




From L&D to Business

Claim your Seat at the Table

Kim LEYSEN & Erik ROGER

FranklinCovey
Benelux

OUR MISSION



We enable greatness in people and organizations everywhere.

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40	\$200M ⁺
years enabling greatness	invested in research & solutions
160+	30M
countries served	# of leaders developed

39% of CEOs expressed low confidence in their organization's ability to achieve even the current year's strategic direction.

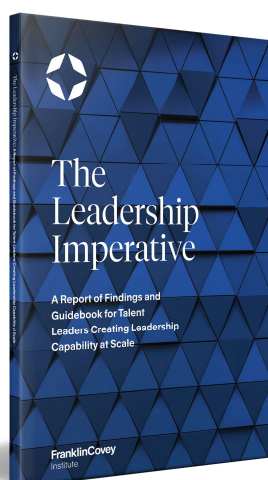
Heidrich & Struggles



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A Practical Report & Guidebook

FOR SENIOR TALENT LEADERS



- Develop leadership capability to move your organization's business strategy forward
- Insights from FranklinCovey's global practice areas
- Input from 500 global senior talent leaders
- 40 in-depth interviews
- Three detailed case studies
- Delivered in a practical "Guidebook" format

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A Report of Findings and Guidebook



AGENDA

01 Growth Strategy in a Challenging World

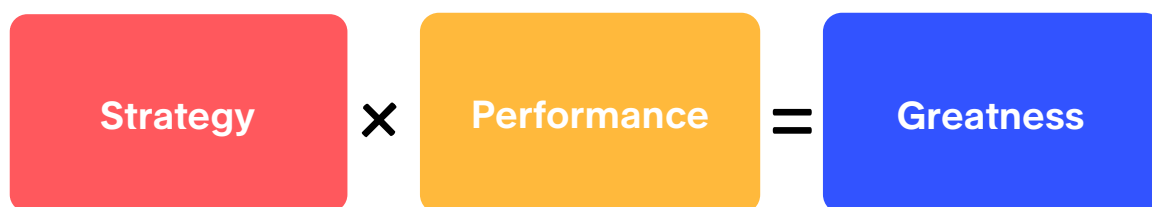
02 Leadership Capability as a Strategic Asset

03 Aligning Your Leadership Model

04 Systemic Leadership Development

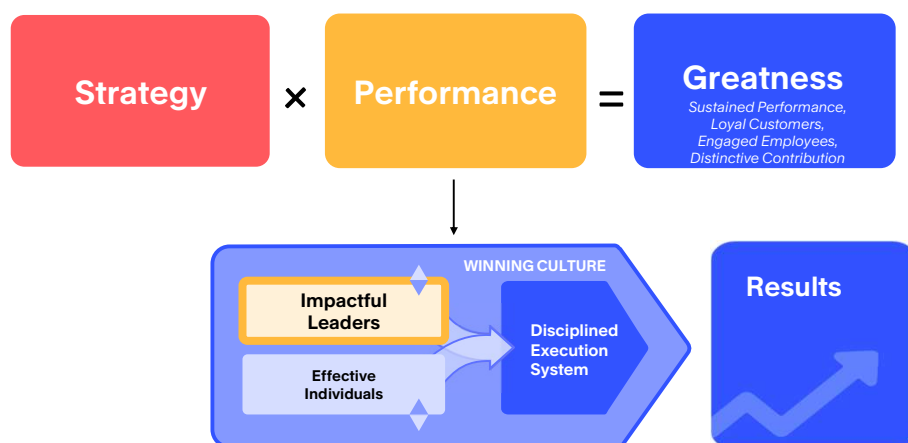
05 Next Steps

What Does it Take for an Organization to be Great?



Sustained performance | Loyal customers |
Engaged Employees | Distinctive contribution

What Does it Take for an Organization to be Great?



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KEY INSIGHT

Most organizations don't have a **strategy problem**, they have a **performance problem**—and that responsibility rests squarely on the shoulders of an **organization's leaders**.

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Sources: FranklinCovey Institute's Global Leadership Survey and Josh Bersin Company's "Definitive Guide to Leadership Development: Inspirable Leadership."

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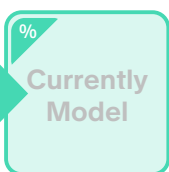
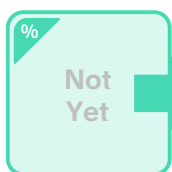
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Leaders are the Leverage Point



1. What group(s) of people need to think and behave differently to achieve the goal?
2. What percentage of your **leaders** need to shift their thinking and/or behavior to make this happen?

1. What is the most important strategic growth initiative of your business unit or organization?

2. What is it worth?

KEY INSIGHT: LEADERSHIP DEVELOPMENT

Strategic Leadership Capabilities



General Skill Development

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PRACTITIONER INSIGHT

“... but the the better question is
what are the **five critical leadership capabilities**
my organization needs?”

