Outcomes Explorer: Card Sort App

Fringes to Core

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Center for Creative Leadership®

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CCL Delivers Results that Matter

DISCOVERY   SOLUTIONS   IMPACT

Step 1: Discovery

- o Identify the **development needs of leaders** in the organization

- o Understand the **culture** in which **leadership solutions are being designed and delivered**

- o **Identifying organizational outcomes** the client is trying to address by developing leaders

Outcomes Explorer: Overview

- Gain alignment on the business needs and leadership development strategy

- Discussion tool to make outcomes more tangible

- Used during the Discovery process

- Card deck and card sort app versions

48 possible outcomes, organized into 6 categories

Process: In Person or Virtual

- Invite the right people

  - Identify the key stakeholders of the leadership development initiatives

  - Include senior level stakeholders who can articulate the business metrics

  - Group size: 3-5 stakeholders

- Setting the Stage: Framing the Right Question(s)

  - *What would be different in your organization as a result of developing leadership capability?*

  - *You've described your biggest business challenges-what new results do you need to create for your organization by investing in leadership development?*

  - *By investing in leadership development for your organization, what results do you expect to see?*

How to Use the Tool: Demo

- Conduct individual sorting exercise

- Facilitate group discussion (using summary report):
    - *Do people agree these are all priorities?*
    - *Are there too many here?*
    - *Would you prioritize any over others?*

- Define further
    - E.g. "culture change" – *what will that look like? What collective beliefs and practices will start to shift?*

- Wrap up/Debrief

Linking Outcomes to Leadership Strategy: Results Map

Business Challenges What are the business challenges that LD is expected to address?	Collective (Organizational) Results What new results do we need for the future?	Developing Leadership What leadership capabilities are needed to contribute to these results?	Indicators How will we know if we are successful with each of these desired results?
	<Outcomes from Outcomes Explorer Cards Go Here>		Organizational Results Leader-Level Results

Leadership Development Results Mapping Template

Business Challenges
What are the business challenges that LD could help address?

Collective (Organizational) Results
What new results do we need for the future?

Developing Leadership
What leadership capabilities are needed to contribute to these results?

Indicators
How will we know if we are successful with each of these desired results?

Business Challenges

Creating new technologies; how do they innovate or partner with to become part of **disruption**

Low levels of trust and engagement;

Culture that does not support their business strategy;

Market moving to non-traditional energy sources (e.g., solar panels);

Issue with leadership bench;

Collective (Organizational) Results

Outcome Cluster #1: Employee Attitudes
↑ Morale
↑ Engagement

Outcome Cluster #2: Taking care of talent
Talent Pipeline
Focus on and ability to develop talent
Employee wellness

Outcome Cluster #3: Leadership Outcomes
DAC
Credibility of Leaders

Outcome Cluster #4: Business Outcomes
Productivity
Cost Management
Safety record
Customer Service

Outcome Cluster #5: Interpersonal/Cultural
Relationship Quality
Communication Quality

Developing Leadership

Agile leaders;

Quick decision-making;

Open to change, innovation mindset;

Appropriate delegation;

Need to move from tactical to strategic;

Senior leaders need to spend less time being tactical;

Emotional Intelligence;

Change capability;

Innovation capability;

Indicators

Organizational Results

Positive engagement survey trends (engagement, morale, leader credibility)
Depth of pipeline for key leadership roles
DAC assessment
Safety record
Employee healthcare expenditures

Leader-Level Results

ROLL data (e.g. & of leaders reporting improvement in leadership effectiveness)

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Q&A