

## **BUILDING a DIVERSE LEADERSHIP PIPELINE: Strategies that Work<sup>®</sup>**

**Participants:** All stakeholders in leadership development of identified high-potentials and accelerated development candidates. These include diversity officers, human resources representatives, diversity council boards, leadership development and training.

**Length of the workshop:** Two days

### **OVERVIEW:**

Many organizations struggle with the lack of diversity in their leadership ranks and seek to close the gap by developing a leadership pipeline which emphasizes diversity. Growing an effective pipeline requires a pro-active, sustainable, and integrated approach, not a single-tactic quick-fix initiative. Any strategy to increase the number of diverse leadership prospects, for instance, must focus greater attention on the development of mid-career professionals, not just new-hires.

Effective pipelines are comprehensive in nature providing development to those identified as high-potential leadership candidates and their managers. Such an effort delivers an expanded cadre of leadership prospects capable of assuming greater responsibilities within their organizations and managers' of candidates capable of managing diverse talent.

### **CONTENT:**

Building a Comprehensive Pipeline Strategy requires diversity to be intertwined into each significant phase of the development process and collaboration between the individual candidate and key stakeholders within the organization. The resulting system includes fair and equitable practices at each step which features:

1. *Identification* of competent leadership and accelerated development candidates
2. *A Comprehensive approach to development* including candidates and their managers
3. *Integration* of leadership development tactics (both informal and formal)
4. *Oversight* of the total process, through the placement of candidates.

Among the critical components to be reviewed in a Comprehensive Strategy are:

- Individual Development Planning;
- Mentoring,
- Coaching,
- Specialty leadership workshops for minorities and women
- Involvement in succession planning (and high potential designations),
- Stretch job assignments and rotation, and
- Management education.

### **OBJECTIVES:**

- To convince workshop participants that many current pipeline initiatives are really phantom in nature and lack a solid strategy to deliver competent leadership candidates.
- To analyze pipeline initiatives that are quick-fix, sporadic and disconnected and demonstrate why these efforts cannot deliver desired results.
- To demonstrate methods to enhance the effectiveness of existing tactics and expand the operating into a pipeline strategy.
- To demonstrate ways to expand the operations of diversity into existing leadership development systems within organizations, especially succession planning.

#### WHAT PARTICIPANTS GAIN:

- An understanding of the rationale and features of a Diverse Pipeline Strategy.
- An ability to assess an organization's Glass Ceiling and identify dysfunctions in current pipeline systems.
- Methods for closing gaps between current developmental activities (tactics) and more comprehensive strategies.
- Information on the critical the role of Individual Development Plans, created in collaboration with managers and mentors.
- Worksheets for customized action plans to implement a practical and sustainable strategy of leadership development.
- Ways for Affinity Groups and volunteer organizations to create a grassroots pipeline initiative

The white paper, *Strategies for Building a Diverse Leadership Pipeline*, provides greater details of this program.