DEVELOPING EMERGING LEADERS
AN ORGANIZATIONAL APPROACH

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FRAMEWORK BELIEFS

- Leadership exists at all levels of an organization
- Leadership is not limited by age, seniority, experience, or involvement in the sector.
- Leadership can be developed many ways.
- Leaders and leadership are developed more effectively in organizations with a learning culture.
- Organizations with a learning culture are more likely to attract people with leadership potential.
- Leadership can be developed many ways.
- The development of emerging leaders is an investment in a healthy workforce for organizations and the sector.

Learning and Development

Support a Learning Culture
- Identify characteristics/traits of emerging leaders relevant to the organization
- Invest in capacity-building & operational infrastructure to support learning & leadership development
- Cultivate awareness of organizational culture amongst staff & board
- Cultivate Board and Staff commitment to leadership development
- Invest resources in leadership and professional development
- Welcome & support diverse leadership practices & styles

Organizational Practices

Develop Opportunities for Organizational & Individual Growth
- Advocate for more relevant & applied education & training programs with providers
- Support formal & informal learning opportunities for emerging leaders
- Support emerging leaders to apply their learning in the workplace
- Identify & support optimal delivery methods for leader development
- Facilitate access to relevant courses & programs

Strategic Thinking & Planning

Think & Plan Strategically
- Create practices, procedures, & policies that support the development of emerging leaders
- Cultivate critical thinking, problem-solving and strategic decision-making skills throughout the organization
- Invest in succession/transition planning
- Engage in future-oriented & critical thinking about the role of leaders
- Create and implement strategies to address barriers to leadership development
- Identify & implement vision, direction, & resources for leadership development

Organizational Practices

Adapt to Change
- Create change conditions and space for innovation
- Actively manage change within the organization
- Support strategic risk-taking with accountability
- Develop capacity and infrastructure to support change

Assess & Evaluate Effort
- Monitor, assess and evaluate impact of leadership development initiatives & efforts
- Align organizational systems & processes to achieve the goal of developing emerging leaders
- Adopt a systems perspective to enable understanding of how patterns, trends & system relationships apply to leadership development

Development & Maintenance of Effective Relationships

Engage in Collaborative Learning
- Engage board & staff in developing & implementing a shared vision for leadership development within the organization & the sector
- Leverage networks interactions and critical relationships in order to develop leaders
- Support strategies to connect people across and within organizations

Organizational Practices

Acquire and Share Capacities & Knowledge
- Invest in leadership research & development
- Apply evidence based decision-making to the process of leadership development
- Share capabilities, resources and knowledge
- Cultivate abilities to apply & utilize findings from research within the organizational context

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You know that leaders are developed and not trained, this framework can help you:

- build the infrastructure that allows you to address leadership development in a structured and targeted manner.
- develop a common understanding of leadership development.
- establish a common language when discussing, strategizing and collaborating for leadership development.
- approach leadership development through an organizational lens allowing you to identify the organizational practices that effectively support the development of leaders.

Take the Organizational Assessment at **www.knowledgeconnector.ca** to explore how effectively your organization supports the development of emerging leaders.

Principle of a Learning Organization

Commitment to Strategic Thinking and Planning

Organizational Practices	Indicators
Think & Plan Strategically	• Create practices, procedures, & policies that support the development of emerging leaders • Invest in succession/ transition planning • Create and implement strategies to address barriers to leadership development • Identify & implement vision, direction, & resources for leadership development • Engage in future-oriented & critical thinking about the role of leaders • Cultivate critical thinking, problem-solving and strategic decision-making skills throughout the organization
Adapt to Change	• Support strategic risk-taking with accountability • Actively manage change within the organization • Create conditions for change and space for innovation • Develop capacity and infrastructure to support change
Assess and Evaluates Effort	• Monitor, assess and evaluate impact of leadership development initiatives & efforts • Align organizational systems & processes to achieve the goal of developing emerging leaders • Adopt a systems perspective to enable understanding of how patterns, trends & system relationships apply to leadership development

Individual Competencies	Indicators
Strategic Thinking	• Systems perspective • Managing change • Decision making • Critical thinking • Political awareness
Planning and Organizing	• Planning • Directing others • Evaluating organizational plans
Big Picture Thinking	• Analysis and synthesis • Visioning • Innovation and creation

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Principle of a Learning Organization

Commitment to Learning and Development

Organizational Practices	Indicators
Develop Opportunities for Organizational and Individual Growth	• Support formal & informal learning opportunities for emerging leaders • Identify & support optimal delivery methods for leader development • Advocate for more relevant & applied education & training programs with providers • Support emerging leaders to apply their learning in the workplace • Facilitate access to relevant courses & programs
Support a Learning Culture	• Identify characteristics/ traits of emerging leaders relevant to the organization • Cultivate awareness of organizational culture amongst staff & board • Invest resources in leadership and professional development • Welcome & support diverse leadership practices & styles • Cultivate board and staff commitment to leadership development • Invest in capacity-building & operational infrastructure to support learning & leadership development

Individual Competencies	Indicators
Self-Awareness & Development	• Self- Awareness • Self Initiative • Continuous Learning

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Principle of a Learning Organization

Commitment to the Development and Maintenance of Effective Relationships

Organizational Practices	Indicators
Engage in Collaborative Learning	• Engage board & staff in developing & implementing a shared vision for leadership development within the organization & the sector • Support strategies to connect people across and within organizations • Leverage networks, interactions and critical relationships in order to develop leaders
Acquire and Share Capabilities and Knowledge	• Invest in leadership research & development • Apply evidence based decision-making to the process of leadership development • Share capabilities, resources and knowledge

Individual Competencies	Indicators
Relationship Building	• Collaboration and team development • Inclusion and diversity • Influencing and advocacy • Interpersonal communication • Dispute resolution, facilitation and negotiation • Community engagement

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A Framework for Leadership Development
Supporting effective leadership development in the nonprofit sector

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