



Strategic Leadership Development™

Give Your Leaders
the Right Tools for Strategic Change



Strategic Leadership Development™

- Defines a multi-step process designed for organizations committed to successful change
- Supports a leadership model based on 35 years of research and more than 250,000 assessment based profiles of real leaders
- Focuses development on organizational needs and aligns leadership behavior with the organization's strategy
- Provides flexibility, allowing the organization to begin where the need is greatest and proceed at its own pace



The Leadership Model - Leadership Effectiveness Analysis®

Measures 22 behavioral Leadership Practices
Grouped Under Six Core Leadership Functions:

Creating a Vision
Developing Followers
Implementing the Vision
Following Through
Achieving Results
Team Playing



LEA Model

- **Creating a Vision**
 - Conservative
 - Innovative
 - Technical
 - Self
 - Strategic
- **Developing Followers**
 - Persuasive
 - Outgoing
 - Excitement
 - Restraint
- **Implementing the Vision**
 - Structuring
 - Tactical
 - Communication
 - Feedback
- **Following Through**
 - Control
 - Feedback
- **Achieving Results**
 - Management Focus
 - Dominant
 - Production
- **Team Playing**
 - Cooperation
 - Consensual
 - Authority
 - Empathy



Background

- The job of the leader is to make things happen
- There is no one right way to lead. Effectiveness must be viewed through four filters:
 - Organization
 - Role
 - Situation
 - Individual
- Leadership behavior can be measured and changed
- The LEA model, and the MRG assessment process are descriptive not prescriptive
- Each of the Strategic Leadership Development™ components is based on the LEA 22 leadership practices model



Background

- Unique questionnaire design: Semi-ipsative, forced choice

MOST NEXT

Peers see me as

a. Lively and dynamic

5	4	3	2
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b. Valuing their opinions

5	4	3	2
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c. A helpful associate

5	4	3	2
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- Results are compared to a normative base, which shows the amount of emphasis the individual is giving to each behavior in comparison to a similar group of people
- Reliable and Valid



Strategic Leadership Development™

Define Leadership Requirements

Strategic Directions™

Role Expectations™



Reassessment

Leadership 360®
Leadership Culture™

Assess Current Behaviors

Leadership 360®
Leadership Culture™



Develop Strategically Individual-Team-Organization

Strategic Leadership Practices™
Customized Development Programs
Coaching Resource Guide™



Assess Organizational Implications

Composite Profile Analysis™
Strategic Directions Audit
Best Practices Report
Customized Research



Define Leadership Requirements

- **Strategic Directions™**
 - Identifies leadership practices required to achieve strategic business objectives
 - Establishes a common language and clear expectations for leadership
 - Sets objective performance measurements and drives accountability
 - Establishes assessment criteria for training and development initiatives

