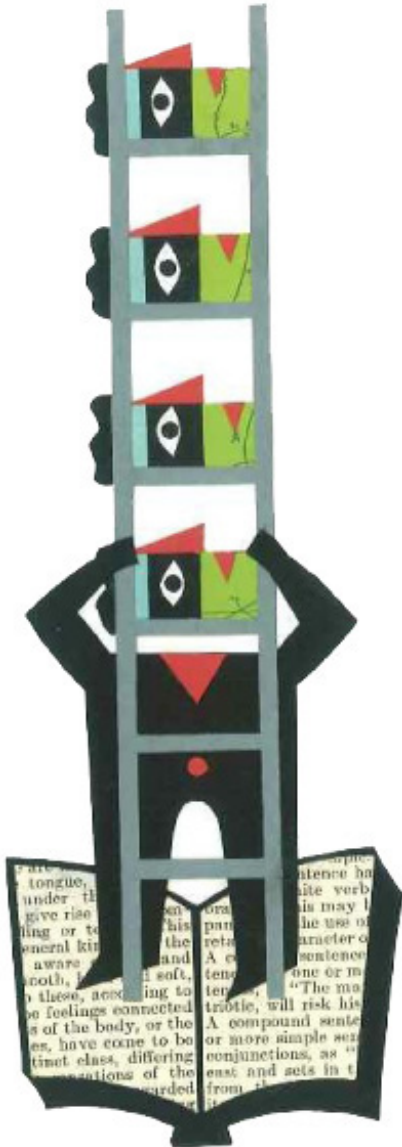


# Leadership Development & Results

*A Systems Approach*



# Howick Associates' Approach To Leadership Development

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Few people can describe what effective leadership entails. Fewer still can describe the key leadership practices required to successfully lead others. There are several reasons for this, the most significant being that most of us learn to lead by watching others and by taking an occasional seminar. This approach falls short of helping most leaders to develop the necessary strategies, skills and knowledge which will help them to be effective on the job. Our approach rests on several key assumptions:

- The most effective leadership approaches are not contained in a box - they are defined by the unique business strategy of the organization. As a result, effective leadership varies from organization to organization.
- Measurement and data are seen as important components of the development process.
- Leadership is a process which can be described and systematically improved to enhance business results.
- Effective leadership means engaging in a series of specific behaviors to produce desired results.
- Leadership behaviors can be described and systematically learned.
- New leadership behaviors must be practiced and reinforced if they are to be learned.
- Feedback is a key component of an effective leadership development process.
- The environment of the organization will influence the extent to which leaders will be able to incorporate these behaviors into their leadership style.

