



A Perspective on Leadership Development



See the Solution

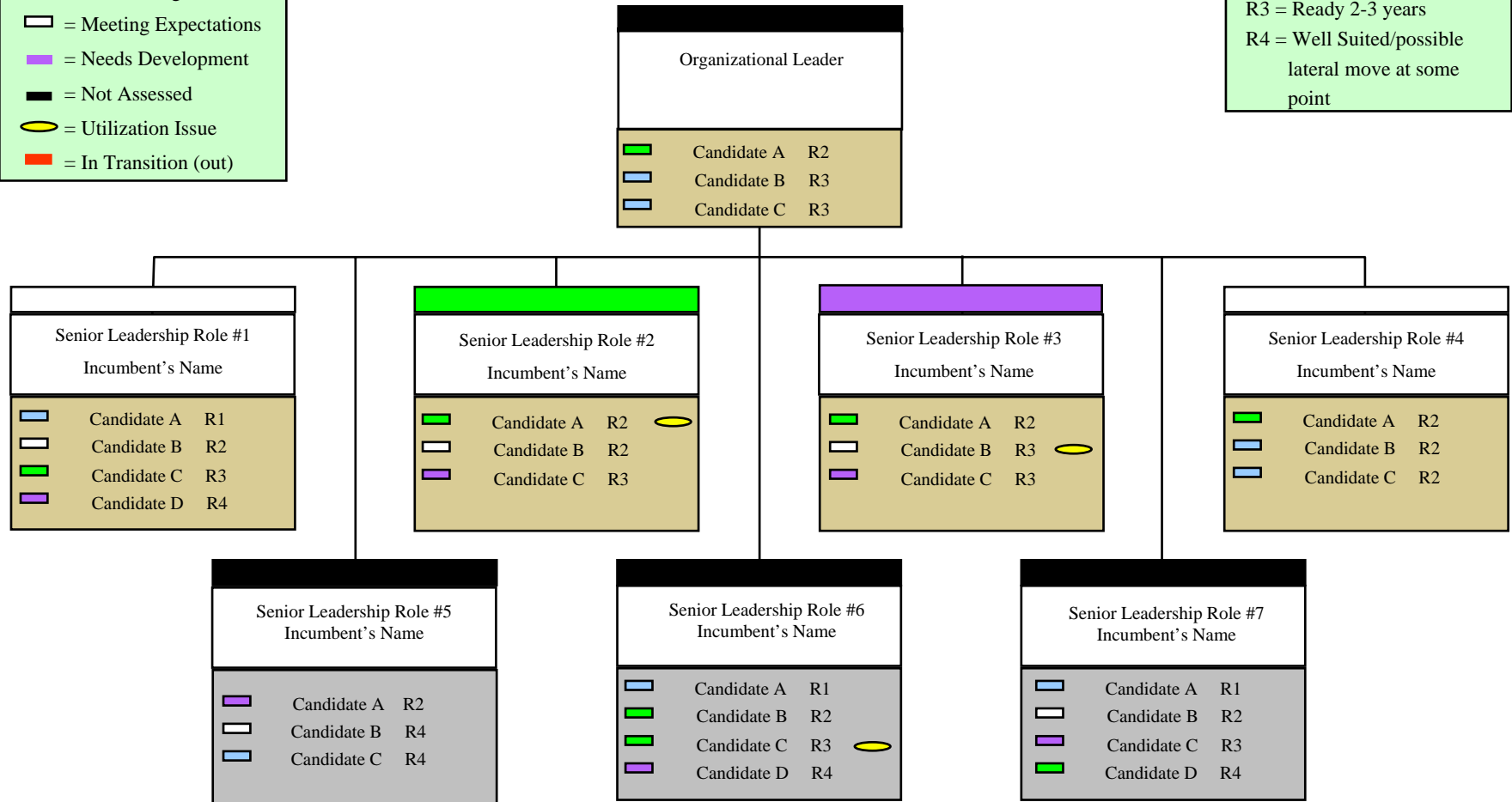
A clear view of leadership talent is as important as an assessment of the profitability and potential of your customers!

