



# Creating Leadership Development Programs Certificate

Develop impactful programs that will develop your future superstars.

REGISTER



Certificate of Completion



Face-to-Face and Live, On-line Courses



2 Days to Complete or 12 Hours Online



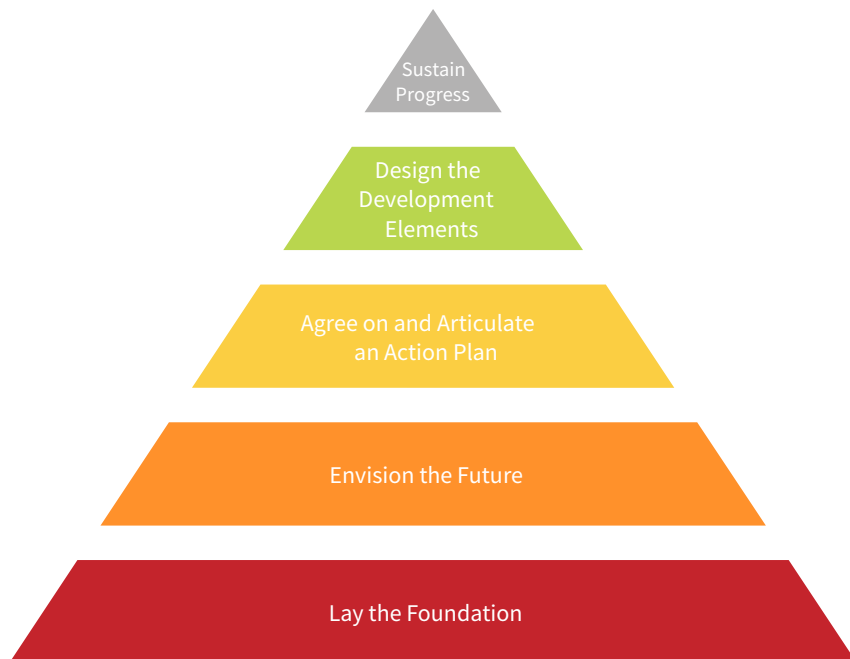
Focused on a Topic Within One Area of Expertise (AOE)



On-Site Offerings Available

As you earn your leadership certificate you can access ATD’s exclusive model for creating transformative leadership development programs. You’ll be introduced to a unique process for demonstrating the business value of your leadership development programs.

Equipped with the resources to drive maximum results, use data from your organization to immediately apply what you learn to your leadership training. Evaluate leadership competencies and behaviors and their relation to your organizational and workforce needs. Analyze various assessment models that can support your leadership initiative. Learn to evaluate your organization’s program and off-the-shelf offerings.



## Our Creating Leadership Development Programs Course Model

### Sustain Progress

Maintain the program as organizational needs change and evaluate the final structure to determine the return on investment (ROI).

### Design the Developmental Elements

Select the learning elements to develop the needed skills.

### Agree On and Articulate an Action Plan

Build the framework required to support what the organization wants to accomplish.

### Envision the Future

Know where the initiative is going to provide the organization with a blueprint to build a well-designed structure.

### Lay the Foundation

Understand the business drivers and how leadership development supports the strategy.





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## Derived From ATD Research, Backed by Our Competency Model

ATD's Creating Leadership Development Programs Certificate follows the key knowledge and actions that successful talent development professional must have to build effective leadership programs, as defined by research. This program supplies you with an ATD exclusive model for creating leadership development programs. The ATD Leadership Development Model includes a process to demonstrate the business value for leadership development.

### In this program you will:

- Discover the components you need to design best-in-class leadership development.
- Gain the latest information and trends on the state of leadership development and the opportunity to compare best practices against your organization.
- Access a toolkit of more than 100 activities to use beyond the classroom.
- Explore ideas to engage leaders within your organization and dozens of comprehensive, ready-to-use tools.

### After this program you will be able to:

- Use the ATD Leadership Development Model to create a leadership development program.
- Ensure alignment of a leadership development program to an organization's culture, vision, mission, and goals as well as competencies, customers' requirements, and business needs.
- Select and implement appropriate learning methods.
- List content and competencies that must be included in a leadership development program.
- List observable behaviors that display a leader's ability to demonstrate the competencies.
- Discuss a hierarchy of competencies and content for entry-level, mid-level, and executive employees.
- Utilize process planning checklists and other job aids to create a leadership development program.
- Measure and link the value of a leadership development program to an organization's bottom line.
- Discern the advantages, disadvantages, and appropriate use of off-the-shelf leadership development programs.
- Implement questionnaires, assessment methods, and self-evaluation tools presented in the leadership development program.
- Incorporate best practices into leadership needs assessments, implementation, and when identifying high-potential candidates for leadership programs.

## Related Learning Offerings

### ATD Certificate in Strategic Leadership

Develop your leadership currency.

### ATD Master Performance Consultant™ Program

Analyze performance gaps. Deliver impactful solutions. Foster exemplary performance.

### Coaching Certificate

Help others develop, take action, and reach their goals.

### Improving Human Performance Certificate

Enhance performance with a systematic and results-based approach driven by business needs.

### Presentation Skills Certificate

Gain the confidence and skills to deliver first-rate presentations.





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## COURSE OVERVIEW

MODULE 1  
Introduction

MODULE 2  
Lay the Foundation

MODULE 3  
Envision the Future

MODULE 4  
Agree on and Articulate  
an Action Plan

### Module 1: Introduction

- Meet Your Building Crew: Activity
- Organizational Readiness Audit Activity
- Critical Success Factors
- Why Leadership Development Fails
- LEADS: ATD's Model for Building a Leadership Development Program
- The Five Phases
- Timeline to Build a Leadership Development Program: LEADS
- Create Your Blueprint for Learning Activity
- Leadership and Management: What's the Difference?

