-offs to optimise overall outcomes.

*“Wisdom: a useful truth with a long shelf-life”*

Bruce Lloyd

## Wisdom as a Special Insight

Wisdom sees things that are hidden to most of us. Wisdom has the penetration to **“see beyond illusion”** and identify what is of fundamental and enduring importance.

## Wisdom as a Way of Living

This is wisdom as a set of values and attitudes about life and how it should be lived. Within this theme, wisdom is the openness to experience, the humility to learn, and the willingness to provide advice and counsel to others. Wisdom within this theme is more than set of thinking skills based on exceptional insight and understanding; it is a project in life.

# The is - is not of wisdom: it isn't accumulated knowledge



Leadership wisdom is not a “mental encyclopaedia of facts”. Organisations need high levels of technical and professional expertise and knowledge. And effective leaders coordinate that knowledge across different business activities and functional streams to exploit the value of integration. Important though knowledge management is, it isn't wisdom.

Wisdom is aware of the limits of knowledge. Wisdom has the humility to recognise that the “more one knows the more one knows that one doesn't know.” Effective leaders don't know “more stuff”, but they do know which stuff matters.

Wisdom also recognises that facts are never quite as they appear. Instead wisdom looks at events from different perspectives to interrogate the validity of the facts and determine the fundamentals. Leadership wisdom challenges assumptions to locate the robust evidence<sup>1</sup> that informs shrewd judgements.

*“Knowledge is a process of piling up facts; wisdom lies in their simplification.”*

Martin Fisher

*“Wisdom lies not in what is known but rather the manner in which that knowledge is held and in how that knowledge is put to use.”*

J Meacham

<sup>1</sup> <http://www.evidence-basedmanagement.com>

# The is - is not of wisdom: it isn't theoretical insight



A good theory provides explanatory power to make sense of current problems and provide predictions for the future. And wisdom is alert to the fundamental principles that illuminate problems to see the underlying causes. But wisdom isn't about speculation and conceptualisation in the abstract. It is grounded in the practicalities of challenges in the real world.

Wisdom is sceptical of the “big idea” or “the one thing” of the management guru. Wisdom knows that theory needs to be applied within context. Analytical thinking operates on the basis of the “if - then” principle: if we do this, then we can expect that. It is a principle that works well in science, engineering and technology, but not one that does too well in the imprecise world of business strategy, organisational change or people management, the world in which leaders operate.

Effective leaders don't waste time waiting for the perfect theory. They do however draw on a few fundamental principles, applying them within context, to make the difficult judgement calls.

*“Regard everything you believe as nothing more than a set of hypotheses, forever open to being disproved.”*

Gary Hamel

# The is - is not of wisdom: it isn't advanced levels of intelligence



The facility to think logically and critically is an important leadership attribute. Indeed intelligence remains one of the most robust and consistent predictors of effectiveness, albeit at a relatively modest level<sup>1</sup>.

Intelligence analyses the facts to draw valid conclusions. And exceptional levels of intelligence provide speed and accuracy of cognitive power. But this is not wisdom.

“The Smartest Guys in the Room”<sup>2</sup> possessed formidable intellects and were educated at the best universities. The “smartest guys” at Enron also created one of the biggest scandals in corporate history. Smart people can make foolish decisions.

Cognitive aptitude has the intellectual power to focus on specific problems, but it is wisdom that provides breadth to put problems in a larger context. Or, if intelligence is “cognitive mechanics” and the power of the mental machinery, then wisdom is “cognitive pragmatics” and the application of intelligence to the fuzziness of real life problems.

*“Wisdom, not intelligence, is probably the most important talent for sustaining organisational performance.”*

J Pfeffer & R Sutton

*“What gets you into trouble isn't what you don't know, it's what you think you know that isn't so.”*

<sup>1</sup> “Executive Intelligence” Justin Menckes

<sup>2</sup> “The Smartest Guys in the Room” Bethany McLean

# The is - is not of wisdom: it isn't creativity



Originality of thinking to see new possibilities provides the impetus for change and improvement. Creativity is a powerful force in shaping the business future. Without leadership to encourage imaginative thinking and harness the potential of new ideas, organisations would stagnate and be overtaken by more innovative competitors.

