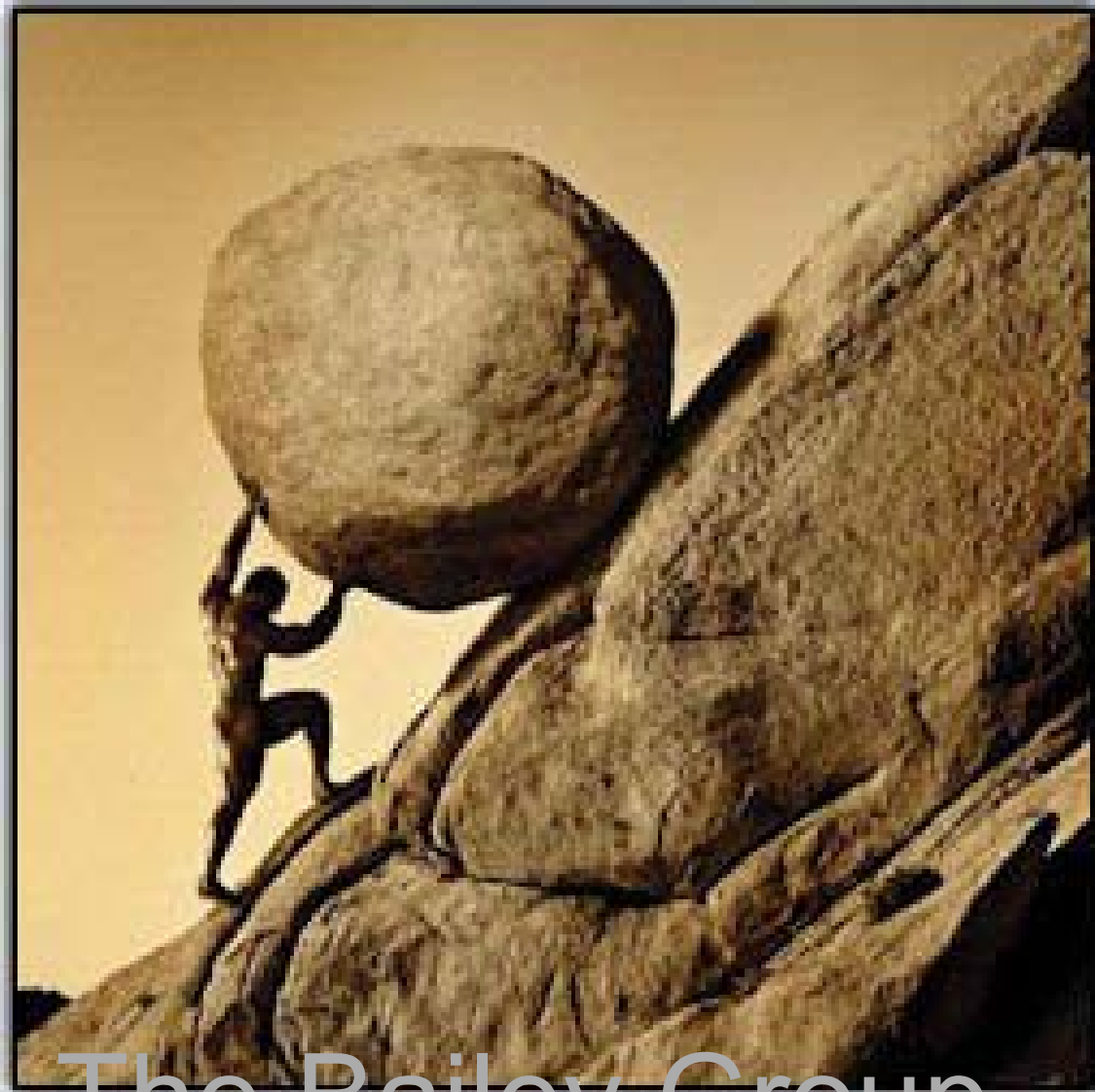


Developing Tomorrow's Leaders Today

Martha Carlson & Jan Dick
September 22, 2011

The Bailey Group