Performance Color Legend

- = Exceptional
- = Outstanding
- = Meeting Expectations
- = Needs Development
- = Not Assessed
- = Utilization Issue
- = In Transition (out)

Potential Ratings

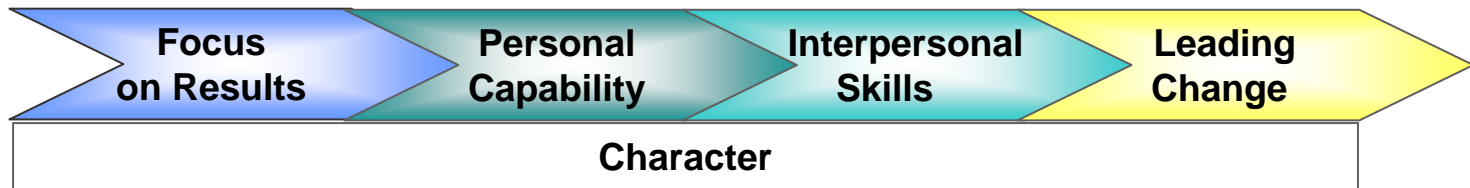
- R1 = Ready Now
- R2 = Ready 1-2 years
- R3 = Ready 2-3 years
- R4 = Well Suited/possible
lateral move at some point



Leadership Competency Model

New expectations for leadership contribution *

Essential Elements Of Leadership

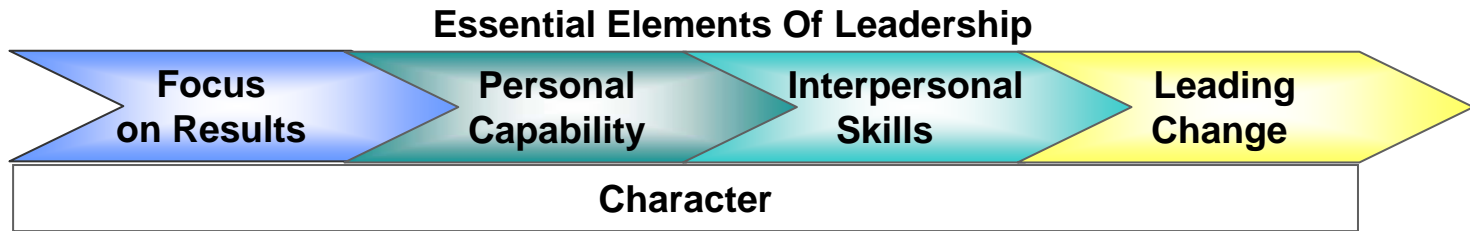


Others see our character in how we...

- Make decisions with the best interest of the organization in mind
- Promise what is possible and deliver
- Model and practice self development
- Give and receive feedback
- Are consistently approachable
- Treat everyone the same---with respect and
- Seek the best in people
- Work collaboratively
- Demonstrate tenacity
- Demonstrate emotional resilience

Make sure that all “on the bus” have these fundamental attributes. If you are unsure, find out. If you are clear on gaps, act now.

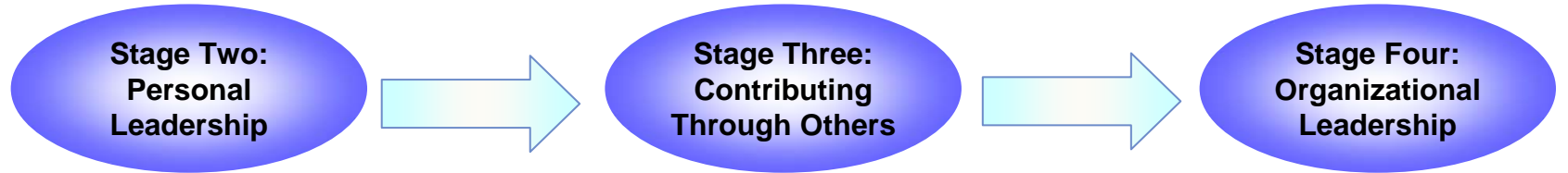
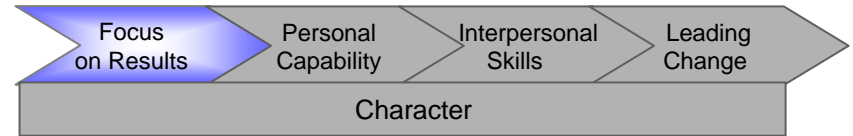
New expectations for leadership contribution



Four Levels of Individual Contribution to the Leadership Agenda....

