

Leadership Bench Strength, Succession Management and Organisational Character

The "Good to Great" Transition

- the dynamics of "business breakthrough": research findings
- challenging conventional thinking about organisational transformation
- the role of leadership in going from "good to great"
- implications for the HR function: what to do; what not to do; the starting point

The Concept of Organisational Character

- the concept of corporate character: the move away from management jargon
- a framework to profile organisational "character": the forces which shape and undermine character
- the Corporate Character Index: performance metrics of Resilience, Integrity and Distinctiveness
- report back of survey analysis; priorities and action planning

The Leadership Challenge

- why low employee trust and high uncertainty require more than competency
- leadership emergence, impact and success: the drivers
- the 4Cs of leadership: capability, credibility, career management and character; 16 leadership patterns
- case study in leadership derailment and business failure
- rethinking resourcing, succession and development priorities to build leadership for the long term

Succession Management Realities

- why succession management is a key driver: continuity and capability of leadership in the "good to great" transition
- the organisational forces which make succession management difficult
- mapping out a sustainable resourcing and talent management process: the information flow
- running succession reviews which make a difference: preparation, facilitation and follow up
- succession metrics to track activity and impact

Practicalities in building Leadership Bench Strength

- another perspective on leadership assessment: pros and cons of different assessment options
- integrating assessment data – self review, 360 feedback, assessment centres – to create focused career summaries
- managing a leadership audit and identifying business risks and vulnerabilities
- development strategies and tactics; what's popular; what works, what doesn't work
- targeting and personalising the development process whilst building a shared understanding of organisational leadership

Conclusions

- key messages
- issues for implementation
- delegate views and learning themes