



The RBL Group

**+ Building Leadership Capability**



“The ultimate test of a firm’s leadership strength comes from its ability to produce leadership capability that delivers stakeholder confidence in future results.

- **Norm Smallwood**, Co-Founder, The RBL Group



# Leadership Capability Starts From the Outside In

**When leadership capabilities reflect the expectations of customers and investors**, those stakeholders gain confidence in your future. By developing a leadership brand using an outside-in approach—asking what your customers, investors, communities, employees, and managers want from the business and what your leaders can do to deliver it—you position your organization to grow in both customer share and market value.



## Start with how leadership affects stakeholders

Being intentional in what you promise customers and stakeholders is the most important thing you can do when building leaders. RBL uses the six elements of the RBL Leadership Brand® Architecture to guide our leadership development work with clients.



## Stand out against competitors and increase stakeholder value

When your stakeholders see your commitment to a firm brand identity, they become confident that your leaders have the capabilities to deliver on promises. You win with customers who trust your people to respond to their needs consistently and appropriately.



**Partner with RBL's seasoned consultants to build leaders at all levels who have the necessary capabilities to deliver on stakeholder expectations. [Contact us.](#)**



# Building Leadership Capability

Organizations that develop leadership capability to build stakeholder confidence focus on two elements. The first is establishing a universal set of skills that applies to all leaders in any organization. The second element, the differentiators, are attributes that are unique to your organization.

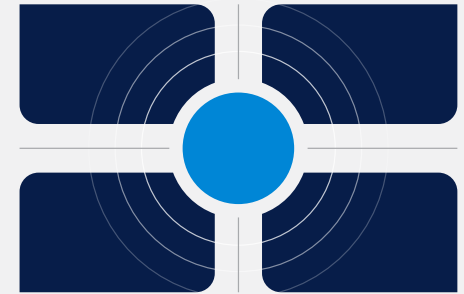
## The RBL Leadership Code®

The RBL Leadership Code encompasses the essentials that all leaders must know and do to be effective. Our research shows that 60-70% of effectiveness is the same for all leaders. These are the five domains of the RBL Leadership Code:



## The Differentiators

These are the attributes that make your leaders unique to your company. Your firm brand identity (in the eyes of your best customers) must be made real to customers and employees through leader behaviors.



**The RBL Leadership Code®** is a research-based synthesis of the critical knowledge, skills, and attributes essential for effective leadership. It goes beyond providing endless lists of individual competencies possessed by the world's most successful leaders by providing a unifying, contextual framework. Our model translates the complex to the simple, the mundane to the meaningful, and the abstract to the actionable.

# Leadership Development Offerings

	PROGRAM	AUDIENCE	FORMAT	DURATION
IN-PERSON	<b>Leadership Academy (Bootcamp)</b>	Managers, Directors & High-Potentials	In-Person Digital Synchronous	Three 3-Day Sessions 18 Weeks
	<b>Custom Leadership Development</b>	All Levels	In-Person, Virtual, or Hybrid	Varies
	<b>Assessments &amp; Coaching</b>	All Levels	Digital or In-Person	Varies
GUIDED LEARNING JOURNEYS	<b>Leadership Code® Academy</b>	All Levels	Digital (Self-guided virtual & facilitated sessions)	6 Weeks
	<b>Leading for HR Excellence Masterclass</b>	HR Leadership Teams, Senior HR Leaders	Digital (Self-guided virtual & facilitated sessions)	3 Weeks
	<b>Reinventing the Organization Academy</b>	Directors / Senior Directors, Vice Presidents	Digital (Self-guided virtual & facilitated sessions)	6 Weeks
	<b>Talent Academy</b>	All Levels	Digital (Self-guided virtual & facilitated sessions)	6 Weeks

# Leadership Academy (Bootcamp)

A customizable, skill-building program that enhances critical leadership skills in your teams.

## Program Overview

The RBL Leadership Bootcamp is an intense training and development journey designed to fully immerse leaders in the key leadership concepts that will help them succeed today, prepare them for future opportunities, and reinforce the behaviors your customers and investors expect.

The modules that collectively make up the Leadership Bootcamp are available on an individual basis for companies looking to invest in upgrading specific leadership competencies. Each workshop is designed to take key concepts and proven frameworks and apply them to your organization's unique challenges.

[See course program on next page.](#)

## Details



### Audience:

- Managers, Directors, and High-Potentials



### Format:

- In-person or synchronous virtual programs available
- Three 3-day sessions in-person or digital modules with coaching and/or team projects between modules



Given the success of the current program, we have recently re-engaged the RBL Group to help us run a program to develop the leadership skills among our next level of 250 leaders. We are proud to be partnering with the RBL Group.