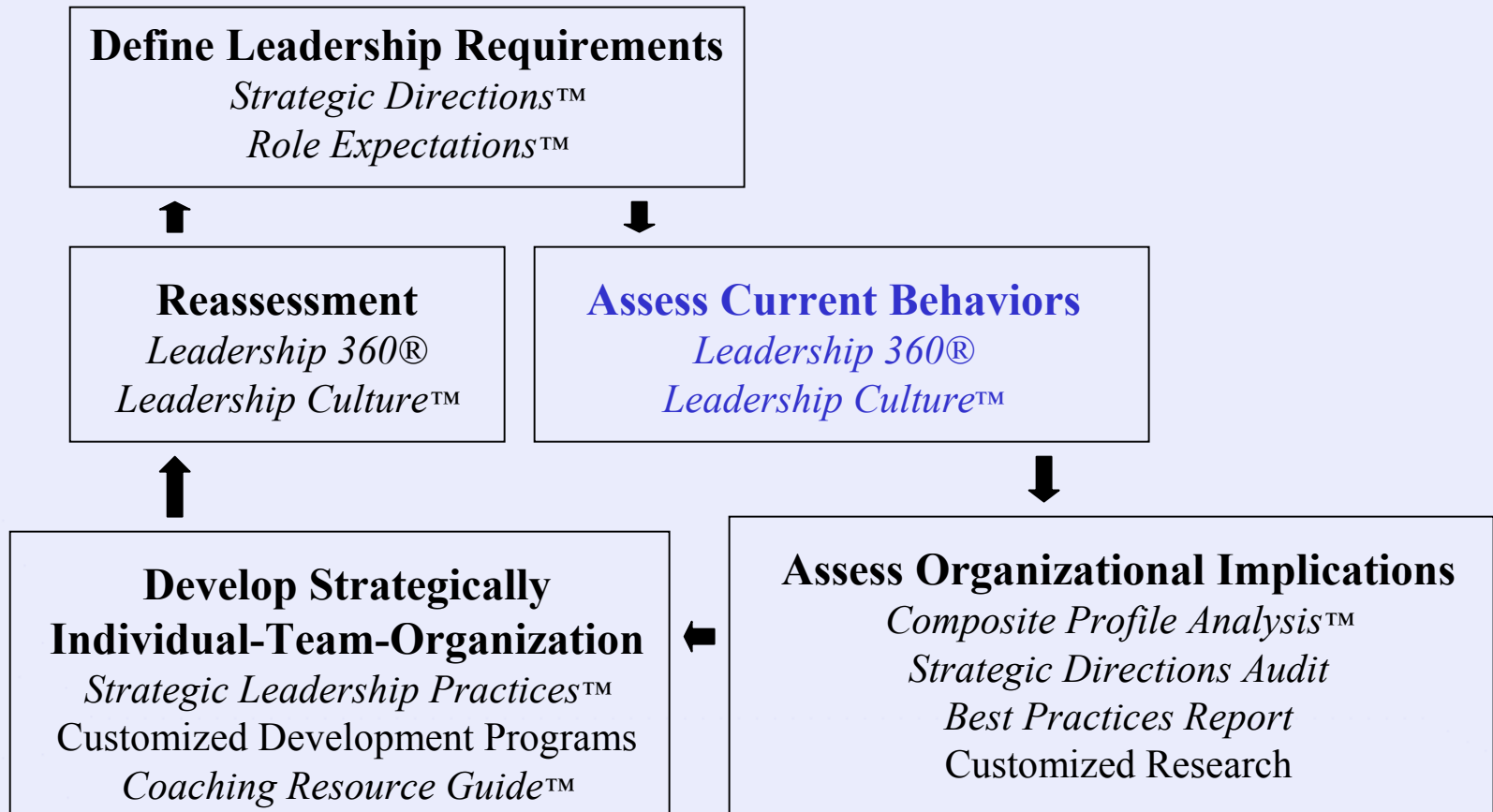


Define Leadership Requirements

- **Role Expectations™**
 - Identifies leadership practices required to be effective in a specific organizational role
 - Establishes common and clear understanding of role requirements, priorities, and expectations
 - Sets objective performance measurements and drives accountability
 - Establishes assessment criteria for training and development initiatives



Strategic Leadership Development™





Assess Current Practices

- **Leadership 360® or Leadership Self**
 - Provides individual leaders with objective, persuasive insights into their current leadership practices
 - Helps leaders understand how their behavior helps or hinders their effectiveness in their leadership role
 - Allows leaders to compare their current leadership approach with future leadership needs of the organization
 - Creates clear, non-threatening process for development planning and coaching

