Investing in Future Leaders: Program Curriculum

Program Kickoff

Kickoff activities: As a team, you will learn about the scope of this program and discuss why this is important for your organization at this time. You will log onto the learning platform as a team.

Pre-Kickoff assignments: There is no preparation required for this kick-off.

Post-Kickoff assignments: Teams should complete the brief (5-minute) onboarding module orienting them to the platform and program resources

Step 1

Reflecting on Future Leadership Needs

Team Summit activities: As a team, you will reflect on how you currently do talent development. You'll also think about how leadership in your organization will need to evolve in order to achieve your strategic goals. Finally, you'll start to think about how you'll communicate about this program with others in your organization.

Pre-Summit assignments: To prepare for the Team Summit, you'll each reflect on your organization's strengths and weaknesses regarding talent development. You'll reflect individually on your organization's strategic priorities and how talent in your organization will need to change over time.

Step 2

Identifying Core and Leadership Competencies

Team Summit activities: As a team, you will align on a set of "core" and 'leadership" competencies, which will drive your development process as an organization. As you do this, you'll want to refer back to your Milestone 1 Team Summit, where you reflected as a team on what leadership will need to look like in order to achieve your strategic goals.

Pre-Summit assignments: To prepare for the Team Summit you will learn about what competencies are, and then you'll individually nominate the competencies that you think should be on your team's starter list (these nominations will be a key input to the Team Summit).

Step 3

Identifying Development Priorities for Your Direct Reports

Team Summit activities: In this Milestone, you will identify development priorities for two direct reports. During the Summit you will share with your team members the development priorities you've identified in the Pre-Summit work for two direct reports. You will together as a team "calibrate" to make sure everyone is using the competencies in the same way.

Pre-Summit assignments: To prepare for the Team Summit, you will learn how to use your competencies to assess your direct reports (while actively mitigating against bias) and then you'll identify 2-3 development priorities for each direct report based on this assessment. If you have many direct reports, you may chose to do this for just 2 of them.

The Bridgespan Group

Step 4

Crafting Development Activities for your Direct Reports

Team Summit activities: In this Milestone, you will use the development priorities that you've identified to craft development plans for two direct report using the "70/20/10" principle. In the Team Summit, you'll share these development activities with your team members and help one another to improve your plans. You'll also identify places where your team and organization may need to invest to provide development opportunities to your staff.

Pre-Summit assignments: To prepare for the Team Summit you will learn about the 70/20/10 principle and see examples of development plans. Then, you'll craft development activities for two of your direct reports, which you'll prepare to share at the Team Summit.

Step 5

Preparing to Co-Create Development Plans with your Direct Reports

Team Summit activities: Now that you have crafted draft development plans for your direct reports, you'll start to refine these drafts in partnership with your direct reports (we call this "co-creation"). In the Team Summit, you will debrief initial conversations you each will have with your direct report before the Summit. As your team debriefs, you'll surface potential challenges that might arise in the co-creation process. You will also start to chart a path for the next months of this work, outlining key milestones and activities to which you want to hold yourselves accountable.

Pre-Summit assignments: Each team member will hold an initial "context-setting" conversation with your direct reports, to start to introduce them to this way of doing development planning. You'll also start to prepare for subsequent conversations you'll have with each report, where you'll share the draft development plans you've started to create. Each team member will also start thinking about the path forward, and this will be an important input to the Team Summit conversation.