

**Good leadership development is easy.
Great is not.**

The rule of thirds and the nine elements of high-impact leadership development

Priestman Associates | Leadership development

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It's actually not that difficult to create a leadership development strategy and portfolio that have an impact; all you need is a little time and money, and perhaps some cocktails.

Great leadership development- the sort that gives you a competitive advantage and delivers measurable results - is much harder. It has to be otherwise everyone would do it, and it is absolutely worth the effort. There's not a single competitive advantage any organisation has that doesn't ultimately stem from decisions or actions taken by its people. And the biggest influence on the behaviour of those people is – of course – the quality of leadership they are exposed to.

Where to begin? Understanding the rule of thirds is a good first step towards knowing why time, money and cocktails are a good start – but won't be enough.



Cocktails and introspection

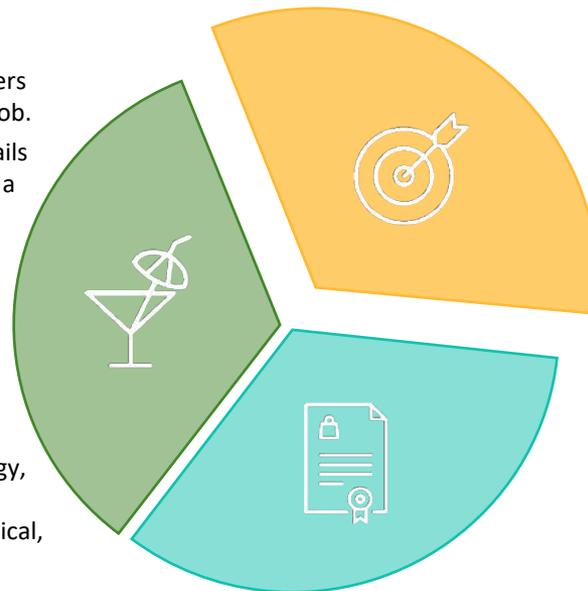
A significant benefit comes simply from giving leaders time to think about something other than the day job. Lock them in a hotel with nothing more than cocktails and their peers, tell them to think about how to be a better leader and they'll come up with some good insights.



Leadership development 101

What does “good leadership” look like for your organisation? All leaders need to be good at strategy, communication, and decision making. Empathy, resilience, and skills such as design thinking are topical, as is a digital mindset.

Regardless of your context or culture, pick any vendor that has some generic content covering these topics and your leaders will be better for it.



Nine ways to make it great

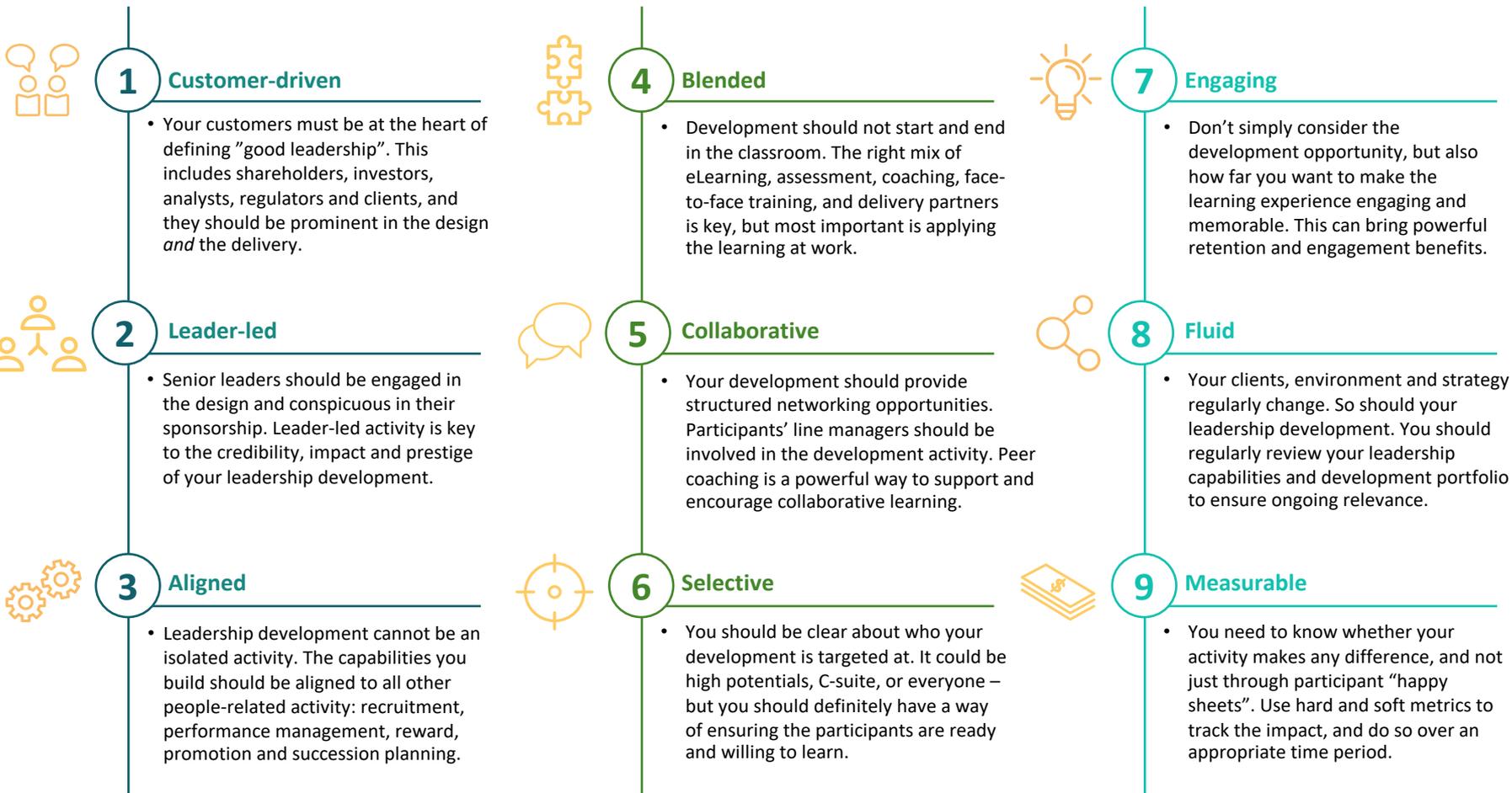
Cocktails and generic content will help, but genuinely high-impact leadership development contains nine crucial elements. It is:

- **Customer-driven**
- **Leader-led**
- **Aligned**
- **Blended**
- **Collaborative**
- **Selective**
- **Engaging**
- **Fluid**
- **Measurable**

Look overleaf for more information on what this means in practice, how to understand where you're currently at, and what to do about it.

Nine elements of high impact leadership development

There are nine key features of high impact leadership development to be considered in all design and delivery activity. Start by engaging your customer and finish with sensible metrics, and you will build something great.

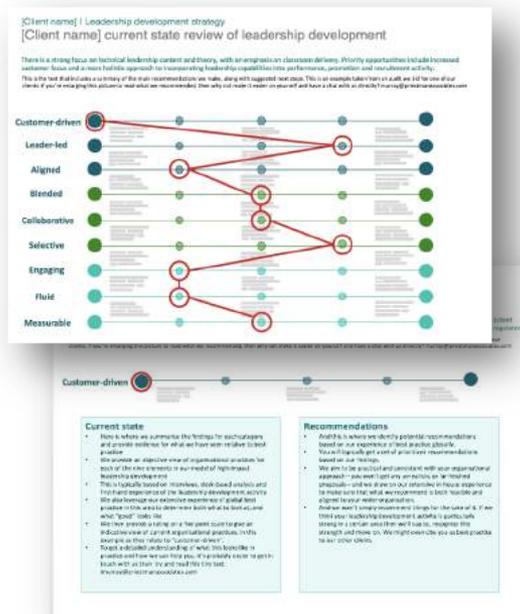


We work with clients to help build world-class leadership capability that has an organisational impact. This includes current state audits, leadership strategy, and the design and delivery of leadership development initiatives.

We have deep experience both in-house and as partners and consultants to organisations on leadership development strategy and delivery. There are typically four things that we work with clients on.

1 Current state review

This is an audit of current state against the nine elements model. Consisting of interviews, desk-based review and comparison against leading practice globally, clients receive a summary of current state along with recommended priority action areas. Usually a short piece of work and a great platform to build on (see images, right).



2 Leadership strategy

We help clients develop a holistic leadership development strategy. This typically includes defining or updating leadership capabilities, how to build capability and the implications for all people processes and activity.

Our approach typically includes workshops, interviews and engagement with business and external stakeholders, and the output is a leadership strategy aligned to organisational need.

3 Program and activity design

We have deep experience of designing leadership development programs, from short sessions to multi-day residential programs. This includes in-house experience and partnering with specialist vendors (e.g. eLearning). We have an extensive global network of associates that we leverage to ensure world-class quality of design expertise and up-to-date thinking.

4 Delivery and facilitation

We bring qualified executive coaches, highly experienced facilitators and a wealth of delivery experience. This comes from working with public and private sector clients around the world, and includes co-delivery with clients and other external partners. And as with the design, we can tap into our global network of associates to build a bespoke team to meet each client's needs.

Why work with us?

Murray Priestman, Principal, was previously Global Head of Talent at Macquarie Group, where he was responsible for leadership development globally. This involved working closely with business and external stakeholders, as well as external experts, to define, build and measure leadership strength and depth. Prior to that Murray was at KPMG where he worked with organisations across Asia Pacific, Europe and North America on leadership strategy and capability.

Our approach is based on this experience. We bring leading thinking and global expertise, as well as a deep network of associates that we leverage to provide the skills and experience best suited to each individual client.