Unlocking the Leadership Potential of Your Employees

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Insights2Talent

- What leadership challenges does your organization face?

- What is one thing that has been most successful in addressing these challenges?

Leadership Challenge

Leadership remains the No. 1 talent issue facing organizations around the world, with 86 percent of respondents in our survey rating it as "urgent" or "important." Only 13 percent of respondents say they do an excellent job developing leaders at all levels—the largest "readiness gap" in our survey.

Global Human Capital Trends 2014: Engaging the 21st-century, *Leaders at all Levels*, Deloitte University Capital Press, 2014.

Leadership Development

Implement an effective leadership program: Each company needs a unique leadership program. Focus on how to develop leaders more quickly by simplifying competency models, using action learning, and assessing leaders with analytics.

Global Human Capital Trends 2014: Engaging the 21st-century,
Leaders at all Levels, Deloitte University Capital Press, 2014.

Objectives

- Identify participants for leadership development

- Utilize mentoring and action learning in developing leaders

- Learn how to implement a leadership development program customized to your organization

Leadership Development Program

- 12-month program

- Small class size

- Targeted to individuals with 5-10 years experience

- Involvement by senior leaders

- Aligned with core values

- Leadership model
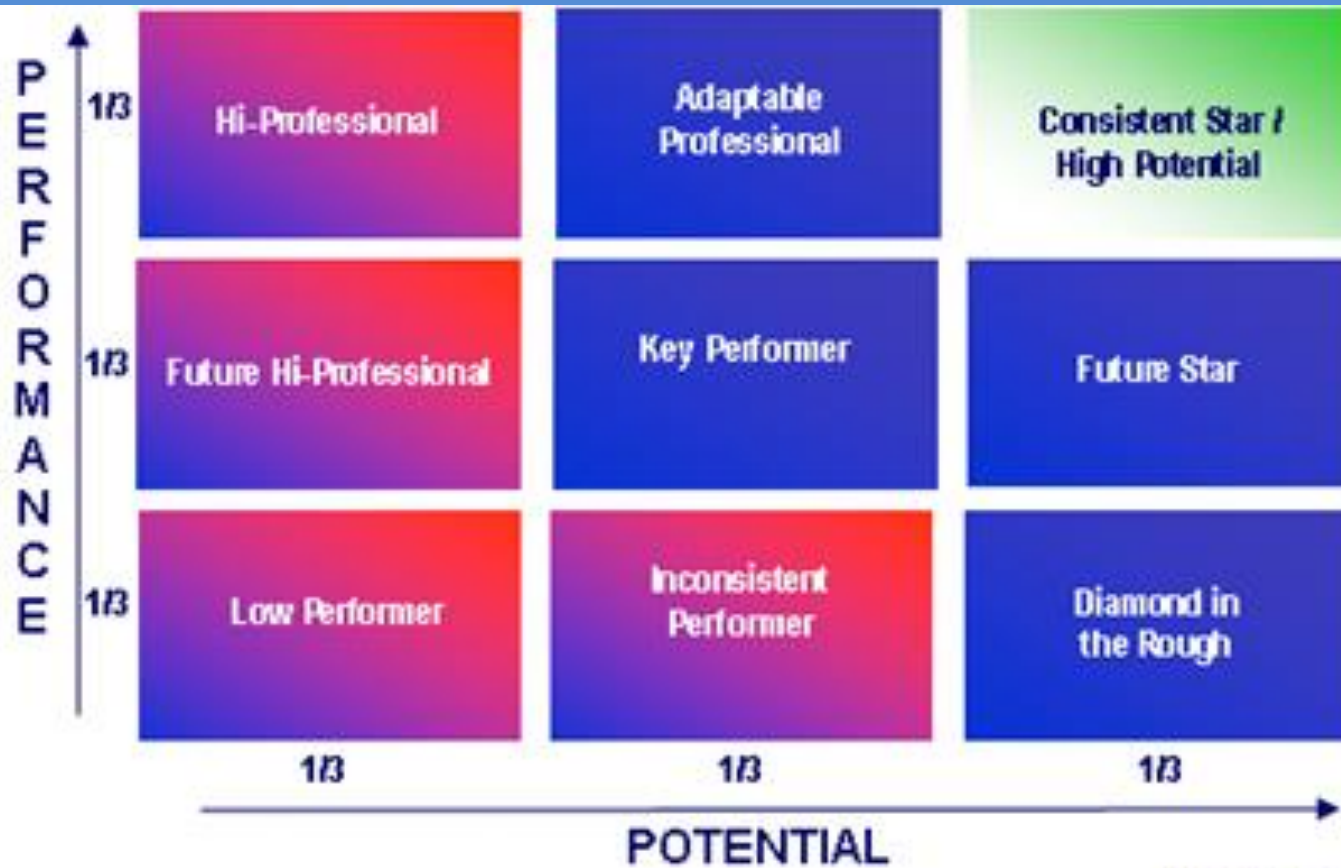
- Action learning approach

