Program Area: Leadership Development

Category: Best Leadership Development Competency Models

The category Best Leadership Development Competency Models is for a written description of best practices in developing leadership competency models. The leadership competency strategy is fully mature, with well-documented business impact on significant KPIs in all talent lifecycle processes as well as to key business KPIs.

Training, learning, talent, HR, or other related department can enter either alone or together with a helping organization (such as a vendor aka solution provider, or consultant). Helping organizations cannot enter alone.

**Instructions:**

1. You must use this Word document for your submission.
2. Type your submission description into the appropriate sections of this document.
3. Do not change the formatting or font – Helvetica body 12 (size, color, or type).
4. Do not remove any sections of the application.
5. If any fields are not applicable, please leave them blank or write N/A.
6. Read the Judging Criteria below. The judges will evaluate your submission according to these criteria.
7. Write in paragraph form and check the spelling.
8. Write using the third person. Do not use “we, our, us,” etc.
9. Avoid “marketing” languages; focus on details and outcomes.
10. Include images, charts, and graphs in this document form; please do not include separate documents. Please insert these items within the context of your responses. These items may also be added to the end of the document in an appendix if necessary.
11. If applicable, you may provide supporting reports, videos, and course links. Please provide proper access information to courses and details for special instructions. If providing passwords to courses or videos, ensure they are valid for one year or more and can be easily accessed by the web. Do not include any links or embedded links within this form. Provide all links, URLs, and User access information in your online application for submission. Make sure access is available to reviewers for at least one year.
12. When completed using the same font size, this document should be approximately (15-20 written pages), font size Helvetica 12, not including instructions, questions, or graphics. If you have additional supporting information, you may include it within the appropriate sections of this entry form or in an appendix at the end of the document.
13. Within the online application, if you have selected “Yes” to granting Brandon Hall Group publishing permission of your entry, but there are parts of your application you wish not to have published, please indicate by **highlighting those details within this form in red,** so they are omitted from publishing.
14. Save as a **Word Document** with a new file name. Example: Company Name\_Category\_Short Title
15. Sign up or log in to the HCM Excellence Awards portal: <https://excellenceawards.brandonhall.com/hcm/>. Upload your completed entry form, complete the online application, and provide all supporting links and URLs. Check to make sure you have completed your online application and payment.

**Please direct any questions to:** [**awards@brandonhall.com**](mailto:awards@brandonhall.com)**. Do not send any applications via email, but only through the award application site.**

|  |  |
| --- | --- |
| **Judging Criteria: The judges will evaluate your entry on a scale of 1-6 on each of these criteria below.** | |
| 1. **Strategic Alignment** | The organization has identified the critical leader segments and the specific leader roles at all levels and has defined the skills that will be required for success in each of those leader segments and roles. Specifically, the organization has identified the eligibility (skills, knowledge, certifications), and suitability (behaviors, traits, competencies, capabilities) factors that are required for success in these critical leader segments and job roles. |
| 1. **Design and Delivery of the Program** | The leadership competency strategy includes selection of a minimal number of a) core competencies and b) leadership competencies that drive acceleration of the organization’s business goals and align with the corporate culture. The core competencies are reflective of the organization’s culture and values. The leadership competencies shape the behaviors and traits that are required of leaders at all levels for successful performance. |
| 1. **Proficiency** | The leadership competency model has been designed inclusive of the short-list of core, leadership, and functional (technical) competencies that drive achievement of business goals. The model is matured by defining proficiency levels of mastery to each competency and in alignment with the level of the leader/employee who is expected to demonstrate mastery of the competency. This leadership competency assessment strategy enables organizations to identify those leaders with the highest leadership advancement potential. |
| 1. **Implementation** | The organization implements the competency strategy within the broader talent management strategy using competency profiles and competency assessment. The competency profiles allow leadership to match candidates to jobs more effectively. Competency assessment allows an evaluation of candidates to see how closely their skills, knowledge, abilities, experiences, and behaviors match the (current and future) requirements listed in the competency profile. |
| 1. **Overall** | The leadership competency strategy is fully mature, with well-documented business impact on significant KPIs in all talent lifecycle processes (e.g., Internal promotion rate, turnover rate, engagement scores, time to productivity of new hires) as well as to key business KPIs (e.g., revenue, profit margin, defect rate). |

