BUILDING LEADERS AT SCALE

Why Core Leadership Skills Come First

TODAY'S CONVERSATION

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Leadership competencies: the critical leadership skills and behaviors that drive performance and enable successful execution of the business strategy

We're For All Things Humanly Possible

Our mission is to advance the understanding, practice, and development of leadership for the benefit of society worldwide.

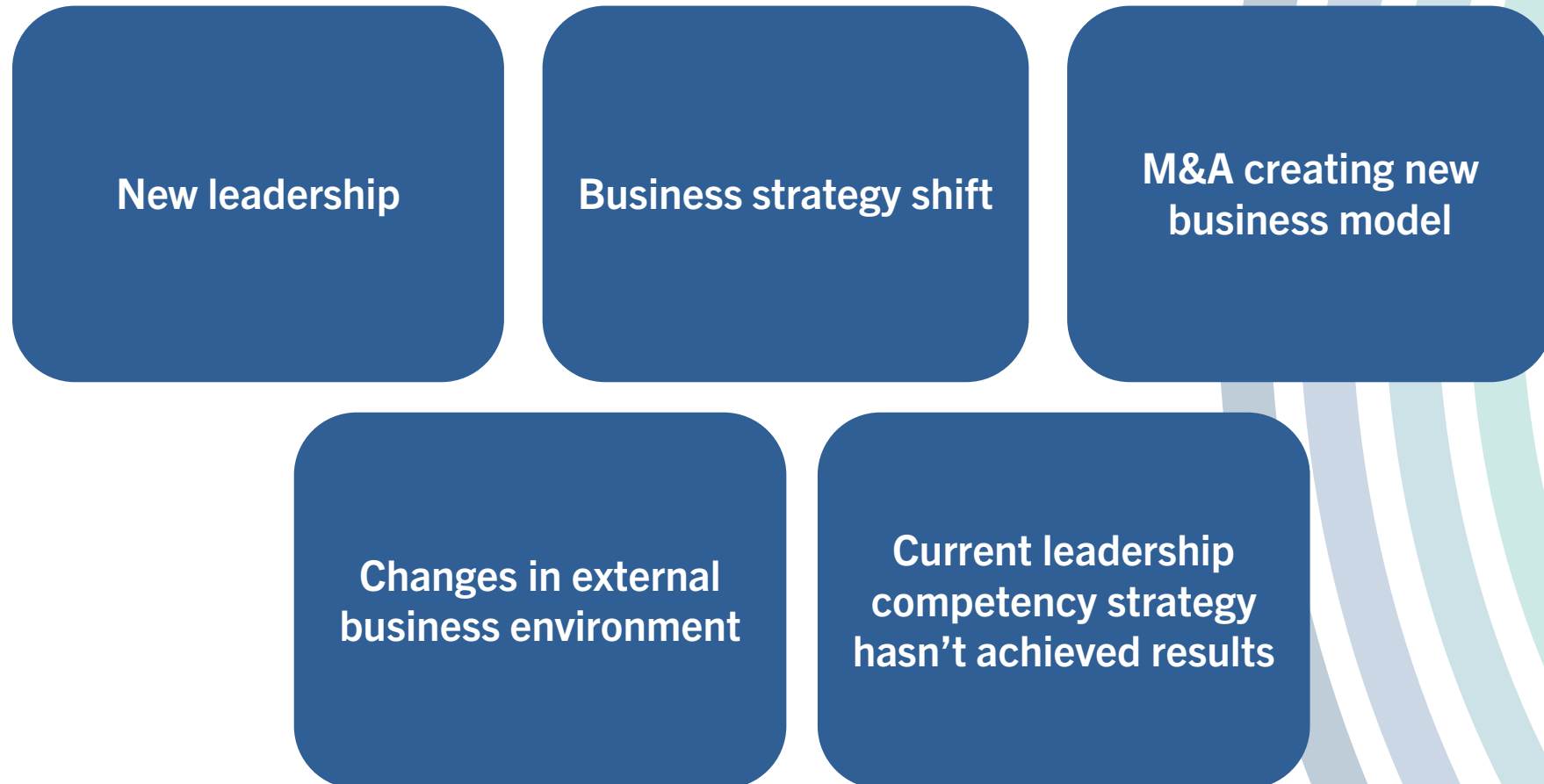**50+** years of research

100+ countries

2/3 of the Fortune 1000

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ALIGNING LEADERSHIP COMPETENCIES WITH BUSINESS STRATEGY
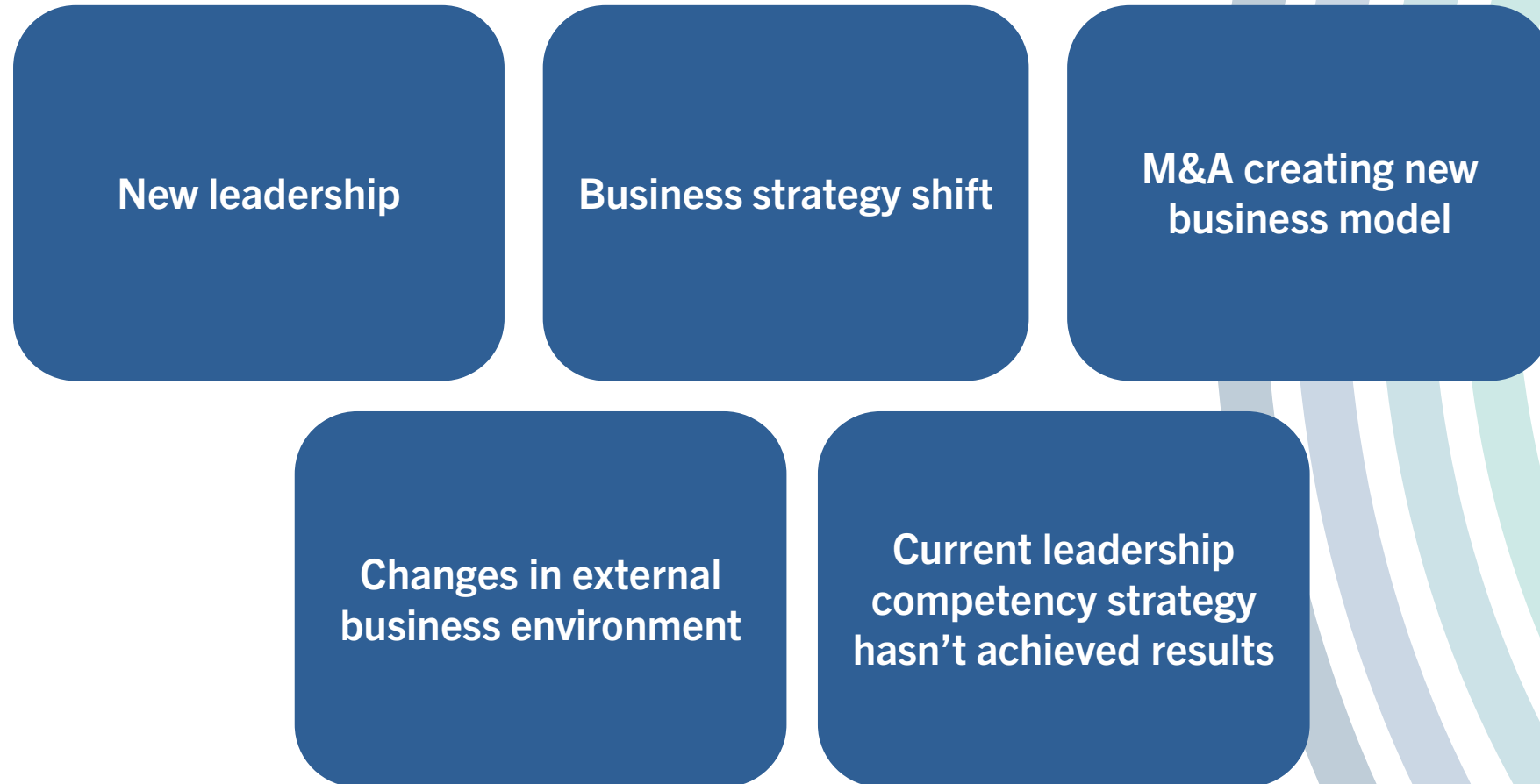
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LEADERSHIP ACTIVATES BUSINESS PERFORMANCE