– David, Senior Director

# Leadership Academy Module List

1

## Strategist

Shape the Future

Focus on customers and their expectations to deliver strategy and clearly communicate the firm brand through leadership actions.

2

## Executor

Make Change Happen

Learn the fundamentals of execution including technical proficiency, team building, decision making, accountability, and change management.

3

## Talent Manager

Engage Today's Talent

Better manage talent to drive peak performance from people at all levels of the organization by focusing on competence, commitment, and relevance.

4

## Human Capital Developer

Build the Next Generation

Develop the next generation of talent within the organization to better execute on strategy and account for both individual and business needs.

5

## Personal Proficiency

Invest in Yourself

Better manage demands by building resources in five domains—physical, intellectual, emotional, social, and spiritual—while taking the first steps in developing a personal leader brand.



# Custom Leadership Development for Your Company

A transformative learning program tailored to your organization that develops the skills and attributes of leaders in 5 domains (strategist, executor, talent manager, human capital developer, and personal proficiency) to drive business results for internal and external stakeholders.”

## Participants will learn to:

- Focus their leadership development around what their stakeholders want and need
- Utilize tools and frameworks to improve the leadership capabilities that will drive results
- Leverage research-based content that is applicable to their current job and roles

- 1 How can we offer leadership development for our organization that is customized to the needs of our leaders?
- 2 When off-the-shelf programs don't meet our unique needs, what are other options?
- 3 How custom is custom? Can I co-create the length, breadth, and activities included in a development program?



“One of the best trainings I've had in long time.”

- Recent Program Participant

## Details



### Audience:

- Executives, Directors, and High Potentials



### Format:

- In-Person, Virtual, or Hybrid
- Flexible development modules combined with assessments, coaching, and follow-up support



By creating a variety of development experiences around the RBL Leadership Code®, we give your organization the flexibility to focus on building the skills that matter most for your business. RBL uses a collaborative process to adapt our proven content to meet your unique needs in the most impactful way possible. We also have deep experience in creating customized development experiences built around content specific to you. From topics that are central to your brand identity to emerging topics like agility and DE&I, we have the team to create an impactful program.

## Process



You know your business and your leaders. We know how to challenge and engage executive leaders in leading global companies. Together, we will create, refine, and deliver a program that will help drive the culture changes needed to sustain and build your organization's future growth.

## Content



RBL's leadership content is first and foremost actionable. While based on a powerful blend of cutting-edge research, RBL's deep experience in helping companies adapt these ideas so leaders can apply them makes sure the ideas we bring have impact in the business.

## Delivery



RBL's facilitators excel at bringing the energy and creating the conversations needed for executives to really engage, reflect, and change.

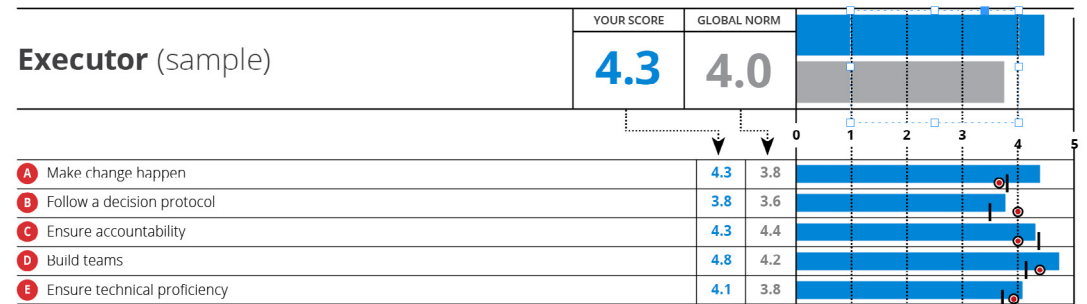
This unique approach allows us to quickly create a powerful custom executive learning experience.

# Assessments

Based on decades of empirical research, RBL's Leadership Code® Assessments and MENTOR® Leadership Battery offer business leaders and HR professionals valuable insight into how they can grow and best deliver value to their business.



**The RBL Leadership Assessments**  
(360, 180, or self-assessment)  
measure leadership behaviors  
from the five critical domains  
our research has show to be  
essential for effective leadership.



Four stratified versions customized to the level of the leader:

- 1 Individual Contributor
- 2 Front-Line Leader
- 3 Manager/Director
- 4 Executive/C-Suite

# Coaching

RBL offers personalized coaching, follow-up 360s, and other developmental tools to help leaders make the changes identified in their assessments and drive organizational results. Coaching can be combined with any of RBL's Leadership Development offerings.

