

A CEO's Leadership Development Calendar

Save the Children CEO Carolyn Miles has created a calendar to ensure timely leadership development discussions take place with her senior reports and her board. The calendar helps the process move forward and reinforces its importance to the organization.

December: CEO meets with each member of the senior team to set five or six individual goals for the coming year. At least one of those goals must be related to leadership development. Team members know they will be evaluated on their progress against those goals.

January: CEO holds talent-review meetings with each member of the senior team. Team members assess the succession potential of each of their direct reports, identifying people who are ready to step immediately into a greater leadership role and those who will be ready after future development. Data gathered during these meetings feeds into the CEO's annual report to the board on talent and leadership development, delivered at the end of the first quarter.

February: Review of succession plan for senior team with the Board and vice president of human resources in a closed-door session.

March-May: CEO holds progress meetings with individual team members, checking on their progression against goals. Senior team members are expected to conduct similar meetings with their direct reports.

June: CEO meets with the entire senior leadership team to review and update organization's succession plan.

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