The **RBL** Group

+ *Leadership* Development

Leadership Development

"The ultimate test of a firm's leadership strength comes from its overall capacity to produce leadership that delivers stakeholder confidence in future results."

Norm Smallwood
Co-Founder, The RBL Group

Transferring Capability. Accelerating results

Building *effective leaders*

Effective leaders are made up of two parts. The first is a universal set of skills that applies to all leaders in any organization. The second part, the differentiators, are attributes that are unique to your organization.
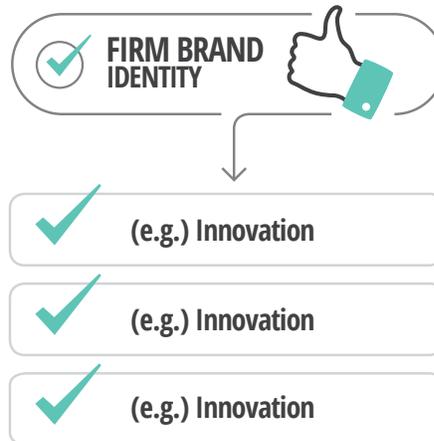
The Leadership Code

The Leadership Code are the essentials that all leaders must know and do to be effective. Our research shows that 60-70% of effectiveness is the same for all leaders. These are the five domains of the leadership code:

✓ **Strategist**

✓ **Executor**

✓ **Talent Manager**

✓ **Human Capital Developer**

✓ **Personal Proficiency**

The Differentiators

These are the attributes that make your leaders unique to your company. Your firm brand identity (in the eyes of your best customers) must be made real to customers and employees through leader behaviors.

✓ **FIRM BRAND IDENTITY**

✓ **(e.g.) Innovation**

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The Leadership Code is a research-based synthesis of the critical knowledge, skills, and attributes essential for effective leadership. It goes beyond providing endless lists of individual competencies possessed by the world's most successful leaders by providing a unifying, contextual framework that translates the complex to the simple, the mundane to the meaningful, and the abstract to the actionable.

The **RBL** Group

Leadership Academy

RBL's Leadership Academy is an intensive development program designed to help your leaders build the competencies needed to deliver the results that matter to your stakeholders and strengthen leadership as an organizational capability through an integrated process of assessment, coaching, training, on-the-job experience, and measurement.

Create a results-based culture.

Learn more: rbl.net/go/leadership-academy

Academy Components:

Design

We'll work with you to adapt the content and structure of any or all or our HRSP learning modules and build them into a custom program that will help you meet your organization's development goals.

Assessment

Our Leadership Code 360 and MENTOR® Leadership Battery assessments help participants evaluate their strengths and areas for opportunity in their current performance relative to current and future job requirements and identify development priorities.

Coaching

Based on the results of the assessments, participants work with coaches throughout the development program to create and revise an Individual Development Plan that identifies experiential learning opportunities and provides a blueprint for meeting their goals.

Learning

The training curriculum of the academy is custom-built from the Leadership Code workshops, which are taught using a variety of interactive and engaging approaches and require participants to apply the material to specific and relevant business issues.

Experience

Participants implement lessons learned in the classroom by working in groups on projects sponsored by their leaders that address current business issues and deliver tangible impact. Participants will receive ongoing support and direction from coaches.

Measurement

At the end of the program, participants will take a follow-up 360 assessment to help articulate progress made and the impact of the program on their work in HR. This process encourages individual accountability for development plans.

Sample Academy Timeline

	February		May		August		November	

Sample Academy Timeline chart with rows: Design, Assessment, Coaching, Learning, Experience across months February, May, August, November.

Leadership Code Workshops

Our development modules are built on the five domains of the Leadership Code.

These workshops are taught using a variety of interactive and engaging approaches appropriate for the level of the audience, including video cases, business simulations, mini-lectures, client cases, and group exercises. Each of our workshops requires that participants apply what they are learning to help them better deliver expected results.