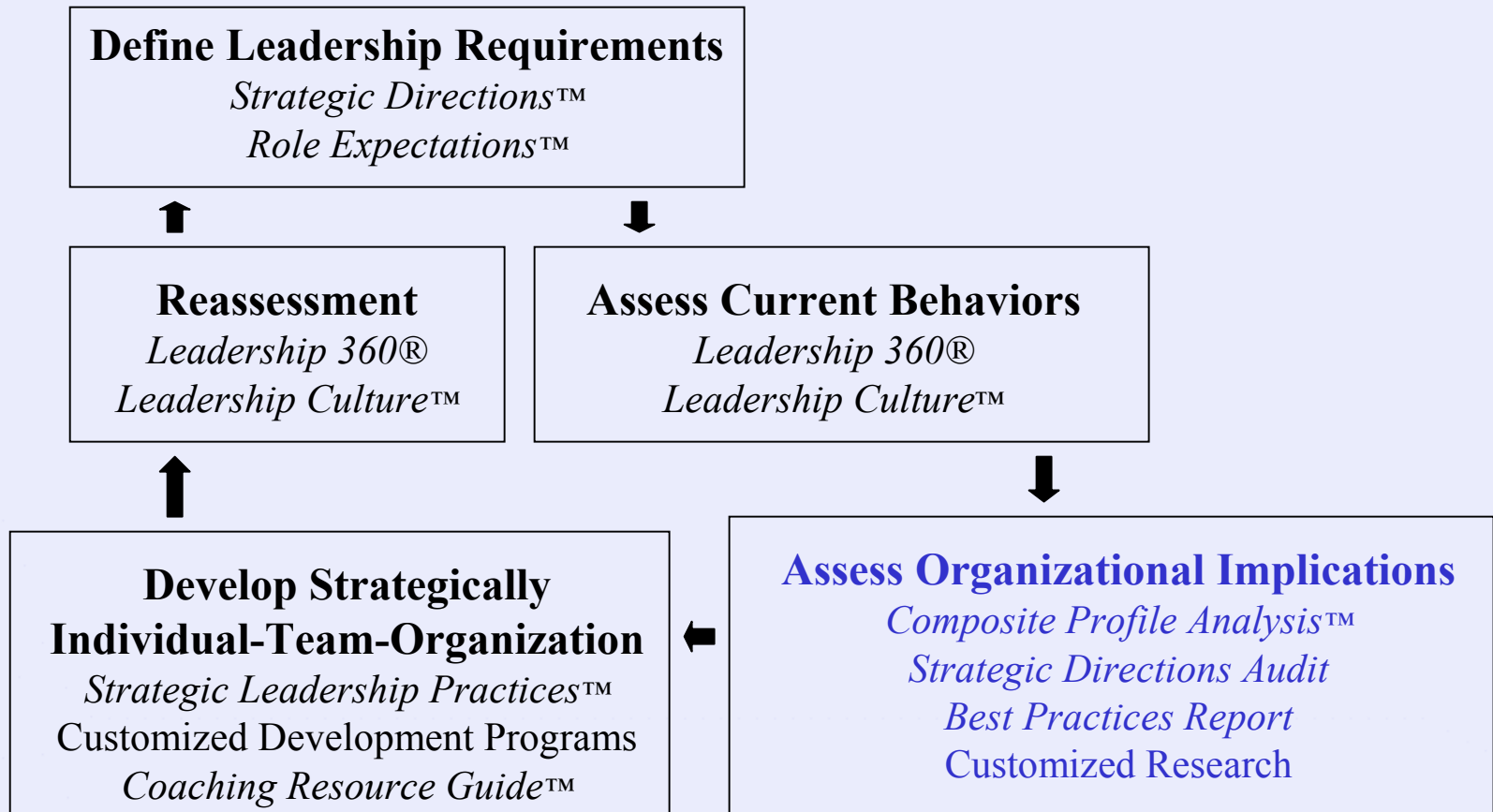


Assess Current Practices

- Leadership Culture™
 - Measures the existing leadership culture in the organization
 - Reflects what is being rewarded and how things are actually accomplished in the organization
 - Helps management determine whether prevailing practices are enhancing or detracting from the achievement of organizational goals



Strategic Leadership Development™





Assess organizational Implications

- Composite Profile Analysis™
 - Presents aggregated data for a particular group of people and/or their observers
 - Can be used for:
 - Team Building - useful in analyzing the prevailing leadership practices of a specific team
 - Training Needs Analysis - results can be used to determine specific training needs of the group
 - A Research Tool - can be used to profile differences and similarities of specific groups (sales vs. finance)



Access organizational Implications

- **Strategic Directions Audit™**
 - Provides an organizational level perspective on current leadership practices versus the critical leadership behaviors required in the future
 - Focuses training and development initiatives where they are needed most and where the greatest payback will be
 - SD Audit Report:
 - Part 1: Gap Analysis - Measures the degree to which the Strategic leadership practices selected in the Strategic Directions process are congruent with employees current perceptions of effectiveness
 - Part 2: Performance to Strategic Directions - Measures how individuals are actually performing relative to the Strategic leadership practices



Access organizational Implications

- Best Practices

- Defines the leadership attributes that significantly distinguish highly effective from less effective leaders
- Looks at:
 - Overall effectiveness
 - Business Skills
 - People Skills
- Can be done for:
 - Specific companies
 - Industries
 - Roles/Job Function
 - Level in the organization



Assessing organizational Implications

- Customized Research
 - organization specific research that includes Strategic Leadership Development data as well as other measures of effectiveness (supervisor ratings, revenue generated, etc.)
 - Validation Studies



Strategic Leadership Development™

Define Leadership Requirements

Strategic Directions™
Role Expectations™



Reassessment

Leadership 360®
Leadership Culture™

Assess Current Behaviors

Leadership 360®
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Develop Strategically Individual-Team-Organization

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Assess Organizational Implications

Composite Profile Analysis™
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Best Practices Report
Customized Research



Develop Strategically

- Strategic Leadership Practices™
 - Designed to support the development of each of the leadership practices measured
 - Can be used in a class room or one-on-one coaching setting
 - Specifically tailored for each organization and each individual



Develop Strategically

- Customized development programs
 - Using their high level expertise, consultants licensed in SLD can create customized development programs to meet the leadership development needs of both the organization and individual leaders

