

## The Core Leadership Practices™

*“What does it truly mean to be a Manager, and how can we get that here?”*



At some point in the life of an organization realization dawns that consistent underperformance lies somewhere beyond the usual suspects: implementation and the line. Executives with insight step back and take a long, hard look at the state of managerial leadership in their organization and ask themselves, “Are our leaders getting in the way of our success?”

If this is the case, the problem could not be more profound. If business is ultimately about managing human relationships, then the achievement of strategy is ultimately about managing “managing” – the relationship between a manager and a direct report. That relationship must not merely be fully-functional, but also organizationally integrated and bound by a comprehensive framework. If not, other means toward strategy achievement – implementation, engagement, innovation – occur in isolated fits and starts, if at all, missing the value-adds of alignment, rhythm, traction and momentum. In short, if “managing” is not working, nothing else is.

Executives add-up the pain points:

- A burgeoning collection of shortcomings on the part of the organization’s managers suggests a systemic issue requiring more than a tactical solution.
- Leadership skills training, though of sufficient quality, delivered disparately, overlaps or even contradicts each other. One business unit is taught one thing, the next, another. Training lacks an organizational context.

- The training misses the vital connection between leadership and management, between the affective art of unifying and directing teams, and the cognitive science of completing tasks.
- The storm of management training, whose varying philosophical foundations produce an entropic effect versus a unifying one. “Schools of thought” or trends in organizational development battle in the hallways.
- Early attempts at leadership competency models haphazardly combine strategic goals with tactical competencies and result in “drill downs” on single issues at the expense of others equally important.
- Even beyond the compiled bleak data, in the executive suite and in human resources everyone’s “guts” tell them that all this training is missing “the big picture”, that the organization has lost sight of what it truly means to be a manager.

So, what is to be done? What model is available that is of sufficient breadth to encompass all managerial leadership within a consistent, research-based framework? What model of managerial leadership links strategy to implementation? What model is sufficiently robust, yet sufficiently flexible, to stand the test of time and its attendant shifting priorities and challenges?

At Forrest, we have provided thousands of clients with the answer to these questions: The Core Leadership Practices™.

## A Framework for Leadership

The Core Leadership Practices (CLP) is the most comprehensive leadership framework available. CLP encompasses all behaviours for effective managerial leadership in any organization, in any sector, at any time. It is universal and timeless, bypassing the whims of the organizational development community and “flavours-of-the-month”, going to the very heart of what it means to be a manager. CLP is both the starting point for and ultimately the structure by which organizations use leadership development to achieve strategy.

## The Core Leadership Practices™

The Core Leadership Practices™ (CLP) consists of the Four Practices and the Four Principles.



### The 4 Principles

- Managerial Accountability
- Judgment and Discretion
- Dialogue
- Trust

### The 4 Practices (the ABCDs)

#### Aligning

- Context Setting
- Team Planning
- Team Building

#### Building

- Selecting & Integrating
- Deselecting & Dismissing
- Continuous Improvement

#### Connecting

- Monitoring
- Coaching
- Effectiveness Assessment

#### Delegating

- Task Assignment
- Task Adjustment

## The Benefits of CLP

### A Leadership Development Framework

As a leadership framework, CLP provides an easily understood structure on which to grow leadership capital within the context of organizational strategy. Directly from itself, or through an organization-specific competency model, CLP provides leadership standards against which organizations can develop policies for assessment, performance management, recruitment and succession management. Organizations use the ABCDs (CLP's Four Practices) to identify leadership capability gaps for current or potential managers. Subsequently, leadership skills training and its effectiveness is mapped back against the ABCDs.