- Stage One -- Dependent on others:
 - Early career stage
 - Effective individual contributors who rely on others for direction and feedback
- Stage Two – Personal Leadership:
 - Fully competent individual contributors
 - Earn credibility through functional and project accomplishments
- Stage Three -- Contributing through others:
 - Managers who are highly effective in providing direction (leadership and management) to functions/projects
 - May or may not have potential or desire to become organizational leaders
- Stage Four – Organizational leadership (only 5% of the working population):
 - Create vision and strategic direction
 - Exerts strong influence (not control) over key decisions
 - Represents the organization externally
 - Shape the culture
 - Translates strategy into personal objectives

New expectations for leadership contribution

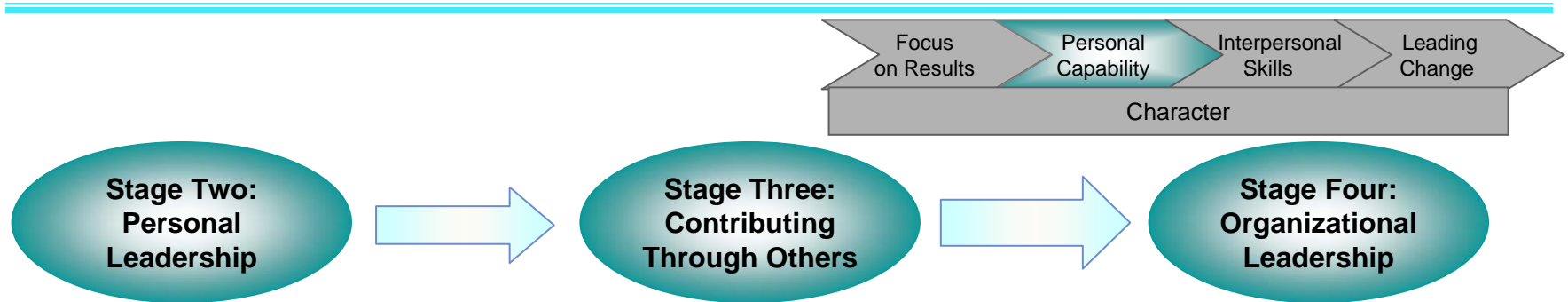


- Can be counted on to accomplish the job without close supervision
- Bounces back from setbacks; does not lose confidence or become discouraged
- Overcomes difficult challenges that interfere with getting the job done

- Builds commitment in others for their individual and team objectives
- Accepts responsibility for the results-based outcomes of group efforts
- Holds others accountable for results
- Promotes a strong sense of urgency for reaching goals and meeting deadlines

- Establish key result areas for the organization
- Communicates the “vital few” performance indicators that measure results (leading and lagging metrics)
- Champions efforts that increase productivity and goals accomplishment throughout the organization

