

RECRUITMENT AND SELECTION OF INNOVATIVE LEADERS: STRATEGIES FOR IDENTIFYING THE IDEAL LEADER

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Abstract

During the current period of economic recovery, firms are placing more responsibility on human resource (HR) professionals to attract and select highly creative individuals who can contribute to maintaining their competitive edge in the competitive landscape. This is particularly accurate when it pertains to finding and choosing innovative organizational leaders, as they are becoming progressively challenging to recruit and bring into a business. The resolution. HR professionals can contemplate various tactics for improving their organization's ability to attract competitive inventive leaders. This evaluation addresses many methodologies for discerning and choosing inventive persons to join a business, encompassing optimal strategies applicable to organizations of diverse scales and financial resources. The discussion revolves around updated recruitment tactics, behavioral examinations, psychologically focused evaluations, and focused transition management with a focus on innovation. Individuals or groups with a vested interest or influence in a particular project, organization, or decision-making process. This article is pertinent to HR and HRD professionals who are involved in establishing or implementing the recruiting and selection strategy in their firm. It will be particularly crucial for those engaged in the recruitment of innovative professionals and leaders at the mid- to a high degree.

Keywords: *Leader employment, creative leader, leadership transitions*

INTRODUCTION

In today's stressed business climate, it can be particularly challenging to hire and identify strong leaders. Indeed, according to Hannah, Lester and Vogelgesang, 2005 almost any kind of leader can rise to prominence and be seen to be effective when the market is booming. It can be a costly and exhausting ordeal to find a leader who is a good match for a company, and powerful, creative organizational leaders are hard to come by. Still, when businesses fight for survival in progressively competitive marketplaces and sectors, creative leadership is essential (Sendjaya et al., Butarbutar, 2016).

Strategically focusing on innovation within a business during challenging economic periods, particularly when competitors are facing difficulties in remaining relevant, can determine whether there will be substantial growth and an increase in revenue or the need for reductions (Castellaci et al., 2005). Given these high stakes, the competition to attract and retain innovative leaders is a critical factor that sets firms apart. Recent studies indicate that the level of complexity in human resource (HR) management methods employed for recruiting and selecting leaders, particularly in an innovative cultural environment, can forecast the accomplishments of an organization in terms of both goods and technological development (Khalili, 2016 ; Sethibe, 2018 ; Ghasabeh and Provitera, 2017). Hence, the objective of this article is to delve deeper into the significance and consequences of employing visionary individuals in leadership positions and provide several approaches for attracting and choosing organizational leaders who foster a creative and knowledge-driven culture. More precisely, we examine several approaches concerning the process of attracting and hiring new employees, along with the utilization of tools like behavioral/psychological evaluations and behavioral examinations. Lastly, we explore the concept of transition planning.

Creative leaders' significance

The significance of exceptional leaders in contemporary companies is as crucial as in past decades. In fact, several organizational scholars contend that their importance has even amplified in light of heightened competition among firms resulting from market and financial challenges (Sethibe and Steyn, 2017). This is particularly true when we contemplate the significance of a pioneering organizational leader and the influence they can exert on an organization. Creative leaders possess the capacity to impact many aspects of the business by fostering creativity in others and consequently instigating advancements that can propel the firm to a higher level (Bednall et al., 2018). Consequently, HR managers bear a substantial duty in recruiting and selecting these individuals. The HR team's ability in achieving this aim can greatly influence the inspiration and accomplishments of other members within the firm. In recent times, leadership studies have been influenced by a framework that demonstrates how genuine and inventive actions by the leader contribute to individuals having a greater tendency to empathize with the leader and the organization. This, in turn, enables followers to feel confident, optimistic, and resilient, and to develop a recognition of connection with their leader (Patterson and Birdi, 2005; Sarros, Cooper and Santora, 2008).

