

# How to Design a Leadership Development Program



**ep!phany**





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# What is Leadership Development?

## In today's world, things move fast

Ten years ago, many of the things we take for granted now simply didn't exist. This past decade has seen an explosion in complexity; new technologies, new marketing channels, new ways of doing business. It's a challenge for anyone just to keep up, yet speed and agility are a necessity.

At an organizational level, senior employees need to be impactful. New employees need to be brought up to speed quickly. High potential employees and young leaders need to reach the next level. It's a constant struggle to make sure that organizations have the right people, with the right competencies, in roles where they can have an impact.

For your organization to remain successful and sustainable, employees at all levels must be properly supported throughout their careers. This is why Leadership Development is one of the best investments you can make in the success of your organization.

## Our definition of leadership development

To put it simply, "Leadership Development" is how you build organizational capability by ensuring your people are operating at their full potential. It is a broad term used to describe a wide variety of programs and initiatives, including:

- » *Management-track programs for high-potential employees*
- » *Support systems for senior leaders who are new-in-role*
- » *Professional development workshops and team retreats*
- » *Career planning resources to enable upward mobility*
- » *Continuous development opportunities*
- » *Discretionary budgets allocated for employee self-development*

Every organization will have a unique approach to leadership development, depending on their personnel requirements, the resources available, and the organizational culture.



# Why Should Organizations Invest in Leadership Development?

**First**, there's the obvious reasons; a number of reports have shown that organizations with leadership development programs drive better business results and respond to shifting market conditions more effectively:

According to a study conducted by the Center for Creative Leadership, 65% of companies with mature succession management programs were able to improve business results by leveraging leadership skills, compared to 6% of companies without. Also, 86% of companies with leadership development programs are able to respond effectively to changes in their business environment, compared with 52% of companies that lacked such programs.

**Second**, it's no secret that over the next several years, an unprecedented number of senior leaders will be leaving the workforce. In fact, it's estimated that 10,000 baby boomers retire every day – that's almost 4 million retirements each year. Leadership development programs directly address succession planning issues by accelerating the development of crucial skills and competencies.

**Third**, leadership development initiatives foster organizational agility and position your teams to respond to challenges and unexpected events. This works both from the bottom up (a highly-skilled workforce is able to innovate faster) and from the top down (great leaders have a unique ability to inspire people to overcome challenges).

**Finally**, investing in continuous improvement has many benefits that impact employees at every level of an organization:

- » *A robust leadership development program creates consistent frameworks across an organization that helps cross-functional teams maintain stronger workplace relationships and better alignment.*
- » *Growth and development is one of the top five asks of employees, which impacts both retention and engagement. This is especially true of millennials, who crave development opportunities and will leave quickly leave roles where they feel stagnant.*



# Top Opportunities for Leadership Development Programs

After almost twenty years of strengthening leadership within organizations, we have observed six ways that better business results can be driven through leadership development. Almost every organization we work with is missing out on one of these opportunities, even if they do the rest very well.

## Developing High-Potential Employees

Attracting and retaining top talent is one of the hardest things for any organization to do. A leadership development program makes high-potential employees feel valued, while providing them opportunities to expand their skillset and advance themselves within the organization. These programs would typically include:

- » Workshops to provide interactive experiences for growth.
- » Coaching sessions develop career plans and competencies.

## Continuous Learning

Many organizations, particularly in tech, are in a constant race to stay ahead of the rest of the industry. As a result, most development is informal and on-demand, which presents unique challenges when compared to “traditional” programs. In a continuous learning context, leadership development is all about speed and accelerating the rate at which employees acquire new skills and competencies:

- » Coaching programs to challenge and support continuous development among employees.
- » Workshops to teach new skills and spark new ways of thinking.

