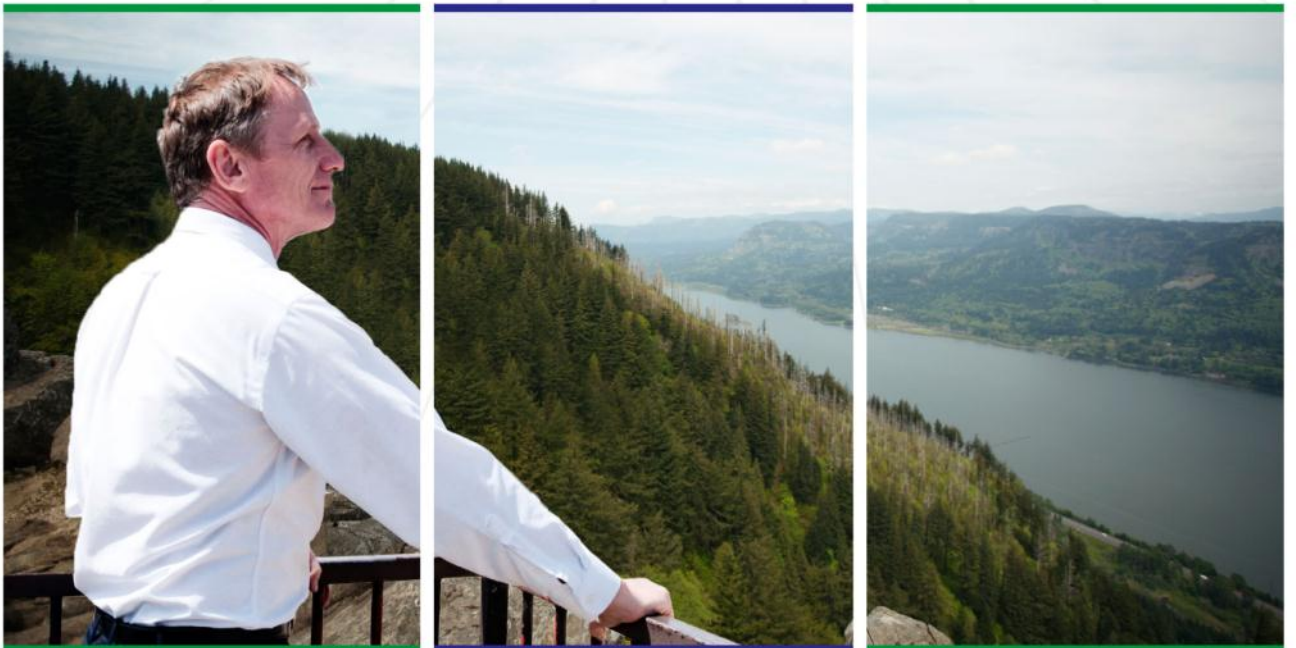




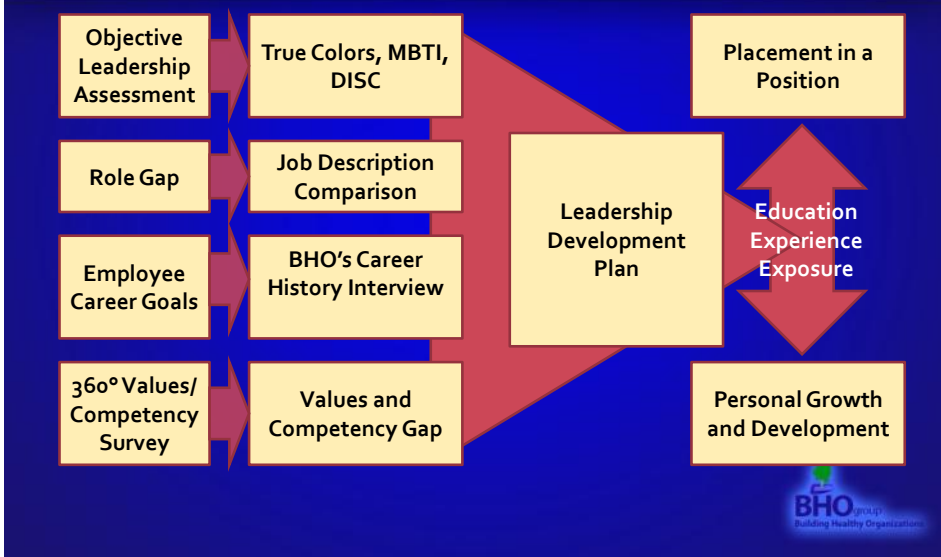
**BHO**group  
Building Healthy Organizations

# PLAN

LEADERSHIP DEVELOPMENT



# Leadership Development Framework



The BHO Group is as excited about the *process* of learning and self-discovery as we are about the *outcome* of a leadership development process.

