






Summarizing the LLD Roles

# TEN GUIDING PRINCIPLES FOR LEADERS WHO DEVELOP LEADERS

*Roundtable’s analysis of the five essential roles of LLD can be summarized into ten key lessons to guide senior leaders’ efforts to develop other leaders*

Advice	Application and Reflection			Acceleration
<p><b>Performance Advisor</b></p>  <p><b>“From Telling to Enabling”</b></p> <ol style="list-style-type: none"> <li><b>Asking, Not Telling</b>—The best senior leaders develop rising leaders by asking the right questions, not giving them the right answers.</li> <li><b>Leveraging Strengths</b>—The best senior leaders develop rising leaders by building on their strengths, not correcting their weaknesses.</li> </ol>	<p><b>Relationship Broker</b></p>  <p><b>“Building Relationship Quality, Not Quantity”</b></p> <ol style="list-style-type: none"> <li><b>Navigating the Political Landscape</b>—The best senior leaders leverage their “privileged insight” to help rising leaders navigate internal networks.</li> <li><b>Building Networks That Matter</b>—The best senior leaders actively help rising leaders build critical relationships rather than more relationships.</li> </ol>	<p><b>Experience Broker</b></p>  <p><b>“Mining Within-Role Experiences for Development Value”</b></p> <ol style="list-style-type: none"> <li><b>Linking Experiences to Advancement</b>—The best senior leaders create clear connections between critical experiences and career advancement.</li> <li><b>Providing Experiences That Stretch</b>—The best senior leaders place rising leaders in experiences with the right balance of stretch and leverage.</li> </ol>	<p><b>Experience Optimizer</b></p>  <p><b>“From Action to Reflection to Application”</b></p> <ol style="list-style-type: none"> <li><b>From Action to Reflection to Application</b>—The best senior leaders create room for rising leaders to reflect and learn from experience.</li> <li><b>Putting Learning to Work</b>—The best senior leaders ensure that rising leaders act on and apply what they have learned from previous experiences to their current work.</li> </ol>	<p><b>Career Champion</b></p>  <p><b>“Paving the Path to Senior Leadership”</b></p> <ol style="list-style-type: none"> <li><b>Championing Rising Talent</b>—The best senior leaders act as visible, active champions for the long-term potential of their rising leaders.</li> <li><b>Exporting, Not Just Importing, Talent</b>—The best senior leaders set rising leaders up for successful transitions beyond their current roles.</li> </ol>

Source: Learning and Development Roundtable 2006 Senior Leadership Survey; Learning and Development Roundtable research.

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