



知享会  
HR Excellence  
Center

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# 如何有效评价领导力发展项目



# Agenda



# Leadership Standard



**Sets Clear Direction and Aligns Team and Others around Common Objectives**

**Energizes the Team**

**Displays Passion for the 3 Cs (Consumer, Customer, Competition)**

**Exercises Good Judgment and Drives Change for Competitive Advantage**

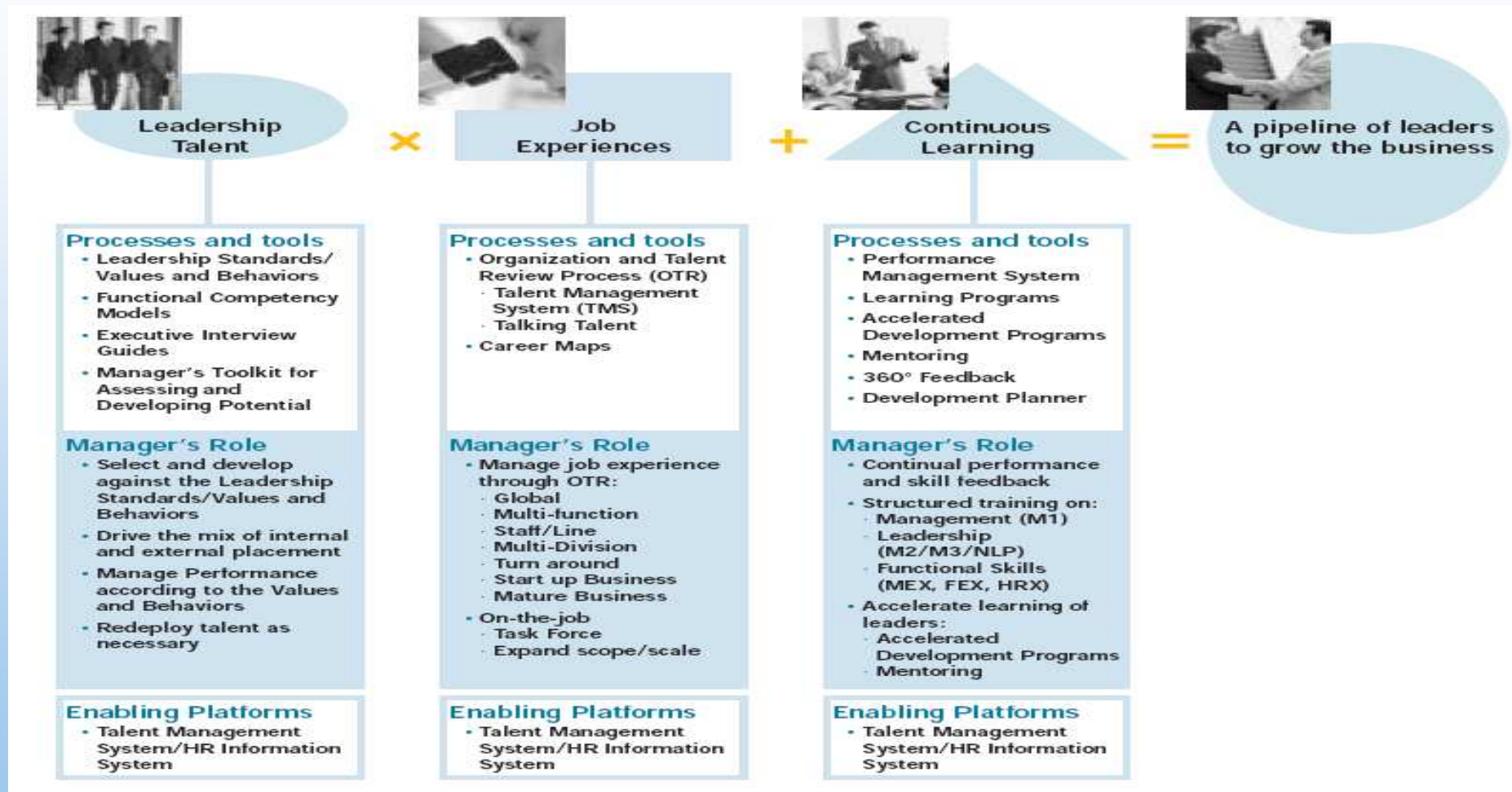
**Drives for Superior Results and Has Passion to Win**

**Builds the Talent Pipeline**

**Inspires Continuous Improvement and Breakthrough Thinking**

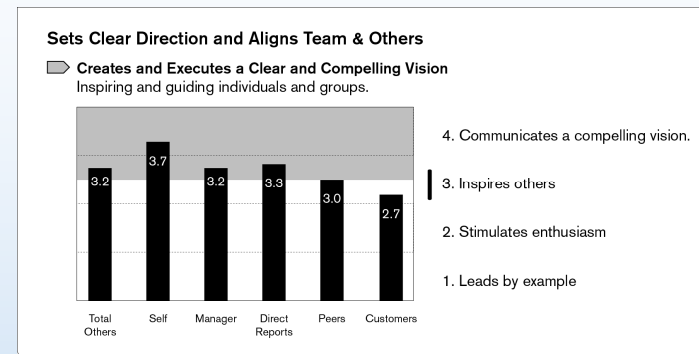
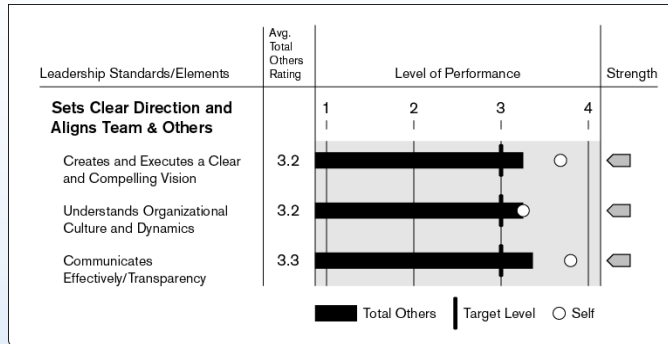
**Displays Analytical and Conceptual Thinking**

# Leadership Development Approach





# Leadership Assessment



- Survey was designed and developed with a leading consulting company.
- Survey is tested and validated against normative database of global leaders.
- Questions and language utilized are designed to directly measure the 8 Novartis Leadership Standards.
- The 8 Leadership Standards are further defined by 27 Novartis Elements.
- The 27 Novartis Leadership Elements are assessed through 120 survey items and two open-ended questions.



**Thank you!!!**