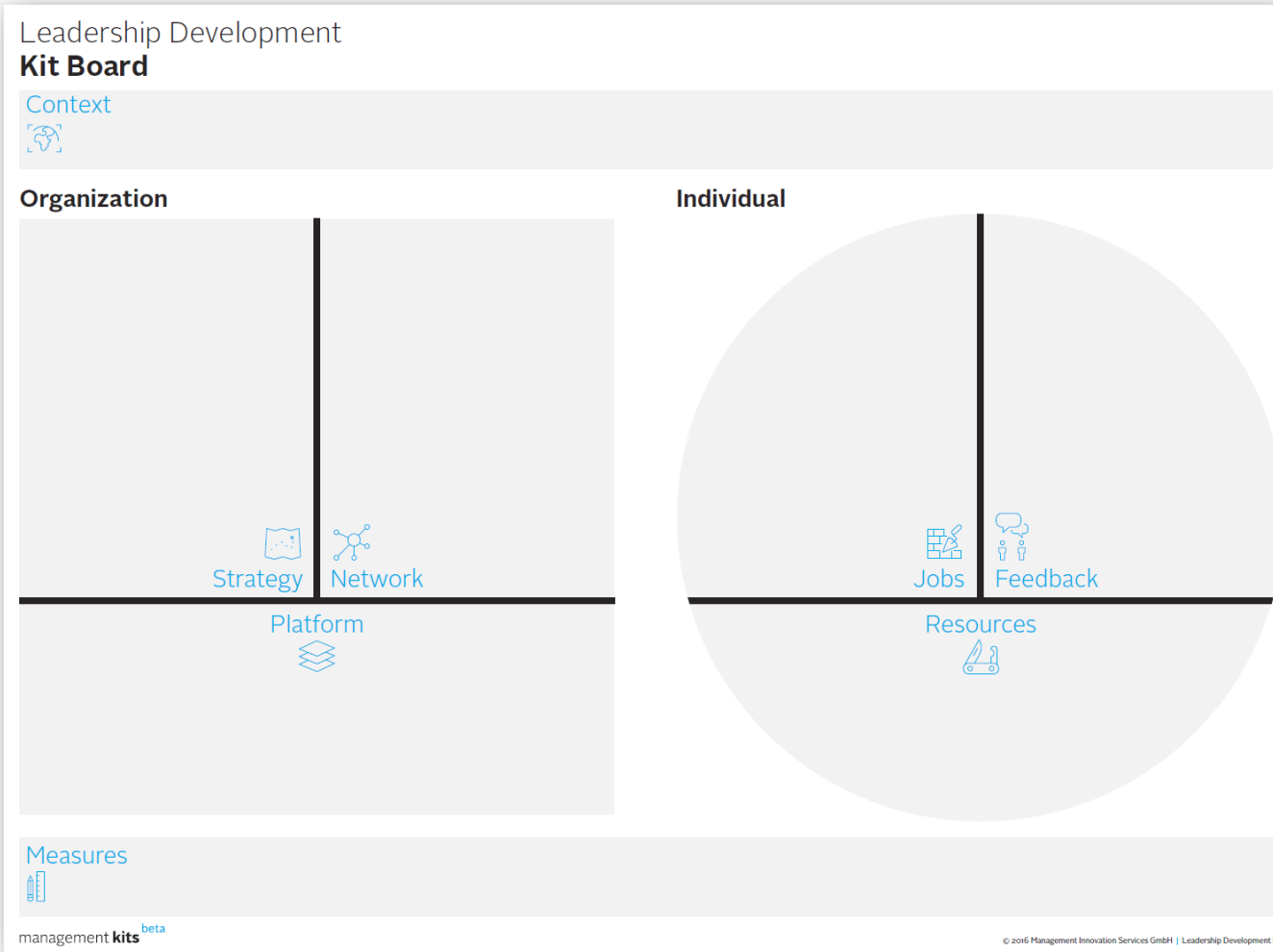


Management Kits

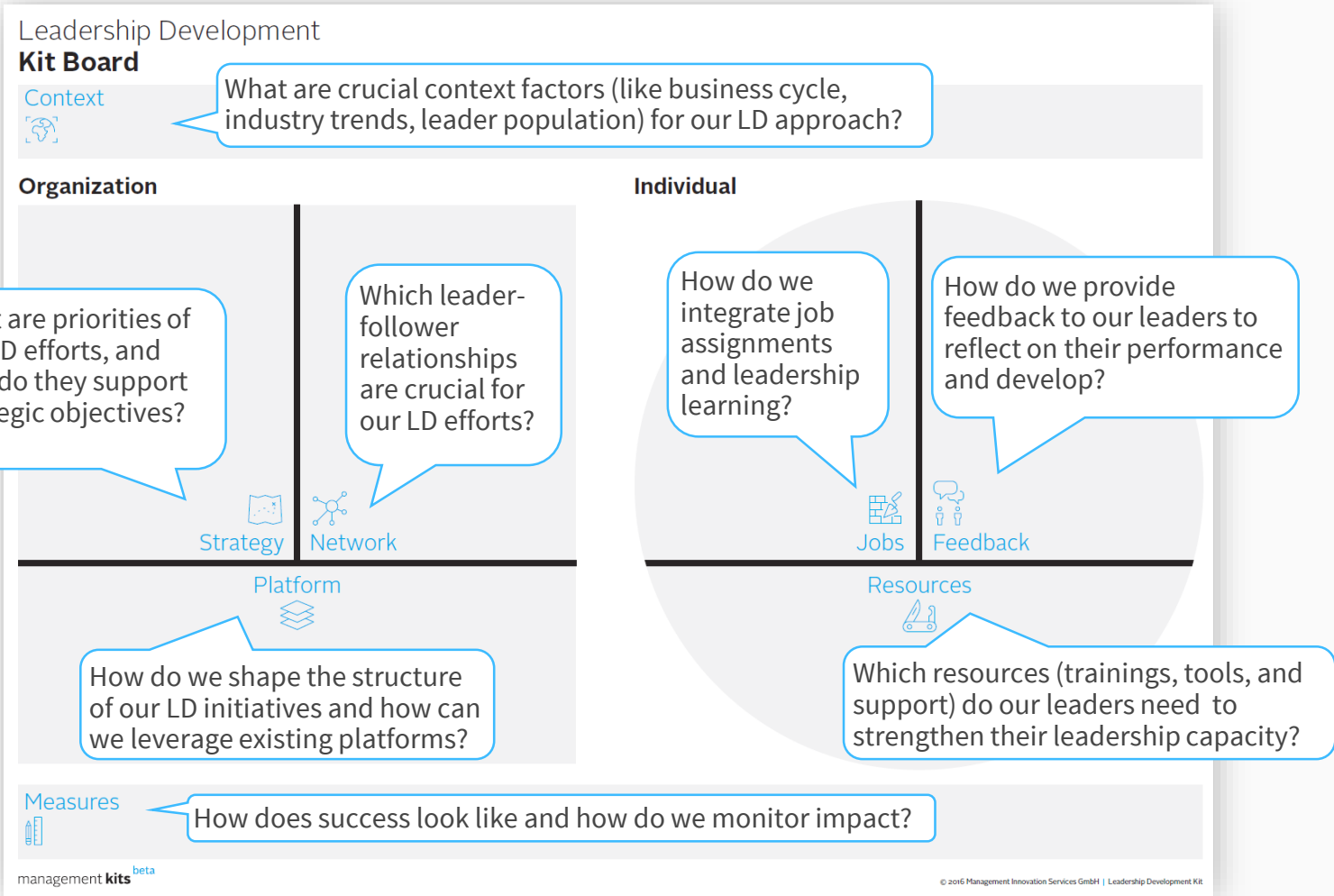
Leadership Development Kit

Kit Board Quick Guide

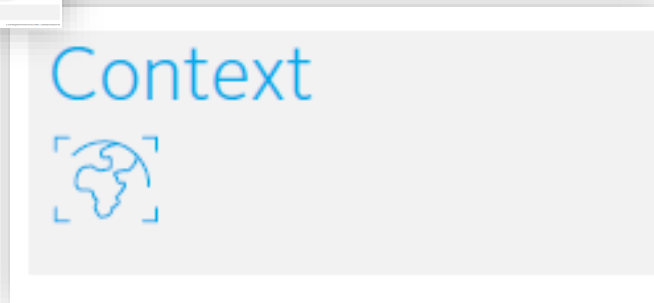
Leadership Development Kit – the Kit Board Canvas is a practical tool to map out an LD model ...



... covering key elements of developing leadership capabilities in an organization



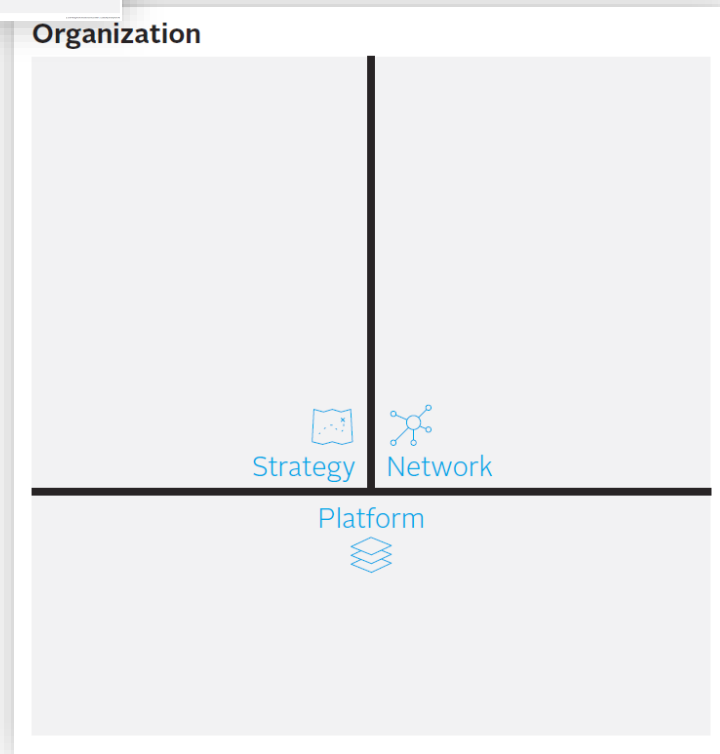
Driving effective LD efforts starts with establishing an organization's specific context



Lead Questions

- How does an organization's leadership demography look like?
- What is seen and understood as 'good leadership' today?
- Where does the company stand in terms of competition and business cycle (high growth, turn-around, etc.)?
- What type of culture does the company have? What are key cultural norms and behaviors people adhere to?
- What are new upcoming leadership challenges in the current context?

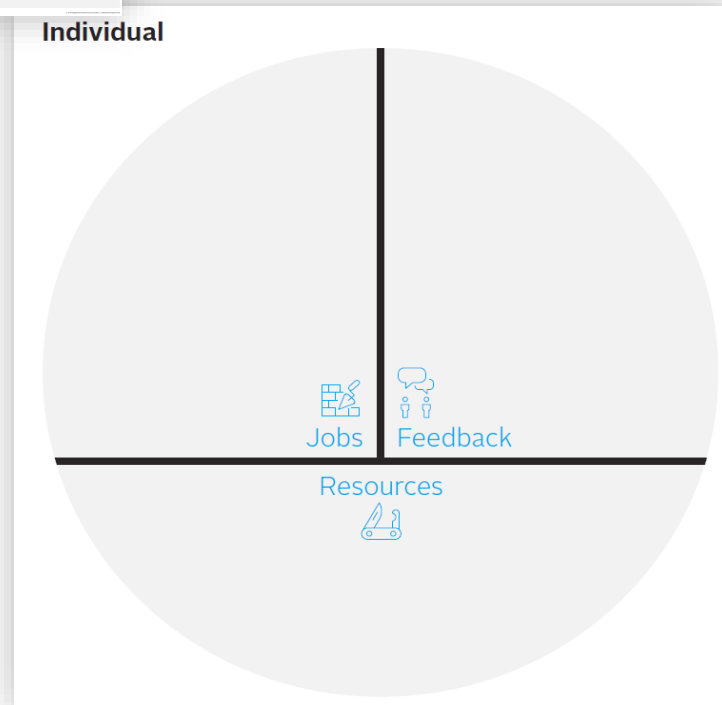
On the organizational level, strategy, network and platform are key elements to build LD capabilities



Lead Questions

- **Strategy:** What are key leadership challenges implied in our strategy? How does our enterprise strategy inform our LD strategy?
- **Network:** What are formal and informal networks existing today in our organization – both within and to the outside? Which networks could be strengthened to support leader-follower relationships?
- **Platform:** How do we structure our approach towards leadership development? How can we leverage existing platforms?

Individuals learn leadership on jobs, through reflection and feedback, leveraging resources



Lead Questions

- **Jobs:** What are key jobs that drive the strategy and provide opportunities for LD?
- **Feedback:** What are opportunities for individuals to solicit or give feedback? How can individual 'feedback agency' be built and developed?
- **Resources:** what are key resources individuals need to have or employ in their jobs (trainings, skills, knowledge, 'how-to' guidance)

Define measures that capture outcomes of your LD work – how would success look like?



Measures



Lead Questions

- How would success look like for your LD efforts?
- What would be measurable indicators of this success that (directly or indirectly) reflect an increase in leadership capabilities in your organization?
- Are there measurement systems in place that could be leveraged for LD purposes?

Leadership capabilities have to be built in the interplay of organization and individual

