

Passages™

A Succession Planning and Leadership Development System

AN ASPIRE COACHING SERVICE





Context

When an organization chooses to intentionally develop its leaders, it builds an internal pipeline for succession planning, fosters strong employee engagement, improves organizational and individual performance, and increases retention.

Passages is an organization-wide, competency-based leadership development program with a coaching methodology. By providing this program organization-wide, it creates a common language for everyone within. Specific opportunities are available for senior leaders, middle managers, and frontline staff; and each is tailored accordingly.

Statement of Purpose

The purpose in developing the Passages of Leadership Development is fourfold:

-  To invest in the organization's most valuable asset (its people) in a manner that explicitly co-creates opportunity and capacity for them and their future.
-  To build a continuous stream of leaders who have been readied through intentional development to step into roles with increasing level of responsibility and impact.
-  To equip these leaders in a manner that is consistent and coherent in philosophy and practice and aligned with the organization.
-  To influence the sector (and society) by developing a surplus of purposeful, people-centered, and performance-oriented leaders.

Statement of Approach

Passages is designed to develop each level of leadership within an organization and customized appropriately.

Growing as an Influencer

Frontline, non-positional leaders who develop as influencers using leadership competencies.

- Group of 4-10 individuals meet for 8 virtual sessions to discuss and apply leadership competences to their sphere of influence.

Growing as a Coach

Middle leaders, defined as those who report up and down, learn to use leadership competencies in a coaching, rather than managing, style of leadership.

OPTION 1

Groups of 4-8 individuals meet for 12 group virtual sessions. During the session, a leadership competency definition and its application are discussed. Members are encouraged to reflect on their own knowledge and use of each competency and create a goal to improve it.

OPTION 2

Groups of 4-8 individuals meet for 12 group virtual session plus 4 individual coaching sessions per person throughout the program. Groups are run as discussed above. Individual coaching sessions allow each person to develop goals and action steps with a coach to encourage application and development of their personal leadership style.

Growing as a Mentor

Strategic leadership development plans are tailored to ensure the high potential employee can manage multiple stakeholders, demonstrate prudent decision-making, and operate under the cultural framework of the organization.

- Group and individual sessions available.
- Senior leaders may also be interested in Aspire's Mastermind Groups to discuss and develop core, critical, and emerging issues facing organizations.

Competency Model

Leadership competencies are common no matter where a person is working within an organization. Passages focuses on these common ones throughout each of its group coaching cohort programs. Activities and application points are customized to the level of leadership or influence within the organization.

Domain	Competency	Descriptor – The Leader's actions that...
PURPOSE	Identity	Reflect an awareness about who they are, who they are becoming, and how others perceive them as a leader.
	Impact	Evidence the intended difference they aspire to make related to self, others, the organization, and the world.
	Power	Show how they exert influence and create change for themselves, others, and the organization.
	Judgment	Demonstrate how they make sense of, make decisions about, and the change they are aspiring to make.
PEOPLE	Integrity	Contribute to building trust and trustworthiness in the organization.
	Belong	Foster, in word and deed, a sense of inclusion and worth of others that transcends "fitting in."
	Adapt	Equip others and the organization to navigate and leverage change from the environment or within.
	Grow	Promote the ability of others and/or the organization to develop competency, capacity, and effectiveness.
PERFORMANCE	Execute	Develop and enact plans, whether directly or indirectly, to advance others and the organization.
	Achieve	Uses commitment-making and measurements to show movement towards or accomplishment of a goal.
	Resilience	Model both perseverance and learning when plans or efforts meet resistance or fail to work out.
	Sustain	Prioritize the long-term purposes of the organization above opportunistic thinking and "thin-wins."



PURPOSE. PEOPLE. PERFORMANCE.

Helping organizations and individuals become all that they **aspire** to be.

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