Growth & Ownership™ Strategies conference

Cultivating Leaders on Purpose

Strengths-Based Succession Peer Lab.

Turn one strategic priority into a practical leadership development and succession planning move.

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From Naming Successors to Building Leadership Capacity

Three mindset shifts that make succession a daily leadership discipline.

- **From replacement to strategy:**
  What leadership capabilities will our firm's future require?
- **From tenure to evidence:**
  Where are people practicing consequential responsibility?
- **From a one-time effort with annual updates to an operating rhythm:**
  How will development continue through everyday work?

Build Leadership Capacity Before You Need It

One connected process links strategy, strengths, development, and data.

ALIGN	ACTIVATE	STRETCH	REFLECT	RENEW
Translate strategy into leadership capabilities and continuity priorities	Explore strengths, complementary contributions, and cultural behaviors.	Create real responsibility with authority, sponsorship, and support	Review business outcomes, learning, and evidence of continuity	Adjust the next experience as the firm and its needs evolve

Build capability through the work.
Make progress visible through a simple rhythm.

Four Strengths Domains. More Ways to Contribute.

Use HIGH5 to broaden the development conversation.



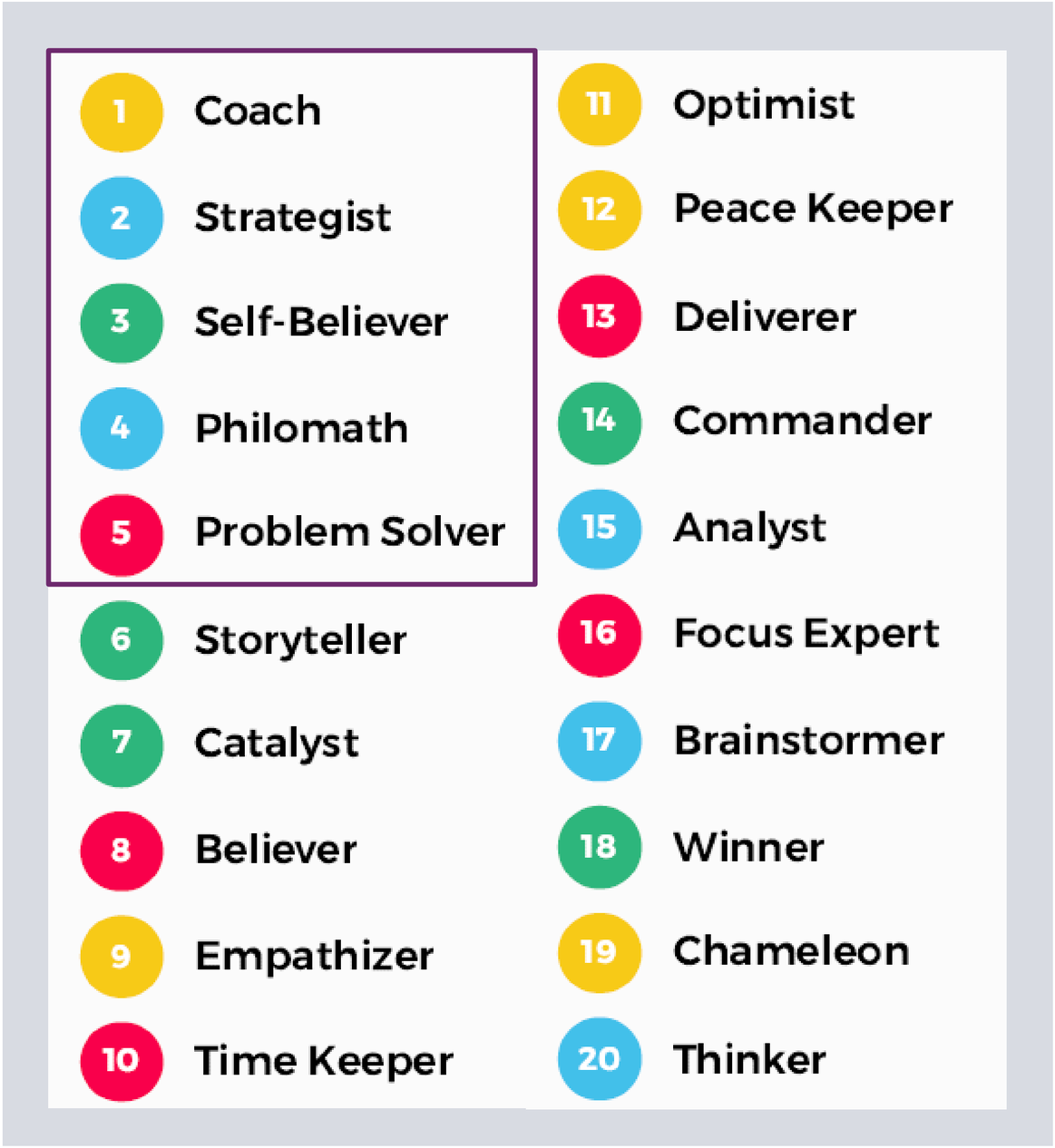
HIGH5 Strengths

- **Talent:** Something you are naturally good at
- **Energy:** Something that energizes you rather than drains you
- **Meaning:** Something that feels purposeful and important to you

