



Align HR's leadership framework development process:

Step 1: Leadership Diagnostic & Analysis

- The effective diagnosis of leadership culture, capability and operational strengths and weaknesses are fundamental to any successful leadership development intervention. Also review leadership talent and bench strength, leadership pipeline and competencies, succession planning strategy and processes. Knowing the business model and objectives are also critical to determine how best to design and develop a leadership roadmap and framework that will work best for each unique organisation.

Step 2: Develop Leadership Roadmap and Implement

- A leadership roadmap can be developed and implemented through an array of delivery modes that work best for the organisation to grow, retain and deploy leadership talent. This needs to happen at individual, team and organisational development levels. The integration of business objectives, corporate DNA, and required competencies within the learning context is most critical. Align HR will develop a learning philosophy and roadmap that aligns and is integrated within the organisational framework.
- For the roadmap to be executed effectively - requires spending time with management to ensure the processes, delivery mechanisms and tools and resources are developed and delivery partners identified to achieve deliverables to a quality standard.

Step 3: Performance, Evaluation & Deployment

- Leadership talent and their performances needs to be measured and areas for development identified based on weaknesses, capability needs and business drivers as well as career development. Internal positions and deployment becomes critical to ensure opportunities are available to grow the leadership pipeline. Assessing leadership candidates (HPEs) and growing their competencies will ensure great benefits to the company performance and business growth. Having individual development plans and a succession plan framework will provide some structure to re-assess and grow talent. Retaining talent is also important....having evaluation tools and coaching, mentoring and leadership courses provide the basis for success in building an integrated leadership roadmap and framework.

Align HR's Integrated Leadership Roadmap Framework

Integrated Leadership Road Map Framework				Method of Delivery	Interac-tive Work-shop	Exercises & Case Study	Coaching & Mentoring	
Key Outcome	Specific Out-comes	Program Theme	Program	Topics	Activities / Case Studies	Compe-tencies Values	Pre and Post	Tools
Personal Development								
Team Development								
Organisational Development								
Team Performance								
Task Performance								
Individual-ised Leadership Development								
Timeframe, Follow-up & Integration								
Timing								
Follow up development								
Planning Communication & Integration, Value-add	Business Customer Employee Performance / Development Plans							

PULSE SERIES 4:

AlignHR's 2012

Leadership Roadmap Development Framework Pulse



Leadership

Definitions:
 "Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent"

"Influences others to translate vision into action to get results"



"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams, Author

Ineffective Leadership roadmap

The most common problems, include:

- Lack of ownership by senior leaders to succession plan for themselves and their direct reports
- HR owning, controlling and doing the succession management across the organization
- Poor focus on training and development of talent, high potentials, CEP, etc
- Poor alignment and integration of leadership bench strength assessment to talent management framework
- Succession planning completed for BOD, not living within the organisation
- A leadership roadmap needs to be strategically linked and integrated to the organizational goals, capability needs, competencies, performance, engagement, retention and L&D strategy. Ownership at all levels is critical.

Leadershippeople – performance – progress

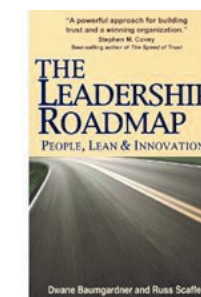
A weak leadership development program, a hands-off leadership team, a lack of succession management and poor alignment to building capability to meet organizational goals is common in many organizations.

Research and empirical evidence suggests leaders need to:

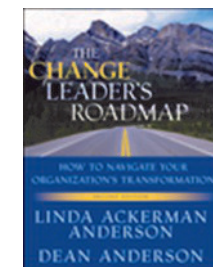
- Build a strong team of leaders around them who take ownership of succession management and development of those directly reporting to them
- Focus on growing talent within an organization—through increasing knowledge, skills and behaviours that drive business success
- Develop a positive environment—that acknowledges and rewards people for good performance and inspires people to do more and become more
- Make promotional decisions based on capability, competency, and a proven track record of solid performance
- Mold their people into high performing teams that deliver and go the extra mile without the need for force
- Take accountability for developing others around them to be collectively stronger, smarter and more capable.

It's not just about leadership training, its about empowerment, influence, ownership, corporate DNA, culture, shared vision and values, strategy to action, passion, and ability. A partnership with Align HR will ensure you have the leadership framework and bench strength to build and grow leaders that drive business success.

Leadership Roadmap Textbooks:



Baumgardner, D., and Scaffede, R. (2008). The leadership roadmap: people, lean and innovation. NorthRiver Press.



Anderson-Ackerman, L., and Anderson, D. (2010). The change leader's roadmap (2nd ed.). Pfeiffer.

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