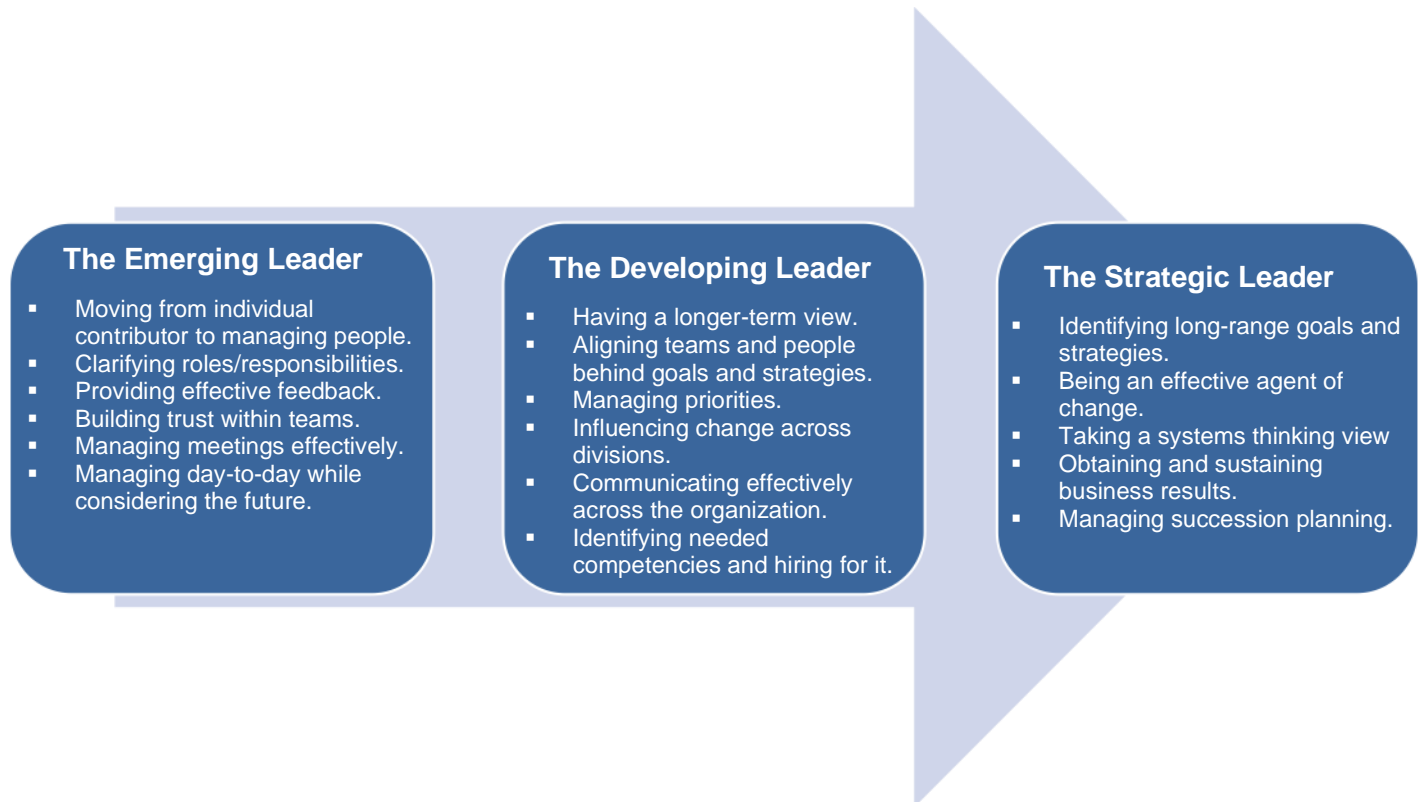


THREE PHASES OF LEADERSHIP DEVELOPMENT

As a leader-manager evolves his or her skills, they proceed along a development path that has three phases: the emerging leader, the developing leader, and the strategic leader. Each phase is characterized by specific themes and challenges. The graphic below lists the attributes of each phase and the competencies that need to be mastered.



Emerging leaders are people who are new to management or leadership roles. They need to acquire important management skills, such as building trust-based relationships, clarifying expectations, making effective delegations, and giving productive feedback.

Developing leaders are people already in management and leadership roles who need to enhance their effectiveness. They need to acquire higher-order competencies, such as aligning people behind goals and strategies, managing priorities (and associated resources), and communicating across the organization.

Strategic leaders are senior executives who are responsible for creating the organization's mission, vision, and strategic direction. The organization typically needs them to focus on determining the strategies that will obtain and sustain business results and assuring the organization innovates and maintains a competitive edge. They need skills in strategic thinking, innovation and change management.

At all three levels, it's the job of the leadership coach to recognize where the individual currently excels and where they are challenged. Often the areas of challenge are hidden from view and only come into focus through observation and 360 feedback. The coach's job is to help individuals identify those 1-2 skills that will enable them grow, practice those skills through role plays and other means, and – via effective feedback – learn to incorporate them into their daily routines.