

Strategic Development

Research has shown that there is no one right way to lead. Effective leadership is a matter of demonstrating the balance and emphasis that is right for the role and right for the business objectives.

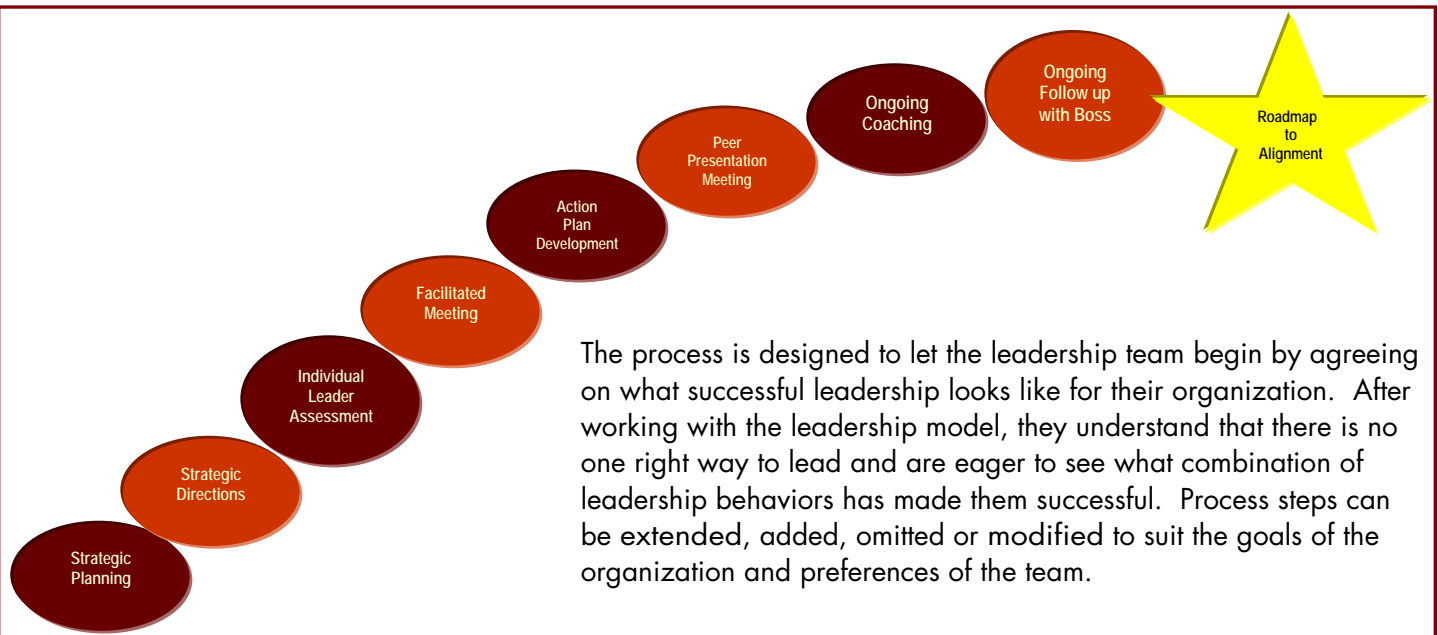
Through a process of aligning expectations, assessing leaders and developing leaders, you will accelerate your organizations successful achievement of results.

Alignment

In order to focus and align leadership development with organizational needs and strategy, the first step is to define leadership requirements. We work with your executive team to identify the capabilities and behaviors needed to create a leadership culture aligned with your strategy. This is the critical first step in leadership development. Since there is no single right way to lead an organization, it is critical for you to select the matrix of leadership practices that is right for your organization.

By clearly defining the strategic leadership practices that your organization needs to carry out its strategy, the entire organization gains clarity and consensus about leadership expectations. The process sets the standard for objective performance expectations and allows you to drive accountability through every level of your organization.

Our approach is unique in that each executive provides objective input through an online questionnaire. Then, in a group setting the executives share assumptions and negotiate a profile that is linked to the strategy. This process provides a road map for change and builds the commitment needed for long-term success.



Assessment

The next step is to assess your organization and start with the current capabilities of your executive leadership. Now that they have aligned around a leadership profile, they are curious as to how their leadership compares to what is needed to achieve the strategy.

Our process is designed to be non-threatening, objective and focused on development. The assessment used is designed so that no one can achieve all high scores and no one can receive all negative scores. The observers providing input are not able to skew their input in either direction. This approach provides individuals with objective, persuasive insights and enables them to focus and prioritize their development efforts.

We recommend not only debriefing with the individual, but also facilitating the conversation with their immediate manager so that expectations are clearly communicated. Feedback is provided on how well the individual is currently performing in addition to the specific gaps needing development to be aligned with the organization's strategic needs. Scores are not as important as the conversation and opening the lines for ongoing communication and feedback.

Development and Coaching

There are many ways to address gaps in development and we recommend executive coaching as a way to enhance or accelerate development. Not having a coaching relationship leaves the leader in a self development mode with their boss often more focused on accountabilities that are not development related.

Executive coaching establishes the coach as an advisor and confidant for leaders and adds the dimension of accountability. Leaders can share concerns and vulnerabilities without worrying about negatively impacting their image in the process. The executive coaching relationship inspires accountability since the leader commits to taking action and reporting on progress in between each of the formal meetings with their coach. Our process includes integrating the leader's immediate manager that they are actively engaged in providing feedback as the leader develops.