



Leadership Program Assessment



for an Existing Leadership Program

This assessment helps organizations identify design risks early and diagnose why an existing program may not be producing the intended results. For each area, select the description that best reflects your current state.



PRO TIP

If possible, have others associated with the program complete this same diagnostic tool and compare notes for a well-rounded assessment.

1. Program Sponsor Clarity and Alignment on Outcomes

- Absent**
There is no defined structure, cadence, or timeline for the leadership program.
- Emerging**
A basic structure exists, but it may be unrealistic, inconsistent, or difficult to sustain.
- Defined, but Could Be Clearer**
The program has a clear structure and timeline, but feasibility or alignment with real work remains a concern.
- Very Clear and Aligned**
The program architecture is intentionally designed to balance effectiveness, sustainability, and participants' workload.



REFLECTION PROMPT

If you asked three program sponsors to describe success, how similar would their answers be?

2. Focused Leadership Topics

- Absent**
Leadership topics have not been intentionally selected or are implied rather than defined.
- Emerging**
Topics exist, but the list is broad or generic, making it difficult to focus development efforts.
- Defined, but Could Be Clearer**
A focused set of topics exists, but connections to strategy, values, or real leadership behaviors are not always explicit.
- Very Clear and Aligned**
A small, intentional set of leadership topics clearly reflects organizational priorities and is used consistently across the program.



REFLECTION PROMPT

Can participants clearly name what leadership behaviors the program is designed to develop?

3. Program Architecture

- Absent**
There is no defined structure, cadence, or timeline for the leadership program.
- Emerging**
A basic structure exists, but it may be unrealistic, inconsistent, or difficult to sustain.
- Defined, but Could Be Clearer**
The program has a clear structure and timeline, but feasibility or alignment with real work remains a concern.
- Very Clear and Aligned**
The program architecture is intentionally designed to balance effectiveness, sustainability, and participants' workload.



REFLECTION PROMPT

Does the program fit naturally into how work actually happens?

4. Core Leadership Experiences

- Absent**
Leadership development relies primarily on content delivery with little opportunity for shared experience or application.
- Emerging**
Some experiential elements exist, but they are informal or inconsistent across participants.
- Defined, but Could Be Clearer**
Core experiences have been identified, but their purpose or impact is not always explicit.
- Very Clear and Aligned**
A small number of intentional, shared experiences anchor the program and create opportunities for practice, reflection, and learning.



REFLECTION PROMPT

What would participants describe as memorable experiences in the program that shaped how they lead?

5. Execution and Sustainability

- Absent**
There is no clear plan for managing, sustaining, or evaluating the leadership program.
- Emerging**
Some execution elements exist, but ownership, resources, or processes are unclear.
- Defined, but Could Be Clearer**
Execution plans are documented, but roles, governance, or long-term sustainability need refinement.
- Very Clear and Aligned**
Execution is intentionally planned, with clear ownership, governance, and the ability to repeat and evolve the program over time.



REFLECTION PROMPT

If the program owner left the organization, would the program continue?



Interpreting the Assessment

Look for patterns:

- Multiple “Absent” or “Emerging” selections suggest foundational design work is needed
- A mix of “Defined” and “Very Clear” indicates strong potential with targeted refinement
- Consistent “Very Clear and Aligned” responses signal readiness to move into execution



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