But creativity on its own doesn't drive organisational change.

Genuine breakthrough ideas, those insights that revolutionise and redefine the rules of the market-place, are once-in-a-generation events. Most of the time creativity is about incremental improvement and finding ways to do things a bit faster and a bit better than the competition.

Wisdom recognises that most "new solutions" turn out to be the repackaging of established truths, and often little more than passing fads. It isn't that wisdom is resistant to novel thinking, but wisdom possesses a scepticism that looks to evidence-based practice.

There is no shortage of good ideas when organisations take the time to listen and learn from their employees. The leadership challenge then is selecting and prioritising those ideas with the potential to make a sustainable strategic impact.

Wisdom is that leadership quality that is shrewd in placing the right bets to back those ideas with greatest promise, and avoiding those superficially attractive proposals that will never deliver.

*"There is nothing new under the sun but there are lots of old things we don't know."*

Ambrose Pierce

# Wisdom research: what we know and don't know

Despite the established “wisdom literature”, spanning religious and philosophical traditions across the centuries, wisdom has been a neglected topic in academic research.

The interest, beginning in the 1980s, was triggered not by any leadership theorist or practitioner, but by gerontologists looking at the aging process, and their interest at what was positive about aging. Wisdom was one of the first candidates for further investigation. More recently, the positive psychology movement led by Martin Seligman, has raised awareness of the dynamics and outcomes of wisdom as a key domain of “strength”.

The research, now incorporating over 40 studies, has explored:

- **Folk theories:** the analysis of what the general public think about wisdom and the attributes they associate with wise individuals
- **Wisdom Performance:** the evaluation of individual performance in tackling wisdom-based problems
- **Survey Measures:** a series of attempts to map out a coherent and robust framework for the assessment and development of wisdom

*“Incredible as it may seem there has been no study to date that has attempted to study people actually considered wise.”*

Richard Trowbridge, 2005

The focus of this research has been: what do the general public think about wisdom?

- although it is relatively rare, the general public find it easy to recognise. (Here we run ahead to a paradox of talent management programmes and how organisations sometimes do their best to ignore wisdom).
- people seem to know exactly what is meant by wisdom and can differentiate it easily from the qualities of intelligence and creativity. Strangely enough Sternberg found a negative correlation between wisdom and creativity in his analysis of the perceptions of business school professors. For them, wisdom and creativity are antithetical to each other!
- wisdom triggers the connotations of reflectiveness, judgement and exceptional understanding. But wisdom isn't just a cerebral activity. Wise people are also linked to qualities of character, and the interpersonal and emotional components of empathy and in some studies, "social unobtrusiveness". It may be that wisdom's lack of "pushiness", the attention-getting quality of other leadership traits (e.g. charisma), accounts for its low profile in leadership research.

*"The wise person must have broad and specific knowledge about life, multiple ways of dealing with multiple life circumstances, an understanding of different contexts in life over time, knowledge about different ways of approaching life's major components to reason from multiple perspectives, and recognition and management of uncertainty."*

Brown & Green

The general public may have views about wisdom and its components, but this may owe more to stereotype than any informed insight.

Another group of researchers, most notably at the Max Planck Institute of Human Development, looked at performance within those tasks requiring wisdom. Drawing on Baltes' definition of wisdom as "expert knowledge involving good judgement and advice about important but uncertain matters of life", this research effort has presented participants with a series of life planning and morally challenging problems. Participants are asked to think aloud in response to the scenarios. Trained raters then grade the verbal protocols.

