



Building a **Leadership Brand**

The **RBL** Group™

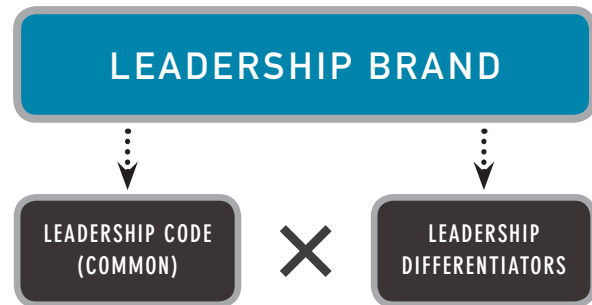


► What is leadership brand?

Thousands of companies spend millions on leadership development—only to get lukewarm results. Why? They rely on leadership competency models that identify generic traits (vision, direction, energy). Then they try to find and build next-generation leaders who fit the model. Result? Vanilla managers and executives who aren't equipped to manage their firm's unique challenges.

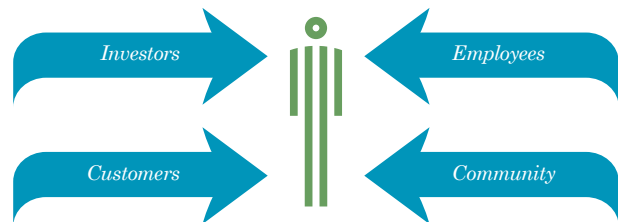
We believe there's a better way. Build a leadership brand: a shared identity among your organization's leaders that differentiates what they can do from what your rivals' leaders can do.

Leadership Brand exists when customer and investor expectations shape employee actions and define what leaders know and do. Leadership Brand consists of the Leadership Code and Leadership Differentiators.



► Why does leadership matter?

Leadership—the quality of leaders throughout an organization—matters because it is what sustains results, enables organizations to align with changing strategies, and builds confidence for employees, customers, investors, and communities. That confidence is more than a warm, fuzzy feeling that makes people feel good; it generates value for stakeholders that can be measured.



► Two emerging trends in leadership

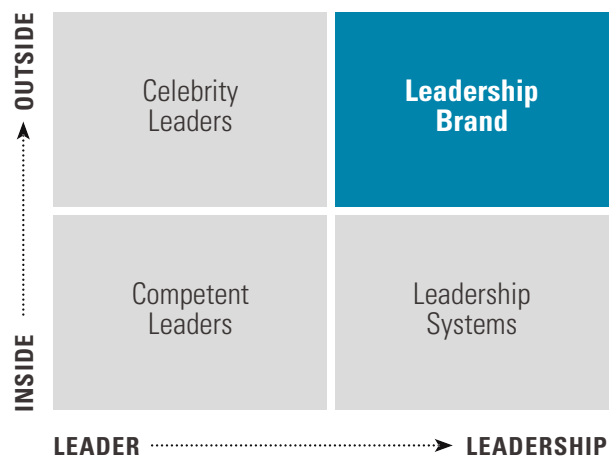
In looking at organizations that are the most effective at building their organizations' overall leadership capability, RBL has identified two emerging trends as depicted in the model below:

- **Leader and Leadership:**

The most effective organizations build both the leaders and the organization's leadership capabilities.

- **Inside and Outside:**

The most effective organizations incorporate both internal expectations for what effective leaders do and external (customers, investors, etc.) expectations for leaders in the organization.



► Six steps for building a leadership brand

In our “Top Companies for Leadership” research published in Fortune Magazine every two years, we have found that the best companies for leadership in the world build and integrate six key steps. Incorporating all of the six steps ensures that an organization has a strong Leadership Brand. The RBL Group can partner with your organizations to help build your Leadership Brand.



STEP 1: Business Case for Leadership

The business case for Leadership Brand ensures that investments in leadership are sustainable. Linking the development of high-quality leaders to growth and increased stakeholder value and confidence is critical to ensuring that your investments in leadership will make a real difference—both now and in years to come.

► Deliverables:

- Stakeholders interviews
- Organizational systems audit
- Leadership pipeline assessment
- Leadership brand audit



STEP 2: Agreement on What Our Leaders Must Do

Creating a unified theory of leadership within your organizations requires integrating basic leadership competencies common to all effective leaders (Leadership Code) and leadership competencies that differentiate your leaders from those in other organizations.

- Leadership Brand Workshop
- Leadership Code competency map
- Unified competency model
- Behavior descriptions
- Leadership Brand Summary report



STEP 3: Assess Leaders and Leadership

Assessing leaders against your organizations unified leadership competency model (see step 2) allows you to tell the degree to which the leaders in your organization have the basics of effective leadership as well as the desired differentiators. The information can be used for leadership improvement initiatives, development, and evaluation.

- Leadership Code assessments and reports (Self, 180, or 360)
- Psychometric assessment and report
- Feedback sessions



STEP 4: Invest in Leaders and Leadership

Your organization’s unique case for leadership, its leadership competency model, and results from the assessment would guide the design for targeted investment in leaders. Our investment process creates ongoing leadership development that accelerates development by providing a series of robust, impactful experiences that link to business results.

- Leadership modules
- Coaching
- Personal Development Plans (PDP)
- Learning management system (LMS)
- Action learning projects
- Experiential learning experiences
- Close and Sustainability event



STEP 5: Measure Leaders and Leadership

Building a strong and effective Leadership Brand requires knowing how well the organization is delivering the results that the Leadership Brand targets. Measuring what we want to accomplish means focusing on outcomes, not activities.

- Leadership Brand metrics
- Program evaluation



STEP 6: Ensure Reputation

Ensuring reputation involves two critical activities: sharing the results and ensuring the brand is not being undermined. Sharing reports builds stakeholder confidence in the future of your organization by creating awareness of what your Leadership Brand is. In order for your Leadership Brand to be sustainable and deliver ongoing results, the agreement on what leaders must do needs to be integrated into all the organization’s people processes.

- Change strategy
- Communication plan



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