MISSION
VALUES
STRATEGY

LEADERSHIP
CULTURE

ORGANIZATIONAL
AND
LEADERSHIP
COMPETENCIES

BUSINESS PERFORMANCE

ADDRESSING LEADERSHIP COMPETENCY STRATEGY

Business and Organizational Drivers

New leadership

Business strategy shift

M&A creating new business model

Changes in external business environment

Current leadership competency strategy hasn't achieved results

WHICH OF THESE IS DRIVING YOUR CURRENT COMPETENCY STRATEGY?

Business and Organizational Drivers

New leadership

Business strategy shift

M&A creating new business model

Changes in external business environment

Current leadership competency strategy hasn't achieved results

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EMBEDDING LEADERSHIP COMPETENCIES INTO THE CULTURE

Leadership competencies serve as the binding agent that links talent practices and experiences

| Interviewing | Assessment | Feedback | Development | Performance Management | Succession Planning |

Leadership Competencies

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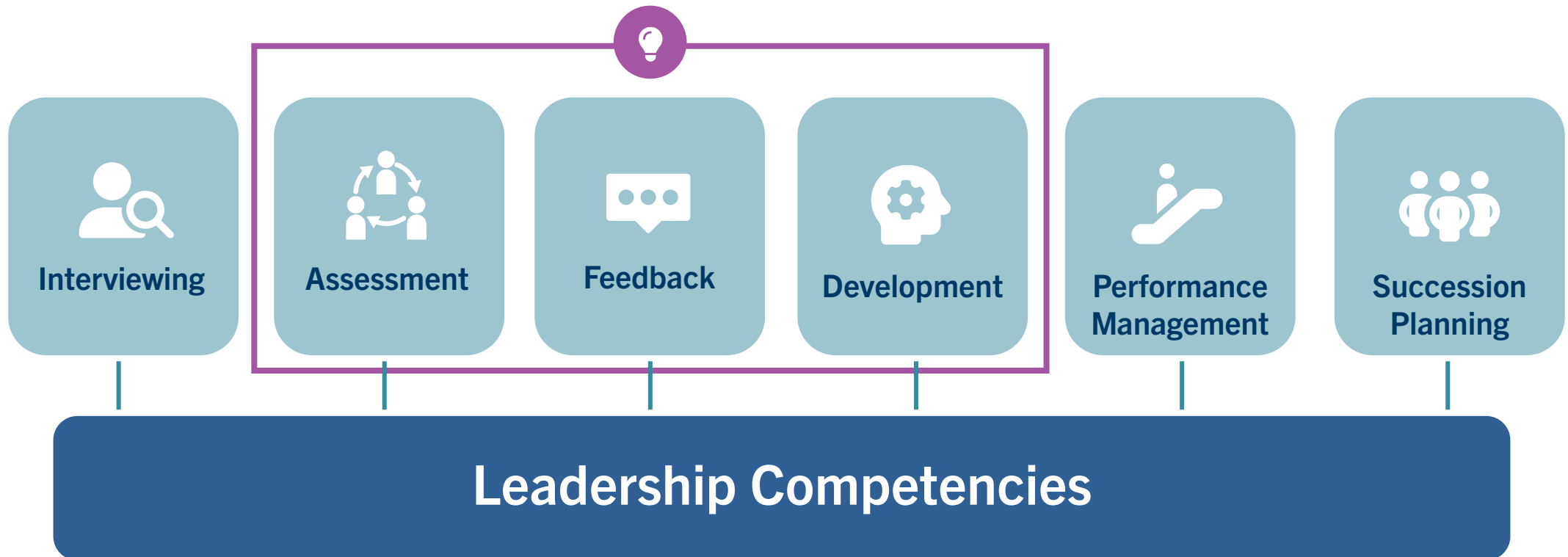
LEADER AND ORGANIZATIONAL OUTCOMES

