Business Case

Nationally -

- Leadership turnover predicted - 75%
- Shortage of qualified leaders
- Competition for talent
- Barriers to advancement
- Planning is a priority for sustainability and institutional effectiveness
Approach

- Start with top 3 levels
- Determine core competencies needed now and for the future
- Research best practice and ‘crucible experiences’
- Build the bench – leadership pipeline
- Identify and mitigate barriers
Best Practice

- Commitment from Board & Execs
- Identify key positions
- Identify leadership competencies
- Identify potential candidates – create developmental plans
- Create applied leadership opportunities
- Assess effectiveness of programs
Conclusions

- Formula for leadership development = planning, training, mentoring, experience
- PCC has strong framework of leadership development programs in place
- Given potential for turnover, need to accelerate development of leadership pipeline
Recommendations

- **Structured developmental planning**
  - Small scale – pipeline for executive level positions
  - Create developmental plans & coaching
  - Assess results

- **Leverage current leadership programs**
  - Execs support and provide visibility
  - Link applied learning to organizational strategy
  - Expand support for conferences
  - Participate in external exec development programs (limited)
Next Steps

- Further discussion with Cabinet
- Create developmental plans, coaching and training to build the leadership pipeline