Some themes from this wave of research:

- after age of 25, wisdom doesn't seem to correlate with age, contrary to expectations
- personality and intelligence measures explain only a modest part of performance, but the interface between personality and intelligence seems critical
- professional experience is an important determinant of wisdom
- performance improves if participants are given the opportunity to consult others and discuss the problem

Although a promising line of inquiry this research seems constrained by:

### The **criteraion issue**

It is not clear that the tasks represent the full spectrum of wisdom challenges, or that those individuals performing well on these tasks are truly wise in more realistic settings. For example, clinical psychologists perform better on these tasks than other groups. But are they more wise across the full spectrum of life?

### The **application problem**

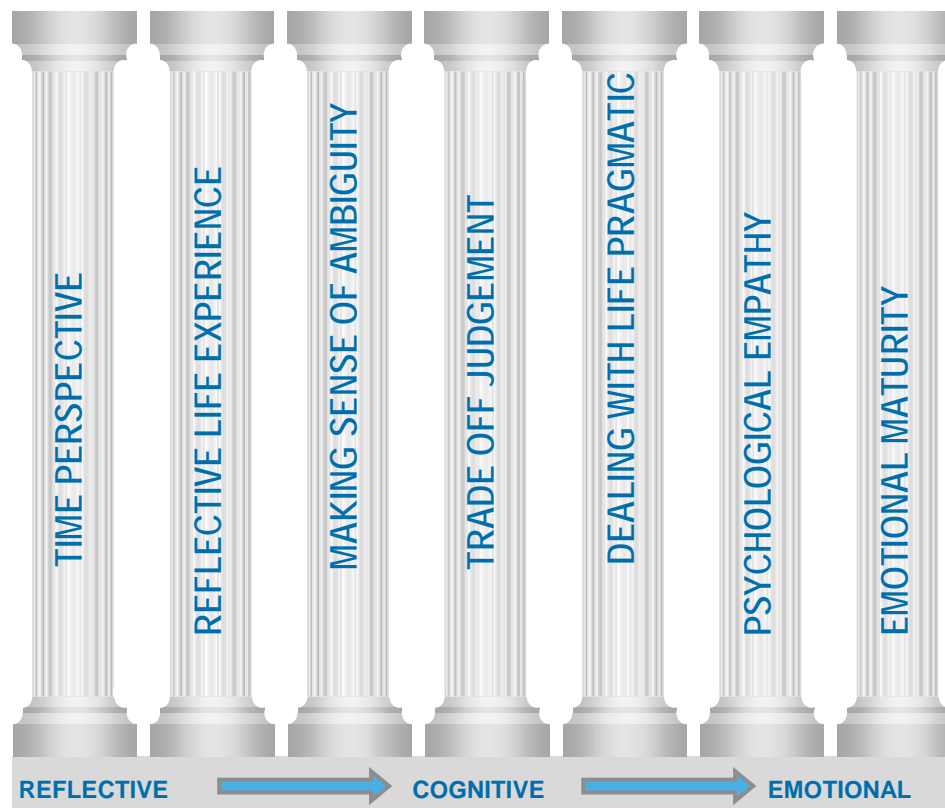
This methodology, potentially powerful in clarifying the thought processes utilised in making wise judgements, may be time consuming and expensive and not suited to organisational assessments.

This is the attempt using self report assessment to map out the components of wisdom. Several instruments to measure wisdom have been developed using a variety of adjectival check lists, open ended formats and structured questionnaires to identify the best way of describing wisdom and its drivers. Reviewing the different models, our summary is based on seven themes: “the seven pillars of wisdom”.

From this survey research it is clear that wisdom matters and makes a difference. Wisdom is associated with higher levels of personal mastery, general well being, life satisfaction and purpose in life.

