

June 25, 2021

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THE PROCESS

We'll be monitoring chat throughout the panel

We'll also have dedicated Q&A toward the end



**THE DEMOCRATIZATION OF LEADERSHIP DEVELOPMENT:
HOW TO ENSURE EQUITY OF ACCESS**

“CTDO Next believes it is the responsibility of the talent development function to ensure equity of access to all of the resources aimed at developing leaders.”

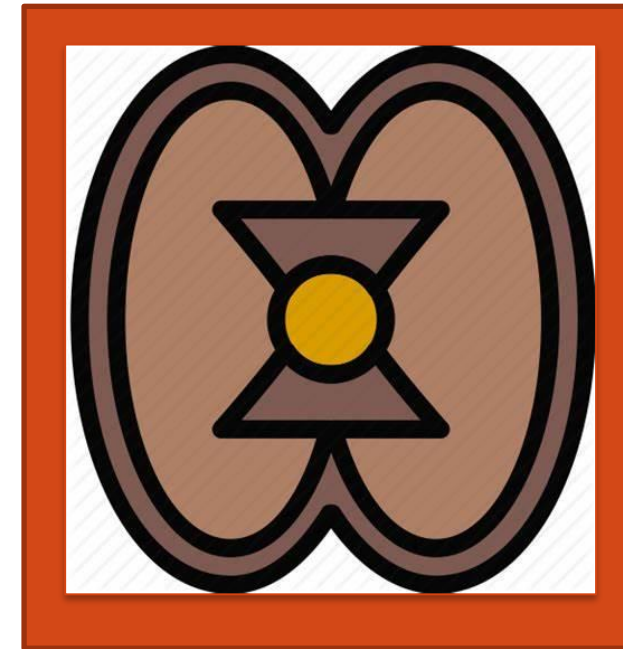
Terri Pearce
EVP Human Resources
HSBC USA



Tim Tobin
VP Franchise Onboarding & Learning
Choice Hotels International



Philip Zoller
VP Talent Management
GuideWell/Florida Blue



John Cone'
Moderator

It is the responsibility of the talent development function to ensure equity of access to all of the resources aimed at developing leaders.



ctdo**next**

LEADERSHIP DEVELOPMENT WILL NOT BE LIMITED TO A PROGRAM OR PROGRAMS AIMED AT THE TOP OF THE HOUSE AND SOME HIPOS.

LEADERSHIP DEVELOPMENT WILL ALSO BE RESOURCES MADE AVAILABLE TO EVERYONE SO THAT LEADERSHIP CAN DEVELOP WHEREVER IT RESIDES IN THE ORGANIZATION.



- Leaders must be learners.
- Leadership is a complex collection of many skills and attributes.
- It is influenced by the culture, systems, and processes of the organization being served and by the people being led.
- Two broad purposes for LD are skill building/performance enhancing and reinforcing culture and values
- Leadership development, like all development, requires assessment , especially self-assessment.
- Traditional leadership development programs can still:
 - Create alignment throughout the leadership group
 - Share critical knowledge simultaneously
 - Insure shared vision and purpose

Leadership Development Will Look Different

- Always and everywhere
- Flexible
- Contextualized and experiential
- Much less programmatic and much more imbedded
- Much less expert based and much more self-guided
- Less roadmaps and career paths and more personalized development .
- More user generated and co-developed
- More in team settings.
- **Leadership development will be *applied*.**



Bottom Line...

- Drive the democratization of leadership development.
- Shift focus from developing only selected individuals to enabling broader leadership.
- Don't just organize development options around hierarchical positions/transitions.
- Create tools and support around critical leadership moments that face people everywhere in the organization.
- Operate on the assumption that everyone has leadership potential that, if realized, could be critical to our success.



***MORE
QUESTIONS?***

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THE DEMOCRATIZATION OF LEADERSHIP DEVELOPMENT:
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Thank you!

Terri Pearce
EVP Human
Resources
HSBC USA



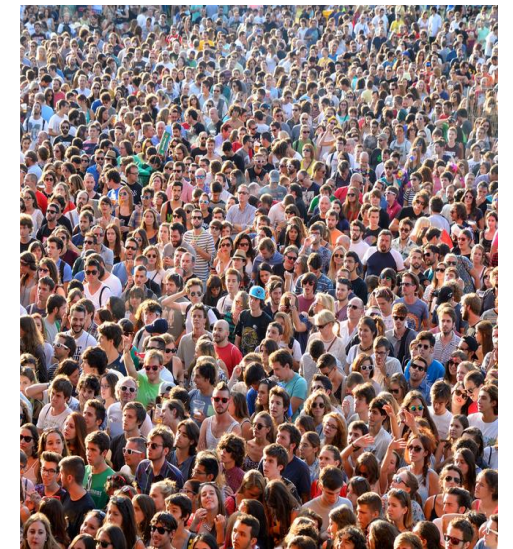
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ALL OF YOU
The Ones Who
Get It Done



John Cone'
Moderator

