

Leadership Development Design Ideas

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Job Assignments

Ideas for developing leaders using Job Assignments such as rotations, tours of other departments, members of cross functional or LSS teams

- Assign to the corporate diversity council
- Assign to headquarters or field site
- Support an internal supplier or customer for a week
- Form a CEO circle: middle to senior execs are selected to form a team, do projects, and make presentations, while interfacing with the CEO
- Create a leadership forum to meet informally for breakfasts to discuss issues with other leaders
- Establish serial job rotation assignments into other functional areas with a checklist that identifies what to learn about each while in that rotation
- Create a checklist for each job's knowledge and skill requirements; swap positions to help build skills in other areas to take to next level
- Create a policy that requires individuals to have specific experiences and skills in order to advance to the next level
- Create opportunities for collaborative problem solving with individuals at different levels
- Establish a think tank concept advertising that the organization needs "your brain" for two hours to solve a problem; individuals choose to attend
- "Bubble assignments" allow individuals to select projects in other departments
- Create an experience journey (similar to benchmarking) to seek examples that might benefit the company
- Create an internal committee and give each a leadership role
- Put senior leaders into a cross functional job rotations
- Host a "Walk in My Shoes" Day creating individual learning opportunities, while at the same time breaking down silos
- Tour other companies or departments
- Shadow a leader in other departments
- Establish a robust job rotation plan
- Establish a learning lab where various employees in a leadership development program come together to work on a project
- Exchange leaders across functional areas; four people are involved: two who switch jobs and two who stay to teach the incoming person about the job
- Spend a day attending meetings with a senior leader; follow up with a debrief at the end of the day
- Encourage employees to ask their supervisors what additional skills they require and then to seek a work challenge that will provide those skills
- Have leadership candidates identify customer, technological, and business issues that will affect the organization's ability to deliver to the customer in the future
- Experiment with developing and implementing ideas
- Implement a "Step boss" effort (temporary assignment one step up)

- Lead on-going project with staff from other departments
- Offer internal internships
- Act as a "big brother/sister" to new hire
- Get involved in strategic planning
- Teach a new skill to the team based on their sweet spot/strengths
- Allow time to build entrepreneurship spirit (develop own ideas)
- Lead a project to redesign or simplify a process
- Form LDP rotations for 2 years max; Spend 6 months working and 6 months getting new experience
- Complete an acting assignment
- Job swap for 6 months
- Create a buddy system
- Use veterans or retirees to support part of network
- Review project management processes for efficiencies
- Take part in developing the corporate competency matrix
- Create IDPs for self and guide others
- Play an informal leadership role
- Assignment to create experiential learning solutions
- Implement a focused sabbatical, like an internal peace corps
- Tap into an alumni network for former employees
- "Swap day" everyone gets to choose a position
- Play CEO for a day (the CEO shadows the group)
- Assign a leadership position on a charity initiative
- Develop cross-functional project teams for midlevel
- Use a volunteer mentoring program, matching skills and developmental areas; provide training and require they maintain the relationship for 6 months
- Use a self-nomination process to create elite status for those in the organization's leadership development program; self-nomination displays motivation and interest
- Blend experienced and new mind sets with informal discussions
- Potential leaders discussed derailers (see CCL work) and enabling behaviors; they were published and all identified personal derailers and what behaviors could overcome them
- Determine how to tie desired behaviors to performance evaluation and bonuses
- Help new leaders see that they may be their own worst enemy; help them distance themselves from the way they were raised
- Find ways to focus on and establish accountability
- Create Peer Coaching groups of four that problem solve and work on projects together; could incorporate some friendly competition
- Seek ways to provide exposure to senior management committees or board meetings
- Find a way for leaders to become a CEO for a day
- Require HQ employees to spend three days per year in the field to improve communication, share experiences, and learn from each other
- When shadowing a leader for a couple of days, have the leader give immediate feedback
- Create a virtual team to explore and implement ideas on a specified project
- Ensure HIPOs are working on real assignments as they are learning

- Future leader is assigned to three action learning events each supported by a different business area mentor; presentation is made at the end of three months or the end of the project
- Identify projects that can potentially save money or make money
- Match individual leadership development with organizational improvement needs when designing assignments and defining results
- Assign potential leaders to temporary roles (coaching, feedback, performance management experience) for three months when they are not responsible for the duties in their permanent position
- After shadowing other leaders in other organizations have them identify process improvements within the unit they have visited
- Use an open manager position to let people have a chance at sitting in that chair on a rotating basis
- Tie in the business acumen piece by having participants do research and then do a presentation about the topic
- Have an executive identify strategic challenges facing the organization; in groups, participants address this challenge and report back
- Organize a reflection session to learn from each other about what they learned during an activity or event
- Ask individuals to identify different department roles that haven't been considered in the past
- Use John Maxwell's facilitators' guide in a "lunch and learn" session each week
- Implement "Jigsawing" where everybody becomes an expert on one chapter of a book and reports out to teach everyone else
- Cross-functional teams are used at all levels of the organization
- Change locations to understand the entire organization e.g., regional, international