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Objectives

Define the
Problem

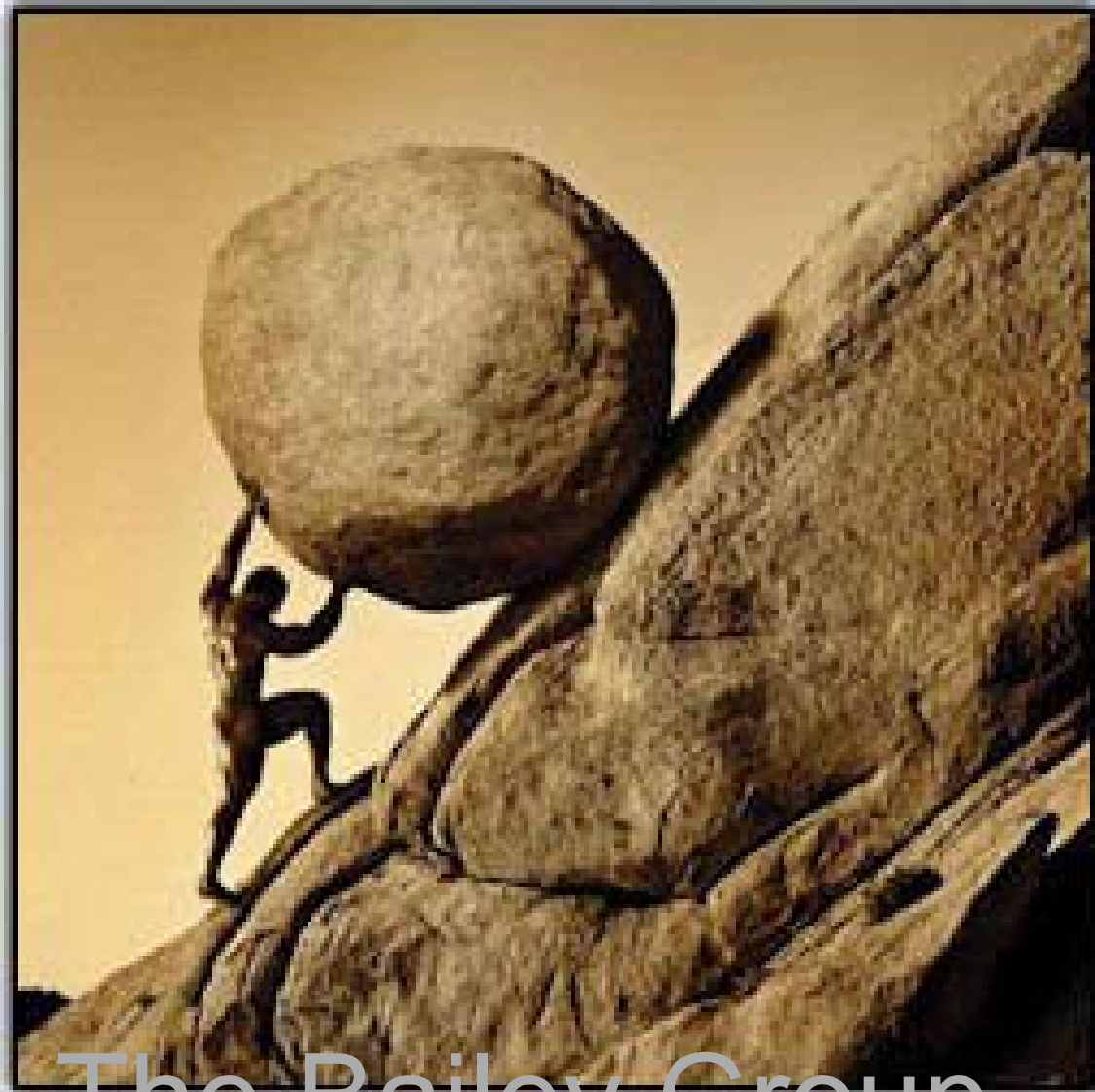
Get Buy-In to
