

Developing Internal Leaders

SAIS Summer Conference

June 2023

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LEADERSHIP CONSULTING

Great leaders
develop
other leaders.

58%

of managers said they didn't receive
any management training

CareerBuilder

Organizations often put people in managerial roles for reasons that have nothing to do with their talent to **manage**.

TOP TWO REASONS PEOPLE BECOME MANAGERS:

1

“I was promoted because I was successful in a previous non-managerial role.”

2

“I have a lot of experience and tenure in my company or field.”

State of the American Manager 2015
Gallup

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Critical Gap Persists for Five Skills Leaders Need to Develop



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Succession planning

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WHY FOCUS ON DEVELOPING INTERNAL LEADERS?

Continuity and stability

Institutional knowledge and understanding

Talent retention and engagement

Cost-effectiveness

Leadership succession planning



Common barriers to leadership development

Time
Resources
Understanding the needs

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DEVELOPING INTERNAL LEADERS REQUIRES

Growth plan
Strategy
Commitment



Identify



Questions to ask before you begin

What is our long-term vision and strategic direction?

What are our current and anticipated leadership needs?

How effective is our current leadership pipeline?

How diverse and inclusive is our leadership pipeline?

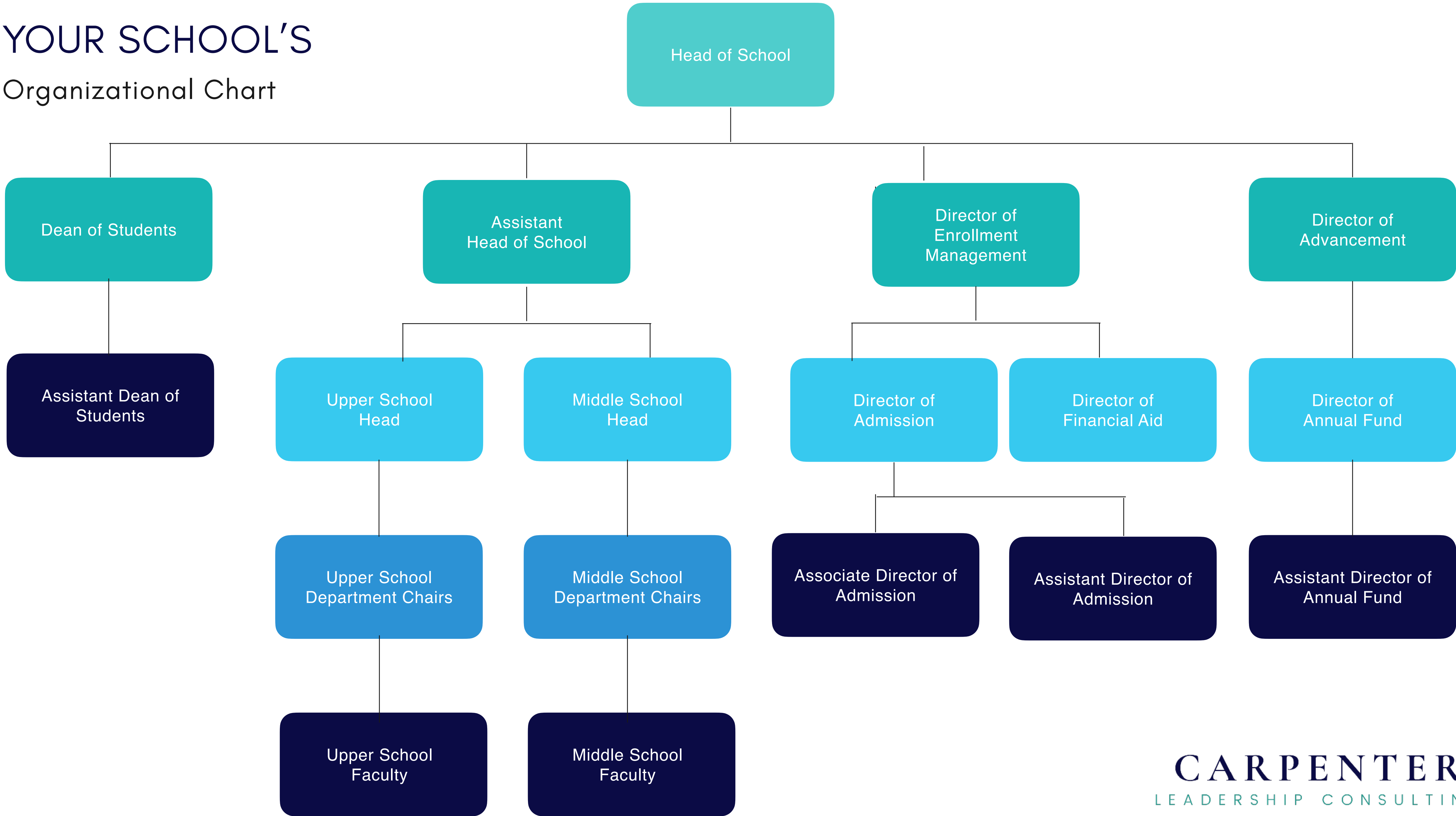
How do we currently identify and assess leadership potential?

