

SAMPLE LEADERSHIP MODEL

Organization ABC

OUR LEADERS AND MANAGERS ...

E- Encourage Growth

M- Manage Change

P- Promote Collaboration

O- Offer and Receive Feedback

W- Weave in learning

E- Empathize and Support

R- Role Model Values

S- Set Goals and Expectations

Professional Development Methods

Method	Definition	Expected Development
Job Growth & Promotion	Expanding the scope of the current job or taking an entirely new job.	Dealing with increased complexity. Adaptability.
Special Assignment/ Project	Taking responsibility for a new area on a temporary basis in the event of a sabbatical, parental leave or unfilled position.	Learn a new area of the business, use new skills , apply current skills in new area or with different staff.
Project Leadership	Types of projects might be vary in nature: start up of something new, turn around of an existing and faltering project, or leading cross organizational team to solve a problem or initiate a new endeavor.	Could structure project leadership assignment to strengthen any one (or more) of the competency areas
Coaching & Mentoring	Interacting with a successful colleague, supervisor or external coach or mentor in a designated area for growth.	Depends on area of focus.
Reading & Research	Exploration of new information through books, articles, newsletters, journals, websites, blogs, professional on-line discussion groups	Increase expertise in select areas and stay current to developments in your area by exposure to new ideas and reflection.
Training (Internal & External)	Participation in internal training opportunities and external trainings, meetings and conferences as appropriate.	Competency development through specific skill training, perspective building, team building and network development.
Outside Board or Fellowship role	Participation on outside board or fellowship program.	Broaden professional network and hone strategic planning skills. May present opportunity to improve other areas of focus (e.g. fundraising; thought leadership)

Learning at Organization ABC

Training (10%)

Internal & External Types:

- Formal training
- Learning trips
- Reading and research
- Conferences/seminars
- On-line learning

Potential Options at Organization ABC (Type varies, Natl&Local):

- Leadership & Management Training
- Competency based skills training (all staff)
As Site/Team Training or Individual
 - Internal Systems
 - Functional Training

Relationships (30%)

(Connecting with others)

Formal and informal Types:

- Coaching & mentoring
- Ongoing feedback/360° Review
- Partnership management/network meetings
- Outside board or fellowship role
 - Best Practice Sharing

Potential Formal Options (Natl&Local):

- Board Meetings (natl & local)
- Leadership Strategy Sessions
- New Site Support/as you go training
 - Mentoring
- Cross-site team participation
 - Local team meetings
 - All Staff Retreat

Experience (60%)

(Challenging assignments, hands on experience, leading to the accumulation of knowledge or skill)

Types:

- Development in role/"on-the-job"
 - Project & team leadership
 - Job growth & promotion
- Special assignments & site visits

Organization ABC People Systems:

- Performance Management
(review, PMP, etc)
- Professional Development Plan
 - Functional role orientation
 - On the job training