Learn more: rbl.net/go/lc-workshops

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Human Capital Developer

Build the Next Generation

1

Strategist

Shape the Future

5

Personal Proficiency

Invest in Yourself

3

Talent Manager

Engage Today's Talent

2

Executor

Make Things Happen

Strategist

In the Strategist workshop, emerging leaders will learn how to better manage stakeholder expectations to deliver strategy. Participants will learn how to focus on customers, build customer connections, communicate firm brand to customers through actions, and create strategic traction by developing organizational capabilities and telling compelling strategic stories.

Objectives
- Identify the various stakeholders they are responsible to and how to better meet their expectations.
- Explore what's important to customers and how to get more involvement from the best customers.
- Learn how to develop organizational capabilities that lead to results.
- Use strategic stories to improve strategic traction.

Executor

In the Executor workshop, emerging leaders will learn the fundamentals of execution: technical proficiency, team building, decision-making, accountability, and change management. These topics will be explored through hands-on exercises, video vignettes, discussion, and a personal challenge that participants will identify and solve throughout the workshop.

Objectives
- Identify the technical and social skills needed to execute well.
- Set clear and purposeful roles for team members and understand the elements of high-performing teams.
- Identify the elements of a successful decision protocol.
- Learn the elements of accountability and how to establish them.
- Master the elements of successful organizational change initiatives to create faster, broader acceptance of the changes they're implementing.

Talent Manager

In the Talent Manager workshop, emerging leaders will learn how to better manage talent by focusing on competence, commitment, and relevance to achieve peak performance. Participants will also learn how to coach reports around difficult issues, communicate with reports in a way that engages discretionary effort and breaks through noise, and tell tactical and strategic stories to help reports understand impact.

Objectives
- Identify the leader's role and how to achieve peak performance from talent.
- Explore the relationship between noise and signs in communication.
- Use tactical and strategic stories to increase alignment around a shared direction.
- Learn to build competence in their team through coaching.
- Cope with talent demands by resourcing through using the six Bs.
- Learn how to increase commitment through positive disciplines and understanding employees' VOI^{2}C^{2}E.

Human Capital Developer

In the Human Capital Developer workshop, emerging leaders will learn how to develop the next generation of talent within the organization to better execute on strategy. Participants will learn how to hold career conversations with reports that focus on transitioning between career levels, and plan for succession within their teams so that individual needs and business needs are taken into consideration.

Objectives
- Learn to map the workforce by identifying direction of growth, critical work, and talent trends that impact human capital.
- Link firm and employee brands to provide an employee value proposition that serves their employees.
- Learn the various career transitions people move through and how to work with them.
- Understand how to hold career conversations.
- Identify the impact of building strong networks and relationships and how to build them in the work place.
- Find next-generation talent and plan for succession so that important roles are filled when they need to be.

Personal Proficiency

In the Personal Proficiency workshop, emerging leaders will learn how to better manage demands by building resources in five domains: physical, intellectual, emotional, social, and spiritual. Participants will also identify their career orientation and take the first steps in developing a personal leader brand.

Objectives
- Turn a leadership point-of-view into a personal Leader Brand to develop throughout the workshop.
- Learn how to improve in the five resource components: physical, intellectual, emotional, social, and ethical.
- Identify the elements of a successful change plan and create a plan to manage resources.
- Identify a personal career orientation to help implement personal Leader Brand and change plan.
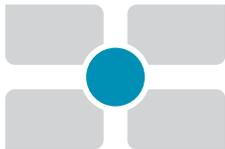
The Differentiators

In addition to the Leadership Code workshops, we can build custom workshops based on your organization's leadership differentiators. Depending on development needs, these workshops can cover innovation, corporate social responsibility, collaboration, efficiency, or any other topic.

Together with the Leadership Code workshops, these workshops will ensure that your leaders are building both the core competencies needed to succeed in their roles and the differentiating competencies needed to deliver on promises made to your organization's stakeholders.