Establishing a leadership competency strategy **supported through a culture of development** will yield compelling outcomes for leaders and the organization.

For Every Leader…	For the Organization…
▪ I can grow as a leader here throughout my career	▪ Our leaders have the capabilities to successfully face any business challenge
▪ My leader encourages me to stretch and grow	▪ We have a healthy succession pipeline and a strong bench of rising leaders
▪ I'm supported to take risks	▪ We support our leaders in their career development
▪ My organization is invested in my development	▪ We are winning in the marketplace, through our leaders
▪ I am learning each and every day	▪ We are a clear Employer of Choice for top leadership talent

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WHAT MAKES A GREAT COMPETENCY FRAMEWORK?

BUILT ON YOUR BUSINESS STRATEGY

FOCUSED ON OBSERVABLE BEHAVIORS NEEDED FOR FUTURE SUCCESS

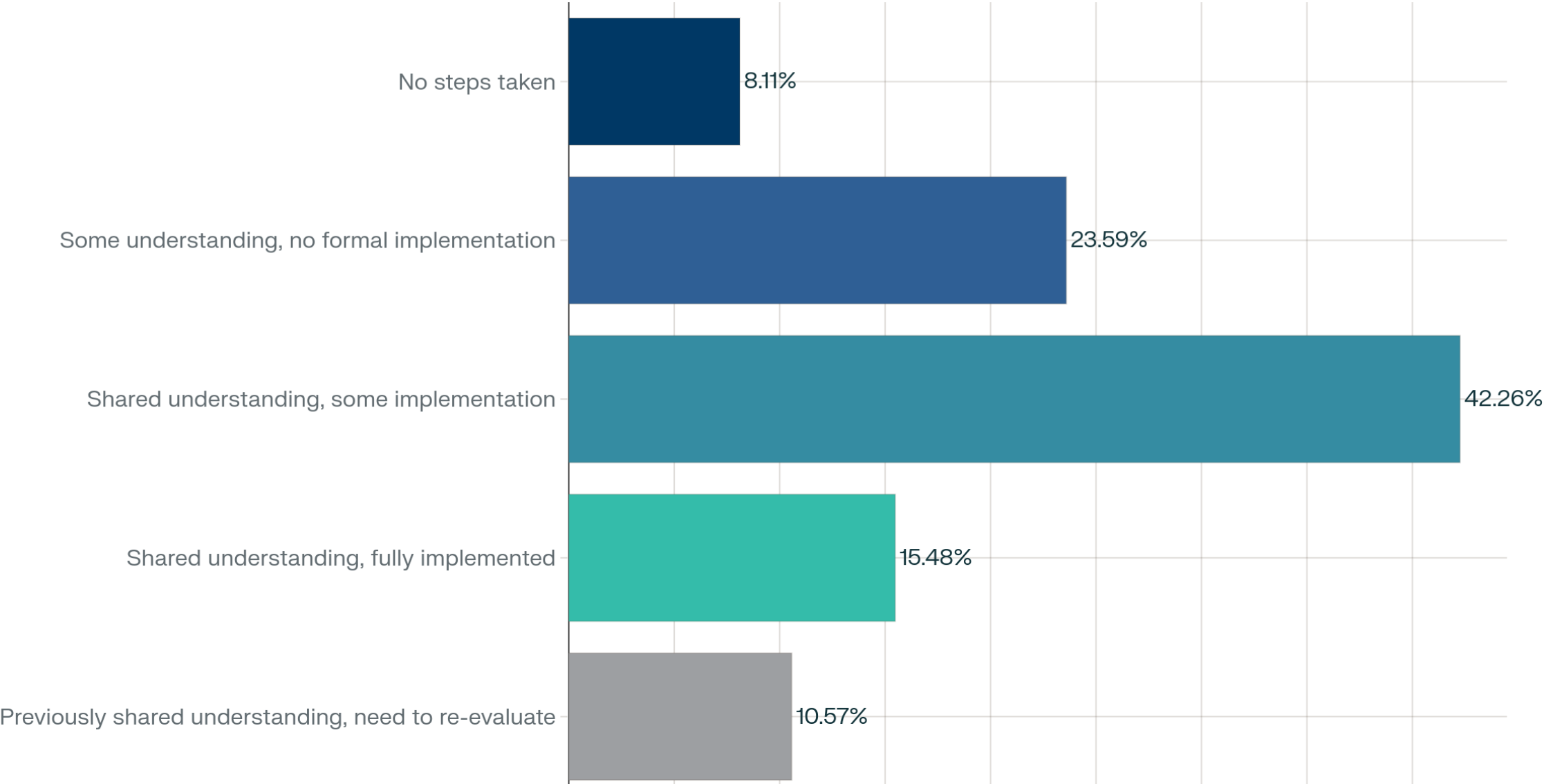**DIFFERENTIATED BY INDIVIDUAL CONTRIBUTORS & PEOPLE MANAGERS**

FEWER AND MORE FOCUSED COMPETENCIES

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STRATEGIC CONTEXT: THE BUSINESS CASE

To understand what competencies should be prioritized, ask:

- What are your major business challenges?

- What capabilities does the organization need to excel at to address those challenges?

- What skills characterize the most effective leaders in the organization?

- What leadership skills do you see becoming increasingly important in the next 3-5 years?

- What critical leadership skills are currently in short supply?

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Current state of your organizations

Category	Percentage
No steps taken	8.11%
Some understanding, no formal implementation	23.59%
Shared understanding, some implementation	42.26%
Shared understanding, fully implemented	15.48%
Previously shared understanding, need to re-evaluate	10.57%

DEVELOPING AND ACTIVATING A LEADERSHIP COMPETENCY STRATEGY

By balancing speed with rigor your Leadership Competency Strategy will be more likely to achieve strong adoption and accelerated time-to-value.

1

DEVELOP

Leadership Competency Framework

2

ACTIVATE

Across Leadership Development and Talent Practices

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DISCOVERY INSIGHTS → **STAKEHOLDER SESSIONS** → **FINALIZE AND PLAN**

OUTCOMES

- Shared vision of the essential leadership competencies to drive the organization's mission and strategy

- Practical, intuitive leadership framework supported by research-based competencies

- Alignment and support from important stakeholders to champion in their teams and across the organization

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- Credibility and Integrity
- Learning Agility
- Self-Awareness