Solve the
Problem

Prioritize
Needs

Design and
Implement
Solutions

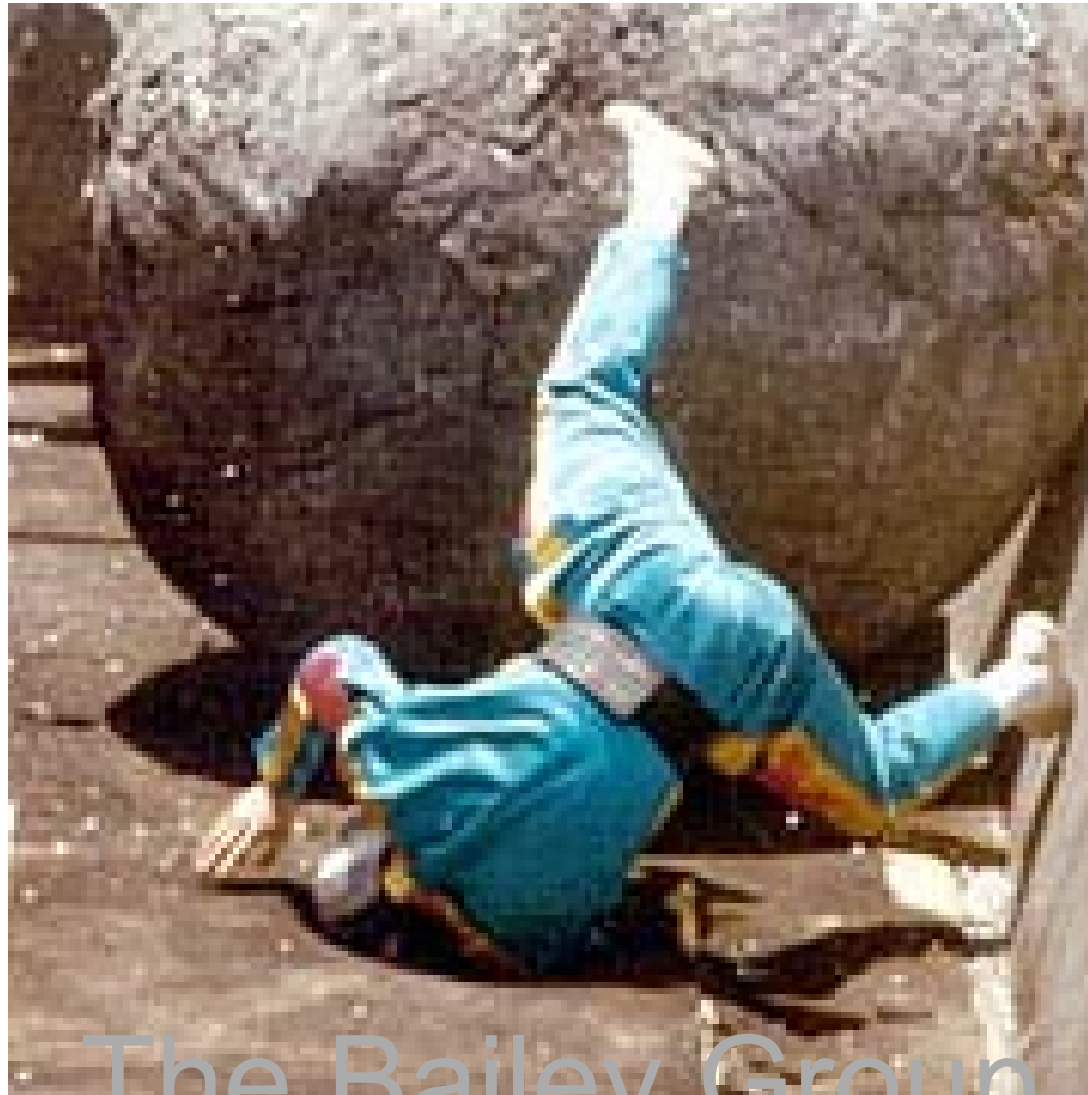