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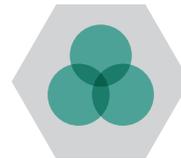
Leadership Code 360 Feedback Workshop
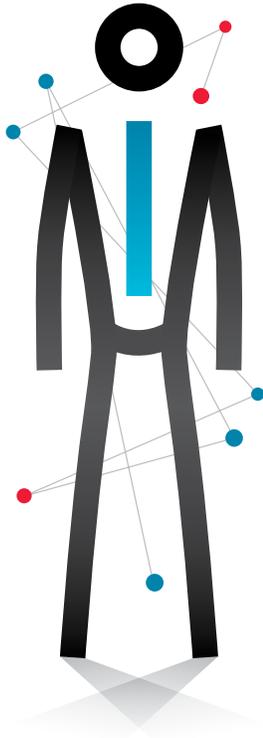
What are my strengths that strengthen others and my weaknesses that matter?

The 360 Feedback workshop helps participants take the results of their 360 assessment to meaningful action. It focuses on helping participants understand the full requirements of leadership (the Leadership Code, plus the unique differentiating competencies), more clearly understand their leadership strengths and weaknesses, and craft a development plan that will improve their effectiveness in delivering the required results.

Objectives:

1 *Preview the leadership academy experience and objectives.*

2 *Understand the competencies and behaviors required for effective leadership.*

3 *Assess strengths and weaknesses in each of the Leadership Code competencies.*

4 *Identify the competencies most relevant for their current position and future goals.*

5 *Create a structured change action plan to improve the leadership behaviors*

Learn more: rbl.net/go/lc-feedback-workshop

Access for each. Results for all.

Case Studies ❯

Building a Stronger Leadership Pipeline

A large national bank knew that they needed to do something about leadership. Investors weren't very confident in the bank's ability to have leaders ready for future needs. RBL met with the CEO and helped clarify their strategy and its talent implications. Over the course of two years, RBL ran Leadership Code workshops and 360 assessments for over 300 leaders. The bank was very happy with the results and has delivered this content to a much larger pool (1000+ leaders). They worked with us to develop a custom competency model with unique differentiators. Of those who have been through our programs, 70% either increased their scores or stayed the same in what was now a more competitive environment. Scores on every domain improved—with competencies improving by 40-80%.

Upgrading Leadership Capability

A telecommunications company was looking to upgrade the quality of its leadership in order to better meet customer needs, increase and sustain employee productivity, and support its continued growth. RBL helped the company design and deliver a yearlong Leadership Academy that focused on building competency in the fundamentals of effective leadership (the Leadership Code) and the company's Leadership Brand differentiators. As a result of the program, 86% of participants achieved higher levels of competency in their selected development areas and the group as a whole improved their average score in every leadership domain. Participating in the program enabled leaders across the organization to broaden their network and build a cohesive language for leadership.

Creating a Development Framework

A hospital system was looking to develop a standard leadership framework that would provide direction for future leadership development initiatives. They enlisted RBL's help in creating a leadership competency model, deciding what kind of development to do based on this model, and determining how to make these development initiatives work throughout the organization. RBL helped them create a standard competency model that included readily available tools and content that was customized to the organization's culture and unique needs. To develop their leaders in these competencies, RBL taught workshops on each of the Leadership Code domains and worked with the organization to develop additional training modules for the organization's differentiating competencies.