## Senior Leader Onboarding

Any senior leader, whether hired externally or promoted from within, is a massive investment and an incredible asset that needs to be supported. Having systems in place to ensure that senior leaders are able to hit the ground running is one of the best ways that organizations can ensure success:

- » *Personalized coaching to help new leaders identify and remove sticking points, and to recognize and maximize strengths and opportunities.*
- » *Team coaching to maximize the effectiveness and cohesion of the entire senior leadership team.*

## Succession Planning

Preparing leaders to take on senior roles is more important now than ever before. Ensuring that your organization has the bench strength to withstand the retirements of key leaders requires careful planning and investment. These types of programs usually include:

- » *Personalized coaching programs to identify and achieve professional development goals.*
- » *Facilitated 360-degree performance reviews to provide clarity on progress.*
- » *Formal mentorship programs to provide perspective and advice.*

# ! Top Opportunities for Leadership Development Programs

## Supporting Innovation & Change

Being able to lead teams and organizations through times of instability and change is difficult. Encouraging innovation within an organization is also a challenge, particularly if the organization is relatively large and stable. Leadership development programs can be designed specifically to agility and comfort with change:

- » *Coaching for key groups (leadership teams, project teams) and individuals to help them manage conflict and drive change internally.*
- » *Group sessions where professional facilitators can spark new ways of thinking.*

## Strengthening Culture

The top-performing organizations in the world all have a distinct culture that they place a high priority on maintaining. Some leadership development programs are designed to acclimate new hires to a pre-existing culture in a medium-to-large organization. Other programs, typically for growing organizations, are deployed as part of a culture initiative to create a consistent set of frameworks and expectations for how leadership will be enacted across the organization.

- » *Workshops to set new expectations and strengthen new or pre-existing cultural norms.*
- » *Individual coaching for leaders to create sustained changes in perspective and behavior.*

### ExampleCorp

As a global player in the computer devices industry, ExampleCorp has undergone significant changes over the past two decades as the pace of change in technology has accelerated.

In addition to increasing pressure to innovate and remain competitive, they have experienced rising turnover in two demographics:

- » *Experienced employees and high-level leaders, who are reaching retirement age.*
- » *Younger employees, particularly Millennials, who are leaving ExampleCorp for jobs with smaller companies and startups.*

### Sample Inc.

Once a family-owned regional leader in widget manufacturing, SampleInc. has recently undergone a change of leadership. The new senior leadership is looking to enact an ambitious growth plan. They are faced with the challenge of aligning the entire 200-person company, which they are worried has grown too comfortable with “business as usual”. When it comes to their workforce, these are some of their issues:

- » *Accountability is lacking across the entire organization. This is most noticeable in front-line teams, where production KPI’s consistently fail to be met.*
- » *Because of the ambitious growth plan, a higher-than-normal turnover is expected due to increased expectations. Getting employees to align to new cultural norms is key.*



# Planning Your Leadership Development Program

## 1. Start by listing your organization's goals

Leadership development shouldn't be attempted haphazardly; every aspect of a program should map back to broader goals your organization is trying to meet. This ensures that the experiences are meaningful and relevant to your employees, and that you can measure success and return on investment.

### GOALS / PRIORITIES / OUTCOMES THAT LEADERSHIP DEVELOPMENT CAN SUPPORT:

- » Retention of high-potential employees;
- » Performance on annual reviews and 360-degree assessments;
- » Number of employees identified as "High-Potential";
- » Employee morale and job satisfaction;
- » Alignment with vision, mission, values, and culture;
- » Achievement of annual goals by key teams or departments;
- » Transfer of knowledge within your organization;
- » Leadership bench strength.

### ExampleCorp

In order to remain competitive, ExampleCorp knows they have to maintain a highly-skilled workforce. When planning out what a leadership development program might look like in their context, they have identified the following goals as a priority:

- » Consolidate and preserve the expertise / tacit knowledge of senior employees who are getting ready to retire.
- » Provide mid-level management and younger leaders with the leadership skills they will need to assume senior leadership roles within the next four years.
- » Proactively identify high-potential employees (particularly Millennials) and accelerate their development into leadership roles.