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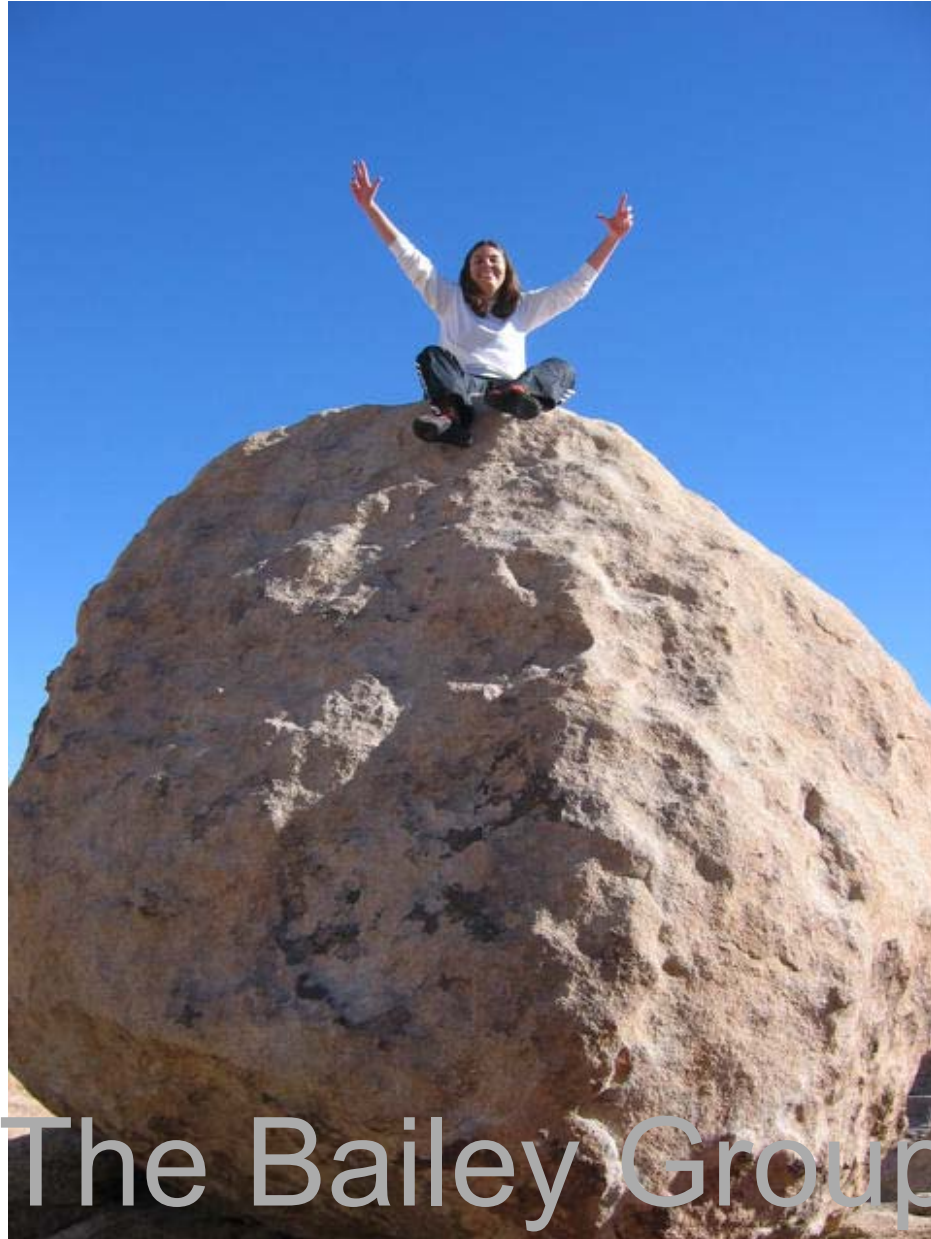
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Define the Problem