- No promises

IDENTIFY PARTICIPANTS

Identify Participants

- 9-box grid of performance and potential

- Nomination process

- Organizational competencies

9 Box Grid

Michael M. Lombardo & Robert W. Eichinger, 2003

Nomination Process

- Nomination by Office Manager

- Review by senior leaders

- Invitation to apply to program

- Final approval by senior leaders

Nomination by Office Manager

- Good performers

- Assessment against organization's leadership competencies

- Examples of person demonstrating core values

Review by Senior Leaders

- Evaluate against organization's leadership competencies and core values
- Assess diversity of pool

Invitation to Apply

- Invite potential participants to apply

- Allow people to decline without penalty

- Complete application form

  - Self-assessment against organizational leadership competencies

  - Examples of demonstration of core values

  - Interest in participation and expected benefit

UTILIZE MENTORING AND ACTION LEARNING

Development Process

70%
On-the Job Experiences

20%
Support from Others

10%
Formal Learning Activities
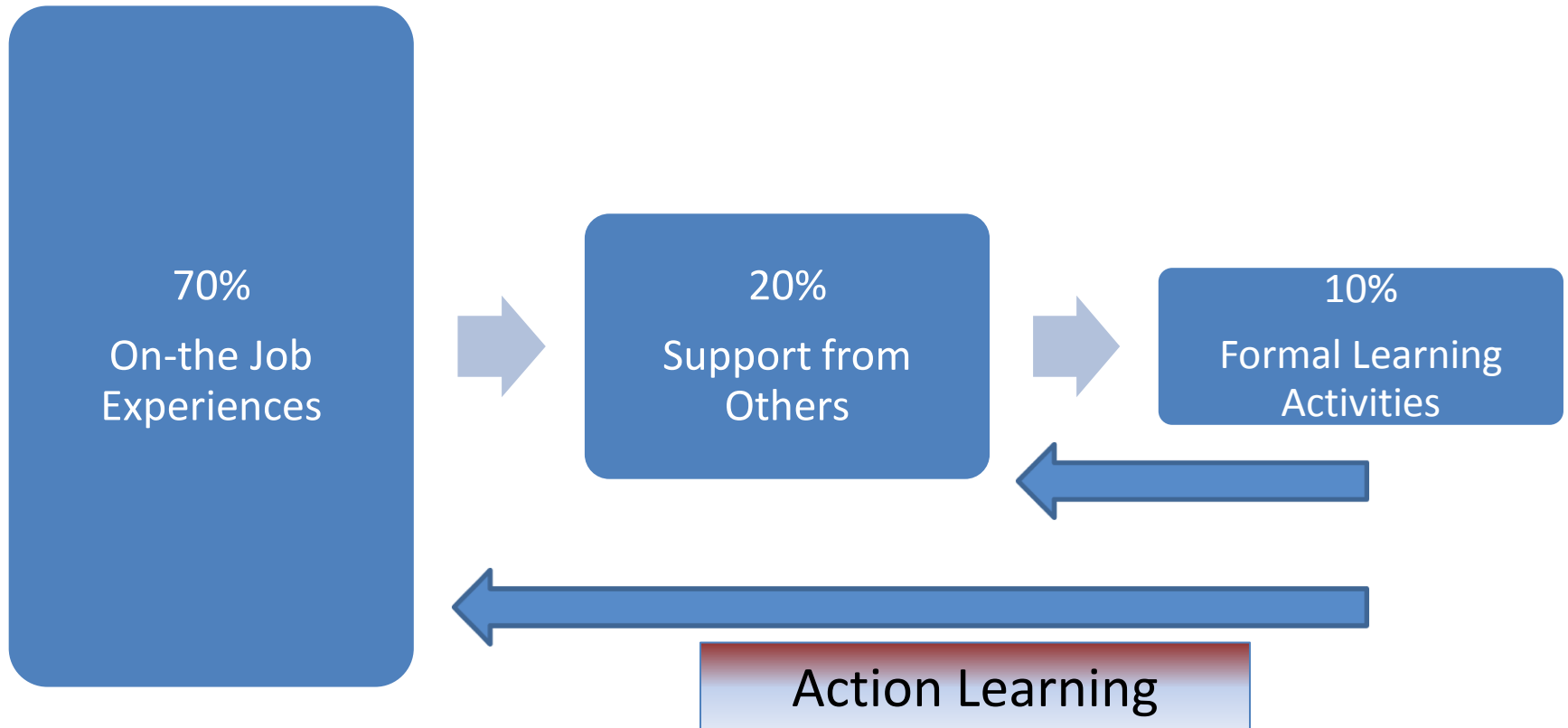
Action Learning