# Benefits Of Howick Associates' Leadership Development Process

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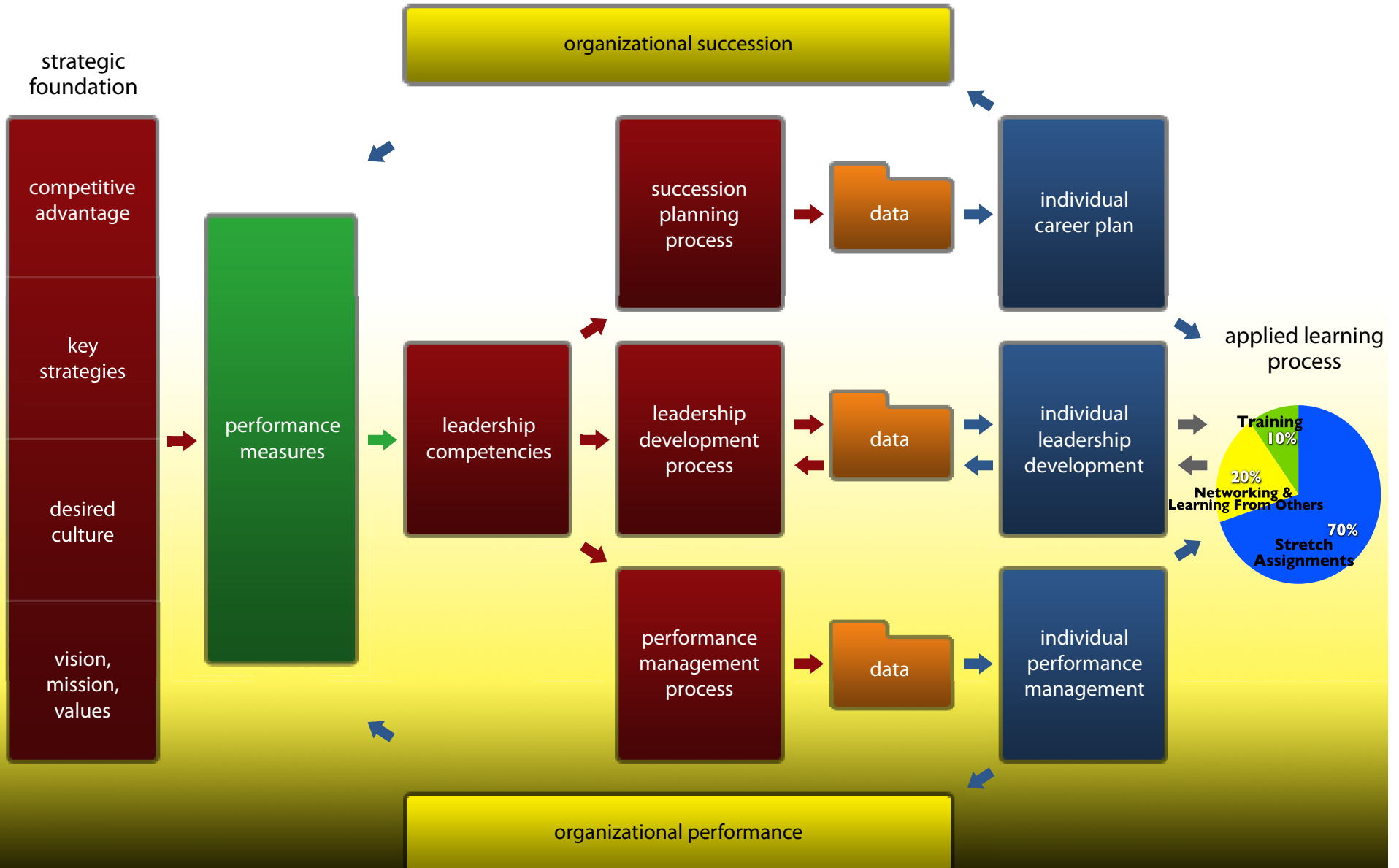
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Our leadership development process helps organizations to enhance the accomplishment of business results because it:

- provides a systems approach to leadership development, which links organizational systems and processes to leadership competencies.
- helps leaders understand the linkage between the strategic foundation, performance measures, leadership competencies and the accomplishment of key business results.
- helps the organization establish linkages which create alignment among leaders in order to accomplish key business results.
- enables the organization and individuals to take an objective look at current practices vs. those necessary for success in a changing environment.
- provides the organization with an overall sense of leadership “bench strength.”
- insures the organization’s performance management system reinforces and rewards leadership behaviors which are consistent with organizational strategy.
- generates a climate of self-assessment. Individual feedback represents an important stage in a systematic professional development process. It provides information that helps the organization to develop activities which are appropriate for each person.
- identifies individuals’ strengths and how they can be leveraged across their area of responsibility. Areas in need of development are specifically identified, and action plans are established.
- our approach is summarized in the flowchart on the following page.

# Leadership Development & Results

## A Systems Approach



The **Strategic Foundation** guides and aligns leadership behaviors throughout the organization.

strategic  
foundation

competitive  
advantage

key  
strategies


desired  
culture

vision,  
mission,  
values

## **PRINCIPLES THAT GUIDE OUR WORK:**

- Clarity and consensus on these four elements are necessary for long term success.
- Stakeholder participation in creating these elements builds enrollment and reduces implementation issues.
- These elements should be reflected in work on a daily basis.
- Senior leadership owns the Strategic Foundation.

**Performance Measures** identify organizational success factors and clarify the expectations for leadership effectiveness.



## **PRINCIPLES THAT GUIDE OUR WORK:**

- Less is more.
- Measures to support decision-making are more than just financial.
- The organization's measurement dashboard is evident throughout the organization.
- The measurement system increases accountability for leaders at all levels.
- Measurement sets the stage for performance management.

