

Leadership Development Design Ideas 2014

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Experiential Job Assignments

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- Tour other departments or even other processes within the leader's area to develop multi skills or multi competences.
- Give leaders an opportunity to experience academic life by teaching at a local college or university.
- Coordinate the skills needed with projects and people from different departments and areas, different functions, or even with different organizations.
- Create an onboarding process that includes tours of all departments.
- Develop a new graduate programme that is 80 percent activity based and 20 percent about learning skills and the organization.
- Offer 12-month contracts for new graduates until you are ready to absorb them into the system.
- Create your organization's road map to leadership development.
- Build in a rotation of jobs for about 6 months when someone is selected as a high potential.
- Pair senior and junior managers in a buddy system.
- Budget for mentorship and coaching for executives.
- Schedule company visits at your suppliers and customers' locations.
- Allow job shadowing with the best leaders; create a starter list of questions for the new leaders to ensure good discussion and that they can connect the dots back to their own skills, knowledge, and jobs.
- Create a computer based simulation game.
- When you assign people to a Hi-Po program, start by sending them through six sigma training and assign them to projects. (Aligned to company's initiatives on six sigma.)
- An organization in the banking industry identified stretch assignments that were a few months in duration. Different projects were assigned to each groups of seven future leaders. They recruited one executive sponsor for each team and reported in via a dotted line to the sponsor.
- A telecom group utilized rotational assignments to give future leaders exposure. The candidates spent one year in each area of the business over a four-year time period. An executive selected participants. To begin the participants spent 3 months in training, and then every year they were assigned to a new part of the organization. After 4 years, a career plan was developed for each participant.
- An organization that needed future branch managers, completed a 360 to determine applied skill gaps. They completed a needs assessment and designed appropriate programs. They work on the job for 3 months with their current branch manager who provides a great deal of feedback.

- Find many ways to see leadership gaps: performance reviews, engagement surveys, 360 technology, and others.
- Follow-up rotations with training by experts to help clarify and explain what they experienced. Exposure to other managers and teams validates good managers and empowers coaching to not-so-good managers.
- No matter what the experience, be sure that everyone utilizes application homework as follow up.
- Offer real life assignments.
- Participants must identify several leaders to shadow and explain who, why, and what they will accomplish. They are encouraged to shadowing several leaders.
- New leaders must facilitate a topic for the rest of the organization. It could be a class, a part of a class, a brown bag lunch conversation, or others.
- Have a selected VP teach a topic followed by discussion.
- Create mentoring circles where one Vice President is assigned per group to select a discussion topic.
- People from many departments visit different experiences and then discuss what they are taking back to the workplace and what leadership skills they gained.
- Assign each future leader to serve on a committee. Management helps leaders serve on different committees and have various experience—international, different service lines, different departments, different locations.
- Engage leaders and future leaders in simulation—with leaders playing different roles; They can be complex or simple. Each can sit on different sides of the table. Don't use a case which actually occurred, but it should require reflection and time to debrief. This is an opportunity for leaders to see future leaders and for future leaders to experience how current leaders solve problems.
- Build leadership development into the HR cycle: interview, develop, reward with benefits, and appropriate leaving.
- Find ways to practice all concepts.
- Be purposeful about including leadership skill developments into opportunities for the company to contribute to their communities, their industries, or their expansion efforts (whether market, manufacturing, distribution, or supply chain) which requires concerted cross-discipline effort (like a "hit team").
- Utilize future leaders as members and leaders of task forces. Each experience should be linked to creating value for the organization.
- All employees go through the entire 'life of the product' (shadow process start to end).
- Volunteer in the community as a leader.
- find ways to teach back content; develop training so that all leaders are teaching other leaders.
- Develop a rewards program for SMEs or volunteers to train others.
- Job shadow customers (internal and external) and report back to the supervisor with ideas for how to better serve the customers. They could serve in a consulting role.
- Organize job swaps across departments.
- Use cross-industry sharing or benchmarking with organizations that are completely different than your own; then debrief within your own organization: What lessons did we learn? What could we implement in our organization? How are their processes the same or different from ours?

- Work as an 'assistant' to senior level leaders on strategic projects.
- Identify what a future leader needs to learn and then create a specific developmental plan that can be achieved on a project.
- Teach youth in the community how to be a leader.
- Read, study, and discuss case studies of successful leaders.
- Brainstorm a list of things a department needs to do to be more effective or efficient. Have employees work to solve one of the actual work problems.
- Build a learning community - not just one leader but the whole team.
- Engage all ages/genders/cultures in LDP.
- Select talented people and work hard to retain them. Identify creative incentives to get them to stay.
- Rotate employees through all of the core administrative functions (accounting, HR, etc) to give them a broad perspective.
- Create a team of members from each department, have them work on company priorities.