Organizations live in a paradox related to the growth of leaders. On the one hand, they need to make objective judgments about whether or not a staff member meets the requirements of a new role, or whether he or she even has the capacity to perform in the new role. On the other hand, they need to provide visible support and encouragement for those who indicate a desire to grow. The paradox needs to be managed effectively. The natural temptation when making an assessment or judgment is to take a defensive posture, which tends to make giving support difficult. If the organization does not believe that a person is capable of growing into a new role, why invest time, effort, and money in helping them make the attempt?

BHO believes that it's important and valuable to support any employee in his or her attempt to grow, provided that there are goals and guidelines in place that keep the time, effort, and money focused on meeting clear, objective

goals, as defined by our "Triple-E" development plan.

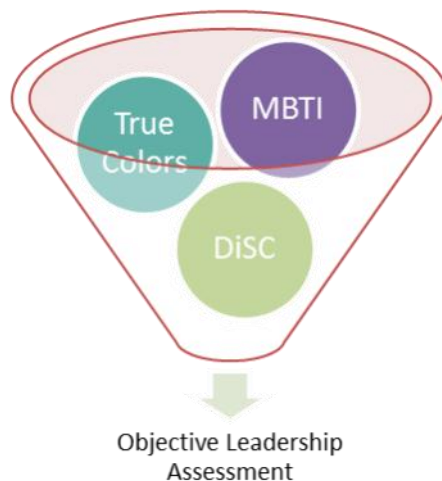
There are four primary inputs to the BHO Leadership Development Process, that help to increase a person's capacity for leadership:

## Objective Leadership Assessment:

BHO uses a number of objective measurement tools to develop a clear picture of a leader's preferences in terms of gathering and processing information, dealing with conflict, and communication styles.

## Myers Briggs Type Indicator (MBTI):

MBTI helps leaders understand how



they absorb and process information, and how they turn that information into decisions. By understanding how personal preferences for gathering information are different from those of colleagues, leaders learn to value the input they receive from others, and learn to put that input into proper perspective.

## True Colors:

True Colors helps leaders understand why they prefer certain environments and groups over others, and how their own strengths help to shape their approach to leadership. By understanding their own motivations, and the things that motivate others, leaders become more aware of their need to communicate differently at different times and with different individuals.

## DiSC:

DiSC focuses on helping leaders understand how their own personal responses to stress and communication pressures affect their leadership style. DiSC helps point out potential leadership "blind spots" that limit the effectiveness of otherwise capable leaders.

## Other Tools:

BHO has used other tools in the development of objective leadership assessments, such as Profile XT™, KOLBE™, and Progressive Index (PI)™. We are able to incorporate tools that your organization is already committed to using.

## Role Gap:

By comparing the objective requirements of the present role to a similar set of objective requirements for the desired new role, a "gap analysis" (a job description comparison) can be developed. Each leader can be assessed by their present supervisor, based on how well their present experience demonstrates that they are ready to take on the challenges of a new role.

## Career Goals:

BHO is convinced that the single largest factor in the success or failure of a leadership development plan, is the leaders' personal motivation. Leaders who are coerced to move toward a new role or increased responsibility are not as successful in their development as those who personally initiate the process. By conducting an in-depth interview to determine the leader's history, career path, and future aspirations, BHO ensures that leaders who step into a formal development plan are personally convinced that doing so is the right choice for them. At the same time, supervisors, managers, and other leaders need to be in agreement that the process is well planned and well supported.

## 360° Values & Competency Survey:

Many 360° Surveys look at leadership competency, and help to gather information on how well a leader is doing in terms of various business skills. BHO has developed a unique 360° Survey tool that uses our proprietary V.A.L.U.E. System to identify how well a leader is functioning *relationally* and *culturally*, in addition to competencies. The report we produce tells a leader, not only where he or she needs to grow in terms of business and decision-making ability, but where they have opportunity to grow in their treatment of others.

## Leadership Development Plan:

Leadership development plans set out a pathway that help guide leaders through the process of growth—learning new skills, and developing their leadership capacity.

The BHO Leadership Development Plan is based around our "Triple-E" plan: Education, Experience, and Exposure.

## Education:

When leaders lack the basic skills needed to function in a new role, education may

well be the solution. We can help build plans for education in Universities, Business Schools, Management Schools, seminars, and workshops, that will help provide missing skills.