- Coach and Develop Others
- Talent Recruitment and Retention
- Team Leadership

Grow Yourself

Develop Your Team

Leadership Pillars

Execute for Growth

Innovate

- Business Development
- Initiative
- Problem Solving

- Change Implementation
- Influence
- Innovation
- Leading the Culture

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WHAT YOU SAID WERE THE MOST CRITICAL COMPETENCIES

1. Champion Change - 39%

2. Decision Making – 32%

3. Resilience – 30%

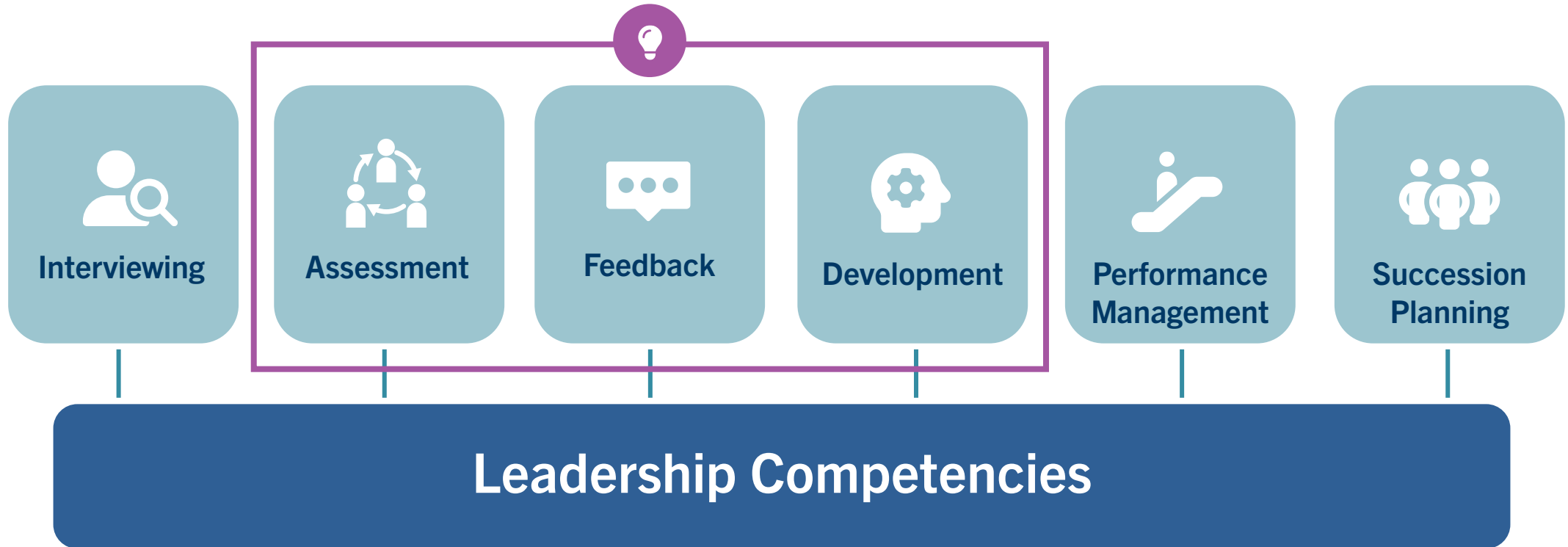4. Systems Thinking – 28%

5. Vision – 26%

6. Innovation – 26%

1

DEVELOP

Leadership Competency
Framework

2

ACTIVATE

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Leadership Competencies

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Leadership Competencies

Assessment

Enable in-depth assessment of current skill level as a baseline for self-awareness and development. Use in:
- Career Development
- Optimize Current Role Performance
- Gauge Readiness for Next Assignment

Feedback

Provides guidance to coach for performance and development and creates a common language for meaningful, productive conversations. Use in:
- Career Development
- Performance Coaching

Development

Anchored in 70-20-10 methodology, integrate into existing processes/programs and build new where needed, focus on developing collective capabilities that align with organizational priorities. Use in:
- Individual Development Planning
- Cohort-Based Learning Journeys
- Leadership Coaching
- Job or Develop-In-Place Assignments

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CCL PASSPORT™

All-in-one Leadership Development Subscription—Fuel In-House Delivery At Scale

- Unlock **unlimited use** of our proven digital content, programs, assessments, and tools

- Receive a complementary **CCL Compass™ Competency Workshop** and full access to the **CCL Compass™ Competency Library**

- **Customize** our content, combining our expertise with your context, to meet your organization's needs

- Infuse a **consistent leadership language** across your entire organization

- Meet your objectives with the help of our **dedicated support team**

GETTING IT RIGHT

Keys for a Sustainable Leadership Competency Strategy

1

Align collective beliefs and practices with the organization's strategy and business model

2

Implement within the context of leadership development and organizational learning

3

Not be 'something separate' from your work – efforts should be embedded in everyday work

