

Organizational Assessment on Leadership Readiness

HR Toolkit

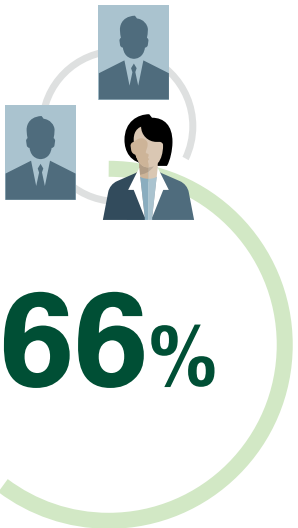


Introduction

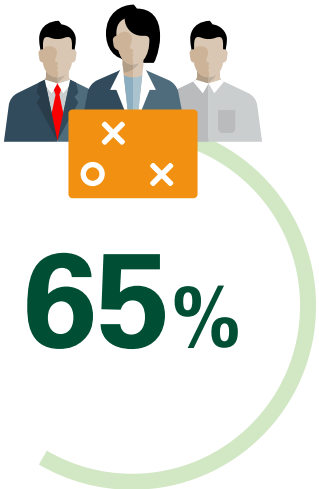
Having ready and willing leaders capable of fulfilling the organization’s business goals is a competitive advantage and critical for ongoing business success.

However, Brandon Hall Group research shows that two of every five organizations believe their leaders lack the competencies and emotional intelligence to successfully manage their business goals over just the next 12 to 18 months.

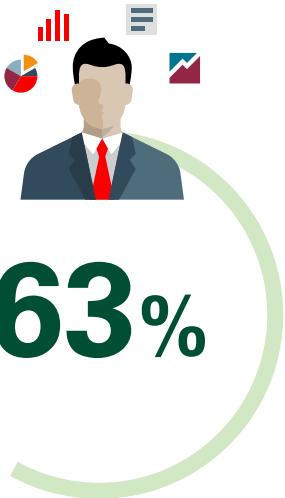
When asked why, a majority of organizations* cited four reasons:



Inadequate succession management



Top leadership is insufficiently active in developing leaders



Leadership-development programs fail to sufficiently focus on foundational leadership skills, including emotional intelligence



The process for selecting and developing high-potentials is ineffective

Brandon Hall Group, through its quantitative and qualitative research, and experience working with hundreds of organizations, identified the processes and practices needed to have a diverse group of ready leaders at all levels who can drive your organization forward now, in the near future and long-term.

To assist you in prioritizing how to move to higher levels of leader readiness, we developed this short assessment.

We focus on:

- High-potential identification
- Ongoing leadership-development practices
- Succession planning and management

Take a few minutes to answer the 35 questions, tally your score and discover where your organization sits in terms of leadership readiness. We believe these elements must be present to have leaders ready to lead in the present VUCA (volatility, uncertainty, complexity, and ambiguity) environment, so this assessment also serves as a checklist of leading practices to improve leader readiness.

Source: 2018 Brandon Hall Group Leadership Development Study (n=361); responses cited are from organizations that do not believe their leaders can successfully manage business goals in the next 12 to 18 months.

Section 1 Identification of High-Potentials

Question	Yes (2 pts)	In process of implementing (1 pt)	No (0 pt)	Enter points
Is identification as a high-potential based on more than job performance in current and/or prior roles?				
Is identification as a high-potential based on more than a manager's recommendation?				
Does the organization take steps to account for unconscious bias and work to ensure there is a diverse group of high-potential candidates?				
Are high-potential candidates identified by a defined set of the organization's leadership needs?				
Has your organization established a consistent set of leadership skills for every leader, regardless of level?				
Are candidates for high-potential identification given assessments for behaviors and/or potential before selection?				
Is emotional intelligence among the attributes for which high-potential candidates are assessed before selection?				
Before identifying a high-potential, does your organization take steps to ensure the candidate's personal and professional goals are aligned with business objectives and direction?				
Has your organization identified critical leader roles prioritized for accelerated high-potential development?				
Do you utilize 360-degree assessments to evaluate leadership skills and potential before formally selecting the individual as a high-potential?				