### Comprehensive

The foremost advantage CLP has over other frameworks is its comprehensiveness. The framework represents the whole of leadership, allowing organizations to prioritize skills training in context. Organizations equipped with CLP have a clear understanding of where finite leadership development resources can and should be focussed relative to organizational strategy, available assets, and the assessed level of managerial capability. Leadership skills training

## The Benefits of CLP: Summary

### A Leadership Development Framework

- A competency model for leadership assessment, performance management, recruitment and succession management

### Comprehensive

- Encompasses all of managerial leadership
- Can “fit” current development models and initiatives
- A workable framework for initiative development and communication

### Universal and Timeless

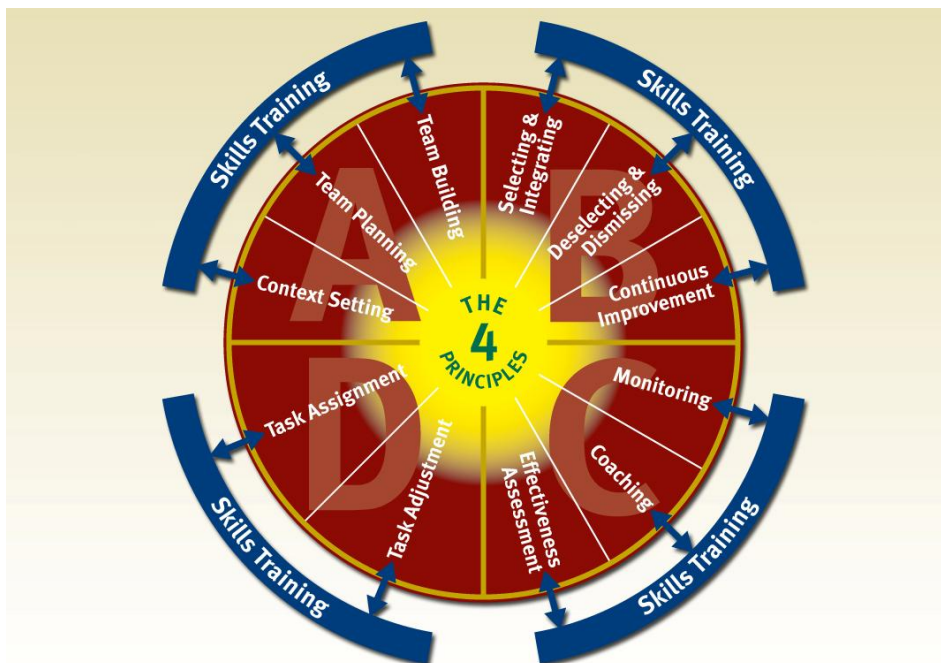
- Immutable and sustainable
- Applicable to any organization, sector, locale or era
- Can function before, during and after any specific development initiatives

becomes much less “scatter shot” and much more aligned to business outcomes.

It is the very comprehensiveness of CLP and its ability to provide the broadest context on leadership development that allows any existing leadership development initiative, or potentially entire competency models, to be “hung” on the framework. CLP allows executives to determine

how current initiatives work within the broadest spectrum of leadership development, and who can then decide whether any re-prioritization is necessary.

Further, despite the comprehensiveness of the Principles and Practices (and their constituent eleven behaviours), they are sufficiently few in number to be a workable framework for both the development



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of learning objectives, and formulating communication plans promoting those objectives.

### **Universal and Timeless**

CLP is immutable and sustainable; these are its underlying strengths. It is the outcome of research into not only the totality of effective leadership behaviour, but also of effective leadership behaviour regardless of organization, sector, locale or era. CLP will always be the unimpeachable standard of leadership frameworks. The implied benefit is that it will never “go out of style”. Being the universal touchstone for leadership, any short- or medium-term organization-specific initiatives however directly or indirectly related to leadership development will (and, by rights should) fit within the framework even when those initiatives expire, conclude or redirect. This avoids the costly scrambles associated with shoehorning less timeless leadership frameworks into changes in strategic direction or trends in organizational development.

### **How is CLP Delivered?**

Due to the comprehensiveness and universality of the Core Leadership Practices, its introduction and delivery into your organization is easily tailored to specific needs, culture and context.

CLP is often initiated at the senior management level as a half- to multi-day engagement to align the executive team to the content and to confirm executive buy-in prior to further deployment. Delivery to the line has been done in a variety of ways, including a multi-day lecture and exercise format. For maximum impact, **Forrest has developed a multi-day, tri-level facilitation** that provides a profound opportunity for Managers-once-Removed, Managers and Direct Reports to simultaneously work with and develop proficiency with the Practices and Principles.

The introduction of the CLP can be accompanied by 360° multi-rater assessments. This provides insight on the extent to which managers are currently using the Practices and Principles. Assessments also become the benchmark from which to measure individual and organizational improvement.

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