New expectations for leadership contribution

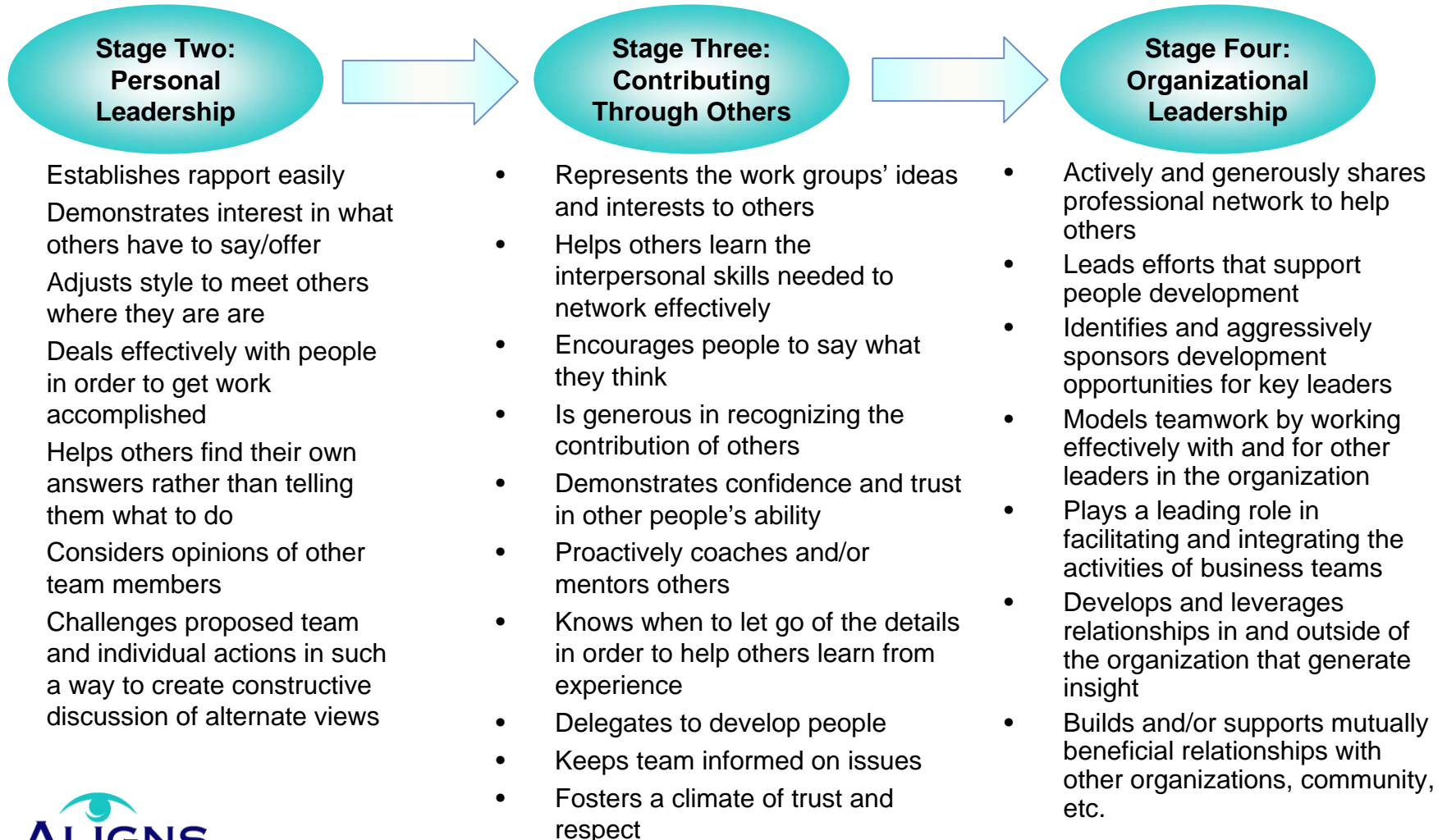
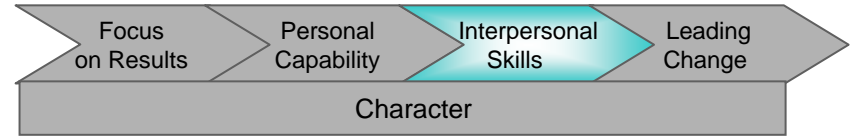


- Knows the job well
- Many seek his/her views
- Is considered an expert in the field
- Integrates large volumes of data into logical and coherent structure for analysis
- Demonstrates the ability to solve problems under conditions of uncertainty or ambiguity
- Creates new opportunities or overcomes obstacles by rethinking solutions

