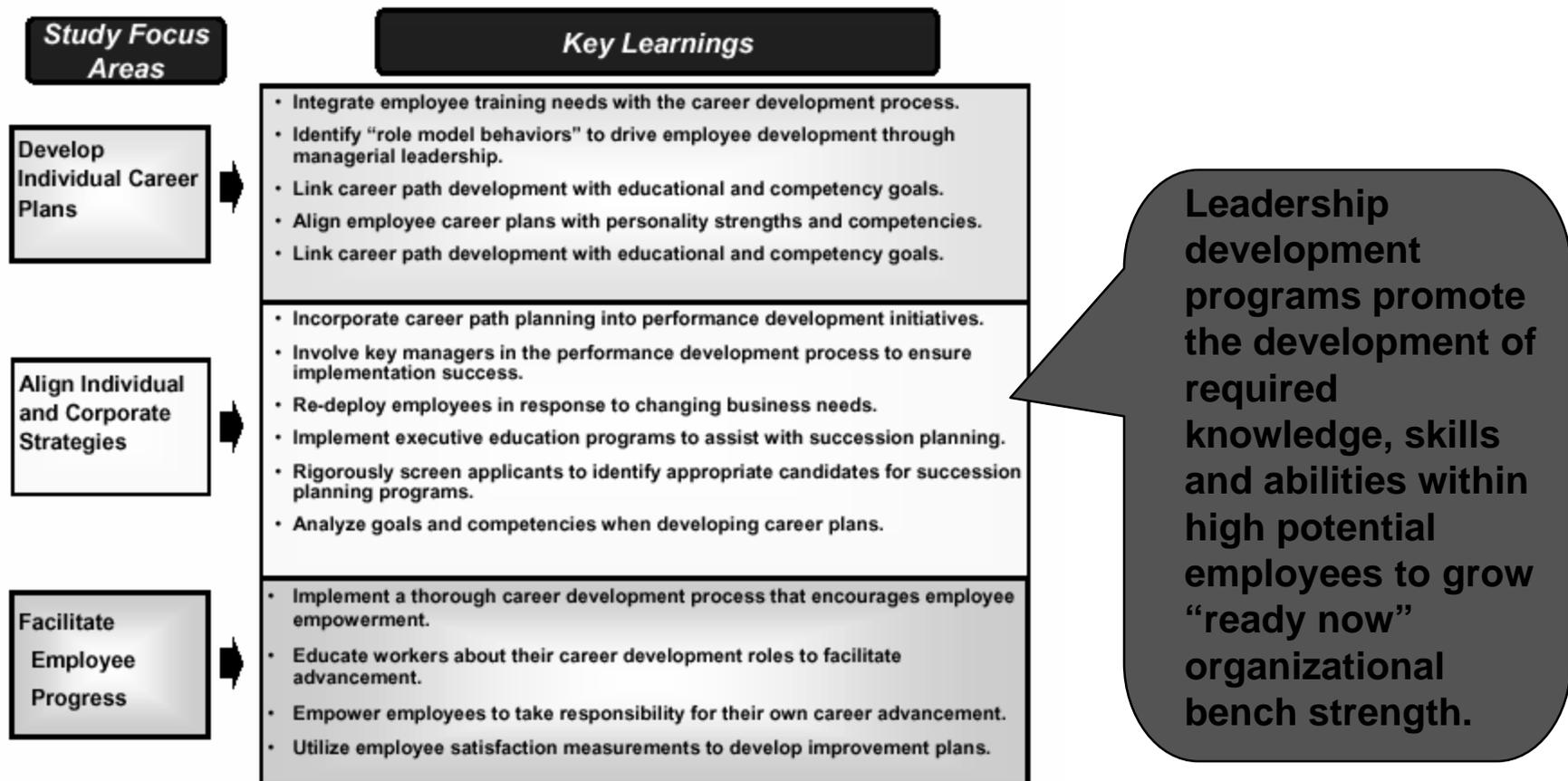


Best practice research indicates that alignment of individual and corporate strategies through identification of appropriate candidates for succession planning programs is a critical aspect of both individual career development and overall organizational success.



Source: Best Practices in Employee Performance Management and Development, Best Practices LLC. Best Practices, LLC undertook this multi-industry study on behalf of a large, world-class pharmaceutical client. This project examines the best practices of employee performance management from over 70 companies in 31 industries.

Benchmarking and best practice research* indicate that the following criteria are success factors for leadership development programs.

Align With Strategy

- Leadership development is closely aligned with and used to support corporate strategy
- By aligning leadership development initiatives with business drivers, new leaders are able to meet new business challenges and global market opportunities effectively

Design Around Competencies

- Most of the best-practice organizations have identified leadership competencies or defined the characteristics and qualities of successful leaders in their organization
- The competencies should be consistent throughout an organization regardless of job position, business unit, or geographic location

Develop Leaders From Within

- Organizations develop their own leaders rather than recruit them from other companies
- They develop their leaders internally because of powerful and distinct cultures, which are critical to continued success

***Leadership: Lessons from the Best.** Robert M. Fulmer and Stacey Wagner, American Society for Training and Development 1998. The purpose of this study was to identify and examine innovations and key trends in the area of leadership development and to gain insight about the processes involved.

Incorporate Experiential Learning

- Leadership development does more than provide leaders with knowledge and information; programs equip leaders with the necessary skills, qualities, and techniques to apply their knowledge in ambiguous situations
- Programs using real-time business issues as the basis for learning and development deliver a learning experience tailored to the organization's and learners' development

Link To Succession Planning

- Leadership development becomes important in maintaining a steady flow of information throughout the organization to ensure that its top talent is tracked and continues to grow
- Organizations are starting to formalize the links between assessment, development, feedback, coaching, and succession planning into one aligned, integrated system

Ensure Executive Sponsorship

- Top-level support is key to developing leaders and sustaining the development process
- The success of leadership development creates continued high-level support

Assess, Assess, Assess

- Best-practice organizations always assess the impact of their leadership development process
- Program assessment is seen as a way to generate buy-in and focus on the correct objectives

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