

## Leadership Development Framework- example case study

This sample Best Practice Leadership Development Framework Capability Case Study is identified and described with other local Australian and international Public and Private organizational case studies in our full Leadership Development Framework Compendium of Best Practices. Refer to our Website [www.benchmarkingpartnerships.com.au](http://www.benchmarkingpartnerships.com.au) to purchase the full compendium. In the full international compendium you will learn case studies and strategies of good practice for:

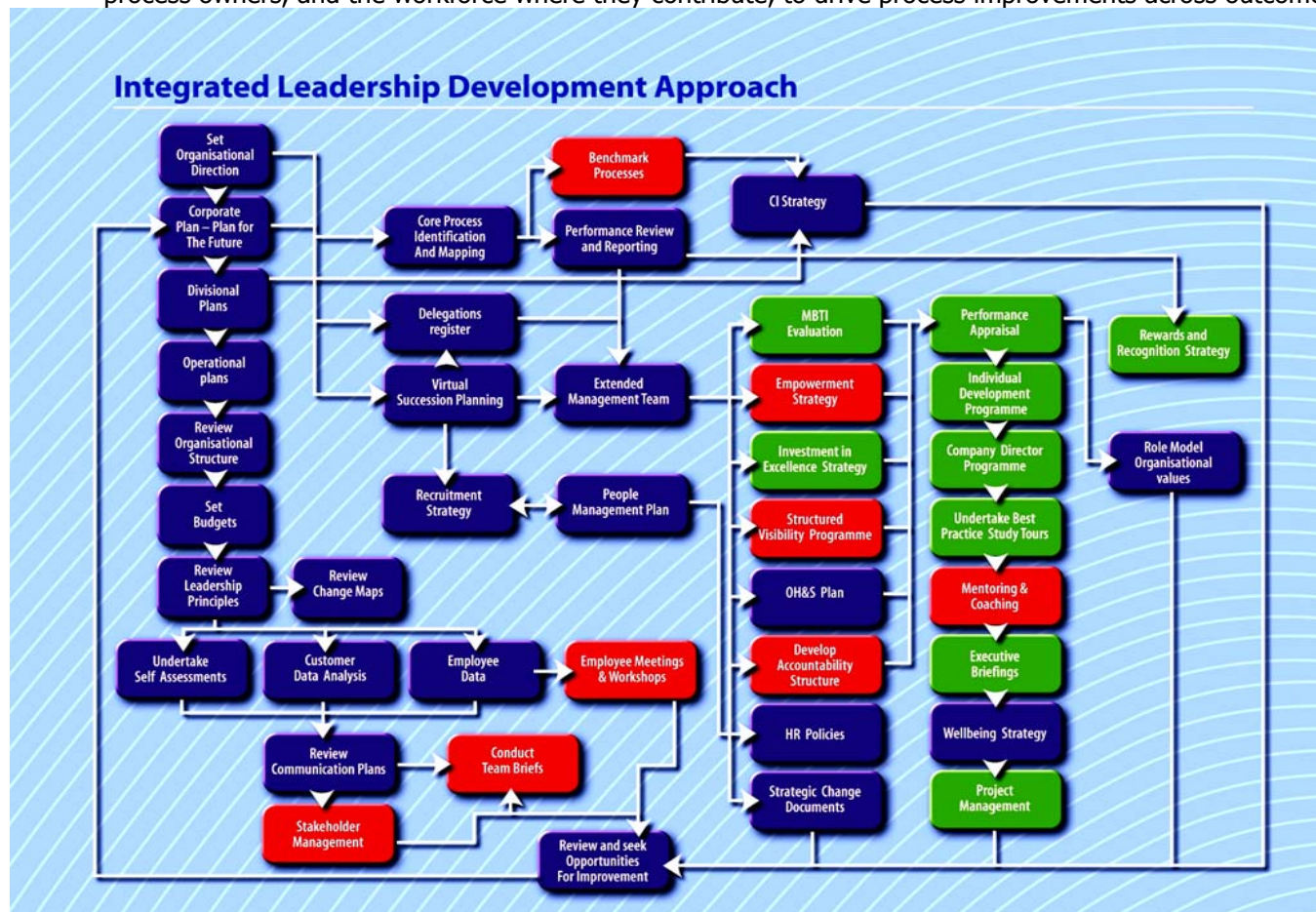
- a. Leadership and developing a Leadership Strategy
- b. Leadership Development Frameworks(LDF), capabilities, key building blocks and alignment to the business
- c. Alignment with Business Excellence
- d. Implementing successful Strategic Leadership Development
- e. Leadership competencies and evaluating success

Key findings for having an effective Leadership Development Strategy in any organization include:

