

FRAMEWORK PHILOSOPHY

Leaders are throughout the organization

Leadership can be developed but not simply taught

Leadership development can be enhanced by utilizing existing resources and supports

Leadership is adaptive, contextual and transitional



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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.

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.

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

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

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
- Invest in leadership research & development
- Apply evidence based decision-making to the process of leadership development
- Share capabilities, resources and knowledge

Acquire and Share Capabilities 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



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