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GETTING IT RIGHT

Lessons from our research and experiences

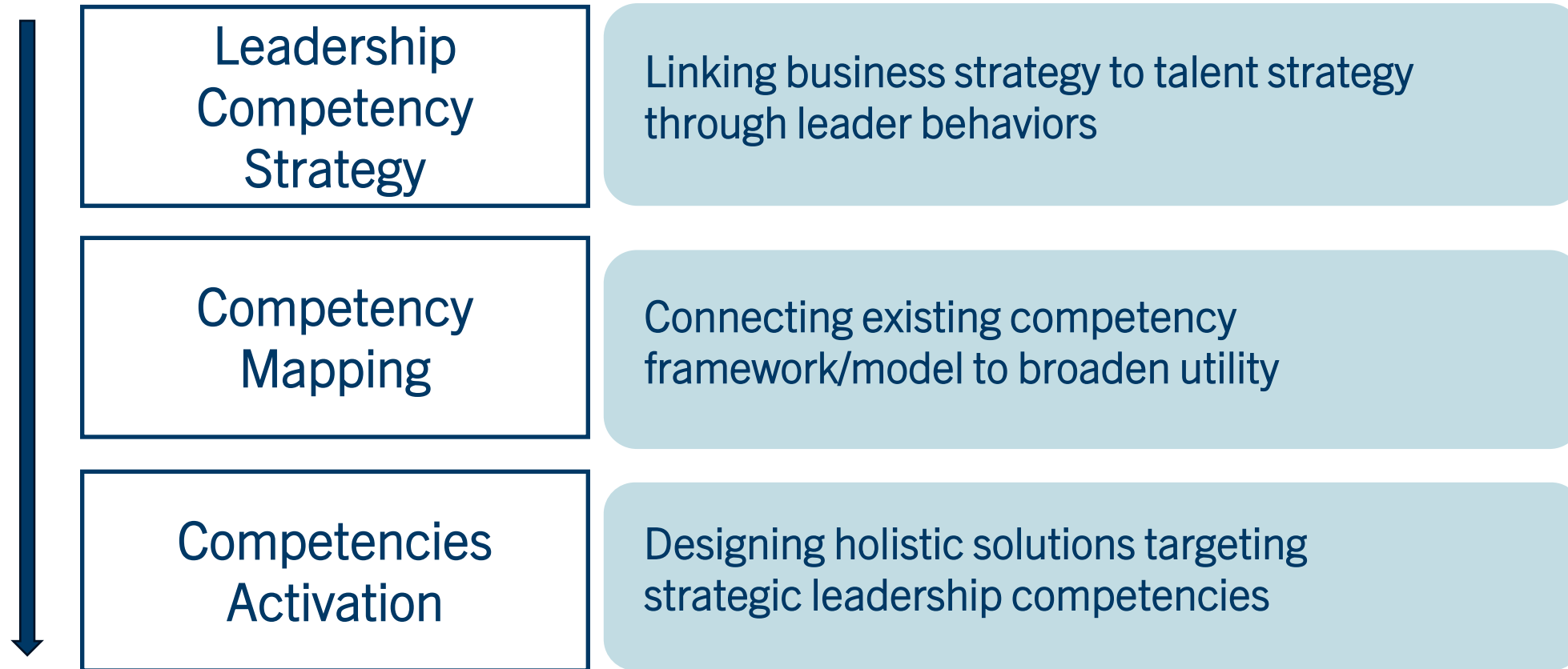| Keep Development at the Core	Start at the Top	Pressure Test Solutions	'Clean out the Closet'	Leverage Comms Channels and Feedback Loops

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ACTIVATING PERFORMANCE THROUGH LEADERSHIP COMPETENCIES

Flexible Approaches

Leadership Competency Strategy	Linking business strategy to talent strategy through leader behaviors
Competency Mapping	Connecting existing competency framework/model to broaden utility
Competencies Activation	Designing holistic solutions targeting strategic leadership competencies

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Questions?