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## **Who is Getting Promoted: PDI *Pulse on Leaders Study* Identifies Experiences That Help Employees Succeed at Higher Leadership Levels**

**MINNEAPOLIS (April 29, 2008)** – A recent *Pulse on Leaders* study by Personnel Decisions International (PDI) identifies specific development experiences that are more related to success at the next leadership level. The study finds that the types of experiences vary by levels within an organization.

“No one has a perfect resume, but people who have more of the identified leadership experiences will be more likely to succeed,” said Stuart Crandell, Ph.D., vice president and practice leader, PDI

The study found that first-level leaders needed more cross-functional experiences, mid-level leaders needed to show experiences handling tough challenges, such as a difficult employee situation, and new executive leaders needed to have high-risk/high-visibility experiences to be ready for the next level of leadership.

“Many companies understand the value of providing potential leaders with ‘stretch assignments’ in order for them to be ready to move up the leadership ladder,” said Crandell. “Providing the most relevant experiences at the right time helps create better leaders who are equipped to handle the demands of a new leadership position.”

The research examines nearly 4,600 employees from a range of positions who went through PDI’s assessment process. The analysis of the research discovered the developmental experiences that were more prevalent than others in leaders at different levels. Necessary experiences varied by leadership level because business challenges vary at each level.

“With age and tenure, individuals naturally develop through exposure to different experiences. This research allows us to examine experiences, above and beyond age and tenure, that predict the leadership levels an individual can attain,” Crandell continued. “Each company will be different and each leadership role will have different demands, but the types of experiences we uncovered do indicate which ones are most valuable in predicting upward mobility.”

Cross-functional experiences that are prevalent for first-level leader success include:

- Standardizing processes and procedures within and/or across organizational units
- Improving the quality of products or services
- Managing projects and teams that include participants from a number of units or functions throughout the organization

Challenging experiences that are prevalent for mid-level leader success include:

- Involvement in turning around a struggling organizational unit
- Helping to negotiate a labor agreement
- Helping an employee overcome performance difficulties

High-risk experiences that are prevalent for director- or executive-level success include:

- Resolving a crisis situation requiring immediate action
- Restructuring of business investments and/or debt
- Starting up a new department, division or function

#### **MEDIA NOTE**

Look for future data releases from the *PDI Pulse on Leaders*.

The *PDI Pulse on Leaders* analyzes different workplace questions on a regular basis and can be used as a source for gaining insight on the inner values of talent management and leadership development.

#### **ABOUT PERSONNEL DECISIONS INTERNATIONAL**

Personnel Decisions International (PDI) is a global leadership consulting firm with distinctive expertise in building leadership talent that provides real competitive advantage. With more than 700 team members in 30 offices around the globe, PDI partners with the world's leading organizations, enabling them to make consistently effective talent decisions about leaders.

Using field-tested strategies and tools that are unique in the industry - we help clients identify, develop, and deploy superior leaders. Our aim is simple - the well-placed confidence that clients' current and future leaders are distinctively stronger than the competition, resulting in sustained, superior performance. For more information, contact PDI client relations at 920.997.6995 (in the U.S. 800.633.4410) or visit PDI's Web site at [www.personneldecisions.com](http://www.personneldecisions.com).

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