- Having a shared understanding of Leadership, Leadership Principles and Leadership Strategy for your own organisation
- Organizations build a strong linkage between business strategy and Leadership Development strategy
- Executives use Leadership Development as a powerful tool to formulate, translate, and communicate strategy
- There is no 'one size fits all' prescription formula for Leadership Development
- Leaders who teach/ coach are more effective than those who instruct
- Leadership from major change management are key teachable/coachable moments to build leadership capability
- Leadership Development is a partnership between senior executives and HR( or business areas responsible for the HR system – training & development, assessment, talent management, succession planning, performance management etc)
- Strategic human resource business areas are a key part of the corporate and business planning cycle.
- Corporate learning initiatives tend to focus on 'high potentials'
- Many good practice organizations, tailor Leadership Development to suit specific needs, where the Leadership Development process owners maintain the control of the design and delivery of their programs, delegated very little to outsiders.
- HR business areas, leverage their internal talents with very selective use of consultants
- Integration of Leadership Development with other talent management systems creates synergies.
- Developing people is a growing measure of executive success
- Return on learning and Leadership Development is increasingly measured by corporate success rather than individual performance.

Some components of having an effective Leadership Development framework in this sample organization(below) include:

1. An integrated and aligned model, showing the links and contributing components of how the organization builds up Leadership capability. The model for this organization is shared here with you below. Any Leadership model should have a shared understanding with the leadership team, process owners, and the workforce where they contribute, to drive process improvements across outcomes that impact the various strategies.



2. Some guiding Leadership principles from this example organisation are:

## Leadership Principles

### Leadership Principles and Beliefs

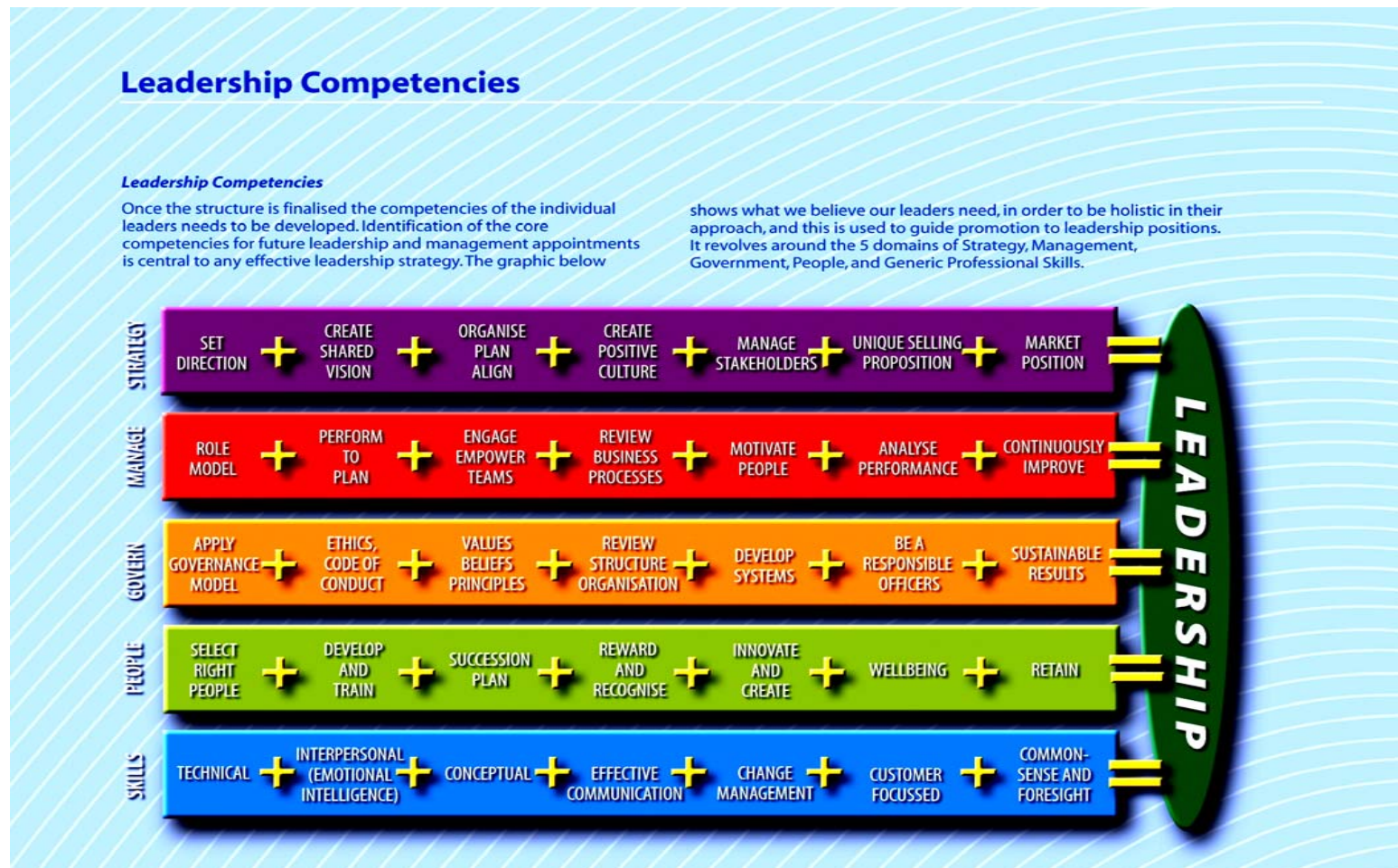
Once the setting of Leadership Competencies and Model were finalised, the principles were developed. The principles guide our leaders' behaviours so role modeling/coaching expectations could be understood by those who hold formal leadership positions and also for those who aspire to be our future leaders. These principles are used to underpin our leadership framework as management practice and behaviours are linked to the application of how we operate on a day-to-day basis. Leadership creates an agile and innovative organisational climate dedicated to excellence and success.

- 1. Delivering Results** – Producing an outcome that achieves or exceeds the goals/targets that have been set within the organisational strategic framework. Also understanding that our objectives are aligned and cascaded effectively to all levels of managers and operatives.
- 2. Making Decisions** – Not only having the ability to analyse information and make timely and accountable decisions and effectively communicate these to others, but also understanding that our objectives are based on a sound understanding of our customer expectations.
- 3. Developing the Leader** – All supervisory staff are skilled in both planning and people management and are empowered. They are not only prepared to act on their own initiative, they also listen, reflect, learn and develop themselves and their respective teams.
- 4. Living the Values** – Consistently demonstrating and role modelling the Organisational Values and Code of Conduct.
- 5. Creating Harmonious Work Environments** – The ability to create an organisational culture where employees find the time to help one another and are prepared to assist in finding solutions to problems. Also encouraging everyone to understand their contribution to the Vision, Mission and Objectives and the importance of each contribution to our ongoing success.
- 6. Developing and Encouraging People and Teams** – The ability to identify, engage and encourage an individual or group of individuals to work together to achieve shared organisational goals.
- 7. Elimination of Waste at Work** – We must eliminate all waste in human talent, time, capital, opportunities, materials, assets, surpluses, and equipment.

## Leadership Principles

- 8. Sustainability** – Sustainability is a primary measure of our efficiency and effectiveness because we have a management style of strategic planning for lasting benefit, not just short term results.
- 9. Products and Services** – Our products and services are designed to meet and exceed customer expectations and we measure our business performance to help us reach our goals and product and service targets.
- 10. Our People** – Our people are our strength, their expertise and commitment determine our reputation and performance.
- 11. Moments of Truth** – Everyone is empowered to manage their moments of truth, with the customer and organisational stakeholders, to the best of their ability, ensuring the wellbeing of the City.
- 12. Co-operation** – Each unit co-operates with each other to ensure the overall organisational performance requirements are achieved and everyone serves the customer, or serves someone who does.
- 13. Building Relationships** – We stakeholder manage our key relationships and develop and sustain these key networks which we build on a foundation of mutual trust and respect.
- 14. Striving for Excellence** – We always look for better ways of doing things that strategically drive the organisation forward to achieve continuously improved results. Additionally throughout the organisation, defects or sub standard solutions are not acceptable.
- 15. Lead by Example** – Our leaders lead by example, mentor, coach and role model leadership for others to aspire to.

3. An example of Leadership competencies at this organisation are shown below:



4. This organisation measures and reviews their Leadership Strategy as follows:

## Measure and Review

The Strategies implemented are measured for effectiveness in achieving strategic outcomes, and a review process is developed as part of each strategy in conjunction with overarching organisational measures. Once any gaps are identified these require prioritising and subsequent addressing.

Some of the evaluation tools of this approach are :

- 1. Formal Internal Assessment** – The Human Resources Manager will facilitate an annual assessment through BLT to determine whether the Leadership approach has been deployed successfully and is delivering the required outcomes.
- 2. Organisational Self Assessments** – The results of the annual organisational self assessment against Category 1 (Leadership) of the Australian Business Excellence Framework provides a quantitative measure of effectiveness of the process and identifies any gaps in outcomes.
- 3. Employee Opinion Survey** – The annual organisation employee opinion survey allows 'leaders' to monitor how their area of responsibility is progressing and identifies opportunities for improvement. Additionally, the construct incorporated in the Employee Opinion Survey of 'Leadership' will also give a quantitative measure of the leadership domain at the City.