
Principles of Leadership Development



TURKNETT
LEADERSHIP
GROUP

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Turknett Leadership Group

"A community is like a ship; everyone ought to be prepared to take the helm." - Ibsen.
Substitute company, and you have our view of leadership.

Who needs leadership development?

It can be argued that everyone in an enterprise benefits from some level of leadership development. If leadership is conceptualized not as something one person does but as a process any enterprise needs to move forward, then every person in that enterprise can take part in its leadership.

How can the areas for leadership development best be conceptualized?

Area and Level of Leadership	What is Needed?	Who needs this?
<i>Intrapersonal</i> <i>[Chemers' Zone of Self Deployment]</i>	Intrapersonal zone: Character and Values – all subsequent areas reflect character. The one attribute most linked to overall leadership effectiveness: being an inspirational role model – a measure of character.	Needed by everyone in the enterprise – needed for taking a role in the leadership
<i>Interpersonal</i> <i>Zone of Interpersonal Deployment</i>	Interpersonal skills: Communication, conflict management, etc.	Needed by everyone, but especially needed by those who are managing others.
<i>Team Leadership</i> <i>Zone of Team Deployment</i>	The competencies of leading others: <ul style="list-style-type: none"> • Setting direction and building shared vision • Building teamwork [inspiring commitment, managing conflict, etc.] • Managing Execution [decision making, setting standards, timelines and measures, etc.] 	Needed by anyone who manages a project, but requirements increase in complexity dramatically as the span of control increases
<i>Division and Enterprise Leadership</i>	Most advanced level. Requires being able to meet adaptive challenges. Requires Cognitive, Social, Behavioral Complexity.	Level 4 and Level 5 leadership (Kuhnert) needed by senior leaders in complex enterprise

Area	Level of Self-insight	Ease of Change
<i>Intrapersonal</i>	Low	Difficult
<i>Interpersonal</i>	Low-Medium	Medium
<i>Leadership</i>	Low-Medium	Medium
<i>Business</i>	High	Easy

How are the competencies of leadership developed?

Insight	Motivation	New Skills and Knowledge	Real World Practice	Accountability
Personality tests, 360 degree feedback, CD interview challenging simulations that provoke insight. Feedback from a respected role model provokes insight.	Self motivation, role models (leaders, coaches, peers) who inspire, peer pressure, external reward [must finally become self motivation]	Can be taught in classes, group experiences, simulations. Use of theoretical models useful, but human learning always highly example and narrative based. Practice necessary. Coaching effective because can easily combine insight, motivation, theory, example and practice.	Action learning projects (task forces working on real problem), temporary projects, task forces. Need an environment that supports theoretical or classroom learning.	New behaviors and attitudes must be monitored, measured, required by organization, built into performance review, etc.

SUPPORT IS NEEDED ACROSS THE CONTINUUM

[Top line of table based on the Development Pipeline concept from a 2001 SIOP presentation by Curphy. See also Hicks and Peterson, The Development Pipeline, Knowledge Management Review, 1999]

Development can also be conceptualized as requiring:

Assessment	Assessments may be formal or informal. Formal assessment may include personality inventories, 360-degree feedback, interviews, or routine evaluations and performance reviews. Just as important is informal, ongoing feedback from managers, coworkers.
Challenge	Promotions, move to a new department, difficult projects, organizational changes like a merger or restructuring, or simulations designed for challenge. Having experiences or getting information that goes against your beliefs, knowledge or perspectives. Situations outside of work can also present challenges (some evidence that women are particularly developed by outside of work experience).
Support	Support is an often-overlooked element of professional development. Support enhances confidence, affirms strengths, and guides the acquisition of skills needed to meet new challenges. When faced with tough assessments or difficult challenges, support can make the difference between an overall positive experience and one that leads to frustration or failure. Support can come from spouses, significant others, bosses, peers or work colleagues, direct reports, coaches, small groups designed for support, friends, mentors, religious leaders or anyone else. The culture of the organization must support and model the desired type of leadership.

Who needs what kind of leadership development?

Who	What is Needed
<i>Everyone</i>	Exposure to character development, to the leadership philosophy of the organization, to the idea that they can lead at any level. Assessment (insight phase) should include at least a basic personality assessment and ongoing appraisal, feedback, coaching from manager. Half day to full day in group setting – insight, exposure to organization philosophy. Ideally co-led by own manager.
<i>All those leading people [General Leadership Development]</i>	Character and expanded leadership development. Assessment (insight phase) needs to include 360; Need to understand the three basic tasks of leading people – setting vision and direction, developing teamwork, and managing execution. From the organization, need (a) sufficient communication and information about the business so that they understand WHAT needs to be done and (b) understanding of the leadership philosophy so that they will know HOW to do it. Can be communicated best through examples and stories. This translates the basic tasks of leadership – setting vision and direction, developing teamwork, and managing execution– into the organizations language. Mentoring and coaching support helpful.
<i>Executives and High Potentials [future enterprise level leaders]</i>	Highest level of leadership development for this group. Executives learn through individual assessment and development, and through working as a team on issues of strategy and execution as they lead the enterprise. For high potentials, group experiences over time as a cohort are desirable. Assessment phase needs to include tools for expanded personal insight, including CD interview for assessing leadership level. Need challenging group experiences as a cohort that includes both skill development, small group projects based on organization needs, and individual coaching to support reflection and learning.
<i>Remedial</i>	Improve or go. Use GE-type matrix (Values fit and Results) for decision. Use remedial coaching combined with strong organization demand for those with top technical skill.