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	Nota di contenuto	Intro -- Preface -- Executive Guide: A Summary of the Basic Steps to Developmental Planning -- Acknowledgments -- Introduction -- STEP 1: Find and Use Organizational Support for Creating a Process, Not an Event -- STEP 2: Define the Program Purpose and the Behaviors to Be Developed -- STEP 3: Use Feedback as the Baseline for Executive Development -- STEP 4: Define and Communicate the Critical Role of the Manager -- STEP 5: Write the Development Plan -- STEP 6: Make the Program Accountable -- Conclusion -- References.
	Sommario/riassunto	Managers and executives do not typically become more effective as the result of a single training program or other intervention. Rather, development requires a range of ongoing and integrated activities. Drawn from CCL's "Tools for Developing Successful Executives" program, the six-step model described in this report provides the basics for designing a system that works. The steps, each covered in its own section, range from "Find and use organizational support for creating a process" to "Define and communicate the critical role of the

manager." The sections contain commonsense information about the issues to consider when designing a development system plus numerous practical examples.