Leadership development that lasts

Support new leaders, transfer critical knowledge, and build development into ordinary work.

Morning discussion | Cecilia Haag

Participants described leadership as an ongoing practice of listening, transparency, and shared responsibility. Promotion alone does not provide the skills or support a new supervisor needs. Coaching, stretch assignments, feedback, and learning alongside experienced leaders were practical approaches. The group connected supervisory workload, difficult conversations, and well-being with retention and culture. Succession should develop a range of capable people, while allowing strong practitioners to grow without assuming that management is their only path.

Afternoon discussion | Melissa Briggs

The afternoon discussion focused on making development part of day-to-day organizational practice. Clear expectations, delegation, candid feedback, and staff or peer input can help identify what a role requires. Participants supported growth even when a person's next opportunity might be elsewhere. Succession extends beyond the CEO: playbooks, cross-training, and deliberate transitions reduce dependence on one person's knowledge. They also considered affordable learning practices, including peer discussion, shared resources, and internally led development.

Put the learning to work

- Choose one critical role and document responsibilities, decisions, relationships, and knowledge that another person would need.
- Build a 90-day development plan around a specific skill, supported practice, feedback, and protected time.
- Ask a new supervisor what support is missing, then adjust expectations or workload so development is feasible.

Questions for your team

Which role would be hardest to cover tomorrow? How do we know a development activity changes leadership practice?

Proposed CY2027 connection

June LX; HR and CEO quarterly progression; December proposed review of leadership continuity and next-year priorities.

Source and coverage: Morning and afternoon automatic transcripts. Suggested development structures were not adopted as a shared program.