Points total for Section 1: /20

Section 2 **Development Practices**

Question	Yes (2 pts)	In process of implementing (1 pt)	No (0 pt)	Enter points
Are foundational skills and/or emotional-intelligence training part of your organization's leadership-development program?				
Does your organization's leadership program include development at all levels of the organization?				
Are your development programs inclusive, and do they represent the composition of your workforce and customers?				
Is your executive-leadership team actively involved in sponsoring, developing, and participating in leadership programs at all levels of the organization?				
Are learning objectives for your leaders aligned with business objectives and priorities?				
Does your organization leverage technology to provide leaders with choices to suit their learning styles?				
Does your organization believe in spaced learning with time for skills reinforcement and practice, ideally in a simulated and/or safe environment where leaders can fail and learn?				
Does your leadership program include microlearning?				
Does your leadership program include on-the-job training and stretch assignments as appropriate?				
Is your leadership learning mobile-enabled to enable anytime-anywhere learning?				
Is coaching and mentoring an active part of your leadership program?				

Points total for Section 2: /22

Section 3

Succession Practices

Question	Yes (2 pts)	In process of implementing (1 pt)	No (0 pt)	Enter points
Does your executive leadership team prioritize promoting from within for at least half of critical roles at all leadership levels?				
Does your organization have a process for identifying critical talent segments and key job roles at all levels of the organization?				
Is succession management a continuous process, not defined by activities with specific starts and stops?				
Does your organization leverage succession-management technology, either in a suite or point solution, to link your LD practices to high-potential identification and succession planning?				
Is the succession process implemented consistently throughout all levels of the organization, not just at senior and midlevels?				
Is your organization transparent about communicating inclusion criteria and who's in and out of the succession pool?				
Is your succession pool inclusive, and does it represent the composition of your workforce and customers?				
Are succession candidates informed that inclusion in the succession pool is a continuously earned privilege, not a promotion entitlement?				

Points subtotal for Section 3:

Please see next page for more questions

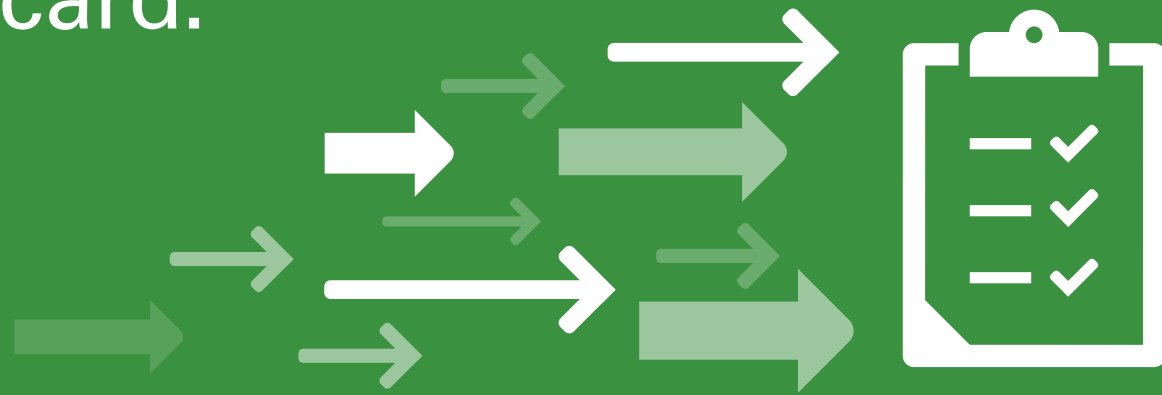
Section 3 Succession Practices (Continued)

Question	Yes (2 pts)	In process of implementing (1 pt)	No (0 pt)	Enter points
Does each succession candidate, at all levels of the organization, have targeted development and mobility plans?				
Does your organization have a robust, active talent-review process in which succession candidates' performance and potential are updated on a regular basis (at least twice a year)?				
Does succession-candidate evaluation go beyond current job performance?				
Does your organization evaluate candidates' readiness for lateral roles aligned with their skills and interests as well as next-level roles?				
Are succession candidates evaluated for potential based on a range of criteria, including 360-degree assessments and behavioral and potential assessments?				
Does your organization's succession program include active support as candidates assume their next roles?				