### Sample Inc.

Unlike ExampleCorp, Sample Inc. is focused on improving performance, not retention. That said, they are mindful of a possible increase in turnover, and want to keep high performers with the company wherever possible. They have identified the following goals for their program:

- » Increase (or create) accountability across the entire organization, especially for front-line managers and supervisors.
- » Establishing a strong set of values to be lived across the whole organization.
- » Identifying and supporting high-potential leaders within the current workforce, to increase retention following the ownership transition.





# Planning Your Leadership Development Program

## 2. Define your organization's current culture, and the culture you want to create

No two organizations will use leadership development in exactly the same way. Your culture will determine what leadership looks and feels like in your organization's day-to-day operations. This is why it is important to define exactly what context your leadership development program will take place in before starting to design it.

### LEADERSHIP DEVELOPMENT SHOULD MATCH YOUR ORGANIZATION'S CULTURE...

We find that a lot of organizations define their culture by their mission, vision, and values. However, there's often a large disconnect between the stated culture and what actually happens between employees every day. There can also be variations within an organization that can create friction, particularly between departments and teams (i.e R&D vs. Finance, Marketing vs. Sales).

For these reasons, we strongly recommend being honest about your organization's culture before investing in leadership development. A program that isn't a fit with the culture will feel inauthentic to your employees, and it will fail to have the intended effect on day-to-day behaviors. Think of the mandatory training you received as a teenager at your first job.

### ... UNLESS YOU NEED TO CHANGE HOW YOUR PEOPLE OPERATE.

Paradoxically, leadership development programs are often used to reshape cultural norms within an organization. Perhaps your senior leadership has identified that people are afraid to be honest with coworkers and supervisors, and that the lack of feedback is

strangling your organization. Or, maybe you are facing significant disruption within your industry, and your leaders must develop an entirely new toolkit in order to help their teams innovate. The following are some common areas where leadership development can create positive change:

- » *Feedback & Employee Development (constant feedback vs. the dreaded "annual review");*
- » *Change Management (how employees interpret and respond to new initiatives);*
- » *Ability to Innovate (how easily ideas are created and spread);*
- » *Employee Retention (whether people are happy working at your organization);*
- » *Vendors & Customers (better culture means better relationships with them);*
- » *Collaboration & Honesty (better culture discourages toxic behavior);*
- » *Driving Business Results (improved performance, accountability to KPI's).*





# Planning Your Leadership Development Program

## 3. Identify specific leadership competencies, skills, and behaviors you want to develop

Beyond defining the goals of the program, you should go a level deeper and identify what it would look like “on the ground” if the program was successful. What would participants behave like? How would they be different?

At this point, you should also check whether you are using instruments or assessments to measure employee capabilities. Integrating these assessments with programs are a great opportunity for benchmarking at the beginning of a program.

### LEADERSHIP FRAMEWORKS

Most organizations we work with already have a leadership competency framework that they use to measure leaders’ performance. This often includes instructions for how the company’s mission, vision, and values are to be expressed through leadership, as well as a list of skills and competencies leaders are expected to possess at various levels.

### RQ RELATIONSHIP INTELLIGENCE™

After almost 20 years of helping clients develop influence by improving their workplace relationship skills, we developed the *RQ Relationship Intelligence™* system. Almost all leadership development organizations map back to the traits in this system. If your organization doesn’t have a development framework yet, or if you are wondering what other options exist, we have included some information about our system at the end of this guide.

### ExampleCorp

For mid-level managers to become senior leaders, ExampleCorp has identified four required areas of growth:

- » *Thinking strategically - the ability to develop and execute plans.*
- » *Being able to influence down, up, and across the organization.*
- » *Executive presence - having composure, charisma, and credibility.*
- » *The ability to lead teams through uncertainty, and drive change.*

ExampleCorp’s high-potential employee program should drive the above four attributes, but at a lower level of expertise. In addition, ExampleCorp’s Hi-Po program should have a strong focus on career planning; helping Millennials develop long-term plans, personal goals, and career trajectories *within the company* will make them much less likely to leave.

### Sample Inc.

It’s easy to say that people need to “be more accountable”, but not so easy to define what that actually means for day-to-day behaviors. Leaders at Sample Inc. have identified five desirable behaviors, which will improve performance and help leaders manage increased expectations:

- » *Open communication - particularly giving and receiving feedback.*
- » *The ability to recognize and resolve workplace conflict constructively.*
- » *Ability to collaborate, especially with employees from different departments - this will help “de-silo” the company.*
- » *Proactively setting goals and KPI’s for themselves and their team.*
- » *Having structure. Being able to plan ahead and achieve milestones.*



# Planning Your Leadership Development Program

## 4. Identify the program participants

The number of people that your program can accommodate depends on your budget, the goals of the program, and other factors (like your culture). It is also important to figure out what program elements will have an immediate impact, as well which elements support long-term development of leadership pipelines and culture.

### OPTION 1: LEADERSHIP TEAM TO IDENTIFY CANDIDATES WITH SUPPORT OF HR

Leadership development programs are strategic initiatives with clear goals to accomplish. Because of this, leadership teams most often identify candidates, or sets of candidates, for inclusion in these programs. This often includes:

- » *Bands of leadership going through the program together;*
- » *High-potential employees;*
- » *High performers and steady performers;*
- » *A particular level of leadership that requires support;*
- » *Starting with the highest level of leadership, then phasing down.*

### OPTION 2: ASK MANAGERS TO NOMINATE THEIR TOP TALENT

This option is most common in programs that want to focus on elevating high-potential employees or top performers.

### OPTION 3: ASK PEOPLE TO OPT IN TO THE PROGRAM

This can be a good choice for certain types of programs that emphasize on-demand learning. Also, by having employees opt in to your leadership development program, you will get the most committed employees who will make learning a priority.

## ExampleCorp

For the aspect of their leadership development program that will elevate mid-level managers into senior roles, ExampleCorp is recruiting participants using a couple of methods:

- » *Asking senior employees to identify successors who would be well-positioned to take over their role after retirement.*
- » *Having senior leaders and HR identify future leaders.*
- » *Making the program mandatory for all new hires into leadership and/or management roles*

For their high-potential employee program, HR will flag promising new hires for L&D to invite to participate. This is relatively straightforward, as their onboarding process includes assessments against robust frameworks.

## Sample Inc.

Because of the urgent need to establish new cultural norms, Sample Inc. is making their program mandatory. However, in order to manage the cost of their program, Sample Inc. will phase in their program from the top down. This will also have the benefit of progressively increasing alignment

- » *Senior leaders and department-level managers will be the first to go through the program.*
- » *Then, lower-level managers and team leaders will participate.*
- » *Finally, front-line leaders (i.e shift supervisors) will go through the program.*

Following each phase, all new hires to those levels of leadership will be expected to complete the program as part of their onboarding process.



# Planning Your Leadership Development Program

## 5. Choose the elements of your program

Like the number of participants in your program, the elements of your leadership development program will depend on budget, time, geography, and the culture present within your organization. Often, leadership development programs will consist of a blend of several different elements.

### ASSESSMENTS & DIAGNOSTIC TOOLS

Assessments and other diagnostic tools help your leaders gain awareness of their strengths, and areas that require additional focus and learning. However, it is easy for people to place an extraordinary amount of emphasis on their results and think that they can be defined by any one test.

We strongly recommend using assessments at the front-end of a leadership development program as a way to start a conversation about strengths, opportunities, and goals. This way, you avoid over-defining and pigeon-holing your leaders.

- » *Value: Inexpensive and informative, assessments provide an excellent starting point for any leadership development program.*

### COACHING WORKSHOPS

Coaching Workshops provide opportunities for leaders to learn together, exchange ideas, and build community by addressing common issues.

Workshops introduce new core models and tools, and they focus on being interactive and experiential. This makes the topic relevant to specific situations and issues for participants. Leaders can expect a combination of reflection, group discussion and exercises that will spark new thinking and help them identify opportunities.

- » *Value: Great when you are attempting to drive adoption of skills, frameworks, and behaviors across an entire organization.*

### INDIVIDUAL COACHING

Individual Coaching provides leaders with a personalized experience that allows them to discuss sticking points and set development goals, as well as supporting them over time to meet those goals.

We are strong believers in coaching because it provides the best platform to develop people. Coaching is customized and personal, takes into account each client's particular strengths and preferences and supports the client over time to make lasting changes. Through the use of smart tools and systems, coaching can be scaled throughout organizations effectively and affordably.

- » *Value: Scalable, highly effective at accelerating skill acquisition, behavioral change, and success.*



# Planning Your Leadership Development Program

## TEAM EFFECTIVENESS COACHING

Team Effectiveness Coaching brings executive teams and key groups together to chart a course together, reflect on progress and make course corrections and celebrate success. It creates opportunities to increase team effectiveness, cohesion between members, and perform at a higher level.

This type of coaching often provides an opportunity for the team to reflect on strategic opportunities in the business. The team has the opportunity to get aligned on where they want to go and what they are trying to create. Having a coach involved in this process helps “open up” topics of conversation that might otherwise never be explored.

- » *Value: An excellent development option for teams that are struggling to maintain alignment and work together effectively, or for linchpin teams that can't afford to fail.*

## MENTORSHIP

Having a mentor allows employees to learn directly from more senior people or experts in the business. This is an excellent way to transfer knowledge in the organization and build leadership capability. Mentorship also gives young leaders the opportunity to gain more experienced perspectives on situations they are facing, as well as visibility to senior management.

Successful mentorship programs are impactful because they have a purpose. Make sure that mentors and mentees develop an outline for their relationship. Everyone should be clear on the mentee's goals, and there should be a defined structure to the mentorship relationship. How often will they meet? Will meetings take place in-person, over the phone, or via email? Answering these questions up front increase the likelihood that your participants will get tangible value from their time with a mentor.

- » *Value: An excellent way to transfer expertise from senior employees to next-generation leaders.*



# Sample Program Outlines

## ExampleCorp

There are two aspects of ExampleCorp's leadership development program that they must address - one for their incoming senior leaders, and another for their high-potential programs.

For ExampleCorp's aspiring senior leaders, they will be invited to take part in the following program, which is driven by coaching, but includes input from managers and ties to other aspects of the organization:

- » *First, an assessment is completed to determine growth areas.*
- » *Second, a development plan is made with a coach, including an alignment session with the manager for feedback and support.*
- » *Third, monthly one-on-one coaching sessions to support development in those areas over twelve months.*
- » *As part of the program, the aspiring senior leader is also assigned a special project to complete. This will give them the opportunity to try out new skills and behaviors first-hand, and allows the organization to see the ROI of the program first-hand.*

ExampleCorp's high-potential employees will be invited to participate in a leadership development program consisting of the following elements:

- » *Career Planning & Coaching, consisting of a workshop on career planning best practices, and a meeting with their manager and a coach to set development goals. Monthly coaching over a period of six months to accelerate progress on those goals.*
- » *Mentorship with a senior leader, where frequency, goals, and reasons are well-defined so progress can be reported on later.*

## Sample Inc.

For their leadership development program, Sample Inc. will use a blend of workshops and one-on-one coaching. Workshops will be key when introducing new skills and concepts, and the coaching will serve to reinforce desired behaviors over time.

The following are workshop topics we would suggest delivering, at a rate of one per month for eight months. Each month, participants would also have one call with their coach to discuss their progress on these topics.

- » *Strengths-Based Leadership*
- » *Effective Leadership Communication*
- » *Conflict & Failure as a Competitive Advantage*
- » *Developing Your People*
- » *Accountability*
- » *Inspirational Leadership*
- » *Leading Change*

These topics are appropriate for all levels of leadership, education, and expertise. They encompass many of the major problems in Sample Inc. right now, and will help create a common language that leaders can use to approach performance issues and conflict.



# Implementing Your Leadership Development Program

## 1. Get participants off to a strong start

A strong communications strategy is important for getting buy-in from potential participants. Even if participation is mandatory, it's still important to make sure employees know why they are expected to take part in your program, and how they will benefit.

Onboarding participants in a leadership development program requires some careful planning. People will need to be informed about what is expected of them in terms of time and engagement, as well as the different stages of your program.

During onboarding, participants should also complete any required pre-work or assessments. Typically, a meeting will happen with the participant and their manager to discuss the results and identify growth potential.

Make sure to prepare a “Getting Started” kit for both the participant and their manager, since managers are often required to give feedback as part of leadership development programs. This kit should include:

- » *Instructions for completing pre-work and assessments*
- » *The stated goals of the program*
- » *The program framework*
- » *Participant expectations for each aspect of the program*
- » *Tips and suggestions to ensure success*

### What should a “Getting Started” kit contain?

At Epiphany, we book a webinar at the program launch for all participants, and send a “Getting Started” kit out afterwards for review. During this call, we discuss the following topics (keep in mind that we’re a coaching company, and so our information surrounds those topics):

- » *Overview of workshop topics delivered in the program*
- » *A list of pre-work participants have to complete*
- » *A summary of what “coaching” is*
- » *Best practices for making the most of coaching sessions*
- » *How to select a coach on our Coaching Management System*
- » *Contact information if participants have questions later on*

### Pairing participants with coaches

Our experience has been that the participant should be the one to choose who they work with. It is important that program participants should feel confident in the expertise and abilities of their coach. In Epiphany’s coaching programs, all participants get to review a roster of at least four coaches, and choose someone who they feel will be a good fit. Information they receive to help them make this choice includes:

- » *Business and professional experience, including any high-level leadership positions (VP, CEO, Founder)*
- » *Coaching credentials and experience, including past clients*
- » *Specialties, passions, and interests*
- » *A coach’s style and personality are also essential for a good fit*



# Implementing Your Leadership Development Program

## 2. Encourage feedback and open communication throughout the program

We recommend setting up measurement tools to keep track of how participants are progressing. These can include informal feedback and pulse surveys, but also formalized checkpoints at different stages throughout the program.

For example, in a 12-month program, we might do a check-in meeting with each participant and their manager at the six-month mark. Here, we can discuss progress on goals, changes in behavior, and receive other observations and feedback about what is (and isn't) working.

We can't emphasize how important it is to have manager involvement as part of this process. Although there are leadership traits that can be measured through surveys and self-reporting, one of the best ways to confirm that your program is successful is by collecting feedback from the people who work with your participants every day.

### Common feedback mechanisms

During our coaching programs, we collect a great deal of information on program performance that we pass on to program sponsors. These can also be collected internally:

- » *Mid-point meetings with managers to discuss progress and provide feedback*
- » *Pulse surveys with participants to obtain information on self-reported improvements and shifts in perspective*
- » *A meeting with each participant, their manager, and their coach at the beginning and end of the program to discuss goals and progress*

The information collected during this program can give you intelligence about your business that can be applied elsewhere. For example, if everyone you speak to is extremely stressed, maybe it's time for a town hall.

### What about confidentiality?

In all of our coaching engagements, we work under a professional code of ethics that requires us to keep all client conversations confidential. That said, both confidentiality for the client and insight for the organization can be easily achieved. Confidential coaching conversations are critical to success and must be preserved. Yet, the organization has several ways to be involved and gain insight.

Engaging both the manager and the HR manager at various points in the program with the client is key to sharing progress, celebrating success and providing feedback to support the client's continued development beyond the coaching.

Also, asking participants to complete surveys is another way to collect valuable insights.





# Implementing Your Leadership Development Program

## 3. Tracking success of your program

As you wrap up each iteration of your program, your senior leadership team will want to know how successful the program was, and if it was a worthwhile investment of time and money.

Most leadership development programs we've seen tend to be light on ROI measurement. Have quantitative measurements you can use to track the success of your program:

### **PARTICIPANT SELF-REPORT**

- » *Level of satisfaction with program*
- » *Progress made on stated goals*
- » *Recommendation to continue and extend the program*
- » *Insights generated as a result of their participation*
- » *Level of impact in key development areas*
- » *Description of value, impact, and ROI*

### **MANAGER & COACH REPORT**

- » *Progress made on stated goals*
- » *Noticable changes in behavior*
- » *Recommendation to others to participate in the program*
- » *Level of impact in key development areas*

### **MEASURING IMPACT**

- » *Participant satisfaction with company and role*
- » *Impact on business results and company KPI's*
- » *Participant retention vs. average*
- » *Participant job performance vs. average*
- » *Promotions of participants in program*
- » *Overall company performance on leadership & health KPI's*
- » *Talent pipelines fuller, roles filled faster, less vacancy time*



# Budgeting, Timing, and Vendor Selection

## How much does leadership development cost?

Studies conducted on per-employee leadership development spending suggests that most companies spend around \$1,000 per employee, per year. However, the vast majority of this “per-employee” spending is concentrated on senior leaders, high potentials, and mid-level management.

Most leadership development programs have a blend of group content (like workshops) and individual elements (like coaching and/or mentoring).

The per-employee cost of leadership development is a result of many factors, including length of program, frequency of coaching sessions, and whether coaching can be completed via phone or face-to-face. If you are able to be transparent with your budgets when speaking to vendors, they will be able to help you come up with many creative solutions that scale up and down.

## How long should programs last?

When it comes to leadership development, the ultimate goal is to create lasting behavior change. As a result, leadership development programs should span between 6 and 12 months, with consistent effort being made throughout each month (i.e regular mentorship meetings, coaching calls, and/or workshops).

Don't forget to take your organization's calendar into account as well - things like other business activity, summer hours, and winter holidays will all have an effect on the efficacy of your program.

## Vendor Selection Guidelines

There are a number of things we would recommend when selecting vendors and partners, regardless of whether they are responsible for providing assessments, workshops, facilitation, or coaching.

- » *Ensure that there is alignment between your values and your vendors' values. So much of leadership development depends on organizational culture, and it is important to make sure that your vendor reinforces the “feel” of your program.*
- » *Keep the end-to-end solution in mind. A rich participant experience is important, but vendors that can support multiple (or all) aspects of a leadership development program make it a lot easier for your organization to track and drive business results. In addition, vendors having a strong onboarding process, combined with transparent and helpful reporting at the mid-point and end of your programs goes a long way towards realizing ROI.*
- » *Flexibility is important. Don't let yourself get boxed into someone else's process if it doesn't align with the needs you have outlined as part of the planning process we described earlier.*

**We believe in the power  
of coaching to transform  
people and organizations.**

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Corporate Profile

*Last Updated: January 2018*



In our Corporate Profile, you'll find a full description of the coaching services we offer, information about our coaching team, and an explanation of how coaching can benefit organizations like yours.

> [Download our Corporate Profile from our website](#)

# RQ Relationship Intelligence™

Knowing how to build relationships in a complex work environment impacts everything our clients do, and is the focus of most of our work with leaders. In order to go deeper to support our clients drive results through better relationships, we launched the *RQ Relationship Intelligence™* system several years ago.

Almost all leadership development objectives in organizations map back to the elements in the RQ model. Our system is easily integrated into our coaching methodology, and can help clients set and track development goals.