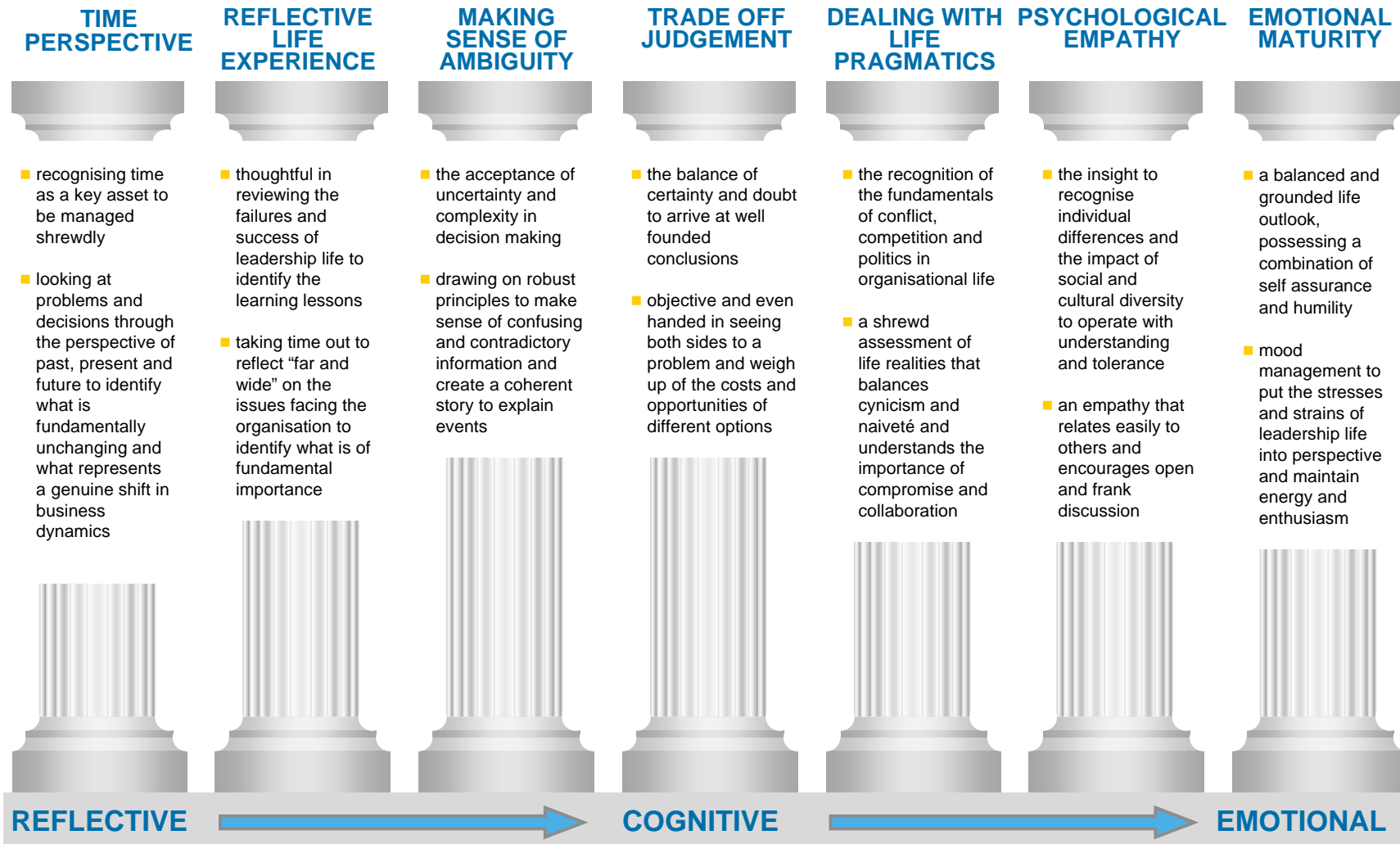
But this research has not explored fully:

- individuals considered **exceptionally wise** against a criterion that is cross referenced to wisdom in real life.
- the impact of **wisdom on leadership effectiveness and long-term organisational success**<sup>1</sup>. Intuitively the connection seems obvious, but there is little systematic research exploring where and when wisdom makes most difference.
- the dynamics in the **development of leadership wisdom** and the factors that support and accelerate the acquisition of wisdom.



