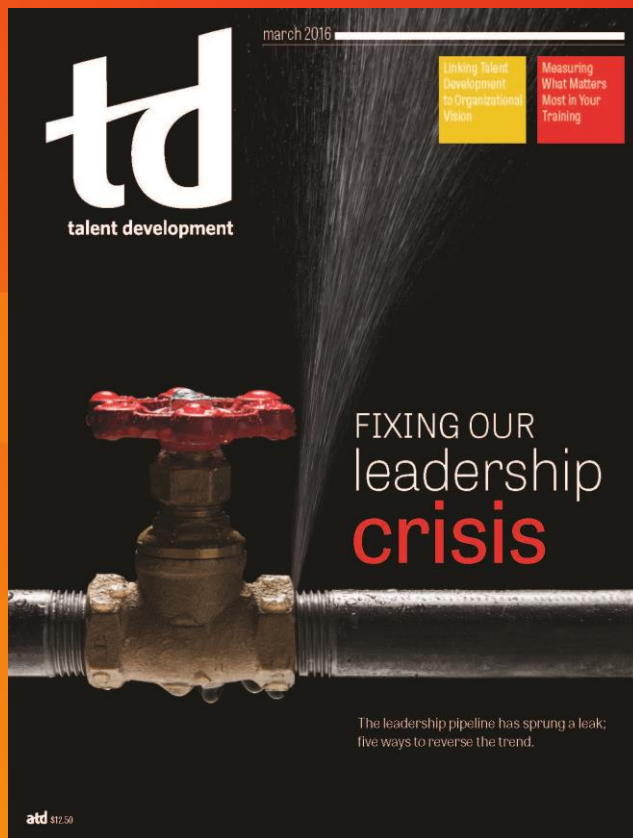


How To Begin to Fix Leadership Development

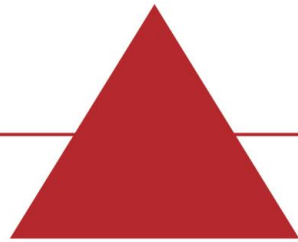
Howard Prager
Advance Learning Group



Paula Ketter
Editor
TD



A Bonus Webcast From the March 2016 *TD*



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Howard Prager, Advance Learning Group

howard@advancelearninggroup.com

- Accelerate board, leader, and team growth
- Reinvent leadership development
- Link business and learning strategy
- 15+ years in higher education and 15+ years in L&D
- 5 Awards for LD programs and measured results
- ATD National and Chapter Leader



Today's Objectives

As a result of participating in this webinar, you will be able to:

- Explain why leadership development is in crisis
- Identify 5 key areas to improve leadership development (LD)
- Measure your organization's effectiveness in LD
- Determine how you can improve your LD

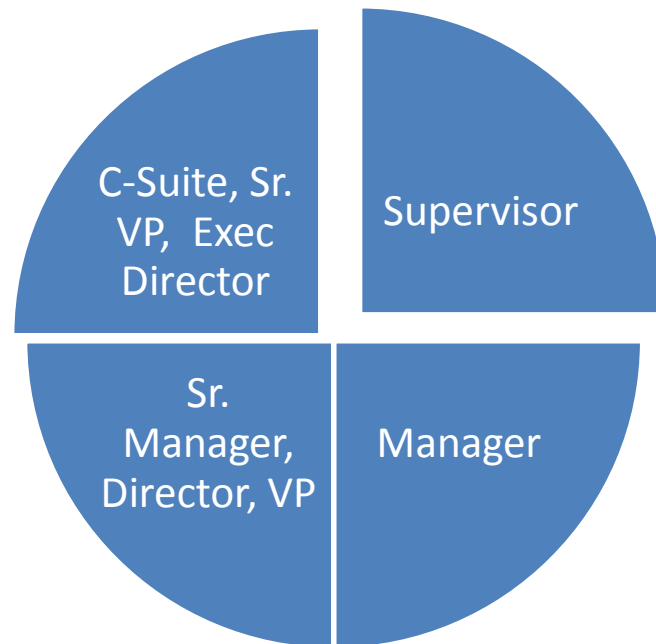


The Bottom Line

- Be able to develop the most effective leadership programs you can!