## Establish a baseline.

We'll use self- and multi-stakeholder assessments to create a starting point for coaching.

## Engage and change.

The coach and the client co-create the coaching process, including a discussion of feedback, development planning, and ongoing coaching sessions to reinforce focus, adjust strategies, and create accountability.

## Measure results.

Follow-up stakeholder feedback during the coaching process and at its closing allows the client to measure individual growth.

**Effective  
Leadership**



Leadership Behaviors  
(Foundational and  
Differentiating)



Stakeholder  
Results



Neither attributes nor results is enough; it's the cycle between them that makes all the difference. Our coaching methodology connects attributes with results and helps leaders become more effective by developing strengths that strengthen others and addressing weaknesses that get in the way of delivering results.

# Leadership Code® Academy

Build leaders who develop human capability and deliver results with business impact.

## Participants will learn to:

- Create a leadership framework around 5 domains of leadership
- Strategize with deep understanding of stakeholder needs
- Execute and embrace the agile nature of a new world of work
- Manage talent and foster a work environment that promotes “believing, becoming and belonging”
- Develop human capability that delivers stakeholder results
- Become personally proficient and navigate paradox

- 1 If your organization had better leadership, what would happen?
- 2 What would it mean to your customers, employees, investors, and other stakeholders?
- 3 Do your leaders deliver results that matter to the organization and its stakeholders?



“Understanding the differing levels of contribution and outcomes gives me a greater perspective of how to lead for outside-in impact.”

– Academy Participant

## Details



### Audience:

- Leadership at all levels



### Format:

- 6-week digital development program using a blend of self-paced learning assignments and weekly consultant facilitated learning and application sessions
- 16 modules presented by Dave Ulrich and Norm Smallwood about how to build results-focused leaders in your organization (videos, reading, exercises)
- Open-enrollment or enterprise programs available



# Leading for HR Excellence Masterclass

Engage your organization's most experienced HR leaders in discussions and alignment regarding the 10 critical dimensions of a high-performing HR department.

## Participants will learn to:

- Align on stakeholder needs, business strategy, and required capabilities
- Clarify a purpose and reputation for HR that delivers against stakeholder and business needs
- Assess the design and fit of the current HR organization to deliver human capability
- Evaluate HR practices, competencies, and development needs

- 1 What makes an effective, value-adding HR function?
- 2 How can your leaders upgrade the HR function to better impact stakeholder value?
- 3 What HR outcomes will deliver the most value to internal and external stakeholders?



“We’ve identified from our research and practice 10 characteristics of a great HR function. When you bring together these ideas and tools you can create HR functional excellence and effectiveness.”

– Dave Ulrich, RBL Co-Founder

## Details



### Audience:

- HR Leadership Teams and Senior HR Leaders



### Format:

- 3-week digital development program using a blend of self-paced learning assignments and weekly consultant facilitated learning and application sessions
- 12 self-paced learning modules presented by Dave Ulrich
- Open-enrollment or enterprise programs available

# Reinventing the Organization Academy

Help leaders build agile, adaptive organizations oriented around market needs.

## Participants will learn to:

- Understand and anticipate the changing environmental conditions that will shape our future
- Develop a clear strategy for growth and a pathway for making it happen
- Define and build market-oriented capabilities and structure
- Craft a shared leadership brand

- 1 Is your organization poised for the future?
- 2 Do your leaders have the tools and resource to deliver greater value in and through your organization?
- 3 Do you have a clear strategy for growth?



“The Reinventing the Organization Academy enabled our organization’s leaders to transfer their energy and attention from level 1 thinking (completing tasks and moving the machine along), to level 2 thinking (the how and why of work).”

– Board Member, Global Bank

## Details



### Audience:

- Director / Sr. Director, Vice President



### Format:

- 6-week digital development program using a blend of self-paced learning assignments and weekly consultant facilitated learning and application sessions
- 6 modules presented by Dave Ulrich about how to build agile, future focused organizations (videos, reading, exercises)
- Open-enrollment or enterprise programs available

# Talent Academy

Develop the skills leaders need to build talent that delivers greater business impact.

## Participants will learn to:

- Engage and empower individuals and teams through coaching
- Manage the increasing customization of work
- Better source, screen, develop, and retain talent
- Create a more diverse, equitable, and inclusive culture
- Increase engagement through developing and living your employee value proposition
- Develop talent with competence, commitment, and contribution

- 1 Does your organization struggle to attract, develop, engage, and retain the very best people?
- 2 Do your leaders have every resource available to win the war on talent?
- 3 Do your leaders empower individuals and teams to achieve better business results?



“The program is presented well and very interactive. It’s uplifting and insightful. I really enjoyed it.”

