

## CONTENTS

Preface	xiii
<b>CHAPTER ONE</b> The Talent Imperative	1
Talent Management	2
Miscues in Developing Leadership Talent	3
The DLT Approach	6
Is Your Organization Ready to Develop Leadership Talent?	9
Getting Started with DLT	12
<b>CHAPTER TWO</b> Business Strategy/Organizational Needs	13
Assessing Business and Organizational Needs	14
What to Look For	14
Where to Look	15
How to Assess	18
<b>CHAPTER THREE</b> Implications for Leadership	25
Implications for Individuals and Organizations	26
Identifying Leadership Implications	28
<b>CHAPTER FOUR</b> Leadership Competencies	33
A Leadership Competency Model	34
Choosing Your Model	36
CCL's Collection of Leader Competencies	37

Developing a Competency Model	38
Involve Others	40
<b>CHAPTER FIVE Gaps, Skills, and Target Populations</b>	43
Fundamentals of Gap Analysis	43
Level of Skill Development	48
Identifying Target Populations	49
<b>CHAPTER SIX Development Strategies</b>	53
Principles of Development	53
Building Developmental Experiences	59
Developmental Job Assignments	59
Developmental Relationships	61
Structured Development Programs	67
360-Degree Feedback Tools	71
<b>CHAPTER SEVEN Implementation</b>	75
Thinking About Implementation	75
Garnering Support and Managing Resistance	83
<b>CHAPTER EIGHT Ongoing Evaluation</b>	87
A Framework for Evaluation	88
Focusing the Evaluation	89
Guidelines for Designing and Conducting the Evaluation	100
Using Evaluation Findings	101
<b>APPENDIX A CCL Leadership Competencies List</b>	107
<b>APPENDIX B CCL Leadership Competency Profile Tool</b>	111
References	115
Recommended Resources	117
Index	127
About the Authors	135