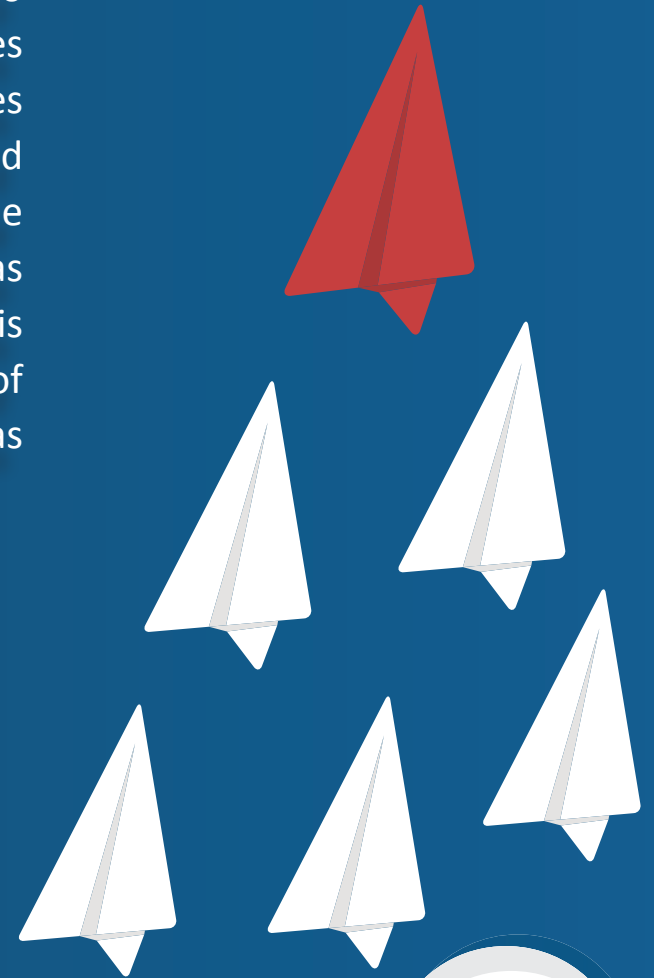


Assessing the Maturity of Your Leadership Development Program

Tool to Use



What makes a great leader has become increasingly more complex to understand and influence. Organizations spend significant resources and time trying to identify, develop and assess the competencies and skills necessary to unlock the full potential of leaders and consequently improve their performance. Organizations continue to struggle to develop leaders at all levels. This tool is designed as a self-assessment for you to benchmark where your organization is in terms of leadership development compared with the results of Brandon Hall Group's latest LD research. Just fill in your choices as instructed and add up your points and see where you stand.



This short survey will help you to assess your organization's maturity level for your leadership development program based upon research conducted in 2017 by Brandon Hall Group. Please indicate the answer or answers that that best apply for each question.

Question 1

Please indicate the extent to which your organization has a formal Leadership Development strategy.
(Choose one)

Non-existent 0	Developing 1	Complete, but still being implemented 2	Fully developed strategy in place and driving business performance 3
Highest Possible Points		3	

Points for Question 1: _____

What the Score Means

The research shows that organizations with a fully developed strategy, including how to develop leaders at all levels, do considerably better in terms of effectiveness and business results.

Question 2

Please indicate the extent to which your Leadership Development strategy is aligned with your organization's business goals. *(Choose one)*

Non-existent/ non aligned	0	Not aligned, but we are taking steps to improve.	1	Our program is aligned with most of our business goals	2	Our program is completely aligned with business goals	3
Highest Possible Points		3					

Points for Question 2: _____

Cumulative Points, Q1-2: _____

What the Score Means

Alignment between the LD strategy and the organization's business goals has been a major challenge for most organizations. LD is not done just to develop leaders, but to drive better individual leadership performance, which in turn leads to business results. So your LD program is more mature (and you get a higher score on this assessment) if your LD program is aligned with business goals.

Question 3

Please indicate the general approach of your leadership development program. *(Choose one)*

Approaches differ between business units or even departments	0	We are transforming from an event-oriented approach to continuous learning	1	Some elements of a continuous learning program are in place, delivered in a series of multi-modal experiences	2	We have fully developed continuous learning, delivered through a series of multi-modal experiences in intervals that allow for practice and application.	3
Highest Possible Points		3					

Points for Question 3: _____
Cumulative Points, Q1-3: _____

What the Score Means

LD used to be event-focused. The trend now is for continuous learning, ideally done in intervals that allow for practice and practical application before moving on to the next set of learning experiences. So a higher score goes to organizations that have developed a program of continuous learning that also allows for skills practice and application.