Points total for Section 3 (combining scores from both pages): /28

Scorecard:

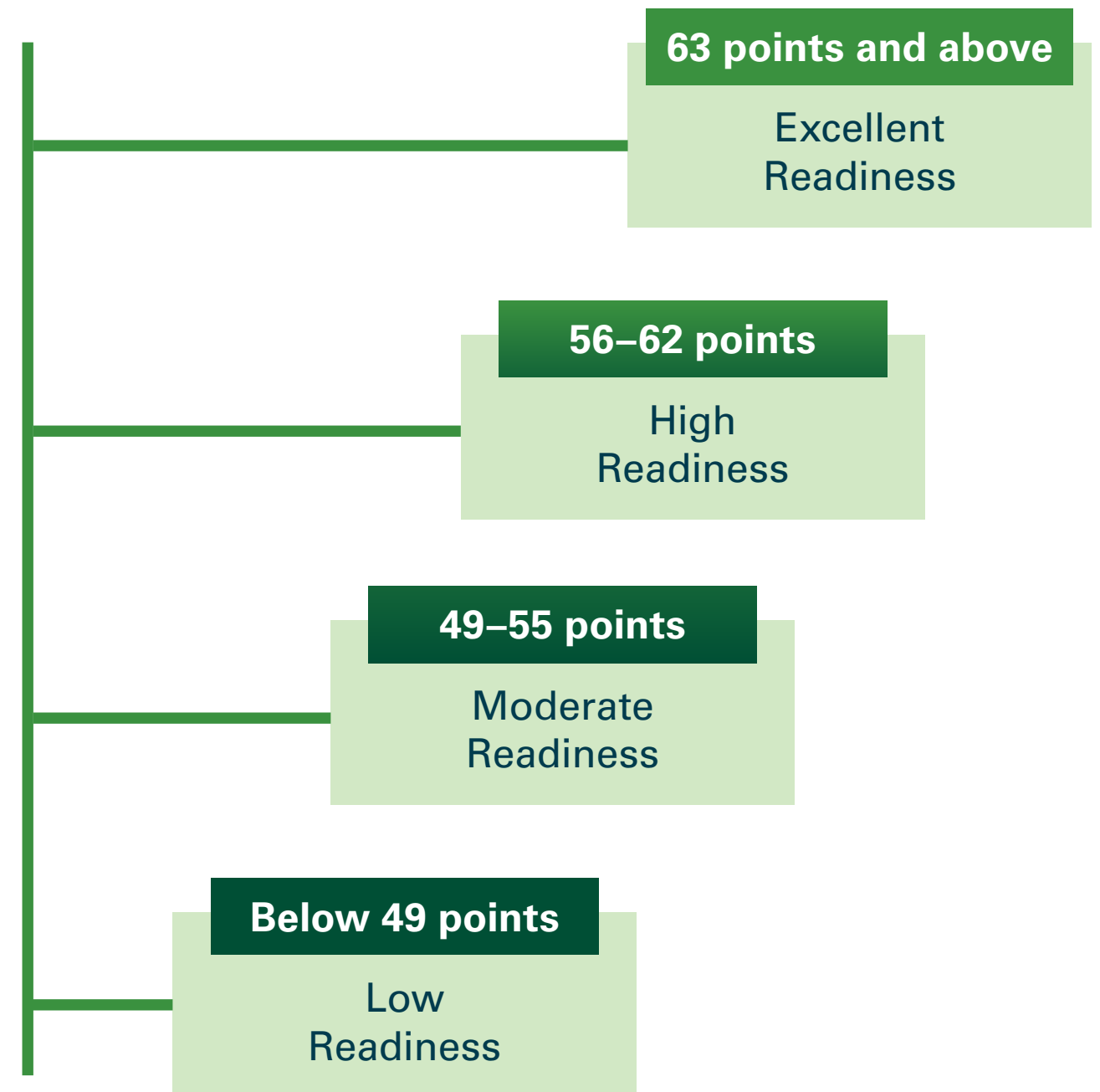
70 POINTS



Points

Section 1	Identification of High-Potentials	
Section 2	Development Practices	
Section 3	Succession Practices	
Total points out of 70:		

Organizational Leadership Readiness Scale





About Brandon Hall Group

Brandon Hall Group is a human capital management (HCM) research and advisory services firm that provides insights around key performance areas, including learning and development, talent management, leadership development, talent acquisition, and HR/workforce management.

With more than 10,000 clients globally and 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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