



THE CENTER FOR PROFESSIONAL DEVELOPMENT, INC.

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## Leadership Development – Point of View

Leadership development is critical to the success of any organization. The requirements evolve as the world becomes more complex and interdependent. An increasingly challenging environment requires leaders to be strategists and alchemists. Enhancing capabilities of leaders and getting better results for the organization has been CPD's expertise for over 21 years.

In a 2003 study, Hewitt Associates found a significant relationship between leadership development and a company's business results. Companies with above average financial returns have a relatively more comprehensive succession planning process and are more committed to developing future leaders than those organizations with lower financial returns. This trend is further corroborated by a Corporate Leadership Counsel 2003 study that found organizations with stronger leadership benches have approximately 10% higher total shareholder return than their counterparts.

Several macro trends influence the future environment in which a leader will operate:

- globalization
- competition
- technology and information
- expectations of boards and markets
- customer relationships and expectations
- employee relationships and expectations
- workforce demographics
- organizational restructuring

As a result of this changing landscape companies will need to re-evaluate every 3 – 5 years their leadership platform and organizational systems, procedures and processes for identifying, retaining and developing leaders. A comprehensive leadership development program needs to include:

- 1) leadership talent attraction,
- 2) leadership motivation,
- 3) leadership retention
- 4) leadership succession planning,
- 5) leadership performance management, assessment and compensation
- 6) leadership learning and development.

CPD can assist you in the areas of leadership assessment and leadership learning and development; however, results of our work demonstrate that we also impact retention and motivation and have been involved with succession planning projects.

The definition of leadership, concepts and components of leadership development vary. In attempting to define optimal leadership, we define it essentially as 'followership'. Followership requires one to inspire a passion in others thereby being self-motivated to remain loyal through the struggles of achieving a shared vision. Neither hard skills or soft skills in and of themselves is sufficient; both are required and the judgment to discern appropriate situations for application. Therefore, we take both a transformational and transactional approach to leadership development.



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CPD has 21 years of practical experience working with Fortune 100 clients in developing their managers and leaders. We supply useful tools and skills to executive and leadership development programs equipping leaders to demonstrate many of the critical capabilities identified by *The Conference Board's Developing Business Leaders for 2010* research report with particular expertise in:

- Personal Awareness and Adaptability
- Strategic Thinking
- Making Decisions
- Personal and organizational communication skills
- Influence and persuasion (internal and external to the organization)
- Managing Diversity

Our approach is based on the belief that an individual can be developed and mature as a result of knowing how to maximize his/her strengths and to identify and learn to manage significant derailers. A leadership derailer is a personal trait that, when left unaddressed poses a significant obstacle to success.

Leadership learning and development is on-going and happens through formal education, on-the-job experience and exposure. Our belief is that one needs to experience a significant emotional event in order to change and that a manager is most open to change when they are changing jobs – supervisor, functional manager, organizational leader – or are changing to a different function or geographic location.

As a result of current research the number one factor critical in identifying 'high potentials' is learning agility, knowing how to learn. Even though CPD consultant's backgrounds are varied they all share competence in Neuro-Linguistic Programming an approach to modeling performance rooted in teaching someone to learn how to learn.

CPD works closely with internal staff to identify learning session objectives and ensure they are tied to organization strategy. Some examples of program objectives are:

- Accelerate the merger-acquisition process through leadership integration
- Effect the corporate culture change required to successfully respond to market and the environment
- Drive new strategies down through the leadership pipeline to ensure understanding and facilitate execution
- Identification of 'key potentials'
- Collaboration on designing and implementing leadership learning & development programs
- Enhancing leaders effectiveness through executive coaching and team development

All of our learning processes are customized to 'fit' with the culture of the organization and their strategic direction. We can begin with front-end needs analysis utilizing Success Factor Modeling™, partnering with key leaders and teams to determine the actions, qualities and skills required to successfully lead your organization over the next ten years creating a corporate leadership model from which competencies are determined, or bench marked against, and then plan & implement development activities. The customized leadership model forms a 'leadership platform' for the organization's senior group to utilize when discussing leadership learning and development internally and externally.



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We deliver services in a variety of methods, including:

- Key Note Speeches
- Key Note Workshops
- Multi-Day Workshops
- Executive Coaching
- Front end needs analysis
- Assessments
- 360 degree feedback
- Case Studies
- Project Based Learning
- Meeting design and facilitation
- Local, national and global implementation

Clients say they work with us because we are great partners and get results. To engage in a conversation about how we can partner with you to develop leaders at all levels within your organization, please contact us.