



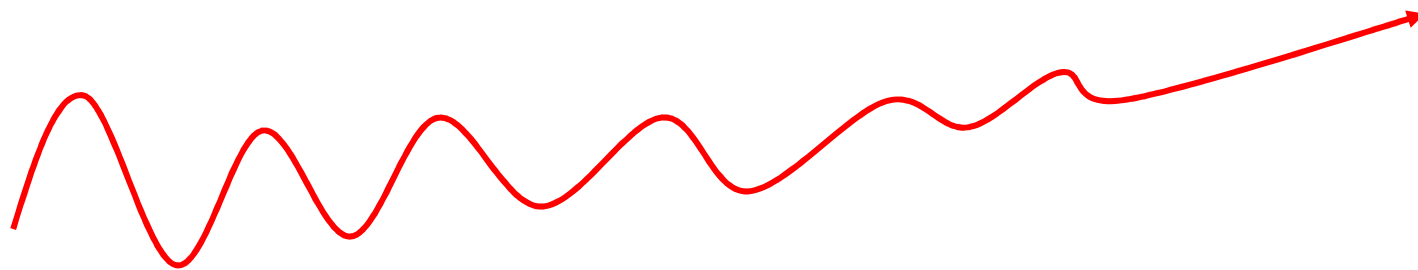
# Leadership Capability Maturity Model

the  
**LEADERSHIP**  
project

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# Leadership Capability Maturity Model

Key Measurement factors	Level 1 Unpredictable	Level 2 Defined	Level 3 Repeatable	Level 4 Predictable	Level 5 Optimizing
High Level Characteristics	Entrepreneurial environment with little structure and future dependent on few individuals. No repeatable processes exist.	Recognized need for structure and leadership. Success dependent on one or two key executives, but key processes are identified and defined.	Leadership demonstrated and rewarded at various levels of organization conforming with business needs.	Effective leadership demonstrated and replicated throughout organization, consistent performance across organization.	Leadership surplus; management focused on improving people, products and organizational results.



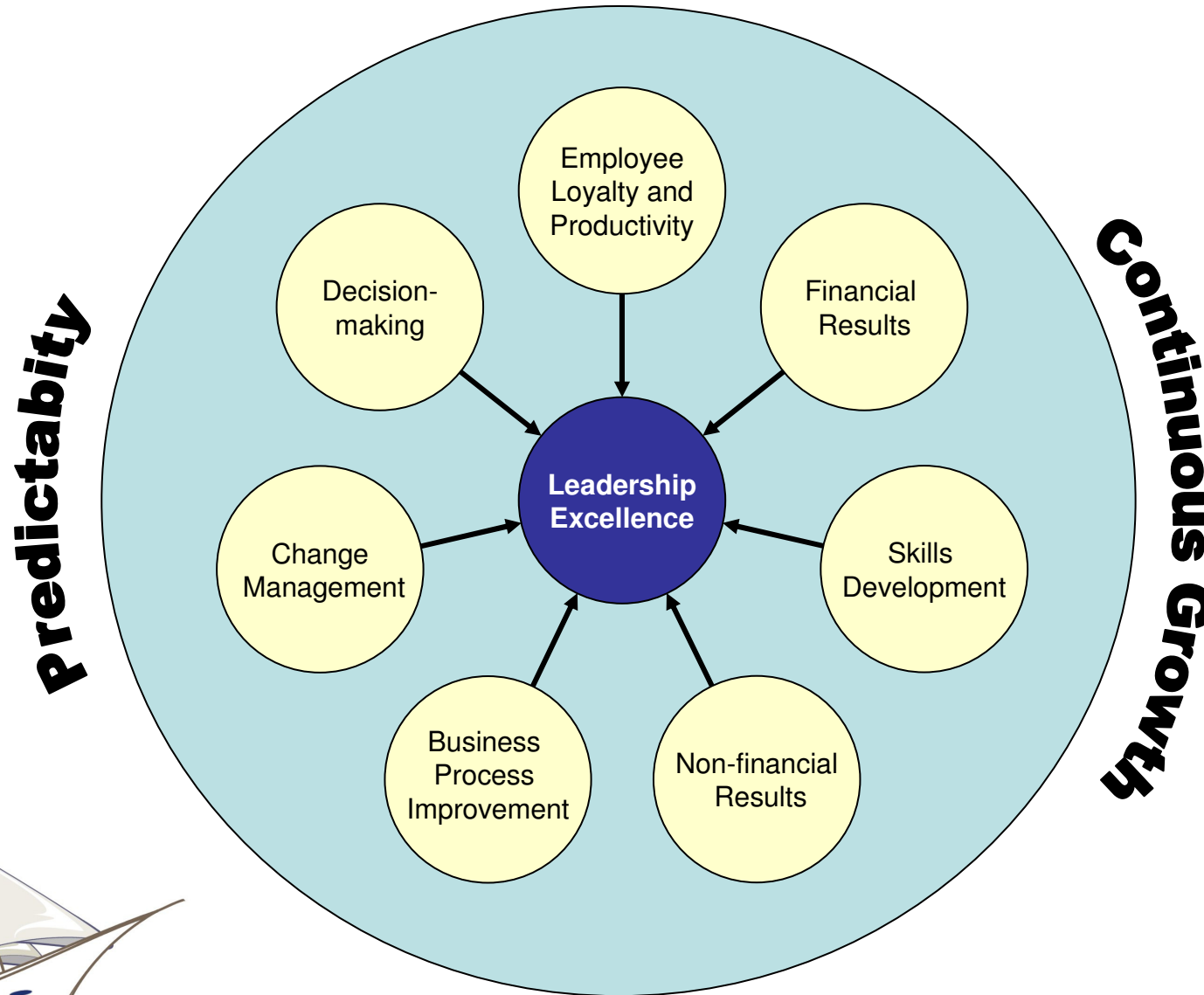
**Each successive maturity level describes leadership capability that delivers greater degrees of predictability in business results. Based on Carnegie Mellon’s IT Capability Maturity Model.**



