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# <u>Strategic Leadership Development Design Workbook</u>

**1. Goals :** Add any missing strategic goals to this list and then select 3-5 goals which are the highest priority goals for your organization at this time.  (↑ = increase or improvement)

| | | | |
|---|---|---|---|
| ↑ Leadership Bench Strength | ↑ Employee Motivation | ↑ Productivity (Revenue / employee) | ↑ Customer Satisfaction |
| ↑ Profitability  (bottom line) | ↑ Gross Revenue / Sales | ↓ Waste / Scrap | ↑ Revenue / customer |
| ↑ Customer loyalty | ↑ Quality or Consistency | ↑ Employee retention | ↑ New Customer acquisition |
| ↑ Speed in bringing products to market | ↑ % Market share | ↑ Timeliness in delivery | ↑ Operational Efficiency |

Others  ⇒

_____     _____     _____

**2. Return:** If you can achieve the 3-5 goals you have identified above, what benefits (both tangible and intangible are likely to accrue?

| Goal | What is likely to happen when you achieve that goal? | Guess that benefit in $ over 3 years |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |

**3. Competency:** Add any vital missing competencies to this list and then select up to 10 you most need in Leadership in your organization to achieve the goals you selected in step 1.

(note: Competencies run for 2 pages)

| **Communication Competency:** ⇒ | Influencing and Persuading others | Creating memorable and impactful messages | Enrolling followers with vivid stories |
|---|---|---|---|
| Presenting to others | Constructive Use of Humor | Listening to understand | |
| | | | _____ |

| **Developing and Motivating Competency:** ⇒ | Understanding the capabilities of others | Evaluating and supporting improvement | Coaching and mentoring |
|---|---|---|---|
| Constructive feedback and counseling | Effective teaching | Treating people fairly | Managing conflict |
| Empathy | Interviewing and hiring skills | | |
| | | _____ | _____ |

| **Delegating to inspire performance Competency:** ⇒ | Building shared understanding and goal clarity | Using the resources of the team or group | Managing appropriately for the situation |
|---|---|---|---|
| Sharing leadership | Representing the group | Holding people accountable for results | |
| | | | _____ |

| **Strategic thinking Competency:** ⇒ | Thinking of the whole and how best to support that | Ability to see patterns and trends | Problem-solving |
|---|---|---|---|
| Taking initiative | Critical thinking | Decision-making | |
| | | | _____ |

| | | | |
|---|---|---|---|
| **Leading innovation Competency:**⇒ | Creating an environment of innovation/ creativity | Using decision-making approaches that maximize innovation | _____ |
| **Managing change Competency:**⇒ | Advocating for change | Leading organizational change | _____ |
| **Facilitation of group process Competency:**⇒ | Building shared understanding and goal clarity | Making time for your team | Building and sustaining high performing teams |
| Working with others who may be smarter than you are | Collaborating with people in other departments | _____ | _____ |
| **Self Awareness and Continuous learning Competency:**⇒ | Learning from others | Knowing what you need to learn | _____ |
| **Other Competency areas:**⇒ | _____ | _____ | _____ |

**4.** Methods: How well-developed do you need this competency to be?  Do you need people just to understand the idea?  Or do you need them to develop an ability to use it occasionally?  Or to be able to use it easily? Is mastery required?  Different learning methods lead to different levels of acquisition of competence.

## Learning Continuum - Stages

Mastery

Habit

Ability

Skill

Knowledge

Competence level

Time
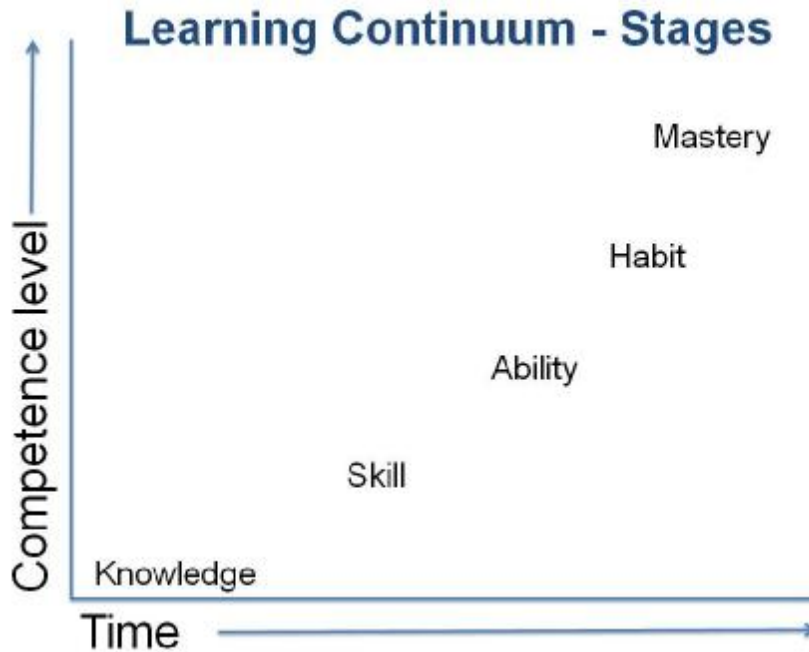
5.  For each Competency you identified in the previous step, identify  the level of mastery that you think your leadership has, and the level it needs  in order to meet your goals.  Circle the ideal methods of achieving that level of mastery..

| Competency | What level of Competency does leadership<br><br>have                                    need | Ideal Methods for achieving that level of mastery |
|---|---|---|
|  | knowledge<br><br>skill<br><br>ability<br><br>habit<br><br>mastery | lecture - listening to a professional<br><br>reading<br><br>discussing<br><br>practicing - simulated problems<br><br>teaching -  to others<br><br>applying -  real world issues |

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| Competency | What level of Competency does leadership | | Ideal Methods for achieving that level of mastery |
|---|---|---|---|
| | have | need | |
| | knowledge<br><br>skill<br><br>ability<br><br>habit<br><br>mastery | | lecture - listening to a professional<br><br>reading<br><br>discussing<br><br>practicing - simulated problems<br><br>teaching -  to others<br><br>applying -  real world issues |

We are committed to improving this document (and ultimately to replacing it with an online tool for your use).  If we have your business card, we will email you to tell you when this document is available on the web, and when the online tool is available as well.

Please call if you have questions, comments, suggestions for improvement, etc.

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