- Identify the problem *the business* needs to solve
- Identify the top strategic issues
- Extract frustrations in leadership
- Identify opportunities and examine rate limiting factors

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Listen to Create a Compelling Case

- Listen to stakeholders to understand pain and opportunities
- Gather data
 - Delayed product launches; missed milestones
 - Undesired turnover
 - Succession gaps
 - Integration needs of acquisitions
- Represent the full organization and your own point of view

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Anticipate Objections

- Soft stuff → Business problems and data
- Fuzzy process → Roadmap
- No real results → Specific leadership goals
- No end in sight → Sustainability plan
- Time involved → Audience estimate
- Dispensable → Outcome-focused language

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Get Buy-in to Solve The Problem

- Enlist senior leader advocates
- Utilize your consulting partner in the sales process
- Speak with conviction
- Entice and hook – use the pain
- Keep it simple

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Leadership Mastery

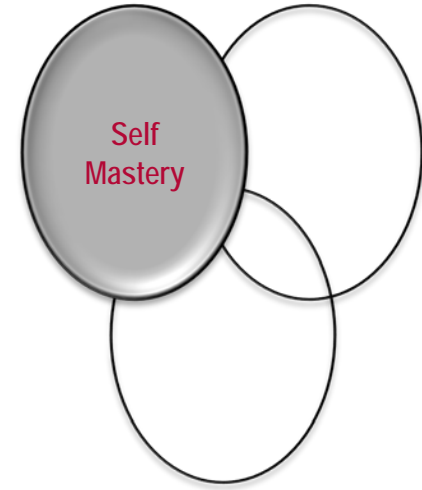


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Self Mastery

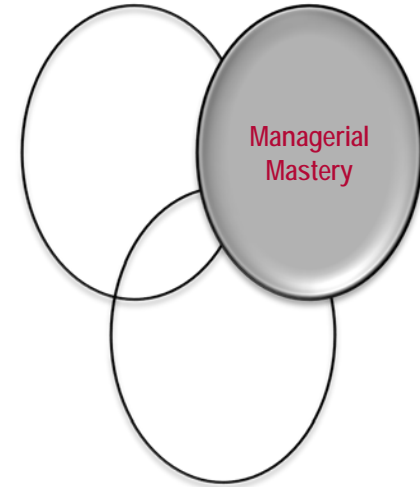
- Self-awareness
- Emotional intelligence
- Motivation
- Versatility
- Relationships
- Communications
- Influence



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Managerial Mastery



- Goal setting
- Planning and administration
- Delegation and control
- Resource stewardship
- Performance management
- Problem solving and critical thinking
- Technical and functional business skills

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Organizational Mastery

- Mission – Vision – Values
- Team Building and Alignment
- Enterprise-level thinking
- Culture of Accountability
- Creativity and Innovation
- Driving Change
- Matrix Agility
- Employee Engagement

