

SYSTEMIC LEADERSHIP DEVELOPMENT

Clear Firmwide Principles

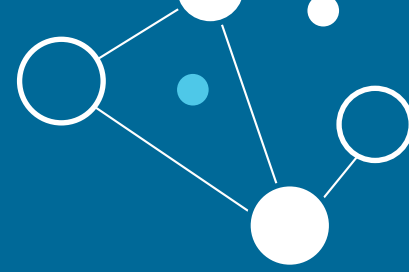
Excellent Communicator
Creative Problem Solver
Functional Expert
Impeccable Character
Delivers First-Class Work
Voracious Learner

Clear Leader Principles

Builds Teams and People
Strategic Leader
Community Leader
Models Emotional/Social Intelligence
Delivers Results



DESIGN CONSIDERATIONS



Clear Firmwide Principles – All members know and work to live the principles.

Hiring – Select individuals whose values and competencies align with the principles.

Onboarding – Introduce new employees to the firm's culture and principles from day one.

Individual Level Assessment – Assessment of individual growth areas on principles.

Personal Development Plans – Growth strategies that align individual goals with principles.

Stretch Assignments – Challenging tasks to grow skills and apply the firm's principles.

Performance Reviews – Evaluate employees (in part) based on their reflection of principles.

Performance Improvement Plans – Formal plans addressing performance/behavior gaps.

Learning (External) – External educational opportunities that strategically reinforce the principles.

Learning (Internal) – Internal educational opportunities that strategically reinforce the principles.

Succession Planning – Identifies future leaders who exhibit the firm's leadership principles.

Promotion Decisions – Advancement is based on performance outcomes and alignment.

Clear Leadership Principles – All positional leaders know and work to model the principles.

Leader 360 Feedback – Leader feedback aligns with the principles.

Compensation – Rewards and incentives tied to achieving goals and modeling principles.

Internal Recognition – Acknowledges employees who exemplify firm principles.

External (Client) Recognition – Celebrates clients whose work aligns with firm principles.

Service Opportunities – Employees live firm principles through community involvement.

Organizational Level Assessment – Assessment of organizational growth opportunities.

Anchored in Strategic Plan – The firm's strategic direction prioritizes the principles.

Mentoring and Modeling – Senior leaders actively mentor and model the principles.

The Physical Environment – Visual and environmental cues reinforce the principles.

Promotional Materials – Internal and external collateral communicate the principles.

Learning Management System – Learning technology provides a platform/home for resources.

Behavior Design Technology – Innovative technology helps members live the principles (e.g., www.arist.co).

"Organizational systems must support the leadership development process. To be fully effective, a development system must be integrated with the organization's other processes."

– McCauley, Moxley, & Van Velsor



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