Map the Leadership Journey

Use this worksheet to identify what people need at each stage of the leadership journey.

1 Frontline Employee

Critical skills

Experience needed

Available developmental opportunities

Common barriers

Signals someone is ready for the next step

2 New Supervisor

Critical skills

Experience needed

Available developmental opportunities

Common barriers

Signals someone is ready for the next step

3 Experienced Manager

Critical skills

Experience needed

Available developmental opportunities

Common barriers

Signals someone is ready for the next step

4 Senior or Organization Leader

Critical skills

Experience needed

Available developmental opportunities

Common barriers

Signals someone is ready for the next step

Removing the Barriers

SCENARIO

A high-performing frontline employee has been identified as a future supervisor. They are excellent with clients but have never managed performance, delegated work, facilitated conflict, or participated in budgeting. Their workload is already full, and the organization cannot offer a formal leadership program this year.



Groups discuss the scenario and capture practical, equitable development actions.

1 What development does this person need?

2 What can be provided internally at little or no cost?

3 What role should the current supervisor play?

4 What outside resource or partnership could help?

5 How can the organization avoid creating an inequitable 'informal sponsorship' process?

Build a Practical Pathway

Each table selects one employee population and designs a pathway that is specific, low-cost, and repeatable.

LEADERSHIP PATHWAY CANVAS



Target group:

- ☐ Frontline employees
- ☐ New supervisors
- ☐ Mid-level managers
- ☐ Emerging senior leaders

1 Leadership capabilities needed:

2 Three development experiences:

3 Internal tools or people we can leverage:

4 Citywide or external resources we can leverage:

5 Manager responsibilities:

6 How access will be made equitable:

7 Evidence of progress:

8 First step within 30 days:

9 How we will keep it specific, low-cost, and repeatable:

