CONTENTS

Preface xiii

CHAPTER ONE The Talent Imperative 1

Talent Management 2
Miscues in Developing Leadership Talent 3
The DLT Approach 6
Is Your Organization Ready to Develop Leadership Talent? 9
Getting Started with DLT 12

CHAPTER TWO Business Strategy/Organizational Needs 13

Assessing Business and Organizational Needs 14
What to Look For 14
Where to Look 15
How to Assess 18

CHAPTER THREE Implications for Leadership 25

Implications for Individuals and Organizations 26
Identifying Leadership Implications 28

CHAPTER FOUR Leadership Competencies 33

A Leadership Competency Model 34
Choosing Your Model 36
CCL's Collection of Leader Competencies 37

COPYRIGHTED MATERIAL
http://www.pbookshop.com

Developing a Competency Model 38
Involve Others 40

CHAPTER FIVE Gaps, Skills, and Target Populations 43

Fundamentals of Gap Analysis 43
Level of Skill Development 48
Identifying Target Populations 49

CHAPTER SIX Development Strategies 53

Principles of Development 53
Building Developmental Experiences 59
Developmental Job Assignments 59
Developmental Relationships 61
Structured Development Programs 67
360-Degree Feedback Tools 71

CHAPTER SEVEN Implementation 75

Thinking About Implementation 75
Garnering Support and Managing Resistance 83

CHAPTER EIGHT Ongoing Evaluation 87

A Framework for Evaluation 88
Focusing the Evaluation 89
Guidelines for Designing and Conducting the Evaluation 100
Using Evaluation Findings 101

APPENDIX A CCL Leadership Competencies List 107
APPENDIX B CCL Leadership Competency Profile Tool 111

References 115
Recommended Resources 117
Index 127
About the Authors 135

http://www.pbookshop.com