<sup>1</sup> Lamas & Hansson, 2004, is the one exception. Their research indicated the contribution of wisdom to organisational culture.

# The Seven Pillars of Leadership Wisdom



# The Seven Pillars of Leadership Wisdom



Our model of leadership wisdom:

- incorporates the spectrum of reflective, cognitive and emotional elements, and the importance of the “integration of mind and character” in the development of wisdom.
- sees wisdom not as a unitary construct, but as the interaction of seven components. All elements are required for the full and consistent application of wisdom. Exceptional talent in one or more component of wisdom provides powerful strengths but won’t compensate for weakness in any one theme. The “house of wisdom” requires all seven to operate together.
- provides a powerful diagnostic framework to profile leadership wisdom in identifying potential strengths in developing wisdom and in highlighting risks that constrain the application of wisdom.

*“Wisdom hath builded her house,  
she hath hewn out her seven  
pillars.”*

Proverbs 9:1

If we think that wisdom is becoming increasingly important to leadership but in short supply, what game plan is needed to build greater levels of wisdom in the current and emerging leadership population?

## Rethinking the criteria of leadership progression

Marshall Goldsmith makes the point that “*what gets you here won’t get you there*”. Impression management skills to establish credibility and the smarts of career management often provide the dynamic of progression. But more is required to operate effectively as a leader who makes a sustained impact. Wisdom may an attribute that gets neglected in how we map out the “leadership pipeline”.

## Knowing where to look for wisdom

Wisdom may not nominate itself for high potential programmes. It may even be unpopular with line management in their review of talent. We may therefore have to be imaginative in our search for potential leadership wisdom.

## Options for assessing leadership wisdom

If “*wisdom is the most elusive of all psychological constructs*”, can it be assessed? Which methods do we need to incorporate in our evaluations of current and emerging leadership?

## Tactics in developing wisdom

How is wisdom developed? The process of life experience no doubts helps. But how should organisations accelerate the development of wisdom?

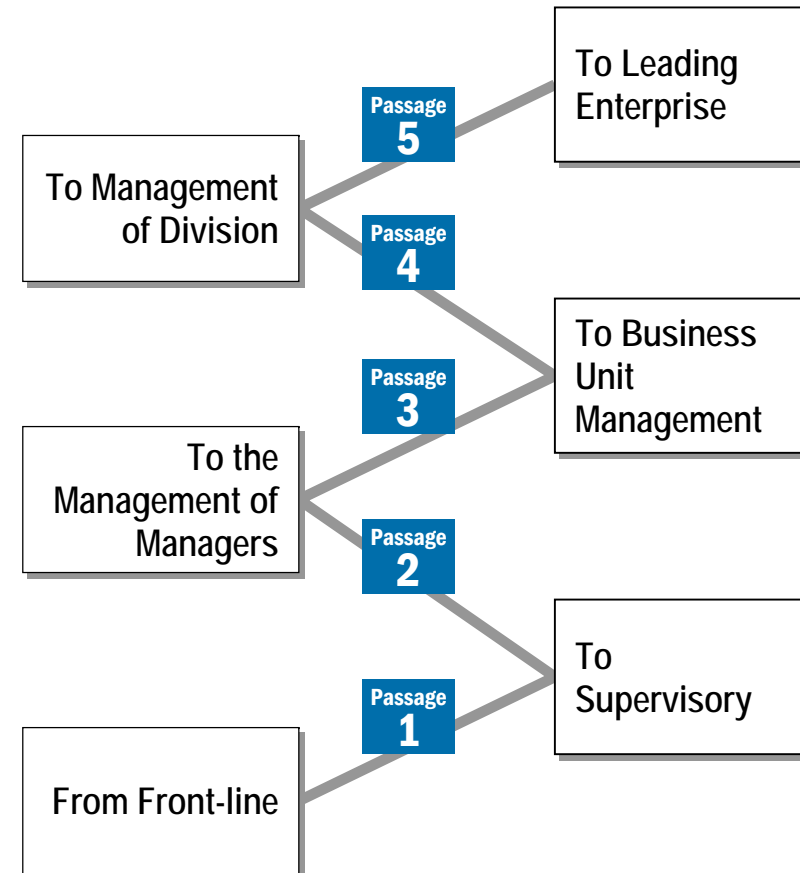
# Rethinking the criteria of leadership progression



The criteria for progression are critical in shaping the organisation's future leadership capability, and the breath, depth and diversity of its available talent. This isn't simply the criteria that appear in formal policies; this is the set of implicit assumptions used in determining who gets on and who gets which job.

As employees navigate the different passages of career progression, some skills, traits and value become more and less relevant. Wisdom is one theme that grows in significance as individuals take on greater leadership responsibility addressing greater complexity and uncertainty in decision making.

Where does wisdom figure in your organisation's blue print of the "leadership pipeline"? Problem analysis, judgement, strategic thinking, emotional intelligence may be key competencies, but each on their own isn't wisdom. Make wisdom a clear criterion with explicit indicators.



It was the publication of “The War for Talent” that helped put talent management at the top of the corporate agenda. But when its exemplar, Enron, the organisation that implemented its prescriptions to the letter, imploded, questions arose about the tactics being used in the war<sup>1</sup>.

Talent management programmes are the initiatives to identify talent at an early stage and be proactive in its development and retention. Do talent management programmes work? The quick answer is: yes, sometimes. But sometimes, they don't. And one of the principal reasons they don't lies in the initial selection process and the nomination of the “wrong individuals.

Self and line management nominations have many virtues, but need to be accompanied by a robust assessment, particularly when organisations are looking to shift the leadership mind-set.

*“Look inside for some part of the organisation where extraordinary results have been produced but there is no person standing forth to take excessive credit for these results.”*

Jim Collins

Look for individuals who:

- ask questions about problems and listen to answers they might disagree with
- are comfortable with the uncertainty and complexity of new projects and assignments
- admit to their own mistakes (rather than promote their successes)
- take on difficult assignments with a risk of failure (rather than hide within a comfort zone)
- show humility to spread credit around the work area (rather than advance a personal agenda)
- ignore the trivia and don't waste energy on self-serving back covering exercises
- display the confidence to express doubts and misgivings about a course of action
- provide insightful and practical advice to their colleagues (not just those they have line management responsibility for)
- are alert to the long-term consequences of their actions

<sup>1</sup> “Practical Succession Management” A Munro

Can leadership wisdom be assessed? The options are:

**Indirect measures** and aggregating results from measures of intelligence and personality to generate an index of wisdom. Although wisdom is associated with some traits (e.g. the Openness to Experience scale of NEO), this is probably an unsatisfactory approach that lacks direct face validity.

### **Self report measures**

The challenge here is presenting the questionnaire content in a non transparent way to avoid social desirability responses. Self report measures often experience the problem of halo effect based on self esteem. If a degree of humility is one characteristic of wisdom, the results may be distorted as wise individuals under-report their wisdom and their less wise peers overstate their impact.

### **360° feedback**

This is probably a more promising approach. Capturing the views of key stakeholders in a position to observe wisdom in action within the challenges of organisational life provides a more credible assessment. As with all 360° feedback processes, raters need to be “able and willing” to provide meaningful, candid and specific evaluations.

### **Interview protocols**

The problems of interview methodology are well known. But powerful questions, supported by shrewd follow through prompts guided by an insightful interviewer, represent another potentially useful tool.

### **Scenarios based assessment.**

The wisdom performance research has much promise. The challenge is creating a range of scenarios, reflecting the spectrum of leadership challenges covering strategic choice, ethical dilemmas and life decision making in a format that can be evaluated quickly and reliably. Technology will no doubt an important driver of developments in this area.

# Developing wisdom



Wisdom is not a leadership quality that lends itself to classroom based training. And wisdom doesn't get too much coverage from business schools or management colleges. Do we then simply rely on life experience, hoping that a sufficient number of our leaders acquire wisdom as they progress? Or, if we want to accelerate the development process, what might help?

*"Business schools virtually ignore the topic"*

John Bigelow

## An organisational agenda:

- introduce the "wisdom" word into your corporate vocabulary and as a theme in your assessment and development activity
- focus development effort on those that show potential to be wise. Use succession and talent reviews to coordinate job moves to ensure emerging leaders get the "right experience at the right time", specifically exposure to challenge, uncertainty, controversy and adversity.
- make problem solving and decision making skills part of your core leadership "curriculum". Introduce training to improve skills, but also provide context through the discussion of case studies, current business events, biographies and your organisation's past and emerging business challenges for the future.
- incorporate the ethical perspective in all your training and development events. Don't add a module positioned as "leadership ethics". Make the values and character of leadership life a running theme through all workshops, seminars and conferences
- support experiential based learning with wise mentors and coaches. Evaluate your coaching strategy and current providers to work only with individuals with the level of wisdom to provide your leaders with genuine insight
- create time for the development of wisdom. Encourage debate about what is and isn't working and build in regular reviews to analyse successes as well as any failures. Give your leaders the "space" to think and reflect.

It was Aristotle who observed that *“to grasp what practical wisdom is we should first study people we call practically wise.”* In his review of the available research, Trowbridge<sup>1</sup> points out, *“this approach has not been followed by empirical research to date.”* Despite the massive bank of case studies outlining the business consequences of leadership folly, wisdom has been a neglected topic in the dynamics of leadership impact and effectiveness.

Our research programme is filling this gap by:

- developing a framework and assessment methodology specifically for leadership within the mainstream of organisational life
- analysing the causes and consequences of leadership wisdom in organisational effectiveness
- tracking the longer-term impact of wisdom in career development and leadership progression

If your organisation is interested in participating in any part of this research programme, contact us on 44 (0) 1608 654007 or email [michelle@amazureconsulting.com](mailto:michelle@amazureconsulting.com).

## Piloting a self report instrument

This is a 105 item questionnaire, combining both rating and forced choice formats to provide an assessment against seven themes of leadership, with detailed analysis and prompts for development.

## Validating a 360° feedback tool

A 35 item questionnaire also utilising an additional 21 contra indicators to capture stakeholder perceptions of positive and negative experiences of leadership wisdom.

## Design of an interview protocol

A series of structured interview prompts and guidelines to pinpoint past experience of wisdom, capability in tackling current challenges, and insight to make wise choices in response to future situations.

**Performance based measures** designed around scenarios that call for wisdom in analysis, judgement and decision making.

<sup>1</sup> Richard Trowbridge “The Scientific Approach of Wisdom”, 2005

# About us



AM Azure Consulting works with a broad portfolio of clients - in the UK as well as overseas - in the design and implementation of on line services in recruitment and selection; management assessment, development and career management; performance management; and talent and succession management.

If you are interested in our approach to leadership assessment, development and talent management, call us on:

44 (0) 1608 654007 or email [admin@amazureconsulting.com](mailto:admin@amazureconsulting.com)

- **we're professionals but we're not pompous.** We are at the edge of the latest research and thinking in the field of people management, but we're not precious about the "one thing". We have some good ideas to help your organisation perform even better, but we know that you may have some better ones, but want support in making them work. We don't impose the "solution".
- **we design but we also implement.** Our content, design and technology can build cost effective solutions quickly. Over-engineered consultancy solutions don't interest us, and they are bad for organisations. Our consultancy experience of "real world" implementation will move things forward from initial concept to results rapidly.
- **we start things to build momentum but we also follow through.** Results come from the discipline of "making it stick", of evaluation, learning and continual improvement. And we maintain ongoing relationships with our clients to keep reviewing the business impact of our efforts.