The primary responsibility of the leader is to cultivate conviction and enhance the confidence of their subordinates. One additional responsibility of genuine and inventive leaders is to promote a sense of practical enthusiasm among their subordinates by means of learning and growth. Research conducted by Wright (2003) has demonstrated that employees with a high level of confidence tend to exhibit outstanding performance and are less likely to have aspirations of leaving their job compared to employees with a low level of positivity. Moreover, and perhaps most significantly, exceptional leaders enhance persistence and foster creativity and originality by ensuring that their subordinates possess the capacity to bounce back from challenges and flourish in the midst of significant levels of transition (Yammarino et al., 2008; Spreitzer, 2006 ; Gooty, 2009). This motivation is crucial as subordinates must swiftly bounce back from previous failures in order to recognize fresh opportunities and chances in future possibilities. Moreover, in light of the recent surge in layoffs, forward-thinking leaders have the ability to instill optimism and resilience in employees who are facing a decline in stable employment and motivation. In summary, effective pioneering leaders significantly impact an organization's capacity to rebound and sustain innovation in order to remain viable (Jung, Chow and Wu, 2003 ; Parry and Thomson, 2002). In the absence of this crucial form of leadership, organizations are prone to encounter difficulties.

Hiring Creative Leaders

Recognizing a continuous flow of genuine and inventive leaders among the pool of talented individuals throughout the hiring procedure is one of the most challenging duties of HR experts. Numerous accomplished executives are presently working and are not consciously looking for a new post. When high-ranking individuals are actively looking for a job, they typically rely on exclusive community connections or seeking firms for opportunities. Moreover, locating a proficient leader is a difficult task, and when combined with the requirement of being a proficient innovator, it becomes an even more formidable problem. HR professionals have access to several highly successful and sophisticated acquisition methods for discovering leaders (Wieschollek and Dlouhy, 2023; Torrisi-Mokwa, 2006). These involve colleague recommendations, professional associations or alumni databases, and web-based connections. Utilizing technology in conjunction with each of these factors is highly likely to yield more qualified applicants for leadership roles (Nilsson and Löjdqvist, 2016). Utilizing peer recommendations is an excellent starting point for finding a suitable candidate for an organizational leadership position. This is particularly accurate when highly accomplished organizational leaders at the mid to higher positions in your company provide recommendations. These leaders are expected to possess a profound understanding of the specific abilities, approach to leadership, and experience that would be suitable for a specific department or company division (Pieper, Greenwald and Schlachter, 2018).

It further involves assisting in the identification of applicants who are very likely to be compatible with the company

environment. It is also important to consider the level of uncertainty and tolerance for failure in distinct companies when seeking creative leaders (Van Hove, 2013). This can vary greatly depending on the organizational culture (Tesluk, Farr and Klein, 1997; Shalley, Zhou, and Oldham, 2004; Çokpekin and Knudsen, 2012). While peer recommendations are often more effective than other recruitment tactics to recognize individuals, it is important to avoid overemphasizing the value of a recommendation. Group recommendations should be considered and are likely to provide excellent prospects. However, it is crucial to thoroughly evaluate the individuals during the recruitment process in order to guarantee their suitability for the post and organization before appointing them as potential leaders. Professional groups can serve as a valuable resource for discovering potential applicants for leadership roles, based on the specific job description that requires an emerging leader (Sarros, Cooper and Santora, 2008). A knowledgeable association is more inclined to be beneficial when a leader is required in a highly specialized professional domain. Management operations, particularly those involving experts in fields like development and research, can benefit greatly from professional associations. These communities are often modest and tightly interconnected. Leaders that are engaged in their respective industries and have achieved success as pioneers often participate in professional associations through attending discussions, displaying intellectual leadership, and constantly engaging in socializing (Shalley and Gilson, 2004). This facilitates the process for recruiters and HR experts to easily recognize prominent leaders, monitor their background and involvement in the industry, and determine which individuals are inclined to be in line with areas of creativity inside their firm (Klijn and Tomic, 2010). There is currently a paucity of data that demonstrates the financial return on investment of using interpersonal platforms and sites as an approach to hiring. However, numerous recruiters and human resources specialists suggest its worth based on personal experience (Horwood et al., 2017). The strategy has significant promise in finding exceptional leaders, but its current implementation is challenging and requires a substantial investment of time (Hartwell and Campion, 2020; Roulin and Bangerter, 2013; Klumper, Rosen and Mossholder, 2012). Nevertheless, there are several recommendations to transform social media platforms into an effective employment application. Utilize the established social connections of your present employees as a foundation. (b) Seek out significant situations in organizations that share similarities with yours in regards of creative thinking. (c) Whenever feasible, transform the lead into a collaboratively connection from within your organization. For relevant guidance on how to utilize social connecting platforms in the individual selection process, refer to (Black and Johnson, 2012). Human resources managers and hiring managers in charge of selecting corporate leaders should join the social connections of mid- to senior-level staff members whenever they can. These networks serve as an excellent foundation for locating persons in related sectors or with similar experiences to the organization's present accomplished executives. This knowledge can be utilized to obtain preliminary insights on a certain applicant's background in development within your sector or related field (Gibson, Hardy and Buckley, 2014). Additionally, maintaining contact with internal staff members is crucial to verify the suitability of persons inside their social circle for selection. It is often recommended to treat these prospective applicants as if they were referred by a current employee rather than being found through the use of social networks. For additional information on employee recommendations, go to (Pieper, Greenwald and Schlachter, 2018). The potential employee is anticipated to have a more positive perception, leading to a more efficient recruiting process for HR experts.