Entry Overview:

***Please make sure all information matches the online application.***

Entry Information

|  |  |
| --- | --- |
| **Entry Title** | (Insert text here) |
| Name of Entering Organization | (Insert text here) |
| \*Name of Helping Organization (Vendor)  if submitted jointly: | (Insert text here) |
| \*OPTIONAL PR | (Insert text here) |
| Date | (Insert text here) |
| Brief Description of Entry (2-3 Sentences) | (Insert text here) |

Company Background (of entering organization, not the solution provider)

Insert company logo here

Use the grid below to give information about the organization, size and scope, and industries served.

|  |  |
| --- | --- |
| **Company-at-a-Glance** | |
| Headquarters | (Insert text here) |
| Year Founded | (Insert text here) |
| Revenue | (Insert text here) |
| Employees | (Insert text here) |
| Global Scale (Regions that you operate in or provide services to) | (Insert text here) |
| Customers/Output, etc. (Key customers and services offered) | (Insert text here) |
| Industry | (Insert text here) |
| Stock Symbol | (Insert text here) |
| Website | (Insert text here) |

\*Optional: Company Background (of solution provider if submitted jointly)

Insert company logo here:

Use the grid below to give information about the organization, size and scope, and industries served.

|  |  |
| --- | --- |
| **Company-at-a-Glance** | |
| Headquarters | (Insert text here) |
| Year Founded | (Insert text here) |
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| Employees | (Insert text here) |
| Global Scale (Regions that you operate in or provide services to) | (Insert text here) |
| Customers/Output, etc. (Key customers and services offered) | (Insert text here) |
| Industry | (Insert text here) |
| Stock Symbol | (Insert text here) |
| Website | (Insert text here) |

Budget and Timeframe

Please fill out the following grid with your best ability. You may offer an estimate or range for each. If this information is confidential or not applicable, enter N/A. Your entry will not be judged based on this information; however, this offers the judges a greater understanding of your entry, complexity, and/or maturity.

|  |  |
| --- | --- |
| **Budget and Timeframe** | |
| Overall budget | (Insert text here) |
| Number of (HR, Learning, Talent) employees involved with the implementation? | (Insert text here) |
| Number of Operations or Subject Matter Expert employees involved with the implementation? | (Insert text here) |
| Number of contractors involved with implementation | (Insert text here) |
| Timeframe to implement | (Insert text here) |
| Start date of the program | (Insert text here) |

Entry Details:

Judging Criteria 1: Strategic Alignment

Use this area to describe the business conditions and business needs that led your organization to create a leadership competency strategy and model. Discuss a high-level description of the leadership competency strategy.

How did your organization identify the critical leader segments and the specific leader roles at all levels?

What goals did you establish and were they achieved? Did this program tie into organizational objectives?

Details:

Judging Criteria 2: Design and Delivery of the Program

Use this area to discuss the design and delivery of your leadership development competency strategy and model.

*Details:*

Judging Criteria 3: Proficiency

Use this area to discuss how your competency model has been designed, inclusive of core, leadership, and functional (technical) competencies. Does your leadership competency assessment strategy enable your organization to identify those leaders with the highest leadership advancement potential? If so, how?

*Details:*

Judging Criteria 4: Implementation

Use this area to discuss how the leadership competency strategy and model were implemented by your organization. Describe the change management efforts to ensure success.

*Details:*

Judging Criteria 5: Overall

Use this area to discuss the measurable benefits as seen by your organization.

How do you measure ROI/impact and what were the results? How did you prioritize and identify what was important?

Use this section to provide a summary of key findings. What lessons did you learn? What is next/future outlook?

Details: