**Developing Leaders across the Organization!**

* Today, effective leadership is commonly viewed as *central to organizational success*, and more importance is placed on leadership development.
* Developing *“more and better”* individual leaders is no longer the sole focus of leadership development, although it remains a critical aspect.
* Development today means providing people *opportunities* *to learn* from their work rather than taking them away from their work to learn.
* Leadership development initiatives today offer performance support and real world application of skills through methods such as:
	+ training programs
	+ coaching and mentoring
	+ action learning
	+ developmental assignments.
* ’People’ really matter — that leaders must:
	+ develop the capabilities of employees
	+ nurture their careers and
	+ manage the performance of individuals and teams.
* Simply put, leaders are responsible for developing the talent in their organizations.
* Optimizing talent determines whether the organization in question grows, diverges or reorganizes.
* Create a culture of *talent development*.
* The most important competencies of leaders are their ability to build talent.
* Talent Development, is a set of integrated organizational HR processes designed to *attract*, *develop, motivate*, and *retain* productive, engaged employees.
* The goal is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives.
* In order to create a culture of talent development an effective leader should:
1. **Act as a role model:**

 Be transparent about your own need to learn and develop and share how you're able to do it.

 Embrace vulnerability: leaders are never more powerful than when they are shown to be learning.

1. **Reinforce the value of learning:**

Go beyond the baseline conversation about goals.

Ask about what they want to accomplish and what they feel their gaps are.

 When someone completes an assignment, celebrate both the outcome and the learning, even if it wasn't completed smoothly.

1. **Build sustainable processes to support development :**

Managers should be expected to coach and develop their people.

At a minimum, everyone knows what areas they need to improve

For those with high potential, career tracks are developed that give a sense of where they can go inside the organization.

1. **Reinforce shared values:**

Employees should be able to link their everyday tasks and responsibilities to the values in the organization.

People need to understand why what they do is important.

1. **Leverage problems as opportunities for real world learning and development :**

What's an acceptable failure needs to be clarified.

By incorporating stretch assignments, employees can seek out challenges where they can develop without feeling like mistakes, which will jeopardize their job.

Learning organizations see problems as opportunities.

* Leadership development initiatives include formal programs and policies instituted by an organization to improve the quality of leader performance.
* Researchers and companies developed many leadership programs, workouts, schemes and tools to enable leadership development.
* These initiatives can be-
	+ Structured training programs targeted at cultivating leadership skills
	+ Experiential learning that presents leaders with novel challenges to overcome.
* Once the organization has detected potential for leadership in willing candidates, it's time to raise questions and find the proper way to develop this leadership talent (''high potential'') and let it grow.
* Development programs should consider the formation, maintenance, and transformation of a leader’s identity (how a leader views him/herself) throughout the development process.