Do you have a capability model that embeds leaders throughout your organization? If not, you can.

Companies that consistently produce proven leaders typically have strong leadership brands. But the most successful companies will be the ones that embed leaders throughout their entire organization—not just at the top. They’ll be those companies that create an environment where the ideas and innovations come from everyone.

It takes a conscious shift in thinking and behavior to make this happen. Businesses need to move from building leaders by intuition to building leaders by intention. They can start by building a capability model that attracts and builds leaders at all levels throughout the organization.

Our world demands this shift

To compete in a world of constant disruption, you must innovate at every turn. Anticipate the shifting needs of customers, and respond to them quickly. Deliver more value than ever, sometimes on the spot. It takes leaders in every position, in every interaction, to do that.

To develop leaders in every pocket of your organization, you should start by establishing a capability model that clearly defines for your people—in all roles, at all levels—what they need to do to grow their leadership skills and careers, and succeed in your organization.

Four cardinal rules of the new capability model

1. It needs to be carefully and purposefully aligned with your business strategy—helping you fuel innovation and growth today and into the future.

2. It should tie directly to the attributes that matter most to your customers and other key stakeholders—setting your organization up to meet their fast-changing needs.

3. It must be universally applicable throughout the organization, guiding all your people—in all roles, at all levels—to exhibit leadership behaviors.

4. It has to be simple—combining or eliminating all previous talent frameworks and providing a new, unifying model against which you develop and assess all your people.
The power of simplicity

This kind of unifying capability model then becomes the cornerstone of your organization’s talent brand—the single source of truth about who your company is and what your people can do. It also becomes the epicenter for all things talent within your organization, enhancing your ability to attract, hire, develop and retain the kind of leaders your organization needs.

When architected the right way, your capability model permeates your entire talent ecosystem to deliver maximum impact for your organization and your people:

- **Talent acquisition.** Use your capability model as a marketing tool, showing candidates the ongoing learning and career advancement opportunities your organization offers while ensuring they are the right fit against your model.

- **Career progression.** Make it the main anchor of performance management, helping employees develop their strengths and address their weaknesses—so they can advance their careers based on your clear set of expectations on what it means to lead.

- **Leadership development.** Build all learning and development curriculum around the individual elements of your capability model, helping your people see leadership not as a title but as a set of behaviors—resulting in a much more holistic set of future leaders for your organization.

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1. **Make it your lifeblood.**
   Your capability model shouldn’t just sit in your employee handbook. It must become the very pulse of your organization. It must guide your everyday thinking, your entire culture and every aspect of your operations.

2. **Make it accessible.**
   Put it in a digestible, digital form so your people can access it—and perform against it—24/7.

3. **Market it, market it, market it.**
   Launch awareness campaigns, educational sessions and training programs to engage your people in your new model—and drive the kind of behavior change that will build the leaders that will build your company.

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**Next release:**
**Performance Management**

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**How PwC can help**

For a deeper discussion about building a capability model that helps you embed leaders throughout your organization, contact the PwC Talent Innovation team:

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