Strengths Are a Starting Point for Development

Connect natural contributions to real leadership challenges and opportunities

Showcases your unique strengths and attributes



Leadership Team HIGH5 Strengths Matrix

DOMAINS	MOTIVATING			FEELING					DOING				THINKING							
	Catalyst	Commander	Self-Believer	Storyteller	Winner	Chameleon	Coach	Empathizer	Optimist	Peace Keeper	Believer	Deliverer	Focus Expert	Problem Solver	Time Keeper	Analyst	Brainstormer	Philomath	Strategist	Thinker
Leadership Team Member 1							2	3			5	1			4					
Leadership Team Member 2												1		4		2		5	3	
Leadership Team Member 3							2		5		3	1						4		
Leadership Team Member 4			5				1	3			2	4								
Leadership Team Member 5	5						3				1	2			4					
Leadership Team Member 6	2	3					5					1		4						
Leadership Team Member 7		4	1								3	5		2						
Leadership Team Member 8	4											1		5	3	2				

Complementary Partners Expand What Becomes Possible

Design the partnership around the work, not the labels.

A useful development partnership combines:

A clear shared outcome | Different contributions| Explicit responsibilities | Space for both people to influence the work



CATALYST

Push others forward by building momentum

+



COACH

Pull others forward with a nurturing heart

=



PARTNERSHIP

Empowers any team for success

Our Journey Today: Translate Strategic Ambition Into Leadership Capability

Make the connection between the future you want, and the experiences leaders need.



Strategic Ambition	Firm Evolution	Cultural Behaviors	Leadership Capability	Development Experience
What could we make possible?	What must change in how we create value?	What must we preserve, strengthen, or release?	What must leaders do differently?	Where can they begin practicing now?
Example				
Explore an AI-enabled advisory offering.	Shift from selling projects to demonstrating client outcomes.	Combine experimentation with professional accountability.	Develop technology judgment, new services, and change leadership.	Sponsor a bounded cross-disciplinary pilot.

Two High Impact Ways of Participation

HIGH5's ultimate value is in the decisions the insights improve.

With or Without HIGH5 Results

1. Identify strategic priority and cultural behavior
2. Determine leadership capabilities and exposure
3. Select one strength from HIGH5 or identify work that energizes you
4. Describe a real example
5. Connect it to the capability to develop
6. Design real-work development experience
7. Create space for success and how it will be measured

Use the process to turn a strategic need for your firm's future into a development experience.

Activity 1 | Define the Leadership Your Future Requires

Start with one priority and identify two capabilities (15 minutes)

Strategic Priority | Cultural Behavior | Leadership Capabilities

INDIVIDUAL | 4 MINUTES

- Select one long-term strategic priority or plausible future.
- Note what must change in the firm and its culture.

PAIRS | 10 MINUTES (5 min each)

- Challenge assumptions and capabilities.
- Peer challenge: *Are you preparing leaders for tomorrow, or reproducing today?*

CAPTURE | 1 MINUTE

- Select one leadership capability the possible future requires. *An action, not a title.*

Activity 2 | Identify the Exposure and Contributions Needed

Where does your future depend on responsibility the firm has not yet distributed? (10 minutes)

Bench or Continuity Exposure | Strengths & Complementary Contributions

INDIVIDUAL | 2 MINUTES

Identify one exposure:

- Concentrated client relationships
- Concentrated decision authority
- Critical knowledge held too narrowly
- Too few opportunities to practice enterprise responsibility
- Others?

PAIRS | 8 MINUTES (4 min each)

- Connect one of your own strengths or energizing contribution to the value creation opportunity
- Identify a complementary contribution needed
- Peer challenge: *What responsibility needs to become less dependent on a single role or small group?*

Activity 3 | Give Someone Something Meaningful to Lead

Build capability through responsibility, not simply additional work. (15 minutes)

Real-Work Development Experience | Authority, Sponsorship & Capacity Sponsor | Evidence & Review

INDIVIDUAL | 5 MINUTES

Define:

- The assignment
- The business outcome
- The capability to practice
- The sponsor and complementary support

PAIRS | 10 MINUTES (5 min each)

- What can be decided independently?
- What requires consultation or escalation?
- What evidence will be reviewed?
- Peer challenge: *What will the current leader stop doing so someone else can genuinely lead?*

Share What You Will Make Possible

One minute each

- The possibility we are preparing for…
- The habit or assumption we must release…
- The capability we will develop first…
- The experience that will make it real…
- What will be stopped, delegated, or reduced…

What changes when strategy, strengths, culture, succession, and development become one conversation?

What Will It Take to Make This Stick?

Discuss the decisions, support, and rhythm that turn a working map into progress.

- **Alignment:** How can you ensure your leadership team has a shared view of future capabilities?
- **Authority:** What must current leaders release for others to lead?
- **Continuity:** Which responsibilities or relationships need more deliberate transfers?
- **Rhythm:** What will keep development active despite immediate demands of everyone's time?
- **Support:** Where would additional perspectives help you move from intention to execution?

Your next step: Make the commitment and schedule the first conversation to get started!

Pressure-Test the Plan

Make it consequential, supported, and ready to begin.

- Does it advance a real strategic priority?
- Would this capability matter in another plausible future?
- Does it require new judgment, not just more volume?
- Does it address a continuity exposure?
- Are authority, support, and capacity credible?
- Are the evidence and review date clear?

The goal is not to predict exactly who will lead every future. It is to build the capability, relationships, and judgment that give your firm more options to continue to *thrive in the future you want.*

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Thank You!

Explore your strengths

Continue the conversation

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