

# Developing Leaders: 5 Phases

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### Lay the Foundation

- Identify the drivers: what's the compelling reason
- Align leadership development with mission, vision, values, goals
- Craft a leadership development philosophy

### Envision the Future

- Facilitate leadership discussions
- Conduct a skill gap analysis
- Obtain executive sponsorship and commitment

*"Success hinges on the bone-deep beliefs of the senior leaders of the organization. Do they really believe that their people can become great leaders?" ~Jack Zenger*

### Agree on and Articulate an Action Plan

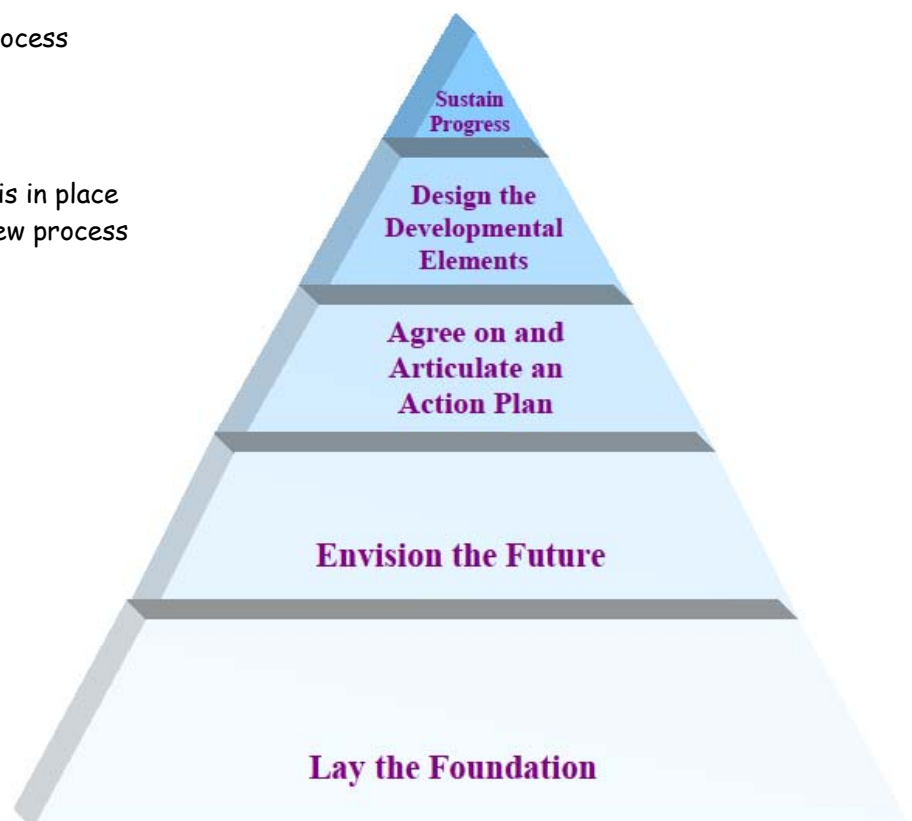
- Clarify the purpose and establish goals
- Determine design features: Competencies, Eligibility, HIPO (high potential) Identification, Selection Criteria, Selection Process, Succession Management, Mentoring, Coaching
- Define the operational construct: Program manager, governing body, annual review
- Develop a communication plan

### Design the Developmental Elements

- Select methods to develop skills
- Design the delivery plan
- Manage the selection process

### Sustain Progress

- Improve the process
- Ensure ongoing support is in place
- Complete an annual review process



# Organizational Leadership Readiness Audit

Use this tool to determine the readiness of your organization to implement a leadership development program. Use this scale to rate each statement about your organization to the extent that you agree.

**1 = Strongly disagree 2 = Disagree 3 = Somewhat agree 4 = Agree 5 = Strongly agree**

1. \_\_\_ Our company has the leadership skills to meet future growth needs.
2. \_\_\_ Talent development is a strategy as opposed to being a "project."
3. \_\_\_ We have never had to compromise on leadership quality to fill positions.
4. \_\_\_ Our managers accept the important role they have of developing future leaders.
5. \_\_\_ We can measure our leadership development efforts and tie them to the bottom line.
6. \_\_\_ We can articulate the best practices for developing leaders in our company.
7. \_\_\_ We have identified leaders for the future.
8. \_\_\_ We know what it takes to retain our future leaders.
9. \_\_\_ Employee growth and development is valued in our organization.
10. \_\_\_ The organization is committed to lifelong learning.
11. \_\_\_ Leadership development is aligned with our vision, mission, values, and goals.
12. \_\_\_ Productive and effective leaders are highly valued.
13. \_\_\_ Our executives believe that they were adequately prepared when they accepted their positions.
14. \_\_\_ Standards for reaching a leadership position are clear to employees.
15. \_\_\_ Improving our bench strength is one of the top three priorities in our company.
16. \_\_\_ We have established a common set of leadership values and standards that permeate everything we do including hiring, succession planning, and performance management.
17. \_\_\_ We use a multi-level, multi-year development system to equip employees to become our leaders.
18. \_\_\_ Senior leadership appreciates the lengthy process and intentional support required at each step toward becoming a leader.

## Your Organization's Score

Total your scores for each of the following groups of three questions.

- 1, 7, 11 \_\_\_\_\_ **Future Focused:** Successful companies ensure that their leadership development programs are strategically driven and see business strategies as inseparable from leadership development.
- 2, 4, 13 \_\_\_\_\_ **Leadership Responsibility:** Fully engaged senior managers who recognize leadership gaps as an obstacle to the execution of strategy.
- 3, 12, 15 \_\_\_\_\_ **Leadership Quality:** The most successful companies recognize the importance of having a pipeline of experienced, high-quality leaders to fill positions; hiring from the outside is not the answer.
- 5, 8, 14 \_\_\_\_\_ **Results Oriented:** Standards and measurement are important, therefore clear goals are established, tracked, measured, and evaluated.
- 6, 9, 10 \_\_\_\_\_ **Value Learning and Development:** Organizations value learning and development for all employees, not just leaders.
- 16, 17, 18 \_\_\_\_\_ **Long-term, Aligned Systemic Approach:** The leadership development program is aligned with the other aspects of the organization and takes a systemic approach to developing leaders prepared to cope with the challenges of the future.

If your organization amassed at least 9 points in each category you are most likely out of the woods. If you have lower scores in certain categories, you probably need to do some groundwork in that category or at least proceed with caution and taking time to create awareness in that category. You may want to identify any questions that scored less than 3 as specific elements that you may want to address prior to initiating a leadership development program. Facilitate a discussion with your leadership team about what the results reveal about your organization.