### Module 3: Envision the Future

- Preparation: Outline Expectations Activity
- Planning for Leadership Development of the Future
- Grounding the Vision for a Successful Plan
- Summarizing Leadership Development Changes
- Changes for Your Organization Activity
- What's a Leadership Competency?
- Customizing a Competency Model
- Executive Sponsorship and Commitment Activity
- Reflections for Results Activity

### Module 2: Lay the Foundation

- What's Driving Your Leadership Effort?
- Close Your Leadership Gap
- Identify Your Corporate Drivers Activity
- Ensure LDP Alignment
- Engage Your Leaders Right fFrom the Start
- Open the Discussion in Your Organization Activity
- Leadership Development Philosophy
- Leadership Development Philosophy Examples
- Craft Your Organization's Leadership Development Philosophy Activity
- Reflections for Results Activity

### Module 4: Agree on and Articulate an Action Plan

- Clarify the Purpose and Establish Goals
- Determine Fundamental Design Features Activity
- Determine an Operational Construct
- Who Will Participate?
- Leadership Development Candidate Selection Form Example
- To Tell or Not to Tell Activity
- Leadership Development Communication Plan
- Reflections for Results Activity
- Case Study Summarizing Content in Module 1-4





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## COURSE OVERVIEW

MODULE 5  
Design the  
Developmental Elements

MODULE 6  
Sustain Progress

### Module 5: Design the Developmental Elements

- Creating a Development Mindset Activity
- Alternative Learning and Development Methods Activity
- 360-Degree Assessments
- Leadership Development Plans
- Succession Planning
- Leaders Developing Leaders
- Commitment to Develop Other Leaders
- Sample Mentoring Program Comparison
- Design Your Mentoring Program Activity
- Who Has the Best Formal Leadership Development? Activity
- Using Experience to Develop Leadership Talent
- Design Your Leadership Development Program Approach Activity
- Reflections for Results Activity

### Module 6: Sustain Progress

- Processes and Systems for Sustainability
- Annual Review Process
- Evaluating the Initiative
- Measuring the Four Levels
- ROE and ROI
- What Is ROE?
- How ROI Differs
- What Are You Going to Measure? Activity
- ROE Practice Exercise Activity
- ROI Practice Exercise Activity
- Continuous Process Improvement Plan
- Reflections for Results Activity
- Ensure Your Success Activity





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## Additional Tools and Resources:

- LEADS Intro: Organizational Readiness Audit
- LEADS Intro: Timeline to Build a Leadership Development Program
- LEADS: Leadership Development Discussion With Senior Leaders
- LEADS: CCL's Leadership Development Impact Assessment Process
- LEADS: Customizing a Competency Model for Your Organization
- LEADS: Leadership Development Program Selection Process Example
- LEADS: Sample Leadership Development Program Application
- LEADS: Candidate Selection Form Example
- LEADS: Nine Box Model for Selecting High-Potentials or Succession Planning
- LEADS: Individual Development Plan Guidance for Employees
- LEADS: Succession Planning Map
- LEADS: Design Your Mentoring Program
- LEADS: Rotational Guidance
- LEADS: Project ROI Measures for Your Organization
- LEADS: Assess Your Competency Model

## What Participants Are Saying

“This certificate program is excellent for those who already have implemented some type of leadership development program or are considering developing one. We learned strategies and best practices that can be used immediately back on the job.” ”

—Frances Perez

Creating Leadership Development  
Programs Certificate Participant





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## RESOURCE SAMPLE

# Timeline to Build a Leadership Development Program

	Step	Time Required*	Responsible	Others Involved	Notes
Lay the Foundation	Identify drivers.	1 – 10 Weeks	Sponsor/ Designer	Senior leaders	Depends on starting point
	Compare to M,V,V, goals and strategy.	1 Day - 1 Week	Designer		
	Introduce to senior leaders.	1 Day – 2 Weeks	Designer	Senior leaders	
	Craft leadership development philosophy.	1 Day – 1 Month	Designer	Senior leaders approve	Can be concurrent with previous steps
	Plan to introduce to all leaders.	1 Month – 1 Year	Designer/ Senior sponsor		Can be concurrent with previous steps
Envision	Facilitate leadership discussions.	1 Week– 1 Month	Sponsor/ Designer	Top four levels of leaders	Depends on organization and urgency
	Complete skill gap analysis.	1 Week	Designer	Senior leaders	May be concurrent with leadership discussions
	Compile leadership input.	1 – 4 Weeks	Designer		
Agree on Action	Establish planning team.	1 – 2 Weeks	Designer	Formal and informal Leaders	
	Clarify purpose, expectations, and goals.	1 Week – 2 Months	Designer planning team	Senior leaders	Senior leaders must be involved and buy in
	Decide on design features.	1 – 20 Weeks	Designer planning team	Other related department	Relate to other organizational areas
	Create the action plan.	1 – 2 Weeks	Designer planning team	Related departments	Can be concurrent to other design aspects
	Create initial communication plan.	1 Week – 6 Months	Planning team	Communication department	Needs will evolve; plan to revisit needs
Design	Select methods to develop skills.	1 – 12 Months	Planning team	Training, talent, HR departments	May overlap with Phase 3
	Design delivery plan.	2 – 3 Months	Planning team	HR, education, coaching	Depends on history of development
	Manage the selection process.	1 – 2 Weeks	Program manager governing body	Senior leaders	Senior leaders must encourage involvement
Sustain	Improve the process.	1 Week – 6 Months	Program manager governing body		Regular reports to senior leaders
	Ensure ongoing support is in place.	1 – 12 Months	Program manager		Involve senior leaders if a concern
	Complete annual review process.	2 – 3 Months	Program manager governing body	Senior leaders	