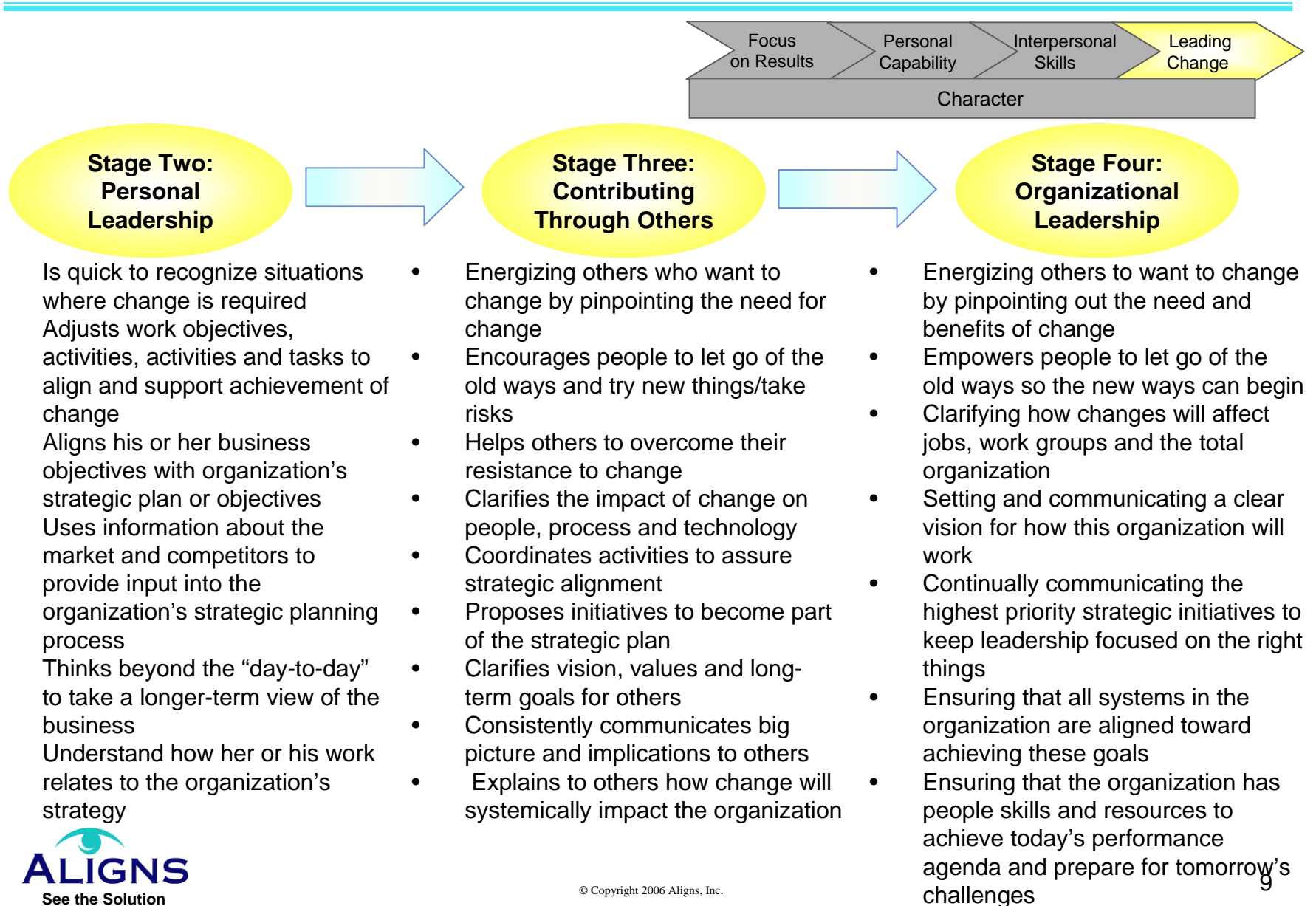
- Demonstrates a breadth and depth of technical/functional knowledge outside of his/her core
- Is not threatened by the technical competence of others
- Clarifies complex data or situations so that others can comprehend, respond and contribute
- Assists others in interpreting and managing with ambiguous or incomplete information
- Coaches others on how to present interpretive results
- Provides support and encouragement to others when they attempt to innovate---
EVEN WHEN THEY FAIL

- Shapes organization direction to reinforce the need for clinical and operational excellence
- Ensures that the organization has access to the technical/functional resources that allow for learning, innovation and excellence
- Identifies and quickly resolves ill-defined and complex problems that cross organizational boundaries
- Requires accurate and crucial information as the basis for sound decisions---knows when enough is enough
- Communicates the importance of clear and critical thinking that does do "give it or take it personally"
- Fosters an environment that encourages others to question the usual way of looking at things and getting things done

