

Does your organization have what it takes to develop great leaders?

Key Supporters of Leadership Development	<i>Not in place</i>	<i>Somewhat in place</i>			<i>Fully in place</i>
Clarity of leadership expectations: Competencies and success factors are defined for leadership success now and into the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using more than training as a solution: Our development actions reinforce, teach, or support these competencies from "hire to retire."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development is a process: We have a variety of informal and formal ways in which these competencies are learned throughout a leader's career.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training is performance-based: Our leadership training is designed to be skill-based so that leaders can perform after training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Discussion Questions

If your organization has a **lack of clarity** around what is expected of leaders:

- Against what are our leaders already measured? Can we build upon this?
- When we hire, what makes a leader "stand out?"
- If we could only build one leadership skill, what would it be that would make a difference?

If your organization **uses training as your only solution** for leadership development:

- What other resources and systems are in place?
- How can we drive individuals to manage their own development?
- What can we do that is low-cost or no-cost?

If your organization develops leaders using **one-time events versus an integrated process**:

- How can we link leadership development to other performance systems?
- What is already in place that we could better utilize if we communicated it?
- On what can we build?

If your organization focuses development on **concept teaching rather than skill-building**:

- How can we add application activities into our current development?
- What real-life situations can leaders use to apply what they have learned?
- How can we "expect" more performance from leaders before, during, and after development activities?