



Leadership Development from Scratch

Your Program Development Roadmap

ANALYSIS	PROGRAM DESIGN	BEFORE	DURING	AFTER
Organizational Culture	Objectives/Outcomes	Stakeholder Engagement	Formal Education/Learning	Culminating Activity
Critical Stakeholders/Sponsors	Assessment/Measurement			
Leadership Development Maturity	Existing Program Resources	Pre-Assessment/Analysis	Skill-Practice	Post-Assessment
Data Sources	People			
Desired “Outcomes”/Business Drivers	Educational Materials	Community Building	Peer Support/Accountability	Recognition/Celebration
Required Timeline	Timing/Duration			
Other Relevant Context/Info	Other Elements	Kickoff	Reflection/Self-Assessment	Stakeholder Reporting



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ANALYSIS	PROGRAM DESIGN	BEFORE	DURING	AFTER
<p>Organizational Culture</p> <ul style="list-style-type: none"> SMEs valued Crisis management <p>Critical Stakeholders/Sponsors</p> <ul style="list-style-type: none"> VP of HR Operations Executive Director HRSC <p>Leadership Development Maturity</p> <ul style="list-style-type: none"> Individual-contributor behaviors dominant Tactical management, not Strategic leadership Promotions based on tenure rather than readiness <p>Data Sources</p> <ul style="list-style-type: none"> High PIP Low IDP No data on management competency/readiness <p>Desired “Outcomes”/Business Value Drivers</p> <ul style="list-style-type: none"> “Be better” Strategic contribution Service quality Cost management Risk management <p>Required Timeline</p> <ul style="list-style-type: none"> 6 months from concept to implement 	<p>Objectives/Outcomes</p> <ul style="list-style-type: none"> Improve ability to lead change initiatives Improve leaders’ ability to manage people Improve leaders’ ability to manage work <p>Assessment/Measurement</p> <ul style="list-style-type: none"> Use existing organizational performance data Generate data on leadership competency or behavior <p>Existing Program Resources</p> <ul style="list-style-type: none"> None <p>People</p> <ul style="list-style-type: none"> Two in-house facilitators with leadership development experience Target-audience is front-line managers. <p>Educational Materials</p> <ul style="list-style-type: none"> Vendor ILT and eLearning <p>Timing/Duration</p> <ul style="list-style-type: none"> Needed to show results within 12 months. Program duration was 9 months. 	<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> Engagement meetings with leadership Informing communications to internal stakeholders. <p>Pre-Assessment/Analysis</p> <ul style="list-style-type: none"> Pre-Test Manager Competencies –computer simulation based assessment. Results shared with supervisors and debriefed with program participants, and used to inform IDPs. <p>Community Building</p> <ul style="list-style-type: none"> Establish heterogeneous cohorts with a planned set of common & challenging experiences. <p>Kickoff</p> <ul style="list-style-type: none"> Planned video “launch” by program sponsors (VP of HR Operations) 	<p>Formal Education/Learning</p> <ul style="list-style-type: none"> Change Leadership (ILT) – 2-day class introducing a change leadership model and associated tools. Leadership Thinking (ILT) Customized off-the-shelf course – 4 half-day ILT sessions addressing the thinking shift required to move from individual contributor to leader. Supplemental e-learning modules supportive of competency development; two checkpoints for reinforcement. <p>Skill-Practice</p> <ul style="list-style-type: none"> Some in-class role-play of management skills. Practice using templates for change leadership activities. Individuals required to identify activities within their role/responsibilities to practice targeted skills. <p>Peer-Support/Accountability</p> <ul style="list-style-type: none"> Cohort-based activities and discussion contextualized in current role & responsibilities. Encouraged the use of internal social media to support collaboration. <p>Ongoing Reflection/Self-Assessment</p> <ul style="list-style-type: none"> Reflective individual journaling and cohort-based discussion contextualized in current role & responsibilities. 	<p>Culminating Activity</p> <ul style="list-style-type: none"> Capstone Presentation – 1 hour presentation per participant to 2 senior leaders. Presentation covers individual’s leadership journey over the last 9 months. <p>Post-Assessment</p> <ul style="list-style-type: none"> Post-Test Manager Competencies using 360-degree survey that solicits feedback on same competencies assessed in pre-test. <p>Recognition/Celebration</p> <ul style="list-style-type: none"> Luncheon hosted by Exec. Director with distribution of certificates and book. Participants recognized in organizational newsletters, and by CHRO at annual All-Hands meeting. <p>Stakeholder Reporting</p> <ul style="list-style-type: none"> Ongoing reporting of participant activity during the program, with culminating report of change against key leadership competencies.