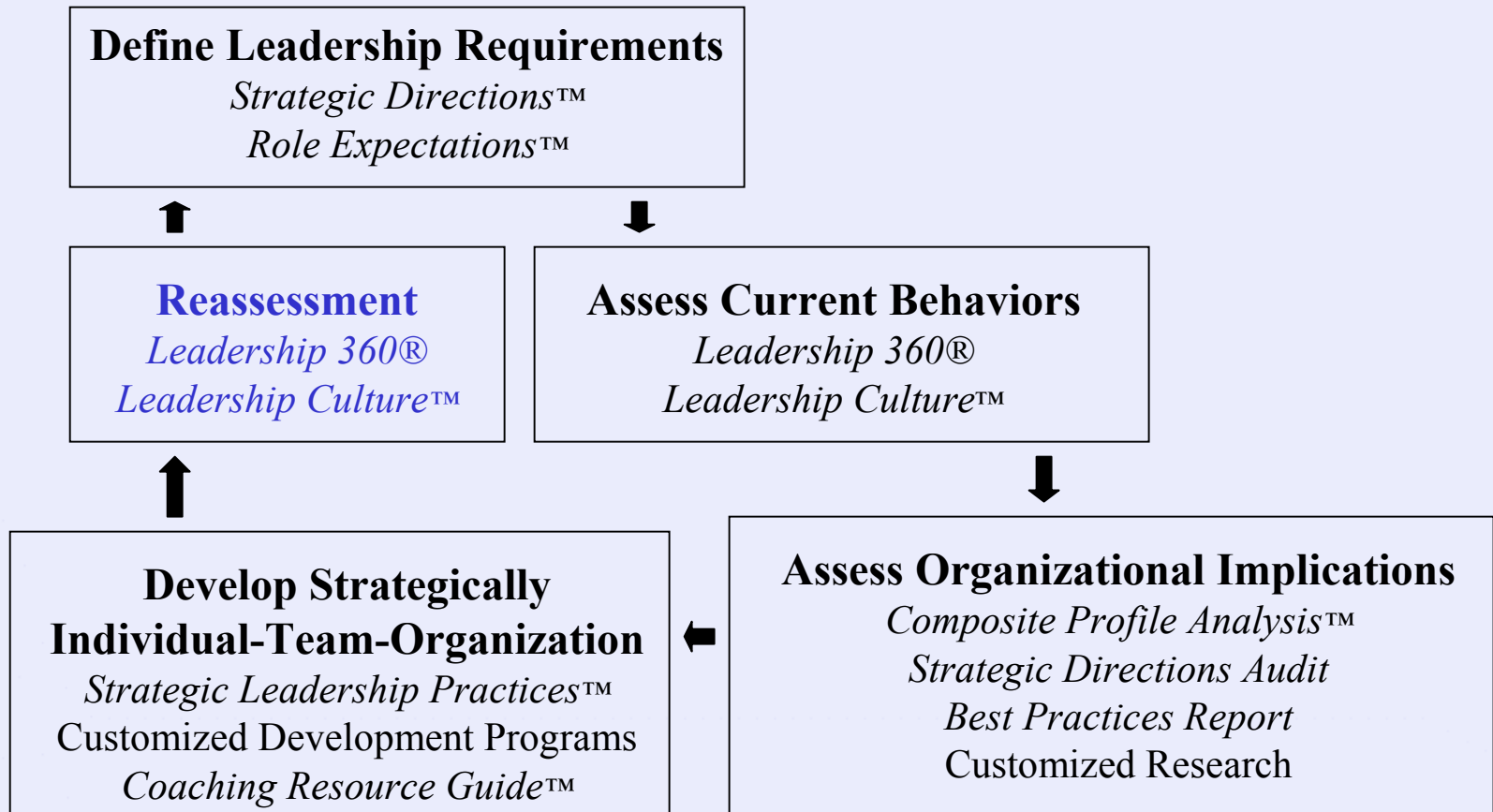


Develop Strategically

- Coaching Resource Guide™
 - For managers, mentors, peers and colleagues who will coach the Leadership 360 participant
 - Provides worksheets, information and guidelines for the coach
 - Provides worksheets and guidelines to build a coaching plan
 - Provides coaching suggestions for each of the 22 practices by observer category



Strategic Leadership Development™





Reassess Leadership Practices

- Leadership 360® or Leadership Self - reassessment after 12 to 18 months measures progress and begins a new cycle of development and action planning
- Leadership Culture™ - measures changes in the organizational climate based on changes in leadership practices



Global Perspective

- Languages
 - English (American and British)
 - Swedish
 - Danish
 - Norwegian
 - Dutch
 - German
 - French
 - Spanish
- Norm Groups
 - No. American Regional
 - European Regional
 - Swedish
 - Danish
 - UK/Republic of Ireland
 - Netherlands
 - Belgium
 - Germany/Switzerland/Austria
 - France
 - Australia/New Zealand
 - South Africa
 - Senior Executive



Why Strategic Leadership Development Works

- Focus on strategic business needs
- Practical leadership model
- Flexible but structured process
- Technically superior research
- Unique questionnaire design
- Global perspective
- Measurable results



Bottom Line

- Strategic Leadership Development™ provides organizations with the tangible evidence that there is a connection between leadership practices and organizational performance
- SLD provides information at the organizational level as well as the individual level - a critical factor in maximizing your investment in leadership development and moving your organization toward your model of business success