– Cathy Krohn, Principle Human Resources Leader, UGI

## Details



### Audience:

- Leadership at all levels

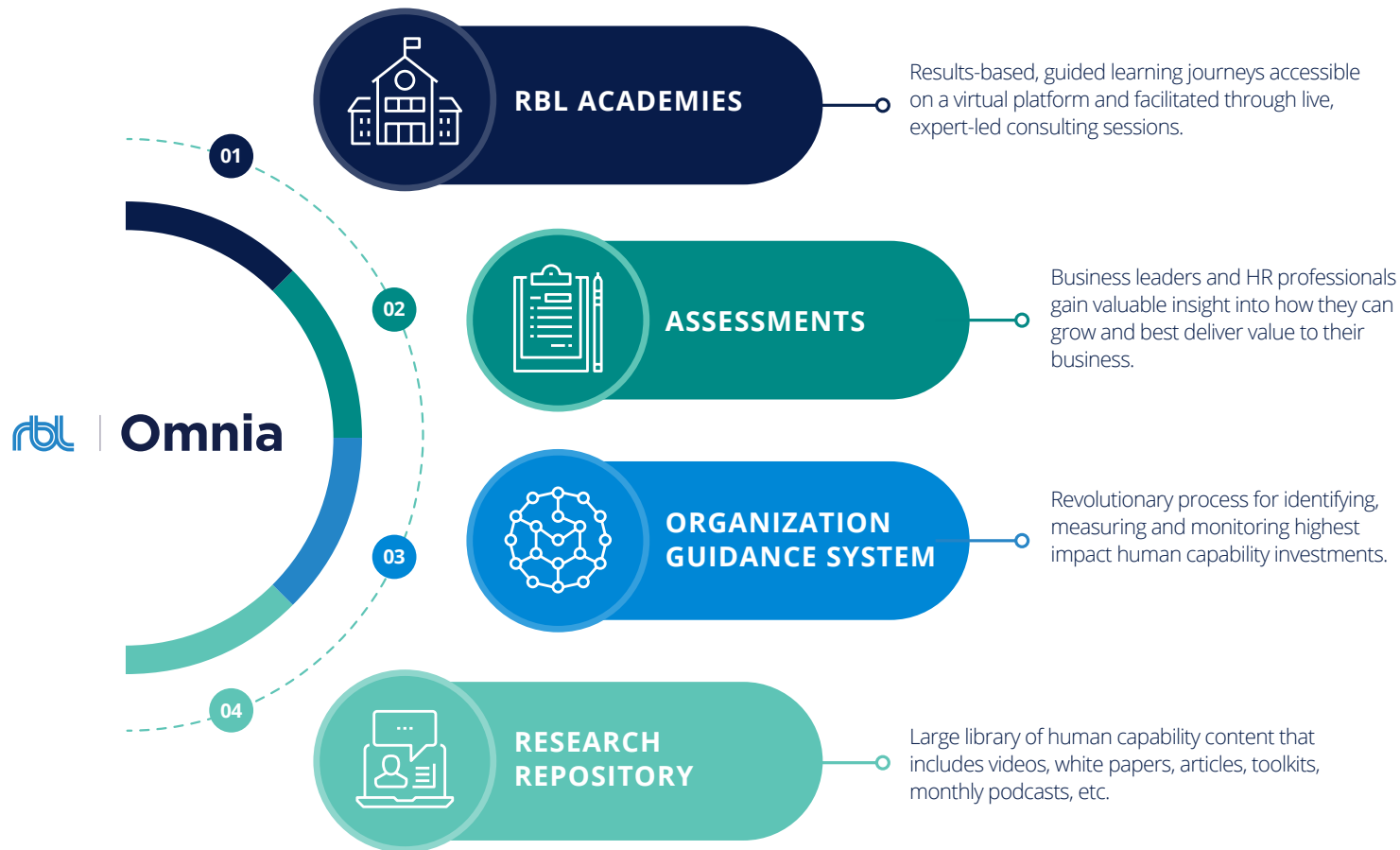


### Format:

- 6-week digital development program using a blend of self-paced learning assignments and weekly consultant facilitated learning and application sessions
- 12 modules presented by Dave Ulrich about how to build talent that delivers results (videos, reading, exercises)
- Open-enrollment or enterprise programs available

# RBL Omnia

**Focused on building human capability for your organization.** To create measurable business impact, RBL Omnia brings results-based guided learning journeys and content, supplemented with deep, integrative assessment and research tools.







## **+ Build Leadership Capability**

To inquire about our Leadership  
Development offerings:

call: **+1-801-980-0517**

email: **rblmail@rbl.net**

web: **www.rbl.net**

**Get Started**