## Experience:

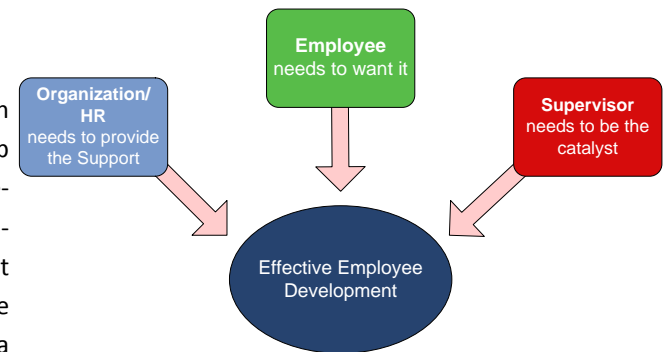
While education is often necessary in a leadership development plan, experience is an equally critical component. Without having attempted some of the skills required by a new role, it may be impossible for up-and-coming leaders to know whether or not they are capable, and whether or not they will actually enjoy the responsibilities of a new role. Some of these new responsibilities are best tested in a limited "observation window" with a good "safety net" in place.

## Exposure:

Some of the responsibilities of a new role will be completely unfamiliar to the aspiring leader. In these cases, simply observing an existing leader in the unfamiliar environment may be necessary, before the employee can be fully aware of what is required at the new level.

It's often impossible for organizations to

*guarantee* that following a leadership development process will result in an employee being promoted or moved to a new role. However, the benefits of in-



vesting in the personal growth and development of leaders is clear. As part of an overall focus on building a healthy organization.

For information on building a Leadership Development Program in your organization, contact The BHO Group.

[www.bhogroup.com](http://www.bhogroup.com)

[info@bhogroup.com](mailto:info@bhogroup.com)

**BUILDING HEALTHY ORGANIZATIONS**  
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# 360° REVIEW

360° Surveys are used in leadership development programs, to provide an objective look at the way a leader is perceived by his or her peers, subordinates, and supervisors. If desired, the survey can include responses from others outside the organization. For the Supervisor and Management level surveys, surveys are delivered by email, and responses only require access to the internet. Up to ten responses are permitted, from anyone, anywhere in the world. The Executive level survey uses an interview-based format and responses are limited to six persons. Budget and schedule often determine where interviews take place, and whose responses are collected.

	Supervisor	Management	Executive
360° Online Survey	✓	✓	
360° Interview Survey			✓
360° Report	✓	✓	✓
360° Analysis by BHO Coach		✓	✓
Leadership Development Plan (just the template included in the report)	✓	✓	✓
Leadership Development Coaching			✓
Leadership Development Follow-up		✓	ü
Learning Recommendations		✓	✓
* Travel & Accommodations for Complete Survey billed at cost	<b>\$350</b>	<b>\$750</b>	<b>\$2500*</b>

### Supervisory-Level Report:

- ◆ Participant selects respondents and provides a list of email addresses to BHO.
- ◆ BHO emails introduction letter.
- ◆ BHO sets up the online survey and emails links and survey response instructions.
- ◆ Respondents provide their input
- ◆ Information is downloaded from the online survey into the BHO 360° Feedback Report.
- ◆ Report (PDF file) is sent by email to the participant.

### Management-Level Report:

- ◆ Before sending the PDF report, a BHO Analyst and Coach reviews the report, and provides input on possible trends, weaknesses, strengths, and potential growth areas for the Leadership Development Plan.
- ◆ A BHO Coach will make quarterly phone calls to the participant to follow up on progress towards the goals the participant has defined in his or her Leadership Development Plan for one year. (This is primarily an accountability call, not a detailed coaching conversation.)

### Executive-Level Report:

- ◆ Surveys are not sent by email—a BHO Coach will contact each respondent to set up a time to complete the survey in person. During the interview, the coach will collect valuable feedback and input which goes beyond the comments the respondent would normally include in the online survey.
- ◆ The BHO Coach will conduct an in-depth interview with the participant.
- ◆ The BHO Coach will set up a debriefing interview with the participant, and review the results and feedback in detail.
- ◆ The BHO Coach will work with the participant to develop a Leadership Development Plan that targets the areas of growth that are likely to create the highest return on the investment of time and effort.
- ◆ The BHO Coach will make monthly phone calls to the participant for one year, to follow up on the plan, and the progress that the participant is making, and to offer additional coaching as required. (Up to 30 minutes coaching during each phone call is included in the Executive level.)

### Which report is best for you?

The Supervisor level report provides simple feedback for a supervisor, allowing them to poll their coworkers, and develop an objective picture of how they are perceived as leaders. We recommend this report when the client simply needs a cost-effective way of gathering objective feedback for their staff.

The Management level report adds the perspective of a coach—helping leaders to use the data to make positive changes, and making it difficult to simply ignore or dismiss results of the survey. We recommend this report when the client is focused on helping staff to develop as leaders.

The Executive level report moves the process from a simple data-gathering exercise to a comprehensive Leadership Development program. By conducting one-on-one interviews, and providing one-on-one coaching, details about a participant’s history, career expectations, challenges, and aptitude are integrated with the feedback. We recommend this report when the client is helping up-and-coming leaders to focus on making the shift from managerial to executive responsibilities, or when attempting to address issues related to behavior, character, or performance.