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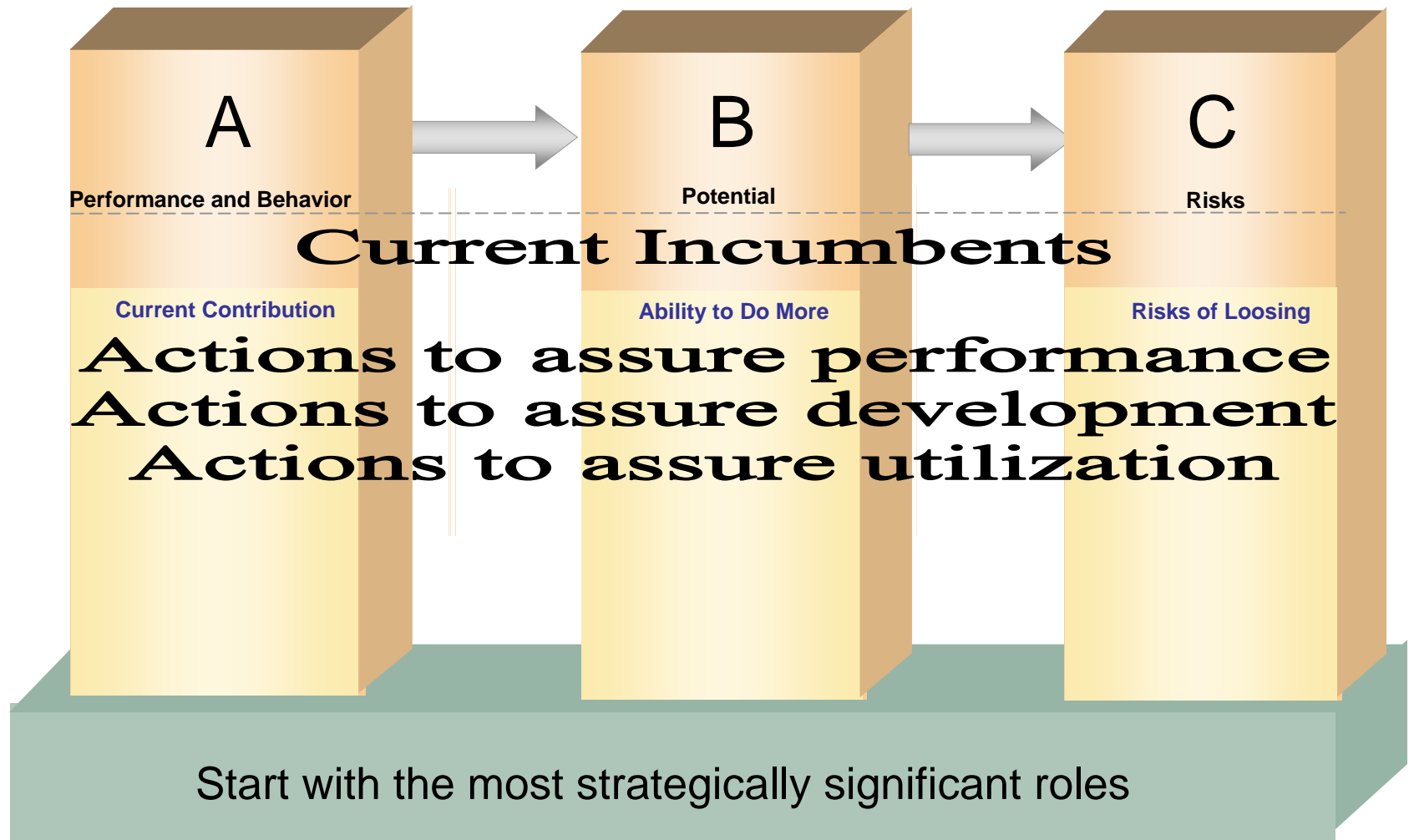