Question 4

Please indicate the talent segments for which you have targeted Leadership Development programs.
(Select all that apply)

High-potentials/ emerging leaders	1	SMEs seeking different or expanded responsibilities	1	Minorities	1	Women leaders seeking advancement into senior leadership or technology management roles	1
Highest Possible Points		4					

Points for Question 4: _____

Cumulative Points, Q1-4: _____

What the Score Means

A diverse group of leaders is important to meet a variety of leadership challenges and responsibilities. You have a better chance to diverse leadership if you have targeted LD programs. Obviously, there are segments not included in this question. But our research shows the groups listed here are key segments that are often underserved with development opportunities and often under-represented in leadership.

Question 5

Please select any of the following situations in which you promote at least 50% of open positions from within the organization. *(Select all that apply)*

Individual contributor to front-line leader 1	Front-line leader to mid-level manager 1	Mid-level manager to senior-leader 1	Senior leader to executive/C-Suite 1
Highest Possible Points		4					

Points for Question 5: _____
Cumulative Points, Q1-5: _____

What the Score Means

Most organizations want to grow their own leaders. That way they are trained to meet the needs of the business. And internally grown candidates are more likely to fit the leadership needs of your corporate culture. So you get more points if you have the ability to promote leaders into all leader levels.

Question 6

Please give your best approximation of the percentage of leaders you believe are **fully capable** of performing at least half of their management responsibilities over the next 12-18 months. *(Choose one)*

25% or less	1	26-50%	2	51-75%	3	76-100%	4
Highest Possible Points		4					

Points for Question 6: _____
Cumulative Points, Q1-6: _____

What the Score Means

Our research shows that many leaders do not have the ability to meet the majority of their leadership responsibilities, particularly around people development, coaching, and mentoring. So we reward more points based on your assessment of the percentage of leaders fully capable of meeting at least half of their leadership responsibilities.

Question 7

Please indicate all of the following leadership competencies that you currently have in place.
(Select all that apply)

Leading Innovation	1	Embracing Diversity in Leadership	1	Leading with Digital Technology	1	Leading Virtually	1
Leading a Customer-Centric Culture	1	Leading through Disruption	1	Computational and Cognitive Thinking	1	The Agile Leader: Perseverance and Flexibility	1
Highest Possible Points		8					

Points for Question 7: _____
Cumulative Points, Q1-7: _____

What the Score Means

We listed competencies here that many organizations don't think about in terms of leadership. But the workplace is changing quickly and these competencies are necessary to get good business results, according to our research. So the more competencies you have, the more mature your LD practice.

Question 8

Please indicate whether any of the following modalities are used consistently in your leadership development programs. (Define consistently as at least half the time for all leader levels). *(Select all that apply)*

Micro-learning	1	Learning enabled for mobile devices	1	Coaching/ Mentoring	1	Simulations/games (live or online)	1
Highest Possible Points		4					

Points for Question 8: _____

Cumulative Points, Q1-8: _____

What the Score Means

LD is a form of learning, and in today's learning it is important to meet learners where they are and give them options on how to learn. So more points go to organizations that consistently use modalities or technologies that our research shows are seen as most effective. We also give points for approaches that the research shows are likely to get increased use over the next 2 years.

Question 9

Indicate which of the following ways your organization measures effectiveness of your leadership development programs. *(Select all that apply)*

Retention of leaders	1	Pool of future leaders	1	Development of high-potential employees	1	Business objectives achieved	1
Highest Possible Points		4					

Points for Question 9: _____
Cumulative Points, Q1-9: _____

What the Score Means

Here we are trying to ascertain how you are measuring your leadership development results. The choices listed are those ranked in our research as most utilized and most effective.

Question 10

Please rate the overall effectiveness of your leadership development program.

Not at all effective	0	Somewhat effective	1	Effective	2	Exceptional/Differentiator	3
Highest Possible Points		3					

Points for Question 10: _____

Cumulative Points, Q1-10: _____

What the Score Means

Our research respondents were very honest about the level of effectiveness of their programs - how else can you explain that a majority said their programs were less than effective? So look at all aspects of your LD program and rate the overall effectiveness. Then total your results and see how you rate - Level 1, 2, 3 or 4.

GRAND TOTAL

(Enter cumulative points from above)

**OVERALL
RATING**

Level 4 - *Leading*: 34-41 points
 Level 3 - *Developing*: 25-33 points
 Level 2 - *Emerging*: 17-24 points
 Level 1 - *Lagging*: less than 17 points

Source: 2017 Brandon Hall Group Leadership Development Study, n=279

ABOUT BRANDON HALL GROUP

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With more than 10,000 clients globally and almost 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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