

The Traditional Leadership Process

Many organizations recruit people and spend years developing them mostly on an ad hoc basis.

Organizations often invest time and money in people development but do not spend sufficient thought on three key areas of leadership development:

1. Is the leadership development directly linked to the organizations objectives or key performance indicators?
2. Has the organisation's clearly specified what its leaders should 'look like' in terms of knowledge, skills and behaviors in line with its core values?
3. Is the return on investment in development quantified or measured? Do the leaders perform better as a result?

The development of management behavior and alignment to company values is often overlooked.

Companies use **measurement tools and processes** to monitor the progress an individual is making in terms of performance. These tools include annual performance appraisals, 360 degree feedback, employee surveys (including culture management tools), observations on the job and feedback forms. The more advanced organizations will also use psychometric assessments.

Enablers are the interventions used to develop the leaders. These include induction, coaching, mentoring, formal development, accredited development, e-learning, job descriptions and competency assessment. These enablers clarify what is expected of the individual and what they need to learn to be effective.

The challenge for many organizations is that the measurement tools and enablers are not aligned. In other words, development tools are not aligned to specific behaviors sought by the company. In addition, there is no real evaluation of the application of learning which has taken place.

The Ideal Leadership Framework

The basic objective of leadership development is to create managers who are role models for the company values, behaviors and goals.

The concept of our leadership Academy is to give our clients complete and effective management control of the definition, clarification, career plan and learning journey for their leaders and managers within the organization. We want to give you an easy and effective way of measuring how your leaders and managers are improving the way that they lead their people.

The academy will clearly set out the various levels in the organisation's structure, the range of competencies at each level and standards of performance required, the list of learning and development that should be acquired at each level, links to the organisation's core values where in place, links to the organisation's business objectives and an annual personal development plan for that person.

The organisation's performance measures will be used effectively to monitor the progress that each person makes as they progress through the levels to whatever position they achieve. This will be reflected on a 'Leadership Dashboard' which provides an accurate positioning of each manager. This can then be used to support talent management, structure changes, performance management processes and setting future management capability requirements.

How does the Leadership Academy benefit the organization?

The organization is able to

- ❖ Immediately communicate to new recruits the need to develop in line with company values, behaviors and objectives
- ❖ Create managers and leaders aligned with the values, behaviors and objectives to create its "managers of choice"
- ❖ Determine who is applying the learning they have received to their job.
- ❖ Assess the competencies of trainers and coaches
- ❖ Align people development strategies with company objectives and KPI's
- ❖ Have the ability to monitor and assess leadership development progress and future talent
- ❖ Enable the organization to become self-sufficient in leadership development with less reliance on "outside experts"

How can Management Solutions work with your organization?

We work with senior leadership and the HR team to put a learning structure in place that will embed company objectives and values into its people development strategies. The program is systematic and allows the company to monitor and measure the progress of its managers and leaders through the development cycle.

We do not re-invent the wheel and we are program neutral in that we work with tools that suit the client. We create the academy by:

- ❖ Working with existing processes and development tools that incorporate the effective enablers already in place
- ❖ Where necessary, we add development and measurement tools where we see gaps
- ❖ We design a development program suited to our clients using proven tools that works with all levels of management. These tools include:
 - ✓ Training materials and development curricula
 - ✓ Learning measurement tools
 - ✓ Class room training
 - ✓ E-learning
 - ✓ Feedback mechanisms to monitor development

Our key objective is to establish a sustainable leadership development framework that our client can manage with a high level of self-sufficiency.

Leadership Academy Framework