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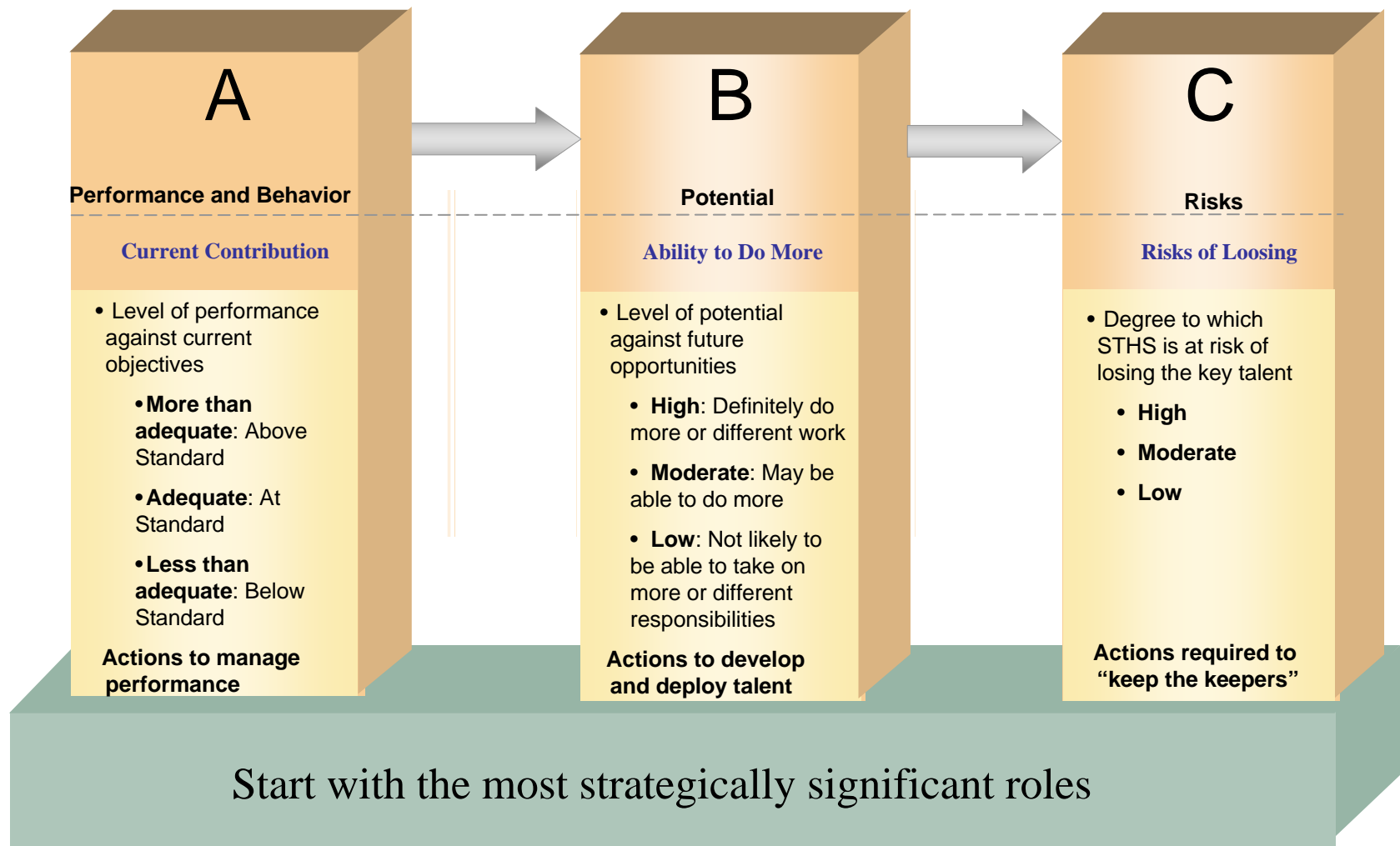