The **Leadership Competencies** define the “vital few” behaviors necessary to support the Strategic Foundation.



leadership  
competencies

## **PRINCIPLES THAT GUIDE OUR WORK:**

- The “vital few” are limited in number.
- One size does not fit all.
- Shared understanding of Leadership Competencies is necessary.
- Leadership Competencies are derived from company strategy.
- Exemplars are a key ingredient in the development of Leadership Competencies.

# Succession Planning, Leadership Development and Performance

Management processes provide the system for managing all aspects of

succession  
planning  
process

## PRINCIPLES THAT GUIDE OUR WORK:

- The Strategic Foundation provides direction for Succession Planning.
- Leadership competencies help identify “high potentials”.
- Performance history and individual potential are key ingredients in Succession Planning.
- Succession Planning is targeted and limited in scope.



Succession Planning, **Leadership Development** and Performance Management processes provide the system for managing all aspects of leadership development.

leadership  
development  
process

## **PRINCIPLES THAT GUIDE OUR WORK:**

- Senior leaders are responsible for sustaining the Leadership Development Process in the organization.
- Individual accountability is necessary in the Leadership Development Process.
- Leadership Development is separate from performance management.
- The aim of development is to leverage strengths & reduce gaps.
- Curriculum development begins here.

Succession Planning, Leadership Development and **Performance Management** processes provide the system for managing all aspects of leadership development.

performance  
management  
process

## **PRINCIPLES THAT GUIDE OUR WORK:**

- Leadership competencies focus the Performance Management Process.
- Performance Management measures the outcomes of effective leadership.
- 360 is not a Performance Management tool.
- Performance Management is an on-going dialogue.

**Individual Data** provides specific feedback for use in Succession Planning, Leadership Development and Performance Management planning.



## **PRINCIPLES THAT GUIDE OUR WORK:**

- Action plans are the result of fact-based conversations.
- Knowledge and understanding, not Data, is the goal.
- Data provides the basis for meaningful conversations.
- There needs to be a link between Data and action plans.
- Not everyone is ready to receive feedback.

**Individual Plans** translate data into strategies that leverage strengths and address improvement opportunities.

individual  
career plan

individual  
leadership  
development

individual  
performance  
management

## **PRINCIPLES THAT GUIDE OUR WORK:**

- It is important to focus on strengths as well as gaps.
- Effective plans are the result of conversations about choices.
- Individual Plans create the basis for learning.
- Documented plans become the basis for accountability.

**Aggregated Data** provides the organization with valuable insights into the organization's capacity and performance.

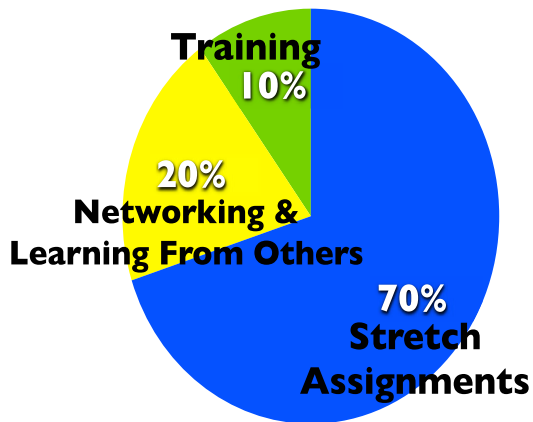
organizational succession

## **PRINCIPLES THAT GUIDE OUR WORK:**

organizational performance

- The sum of the individual plans gives the organization a measure of capacity and performance.
- It is more useful to focus on patterns and trends than exceptions in gauging organizational performance.
- Data changes the conversations.
- Aggregation of data provides the organization with knowledge and insights throughout the decision-making process.

The **Applied Learning Process** uses the 70/20/10 method to help individuals improve their leadership effectiveness.



## **PRINCIPLES THAT GUIDE OUR WORK:**

- Learning is a change in behavior due to experience, continued practice, and feedback.
- Scheduled classroom training is 10% of the “total solution”.
- Applied Learning begins the transition to “skill”.
- Most learning occurs on the job.
- Applied learning is real work, not make work.