— U.S.-Based CLO

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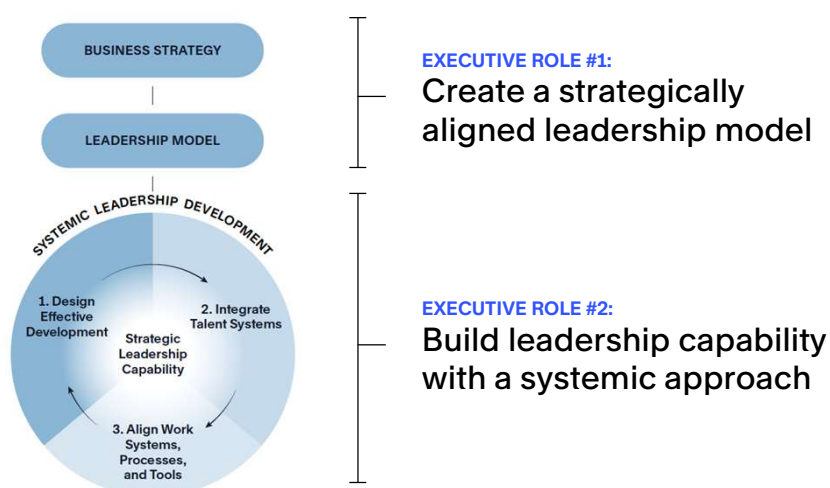
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A Systemic Framework for Building Leadership Capability



KEY INSIGHT: STRATEGIC ALIGNMENT

While **80% of organizations** say they have a leadership model, **only 36%** agree that “our leadership model drives behaviors that link to our business strategy.”

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Sources: FranklinCovey Institute's Global Leadership Survey and Josh Bersin Company's "Definitive Guide to Leadership Development: Inevitable Leadership."

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Key Leadership Responsibilities

CEO / Top Operating Leader

1. Fully own it.
2. Intentionally model it.

CHRO/Senior Talent Leader

1. Understand the business strategy.
2. Make credible connections.
3. Think systemically.

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A Systemic Framework for Building Leadership Capability



1. Design Effective Learning Experiences

- a. Gap Assessment
- b. Effective Learning Journeys
- c. Measurement and Accountability
- d. Critical Mass

2. Integrate Talent Systems

- a. Workforce Planning
- b. Talent Acquisition
- c. Learning and Development
- d. Performance Management
- e. Compensation and Benefits
- f. Succession Planning
- g. Talent Retention
- h. Offboarding

3. Align Work Systems, Processes, and Tools

- a. Management Technology and Tools
- b. Organizational Design and Workflows

A Systemic Framework for Building Leadership Capability



1. Design Effective Development

- a. Gap Assessment
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KEY INSIGHT: GAP ASSESSMENT

Chances are that, although you may have other culture and leadership assessments, you don't have a gap assessment **that reflects your current strategy in a precise way**. You may need to create something more specific to get an accurate and comprehensive view.

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Sources: FranklinCovey Institute's Global Leadership Survey and Josh Bersin Company's "Definitive Guide to Leadership Development: Inevitable Leadership."

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KEY INSIGHT: EFFECTIVE LEARNING JOURNEYS

“Experientially rich” human and social modalities are considered most effective in building **strong leadership cultures**.

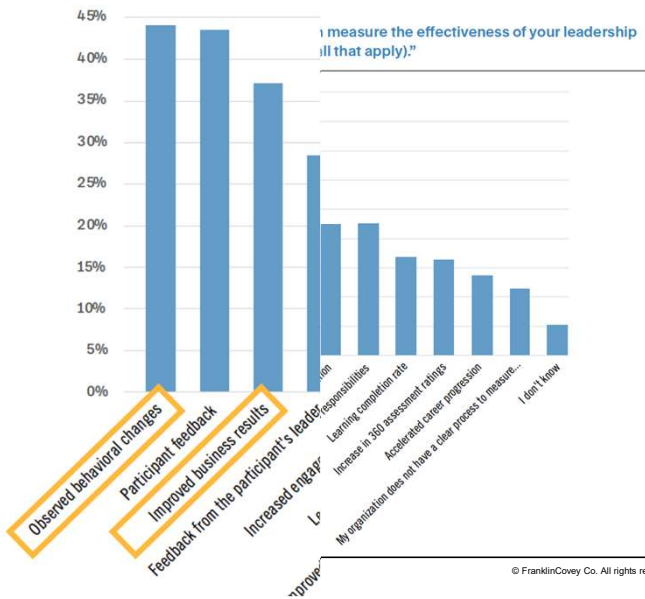
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Sources: FranklinCovey Institute's Global Leadership Survey and Josh Bersin Company's "Definitive Guide to Leadership Development: Irresistible Leadership."

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Measuring behavior change



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KEY INSIGHT: CRITICAL MASS

The **critical point** for your organization consists, in fact of **the vast majority (73%)** of your leaders.

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Key Recommendations to claim your seat at the table



1

Understand the business: what is the key strategic growth initiative?

2

Focus on developing strategic leadership capabilities

3

Make your leadership development approach systemic

Some Steps



1

Talk with us about our report & guidebook

2

Define your organization's Top 5 critical Leadership Capabilities

3

Disrupt yourself



For weekly insights
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We are the **most trusted** leadership company in the world.

We help organizations
achieve **results** that require **collective**
behavior change.

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