An Effective Leadership Development Process

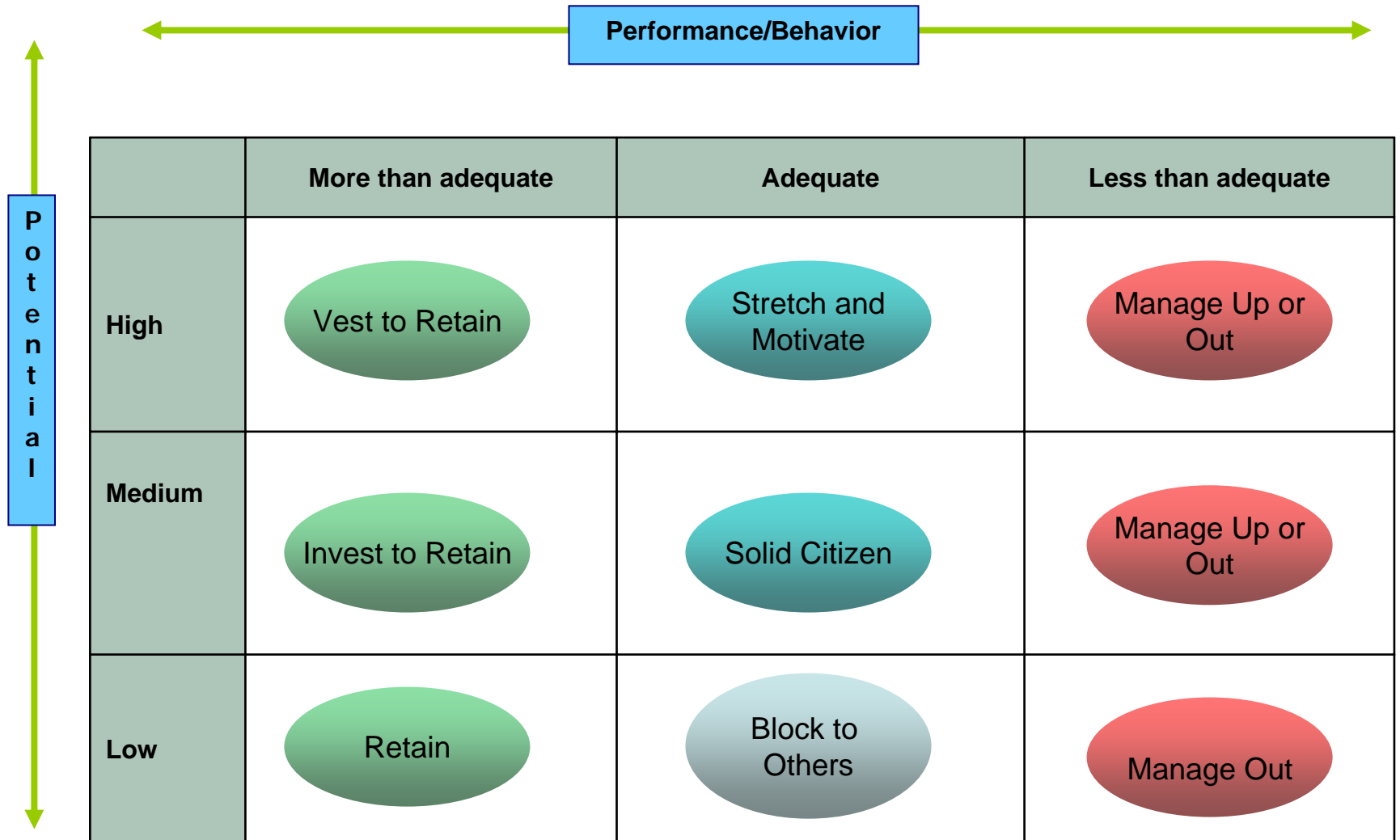
Three key dimensions to consider



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Common criteria and process for assessment are foundational



Key steps to forward a leadership development agenda

1. Identify the most strategically significant management roles in the organization (most impact, hard to fill, critical to build pipeline, etc.).
2. Augment the proposed competency model with detailed descriptions of technical/functional skill and knowledge as well as edit the individual and organizational skills to reflect the strategy of the business.
3. Based on the competency model proposed, identify the leadership behaviors most critical to the strategic performance of the organization.
4. In a top-down fashion, leaders complete an assessment of themselves and selected incumbents in these critical positions.
5. Self-assessments are shared with the consultant who is charged with validating through 360 assessments (interviews).
6. The consultant shares 360 and supports key selected leaders in the creation of an IDP (individual development plan).
7. IDP's are shared with the person's immediate supervisor and the CEO.
8. Contracts are forged with others in senior leadership so that strengths are leveraged across the team and development areas are supported by colleagues