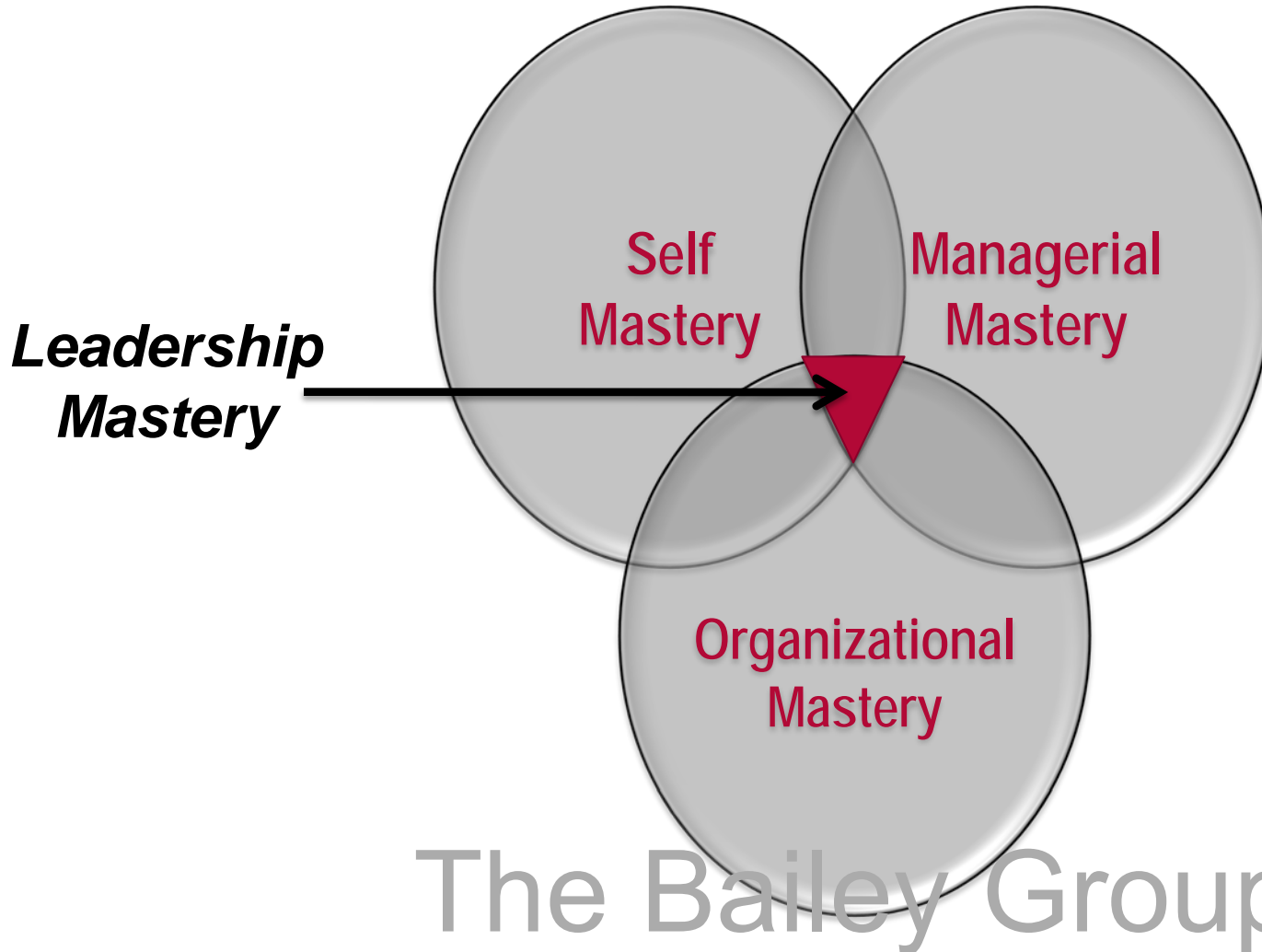


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Leadership Mastery





Where to start?



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Leadership Development Foundation

Vision, Mission, Values

Business Problem/Opportunity and Strategies

How the Organization needs to operate/Culture

Leadership Competencies

Talent Review and Gap I.D.

Development Plans, Curriculum,
Coaching and Group work

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Prioritize Solutions

- Make trade-off decisions
- Leverage leadership elements already in place
- Focus on gaps
- Draw upon
 - The problem to be solved
 - Desired entry point
 - Key audiences

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Design and Implement Solutions

- Use consulting partner
 - Custom design blended learning solutions
 - Infuse organizational beliefs
 - Brand the program
- Reinforce learning on the job
 - Optimize Individual Development Plans
 - Hold leaders accountable for coaching
- Build sustainability
 - Keep leadership on the senior leader agenda
 - Seek passionate sponsors for each program
- Implement effectively and build momentum

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In Conclusion

Define the
Problem

Get Buy-In to
Solve the
Problem

Prioritize
Needs

Design and
Implement
Solutions

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Thank You!

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