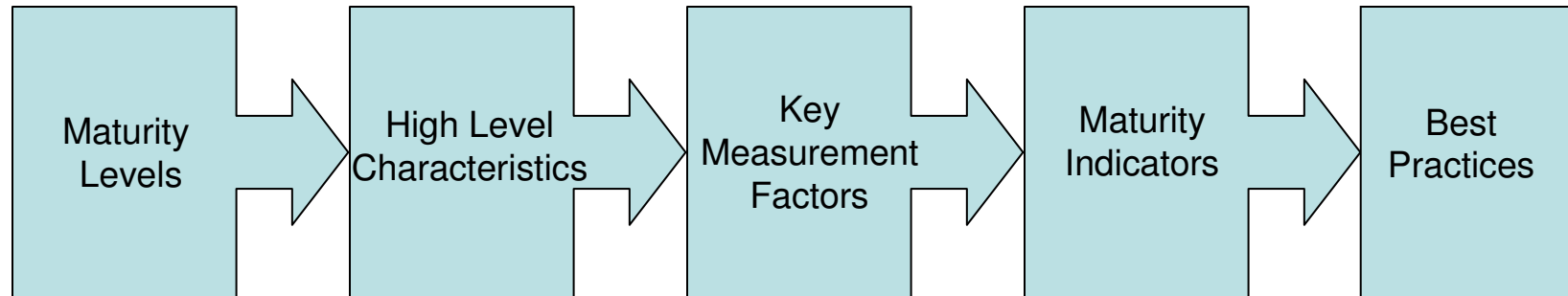
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<ul style="list-style-type: none"> <li>• Employee Loyalty and Productivity</li> <li>• Decision-making</li> <li>• Financial Results</li> <li>• Non-financial Results</li> <li>• Skills Development</li> <li>• Change Management</li> <li>• Business Process Improvement</li> </ul>	Results are either positive or negative, but in either case unpredictable. There are often significant swings in financial performance. Management does not demonstrate consistency in hiring, decision-making or problem solving. Management does not recognize need to formally develop leadership skills. Management does not anticipate change demanded by economic or market conditions and has no formal approach to process improvement	Results are generally positive and show some consistency. Management has difficulty recognizing key factors for success or failure. Management recognizes need to develop consistent leadership capabilities throughout organization and desires to understand dynamics of change and how to effectively manage it. Very limited numbers of employees have authority or autonomy. Accountability is driven from the top down.	Results show positive and clear trends – both growth and reductions in revenue/profits are predictable and can generally be managed. Employees are given appropriate levels of authority and autonomy. Effective leadership development tools and techniques have been implemented at all management positions. Formal change management tools are implemented. Employees recognize accountability on a peer level.	Results meet forecast expectations throughout the organization. Leadership capability is recognized at all levels of the company and all management teams are expected to participate in developing future leaders. Adaptation to change is anticipated and welcomed. Change management is considered a key management discipline and a formal process is utilized throughout the organization. Peer and subordinates hold one another accountable for results.	Financial and non-financial forecasts are highly reliable and demonstrate ability to anticipate market and economic shifts. Leadership Development is recognized as a vital competitive advantage. Effective change management is viewed as an essential discipline. Leadership initiative and accountability are demonstrated and rewarded at all employee levels. Organization experiences an abundance of leaders – recognized across their industry.

# Contributors to Leadership Excellence



# LCMM Key Features



Levels 1-5  
 Unpredictable  
 Defined  
 Repeatable  
 Predictable  
 Optimizing

Capabilities demonstrated such as shared decision-making, effective leadership development, consistent skills training, business process improvement implemented.

Quantifiable metrics established for measuring implementation and effectiveness of leadership categories.

Markers which characterize each successive increase in leadership capability

Proven leadership practices which have shown cross-industry success in delivering predictable and sustainable organizational results.