Behavioral Assessments

Due to the robust scientific foundation of psychological evaluations and the recent proliferation of technology-driven HR solutions, HR managers now have a wide range of choice instruments at their disposal to identify and choose leaders who are suitable for fostering a creative environment. These instruments can manifest in various ways, but psychological evaluations are particularly favored by HR experts. The Creativity Capability Measure (IP) evaluates an individual's potential to effectively apply novel concepts within a certain context (Hülsheger, Anderson and Salgado, 2009). Additional assessment techniques may encompass evaluations of personality traits, interest levels, prior experiences and background data, as well as contextual judgment. Moreover, the majority of tests can be conducted in an online setting without supervision, allowing for the inclusion of immersive and engaging graphical communications with the test taker (Burch, Pavelis and Port, 2008).

Individual variations form the foundation for conducting evaluations in the selection process, as one might expect. Therefore, the objective of any evaluation is to use these unique individual variations, such that individuals with superior attributes are identified as more likely to succeed in the position (Hubley and Zumbo, 2013; Schweizer and DiStefano, 2017). Cognitive capacity is the strongest indicator of job effectiveness when choosing leaders. The practicality of employing the use of cognitive abilities for the purpose of selecting applicants at the managerial and higher levels surpasses that of any other form of evaluation, such as skills or psychological evaluations. When choosing candidates for creative thinking, it is advisable to use cognitive ability exams that evaluate skills such as spatial imagery, oral proficiency, and conceptualization. These assessments, specifically, have the ability to differentiate outstanding leaders from ordinary leaders (Grisso, 2005). Moreover, the utilization of psychological assessments for hiring decisions has significantly increased in anticipation following the publication of Costa and McRae's (1988) Big Five taxonomy, which provides a comprehensive classification system for behavioral characteristics. Psychological measurements enable HR personnel to ascertain the presence of significant correlations between specific characteristics (such as innovation in this context) and work effectiveness at the leadership position. When choosing individuals for their creative abilities, it is possible to assess their likelihood of being inventive in the workplace by considering personality characteristics such as originality, originality, and determination. Moreover, demographic data that evaluates an individual's strategy for creativity in previous employment or learning environments might be utilized in an appropriate framework. Biodata, a concise type of personal

information, enables employers or hiring executives to determine whether specific skills or qualities required for employment success have been highlighted in previous experiences. By utilizing such products, HR staff or recruiters will acquire a more comprehensive comprehension of leaders' previous inventive encounters. Similar to biographical information, situational judgment evaluations (SJTs) can evaluate an individual's inventive strategy to different scenarios (Schmitt and Chan, 2006). A Situational Judgment Test (SJT) comprises a sequence of scenarios that an applicant is expected to face in a professional setting. The examination can be administered in written, spoken, or visually format, and examinees are usually required to identify their preferred and least preferred anticipation options (Schmitt and Mills, 2001).

Investigators or test programmers might utilize real-life workplace scenarios, known as critical incidents, to assess candidates. These scenarios provide a circumstance, and candidates are evaluated based on their reactions. The options provided to candidates can differ depending on their amount of innovation or inventiveness (Motowidlo, S.J., Dunnette and Carter, 1990; McDaniel and Whetzel, 2016). Subsequently, researchers want to use a group of specialists in the field to determine the most favorable and unfavorable response options, all of which evaluate different levels of innovation, for the specific scenario. Historically, the development, administration, and scoring of SJTs have been cost-effective. However, the growing integration of technology in the hiring procedure has allowed for the delivery of SJTs via images or experiments, which may lead to higher costs. Nevertheless, this technological advancement enhances the flexibility and attractiveness of these assessments to potential candidates.

Employers and recruiters can incorporate an evaluation facility into the recruitment procedure, along with psychologically oriented evaluations (Bowler and Woehr, 2006; Reilly, Henry and Smither, 1990; Woehr and Arthur 2003). Evaluation centers exhibit significant variations as a result of their period and scale. In general, institutes catering to mid- to upper-management personnel span a period of 2 to 3 days and involve an average of 12 potential managers (Meriac, Hoffman and Woehr, 2014). Evaluation facilities employ various simulations, including in-basket activities, group debates, collaborative activities, and simulated demonstrations, to evaluate specific characteristics associated with managerial ability and effectiveness. Exercises and workouts that focus on evaluating leader traits such as genuineness, subordinate growth, and creativity can be employed to determine leaders who have the potential to excel in and encourage a creative environment (Lievens, F., 2001; Chen and Naquin, 2005).

Employee-Company Harmony Evaluations

Recognising a compatibility between the leader and the organisational environment is an essential initial stage towards potential creativity for an organisation. Choosing the appropriate leader for the organisation aligns with selecting based on Individual-organization Fit (P-O fit; as described by (Chuang and Sackett, 2005; Lauver and Brown, 2001)

P-O Fit evaluates the congruence between a person and the organisation or environment in which they are employed. Initial investigations into P-O fit primarily centred around assessing the level of similarity between individuals' personality types and the organisational environment they were exposed to (see to Tom, 1971). Nevertheless, Howard and Hoffman (2018) defined P-O fit as the alignment between the standards of employees and the organisation. Based on this definition, Chatman and coworkers created the Organisational Cultural diversity Information (OCP), a tool that assesses values and can be used in the hiring process to determine if applicants' values align with those of the organisation (De Clercq, Fontaine and Anseel, 2008). When choosing candidates for creativity, organisations might employ the OCP or similar values-driven evaluation to evaluate if an applicant places the same level of importance on innovative thinking and creativity as the organisation does. Studies have established a notable correlation between P-O fit and staff attitudes, specifically job fulfilment and organisational loyalty. Verquer, Beehr, and Wagner (2003) conducted a meta-analysis of research studies on person-organization fit (P-O fit). They discovered that when P-O fit was measured as the alignment between a person's beliefs and the core principles of the organisation, it had a stronger correlation with staff satisfaction and organisational devotion compared to when P-O fit was measured as nonvalue consistency, such as personality or goal alignment. According to this discovery, it can be inferred that an inventive leader who closely aligns with a creative environment will have higher levels of satisfaction and commitment to the organisation.

Regarding the consequences of P-O mismatch in the workplace health domain, one of the most significant associations discovered is the presence of strain in individuals. According to Akanji (2013), strain refers to the emotional, bodily, and behavioural reactions of a person to challenges. According to Van Harrison (1985), individuals may endure mental disorders emotional, and behavioural pressure when they perceive a poor match. Van Harrison (1978, 1985) posited that when there is a lack of enough resources to achieve an objective, the resulting strain should also grow. Therefore, if a leader aspires to foster creativity and innovation in the working environment, but the prevailing culture or limited resources hinder such endeavours, the leader is bound to experience job-related distress.

Behaviour Concern Examinations

Some individuals have contended that an effective method for forecasting future accomplishments involves evaluating prior achievements using psychologically oriented interview structure (refer to Taylor and Small, 2002). These interviews can be tailored to suit certain organisations and positions and are regarded as one of the most equitable and suitable methods of applicant selection (Alonso and Moscoso, S., 2017). Behavioral-based examinations are employed to ascertain a candidate's past performance in specific workplace scenarios and the resultant outcomes depending on their behaviour. Behavioral-based assessments are effective for evaluating individuals' leadership skills and their capacity to innovate in previous scenarios. This screening tool is highly effective for prospects across different roles due to its ability to customise inquiries based on job-specific competencies.

Several organisations have created leadership and operational competencies for use in recruitment, instruction, and advancement settings. These competency frameworks often include different levels that cater to individuals at various skill levels, ranging from beginners to highly skilled professionals in a certain employment field. Competency frameworks should closely align with creativity as a primary driver in organisations. The organisation should align these skills with psychologically based interview inquiries that are suitable for the job position they are recruiting for. More precisely, examinations aimed at mid-level leaders should concentrate on inquiries that can evaluate their past expertise in implementing innovative strategies for a particular assignment or within a certain field. Discussions aimed at upper-level or senior management should prioritise discussions on approach, organisational aims, massive operations inventiveness, and leadership in fostering creativity among other leaders. The interview inquiries should prompt the applicant to elaborate on the circumstances or background in which they showcased their proficiency, the steps they undertook, and the outcome of their behaviour. Optimally, these assessments are carried out in a committee format, consisting of 2-4 investigators, who possess the ability to assess the candidate's proficiency in each competence. If doing a panel interview is not practical, it is recommended to conduct private interviews where every participant has a large overlap in the abilities being assessed. This means that distinct inquiries should be asked by each interviewer to evaluate the same capabilities. Every interviewer must have addressed every skill that will be reviewed in the agreement conference and assigned behavioural ratings for each applicant on each competence. This is more inclined to result in an equitable assessment of the applicants aptitude and experience.

Change Strategy

Fortunately, numerous firms are recognizing that they may discover their leadership abilities from inside their own workforce. The practice of transition planning has gained significant popularity in the last few years as organizations endeavor to fill vacancies caused by retiring or departing leaders. Due to the latest economic downturn and restrictions on recruiting, firms have started focusing on developing their current employees (Church, 2014 ; Ballaro and Polk, 2017 ; Hoitash and Mkrtchyan, 2018; Cashman, 2001). While many firms may face constraints such as inadequate resources, personnel shortages, or fast growth that prevent them from implementing a comprehensive internal replacement plan across every department, even a limited adoption of this method can nevertheless yield significant benefits (Voerman and Gustafson, 2004). Implementing conventional approaches, it can require many years to build a proficient transition plan for a whole firm. Nevertheless, businesses of all magnitudes and financial resources can employ this strategy to identify and attract prospective trailblazing executives with little adjustments. This article examines a strategy for organizations that have limited implementation of transition planning. To initiate transition-planning endeavors, it is crucial to focus on a specific division or industry that is essential for existence and requires creativity. Organizational leaders should explicitly pinpoint one or two areas inside the company where the absence of an effective creative leader would have a negative impact on the general success of the company. At first, a great deal of resources for transition planning ought to remain focused on this specific region.

Subsequently, HR experts should initiate the process of constructing an extensive description of an accomplished and forward-thinking leader in this domain. This can be achieved by utilizing current frameworks of leadership and operational competencies, as well as identifying the crucial accomplishments that a successful leader is expected to have gained over the course of their profession. To complete this listing, it would be beneficial to carry out educative conversations and focus groups with mid- and upper- level managers within the position. The desired description should encompass extensive details regarding the leader's circumstance, encompassing their educational accomplishments and previous employment. Additionally, it should outline the essential abilities required for a leader in that particular role, specifying the anticipated level of proficiency for each ability. Lastly, it ought to highlight a series of crucial experiences in development that are likely to enhance the candidate's managerial and creative competencies. Additional components that can be incorporated are a description of your personality and a culture-fit background, which can be acquired by cognitive or physiological examinations.

After establishing a description for a leader in the specific area of expertise, it may be utilized to construct a comprehensive transition strategy for the company's operations as a whole, as well as personalized growth plans for potential employees. HR experts should discern a group of persons who possess the most suitable qualities to transition into a new leadership role or present leaders who are most apt to progress as leaders within the firm. They should then commence the process of formulating a personalized strategy in collaboration with their supervisor. The strategy should incorporate all accessible effectiveness- management data, including previous accomplishment evaluations and targets. To create a list of prospective replacements, it is crucial to assess every candidate's present proficiency in essential leadership and practical abilities for a future leadership position. This assessment should also identify any discrepancies between their current experiences and the necessary learning opportunities outlined in the perspective. Once the HR specialist obtains the gap evaluation regarding every high-potential replacement, they may commence the challenging task. Regrettably, numerous businesses encounter a point where the progress of transition planning comes to a halt. Numerous organizations neglect to allocate resources towards cultivating these prospective leaders by providing them with opportunity to acquire the knowledge and expertise essential for assuming a future position. In order for succession planning to yield desired results, it is crucial to allocate substantial time and effort towards identifying personnel suitable for important initiatives and alternatives, with the aim of enhancing their expertise.

Usually, business executives would delegate these crucial responsibilities to seasoned leaders in order to mitigate risk and possible failure. Indeed, it is essential to exercise caution when selecting candidates and possibilities to be allocated.

However, it is crucial to note that without acquiring these vital circumstances, the emergence of a successor is improbable, particularly in situations where there is a significant demand for innovation. If it is not feasible to offer possibilities for innovative thinking within the organization, we suggest many methods for acquiring valuable experiences with reduced risk (Hills, 2009).

(a) Implement mentoring strategies to pair prospective successors with senior leaders, facilitating conversations and knowledge sharing to gain knowledge from the mentor's observations. (b) Break down major assignments into smaller tasks that can be assigned to junior leaders for growth, while being supervised by a higher-ranking leader. (c) Enable potential successors to observe current leaders in significant tasks or initiatives, allowing them to engage in organizing and strategic debates related to the lead position.

Conclusions

Employment and hiring professionals concur that determining genuine leaders for inclusion in a forward-thinking workplace environment is a highly complex and challenging task. However, by utilizing the latest advancements in hiring and selection investigation, employers can significantly enhance their chances of achieving effectiveness. At this location, we provide optimal methods and suggestions for the process of recruiting, selecting, and cultivating creative leaders for your firm. By adopting a targeted hiring approach that incorporates focused searching for prospective applicants, firms can identify exceptional leaders with enormous potential.

To be more precise, our recommendation is as follows:

Depending on your present leaders to recommend their colleagues wherever feasible. These leaders are expected to possess extensive information regarding the specific abilities, approach to leadership, and experience that are expected to align well with your firm. Although a novel method, utilizing social media platforms and networks to identify creative leaders can aid in the hiring procedure. Seek for major experiences in organizations that share similarities with yours, particularly in regards to fostering innovation. Human Resources specialists and recruiters should join the online communities of mid- to a high degree organizational personnel to increase their exposure of future creative managers. By participating in specific evaluation methods, HR may better identify and select individuals who possess the unique qualities that differentiate ineffective from succeeding creative leaders.

To be more precise, our recommendation is as follows:

Employing cognitive or psychological examinations, including as intellectual capacity testing, psychology evaluations, biography information analysis, and critical thinking examinations, to aid recruiters to reach more informed recruiting choices for creative leaders. Employing P-O fit evaluations can aid in identifying leaders who have the potential to align with the environment and possess the ability to guide a business towards progress through innovation. (c) Once individuals have successfully completed a behavioral-based evaluation and a fit for position evaluation, we suggest utilizing a psychologically oriented assessment. These assessments can be tailored to suit individual organizations and positions and are widely regarded as one of the most competitive and reliable hiring techniques available at present. While the aforementioned tactics and approaches can effectively assist hiring managers and recruiters in locating prospective employees, we also suggest employing succession planning as a means to identify creative leaders who are currently part of the team. While organizing a transition may provide significant challenges, it is also the most promising avenue for achieving an excellent return on investment for a company. Investing in the development of current employees in your firm has consistently proven to be a beneficial expenditure, particularly in regards to cultivating potential leaders (Redman, 2006; Conger and Fulmer, 2003; Hanson, 2013).

Here are some suggestions for effectively implementing a good transitioning strategy:

Support mid- to senior executives in creating descriptions of effective organizational figures and aid junior management and high-potential leaders in implementing personalized growth strategies derived from these descriptions. Implementing an efficient transition plan may require a significant amount of time, but human resources managers can begin by focusing their attention on segments within the organization that either lack sufficient replacements for creative leaders or have the potential to have the greatest adverse effect on the company's performance. Obtain approval from top-level executives for the implementation of this HR program. When a business case is constructed to illustrate the possible detriment to the firm if an inventive leader departs or retires, top-level executives are more inclined to recognize the necessity of implementing transition planning at lower tiers. Selecting visionary leaders can pose a significant challenge for HR professionals during the hiring and hiring procedure. However, maintaining regular communication with present executives regarding future requirements for creative leadership and establishing HR-management methods that can differentiate creative leaders from a variety of leaders or effective participants enables the accomplishment of this objective. Employing external recruitment methods, including evaluations and assessments, and implementing transition strategies will result in a substantial return on investment and is highly probable to offer the best results in discovering visionary leaders.

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