Anatomy of an Effective Leadership Development Strategy
A Powerful New Tool for Accelerating the Development of Leadership Talent
A Powerful Suite of Resources for Supporting Leadership Development

**Leadership Competencies**
- Benchmark, Develop and Refine Your Leadership Competency Model
  - Leadership competency development framework and competency taxonomy
  - Profiles of best-practice approaches to model development and implementation
  - Catalogue of leadership competency models from 50 organizations

**Manager- and Leader-Led Development**
- Drive Leader Engagement in—and Effectiveness at—Developing Rising Leadership Talent
  - Training materials and e-learning modules for driving leader effectiveness at coaching and development
  - Assessments and diagnostics for measuring leader effectiveness at coaching (the Employee Development Scorecard)
  - Online portal of tactical tools and templates for supporting day-to-day coaching efforts

**Leadership Training**
- Benchmark, Design and Evaluate Your Leadership Development Programs
  - Tools and tactics for designing training programs that drive business results
  - Profiles of best-practice leadership development tactics
  - Tool for evaluating and benchmarking leadership training (the Training Effectiveness Dashboard)

**Experiential Leadership Development**
- Unlock the Value of On-the-Job Learning
  - Tools and tactics for creating high-value on-the-job experiences
  - Tools and tactics to equip leaders to effectively extract learning from work

**Developing Leaders at All Levels**
- Drive Excellence in Leadership Selection and Development at All Levels of Your Organization
  - Frameworks, tools, and best practices for designing development programs for:
    - First-Line Managers
    - Middle Managers
    - Senior Leaders

**Supporting Leaders Across Critical Transitions**
- Benchmark, Design and Evaluate Your Leadership Development Programs
  - Profiles of best-practice leadership transition support strategies
  - Training content and toolkits to support leaders during their transitions
  - Tool for measuring transition effectiveness and identifying key weaknesses (AcceleRATE)

**Featured Resource**
Anatomy of an Effective Leadership Development Strategy (*New!*)
Use CLC Learning and Development’s new diagnostic to assess—and improve—the strength of your leadership development strategy across a set of key components.
CLC LEARNING AND DEVELOPMENT™

Anatomy of an Effective Leadership Development Strategy

CLC Learning and Development Offers a Comprehensive “Terrain Map” of a World-Class Leadership Development Strategy

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I. Strategy Alignment and Communication

- Business Strategy Alignment
  - The leadership development strategy is developed and revised based on business strategy.

II. Leadership Needs Assessment

- Integrated Leadership Strategy
  - The leadership development strategy aligns with all other drivers of leadership effectiveness (e.g., recruitment, compensation, succession management).

- Values Alignment
  - The leadership development strategy aligns with the organization's values, and rewards and recognizes leaders for demonstrating them.

- Executive Engagement
  - Senior line executives are involved in the creation and execution of the leadership development strategy.

- Future-Focused Needs Assessment
  - The organization identifies leadership capabilities required for current and future organizational success.

- Leadership Capability Audits
  - The organization continuously assesses current and future leaders on business-critical competencies and knowledge.

- High-Potential Talent Identification
  - The organization identifies individuals with the ability, aspiration, and engagement to succeed at more senior levels.

- Retention Risk Tracking
  - The organization identifies (and mitigates against) leaders at risk of unwanted attrition.

III. Development Planning and Delivery

- Individualized Development Planning
  - Which level best describes your organization's maturity at Individualized Development Planning?
  - Level 1: Individual development plans for leaders are used inconsistently throughout the organization.
  - Level 2: Most leaders have development plans, but they vary in quality and are inconsistently applied. Leaders receive somewhat useful support from their managers.
  - Level 3: Nearly all leaders have high-quality development plans that are aligned with organizational and individual needs. Leaders actively apply their development plans with useful support from their managers.

- Strategy Governance
  - There is clear accountability for ownership and execution of the leadership development strategy.

- Program Evaluation
  - The organization rigorously measures the effectiveness and impact of individual leadership programs.

- Strategy Assessment
  - The organization identifies and tracks metrics that capture the execution and impact of its leadership development strategy.

- Targeted Formal Programs
  - Where appropriate, the organization offers high-quality formal leadership development programs that enable leaders to apply what they learn and use the right mix of delivery methods (e.g., classroom, e-learning).

- Leadership Transitions
  - The organization supports leaders during upward transitions into more senior roles.

- Knowledge Transfer
  - The organization ensures that key knowledge is transferred effectively from leaders leaving the organization.

- Leadership Mobility
  - The organization facilitates and supports cross-organizational leadership mobility.

- Leader-Led Development
  - Senior leaders are held accountable for developing rising leaders.

- Social Learning
  - The organization encourages and facilitates formal and informal social learning (e.g., relationships) as part of the leadership development strategy.

- Experiential Learning
  - The organization facilitates and encourages experiential learning (e.g., stretch roles) as one of the primary tools to develop leadership capabilities.

IV. Evaluation and Accountability

- Leadership Development Strategy Outcomes
  - Leadership Effectiveness: Our leadership team has the capabilities required to manage the business effectively.
  - Succession Pipeline: Our organization has a strong bench of candidates for key leadership positions.
  - Leadership Confidence: Our employees believe in our leaders, and believe that they demonstrate our core values.
  - Leadership Brand: We are recognized internally and externally as a top organization for developing leaders.

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Anatomy of an Effective Leadership Development Strategy

From Anatomy to Action: Resources to Help You Assess, Prioritize, and Improve Your Leadership Development Strategy and Tactics

Insight and Analytics: Identify Where Your Strategy Is Working— and Where It Needs to Improve

Stakeholder Survey and Reporting

CLC L&D surveys your line leaders and L&D practitioners on the importance of all Anatomy attributes— and your organization’s effectiveness at delivering against them.

Limited Space for Our First Survey Cohort

Sign up by 31 December to reserve your place in the first Anatomy Survey Cohort.

Available Now!

Self-Assessment Diagnostic

A simple self-test to identify— and prioritize— the areas in which your leadership development strategy needs to improve

Available Now!

Discussion Guides

Interview guides and facilitation tools for conversations designed to gather “stakeholder voice” on your leadership strategy

Available 15 January 2010

Action Planning and Implementation: Design an Action Plan and Use CLC L&D Resources to Drive Improvement

Action Planning Templates

Plan clear actions based on the results of your Anatomy assessment.

Available Now!

Improvement-Support Resources

Leverage proven best practices to accelerate your improvement efforts.

Available Now!

Top 4 Priorities:

1. Leadership transitions
2. Knowledge transfer
3. Strategy assessment
4. Collaboration

What step are we going to take?
Who is responsible?
What are the success measures?
What is the target completion date?

Action Step #1

Build the business case for leadership transitions
John C. and team
Gather additional resources for transition support
July 2011

Action Step #2

Provide ongoing support before, during, and after transitions
Amy T. and team
Continue training to protect leaders entering new roles
December 2011

Questions to Ask the Business

How well do you think the organization understands current and future business-critical competencies?

Notes: What are the primary tools our organization uses to develop leaders (i.e., experiential-, relationship-, classroom-based)?

Notes: To what extent do you agree that we are recognized internally and externally as a top organization for leaders?