Action Learning

Strategic Project

- Work with a senior leader
- Conduct research (external and internal)
- Involve other managers as appropriate
- Develop recommendation(s)
- Present to senior leaders

IMPLEMENT LEADERSHIP DEVELOPMENT PROGRAM

Leadership Development

- 12-month program
- Customized to organization
- One day a month in classroom setting
- Assessments
- Development plan
- Strategic project
- Conferences
- Senior leaders' involvement
- Support from facilitator

Formal Learning Activities

- Servant Leadership (organization's leadership model)
- Core Values
- Case studies/scenarios
- Presentations
- Group discussions and activities
- Action plan and follow-up

Topics

- **Leading Self**
  - Integrity & Ethics
  - Emotional Intelligence
  - Presentation Skills
- **Leading Others**
  - Conflict
  - Coaching
  - Building Teams
  - Generations
- **Leading the Organization**
  - Business Basics
  - Strategic Planning
  - Problem Solving

Sampling of some of the topics discussed in classroom setting
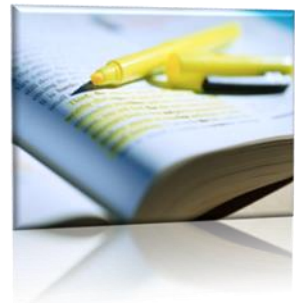
Assessments

- Initial Assessment by Manager

- Myers-Briggs Type Indicator

- Thomas Kilmann Instrument (Conflict)

- Evaluation of Presentations

- Quizzes

  - Culture

  - Delegation

Senior Leaders' Involvement

- Participate in every class
  - Group discussions
  - Activities
  - Informal facilitation
  - Complete some homework assignments
  - Complete assessments and quizzes
- Serve as mentors

Evaluation Process

- Informal versus formal
- Feedback from participants
- Outcome of strategic project
- Opportunities for participants

As time goes by (now in our 3rd year) our alumni group becomes more and more impressive as their confidence grows and their "natural" leadership skills are noticed throughout the firm.

President & CEO

Unlocking Leadership Potential

- Customized program
- Aligned with culture and core values
- Action learning component
- Senior leaders' involvement

QUESTIONS?

THANK YOU

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