Overview
A three-step process—Assess, Acquire, and Apply—helps learners stretch their capabilities and accelerate their leadership development.

Target Audience
Individual contributors and Informal leaders at all levels

Learning Objectives
By the end of the workshop, participants will be able to:

- Define the scope of leadership development and potential.
- Link their development to personal satisfaction and the organization’s goals, values, and strategic direction.
- Use various sources to identify, assess, and prioritize their strengths and weaknesses.
- Create targeted, challenging, yet realistic development goals.
- Execute and measure progress toward goals, making appropriate adjustments along the way.
- Keep a steady yet flexible focus on development over time.

Competencies
- Work Standards
- Continuous Learning
- Initiating Action

Course Content
- Prework: Prior to the workshop, participants complete the Achieving Your Leadership Potential Handbook, which introduces them to the development process.
- The Learning Leader: video depicts three leaders with different approaches to developing into a better leader—falling behind, keeping up, or staying ahead. Learners discuss a three-phase Leadership Development Process—Assess, Acquire, and Apply—and the importance of enlisting their manager’s support in the development process.
- Diagnose and Select: Participants make connections between what’s happening in their organizations, the Leadership Imperatives critical for success, and the group’s strengths and weaknesses in those Imperatives. They discuss the high payoff of aligning these variables. Learners use a planner to identify initiatives, development goals, and skills/knowledge they need to gain.
- Targeting Development: The group discusses examples of three types of high-payoff development opportunities—training, job experience, and coaching. They work in teams to identify opportunities that would stretch them outside their comfort zones, and record opportunities for the development goals identified earlier. The importance of their manager’s support is considered.
- Your Personal Business Case: Learners complete a quiz to determine their receptivity to feedback and generate ideas for increasing openness to feedback. After watching a video model, learners practice preparing for and conducting a discussion with their manager, to gain support for their development plans. They receive feedback from one another and amend their plans as needed.
Execution—Bridging the Knowing-Doing Gap: After a discussion emphasizing key points about the Execute phase, a quiz helps learners determine how effective they are at execution. Teams share barriers to execution and generate ideas for overcoming each. They record these in their planners and identify needed support and measurement methods.

**Who Needs to Take This Course?**

1. Do your leaders treat development of their leadership skills as something to do “if time permits?”

2. Are they able to stretch their leadership capabilities by searching out new job experiences and issues facing the business units?

3. Can they link their personal development to the organization’s growth and success?

**Format / Length of Course**

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<th>Format: Classroom</th>
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<td>Length: 4 hours</td>
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**Cost**

$60 per participant for materials

**Required**

Aspiring Leaders Track

**Prerequisites**

No

**Related Workshops**

- Supporting Leadership Development

**Pre-Work Required?**

Yes (45-60 minutes)

**Manager Actions Required**

**Pre-Class:**

- Talk with your employee about strengths and developmental opportunities related to the competencies.
- Relate the information from the course to their job specific responsibilities.
- Ask the employee how they believe they will benefit from the workshop.

**Post-Class Support:**

- Have a discussion with the employee about their impression of the workshop.
- Help the employee identify situations where they can apply the course content.
- Give the employee feedback about how they are demonstrating the behaviors.