What resources and support do we provide for leadership development?

How do we ensure a smooth leadership transitions and succession?

YOUR SCHOOL'S

Organizational Chart



Job description:

What is missing?

What are current skills needed?

Have we considered future skills needed?

Assess





Review faculty
evaluations/
performance
reviews



Ask people about
their leadership
goals



Observations



Voluntary
engagements



Employee
recommendations



Verbal 360
reviews



Key areas to consider

when assessing leadership potential

Leadership skills

Collaboration and teamwork

Problem-solving and innovation

Communication and interpersonal skills

Adaptability and flexibility

Leadership and Management:

- How effectively does the individual communicate with their team members?
- How well does the individual provide feedback and support to their subordinates?
- Does the individual demonstrate strong decision-making skills?

Collaboration and Teamwork:

- To what extent does the individual foster a collaborative work environment?
- How well does the individual work with others and contribute to team success?
- Does the individual actively seek and value diverse perspectives?

Problem-Solving and Innovation:

- How well does the individual identify and analyze problems?
- To what extent does the individual propose creative solutions?
- Does the individual actively encourage and support innovation within the team?

Communication and Interpersonal Skills:

- How effectively does the individual listen and respond to others?
- How well does the individual adapt their communication style to different audiences?
- Does the individual demonstrate empathy and respect in their interactions?

Adaptability and Flexibility:

- How well does the individual handle change and adapt to new situations?
- Does the individual proactively seek opportunities for growth and development?
- Is the individual open to feedback and willing to make changes accordingly?

Overall Performance:

- Please rate the individual's overall performance on a scale of 1 to 5 (1 being poor, 5 being excellent).
- What are the individual's key strengths that contribute to their overall performance?
- What areas of improvement would you recommend for the individual?

Questions to assess leadership potential



Be
transparent.

Develop



Develop people before they are sitting in
new roles.



The challenge:

Preparing people for the changes in their day-to-day when making the leap into leadership.

Managing oneself

Managing oneself

Achieves results through personal performance
Delivers high quality work
Embodies the school's mission and values
Meets deadlines
Effectively manages one's work
Self-motivated
Highly proficient in the role
Open to feedback
Team player
Builds relationships with others

Managing oneself to Managing others



Photo by Pixabay: <https://www.pexels.com/photo/person-climbing-on-mountain-461593/>

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Managing others

Achieves results through other's
Focused on success of direct reports
Views self as a manager
Develops others
Manages others performance
Delegates
Coaches and gives feedback
Motivates the team
Communicates clearly and regularly
Sets culture

Unexpected challenges arise

Moving from peer to supervisor

Doing the work instead of delegating

Micromanaging

Avoiding difficult conversations

Seeing direct reports needs as a
disturbance rather than an
opportunity to develop them

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60%

of new managers fail within the
first 24 months in their new role.

CEB Global

60% of new managers fail within the first 24 months in their new role, according to [research from CEB Global](#).

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Managing others to Managing leaders

Managing leaders

Achieves results through other leaders

Values-based leadership

Understands ambiguity of role

Builds relationships across teams

Manages boundaries and resources

Considers organizational structure

Coaches leaders

Motivates the team

Effectively manages up and down

Sets culture through leaders



Focus

**on the leadership skills
needed in order to
move to the next level**

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Build



Individual growth plan

Areas of Growth

What skills and competencies are needed for the next step?

Goals

List goals to achieve growth. Ideally, 3 to 4 goals.

Outcomes

What does a successful outcome of the goals look like?

Involvement of Others

Who else should be involved to support growth?

Milestone Dates

When should goals be completed?

Follow Up Process

Create a regular pattern of check-ins against goals



Create
peer learning
opportunities

FEEDBACK

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Cross-functional
opportunities

Mentoring

Conferences

Professional Development

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graph TD; PD[Professional Development] --> C[Cross-functional opportunities]; PD --> M[Mentoring]; PD --> Cn[Conferences]; PD --> O[Onboarding programs]; PD --> T[Training courses]; PD --> Co[Coaching];
```

Coaching

Training courses

Onboarding
programs



Celebrate accomplishments

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Start
small

Be
Transparent

Be
Agile

Provide
resources

*Leadership is not about being in charge.
Leadership is about taking care of those
in your charge.*

Simon Sinek

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