

Creating Synergy and Difference in Development: One Organization's Competencies for Three Organizational Levels

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The Problem

Leadership development initiatives for different levels in a single organization are created in isolation of one another

- No overall development strategy
- Different design/development teams
- Different delivery teams
- Developed at different times

The Result

Uncoordinated development efforts

Unrecognized overlap

+Different models

+Short-term solutions – not long-term
development

= Confused participants

= Lost potential or even harm

A Success Story: 2002

Large US Government Organization

Chancellor of “corporate” university: “Integrate the leadership development curricula for three levels”

- Supervisors
- Managers
- Executives

Rationale

- Understood need for integrated curricula
- Similarities and differences highlighted
- Career ladder: all leaders should know what is before them
- Management: all leaders should know what is expected of their employees

The Process

- Multiple “Leadership Development Impact Assessment” (LDIA) sessions
- Same core design team, with
- Varying specialists by level

LDIA Steps

Business/Organization Challenges

↳ Leadership Needs

↳ *Leadership Competencies*

↳ *Levels of Mastery*

↳ Evaluation Considerations

↳ *Preliminary Design*

Organizational Challenges

- Overcome bureaucracy
- Break down stovepipes
- Increase speed, agility
- Manage growth: recruitment, retention
- Manage multiple critical priorities
- Balance tactical and strategic focus
- Improve trust and empowerment
- Push decision-making to lowest level
- Improve fiscal process

Competencies: Supervisors

- *Planning and goal setting*
- *Getting information/
making sense*
- *Problem solving/decision
making*
- Self-awareness
- Self mgmt/insight
- Handling disequilibrium
- Influencing, leadership,
and power
- *Taking action/ making
decisions/following
through*
- Doing whatever it takes
- *Selecting, developing,
accepting people*
- *Delegating*
- *Bringing out the best in
others*
- *Motivating others*
- *Organizing*
- *Employee development*

Italics text = develop to “independent practice”

Italics/underlined text = develop to “skilled performance”

Competencies: Supervisors

- *Seeks opportunities to learn*
- *Acting systemically*
- *Communication*
- *Relationship building*
- *Confronting problem employees*
- *Ethics/culture*
- *Compassion and sensitivity*
- *Relationships*
- *Integrity*
- *Listening*
- *Openness to influence/flexibility*
- *Learns from mistakes*
- *Seeks and uses feedback*
- *Gives feedback*
- *Change management*
- *Customer/vendor relations*
- *Managing conflict*
- *Leveraging differences*

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Competencies: Managers

- Leadership stature
- Vision
- Relationships
- Adapts to cultural differences
- Has the courage to take risks
- Embracing flexibility
- Compassion/sensitivity
- *Participative management*
- *Listening*
- Openness to influence and flexibility
- *Selecting, developing, accepting people*
- *Brings out the best in people*
- *Leading people*
- *Delegating*
- *Employee development*
- Confronting problem employees
- *Acting systemically*

Italics text = develop to “independent practice”

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Competencies: Managers

- Resourcefulness
- *Change management*
- *Influence, leadership, and power*
- *Acts with integrity*
- *Integrity*
- *Ethics/culture*
- *Getting information, making sense of it*
- *Decisiveness*
- *Seeks broad business knowledge*
- Seeks opportunities to learn
- Handling disequilibrium
- *Seeks and uses feedback*
- Learns from mistakes
- *Managing conflict*
- *Administrative/organizational ability*
- *Motivating others*

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Competencies: Executives

- Resourcefulness
- *Planning and goal setting*
- *Vision*
- Change management
- Influencing, leadership, & power
- Acting systemically
- Customer support & relations
- Taking action, making decisions, following through
- Risk taking & innovation
- Ethics/culture
- Acts w/ integrity
- Integrity
- Relationship building
- Learns from mistakes
- Has the courage to take risks
- *Self-awareness*
- Putting people at ease
- Leadership stature

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Commonalities: All Levels

- *Acting systemically*
- *Change management*
- *Integrity*
- *Ethics/culture*
- *Learn from mistakes*

Supervisors and Managers

- Relationships
- Compassion/sensitivity
- Listening
- Openness to influence and flexibility
- Selecting, developing, accepting people
- Brings out the best in people
- Delegating
- Getting information, making sense of it
- Seeks opportunities to learn
- Handling disequilibrium
- Seeks and uses feedback
- Managing conflict
- Motivating others

Managers and Executives

- Leadership stature
- Vision
- Has the courage to take risks
- Resourcefulness
- Acts with integrity

Supervisors and Executives

- Planning and goal setting
- Self-awareness
- Taking action, making decisions, following through
- Relationship building



Preliminary Design Features

- ✓ Development over time to meet Independent Practice and Skilled Performance mastery level requirements
- ✓ Coordination in content/process used to meet each group's needs
- ✓ Involvement of higher level in each group's development process
- ✓ Overt recognition of the similarities and differences at each level