More case studies: rbl.net/go/stories
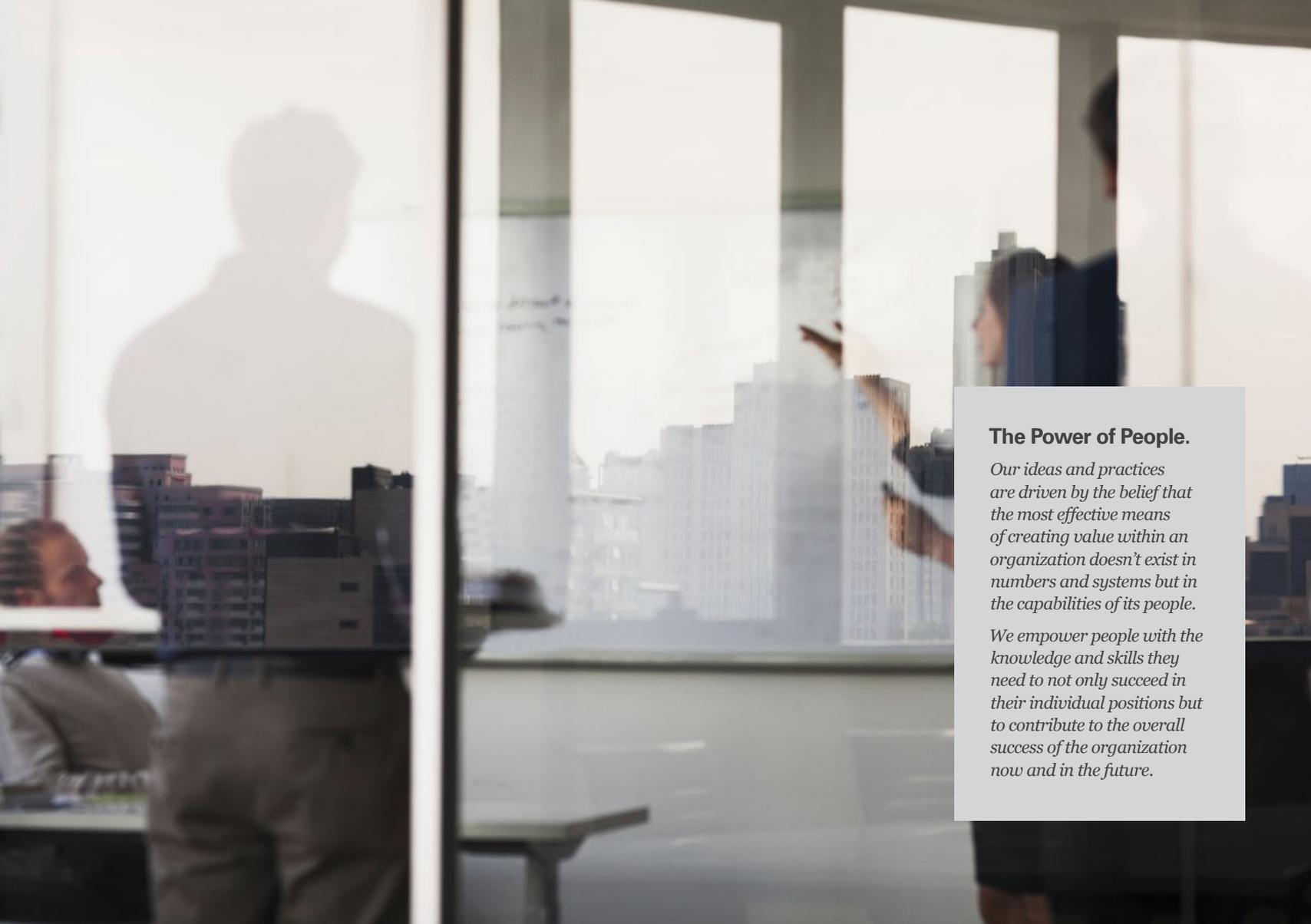
The Power of People.

Our ideas and practices are driven by the belief that the most effective means of creating value within an organization doesn't exist in numbers and systems but in the capabilities of its people.

We empower people with the knowledge and skills they need to not only succeed in their individual positions but to contribute to the overall success of the organization now and in the future.

Leadership Development **+**

The **RBL** Group

To inquire about our Leadership
Development offerings:

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