POLL 1 What levels of leadership development do you offer?(check all that apply)



What the Research Says...



- **81% of CEOs** rate Leadership Development programs **less than** highly effective - 16th annual PWC CEO survey



- **65%** CEOs are changing how they develop their pipeline
- **63%** of senior leaders **lack the required abilities** to achieve critical results – CEB Survey, 2013



- **87% DO NOT** measure the impact of LD performance!
–i4cp Leadership Survey 2015



- **Over half** of C-Suite execs **don't believe** their direct reports have the skills to become part of the C-suite! Deloitte Global Human Capital Trends



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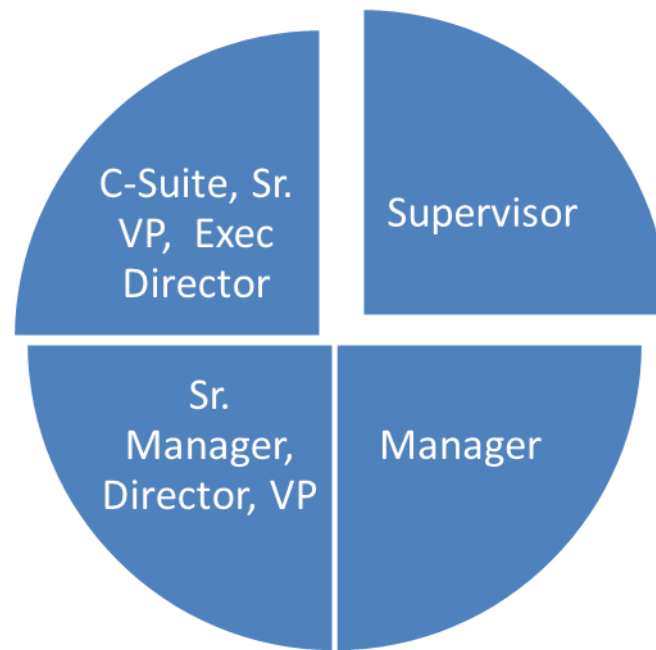


Future Trends in Leadership Development

- “Leaders are no longer developing *fast enough* or in the *right ways* to match the new environment”



POLL 2 What is the highest level of leadership development that you measure?



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- LD is a **priority** by most
- Mid-level managers one of **biggest needs**
- There are **not 1 or 2 key measures** of LD success
- Only 17% of companies say they have a successor identified
- **Pipeline is very low**

“The Problem With Leadership Development”

CLO Magazine, May 22, 2014

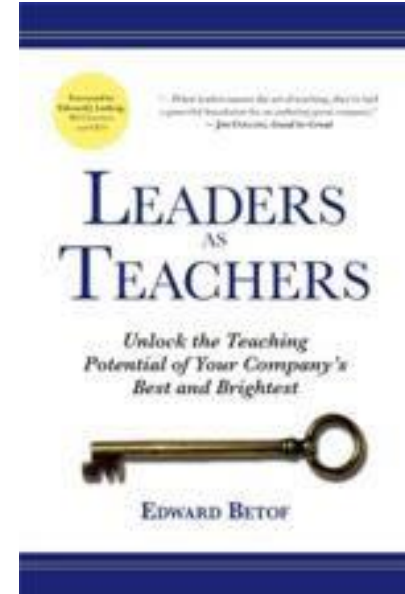
- Do LD programs produce positive changes in behavior and financial results? **We don't know!**
- Who is a leader? Are they team- and results-oriented? Are they curious learners?
- Are LD programs ineffective OR Are the wrong people leaders?

ALG 5 key areas that make a difference

1. Top Management Commitment
2. Managerial Support
3. Content and Delivery
4. Coaching, Reinforcement, Application
5. Evaluation and Measurement



What demonstrates top management commitment?



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What does managerial support look like?

- Sincere interest in development
- Pre-Post discussions
- Practical use tied to goals
- Coaching to support learning
- Other? Post in chat what you do



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Delivery - Many Good Choices!



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POLL 3 What do you tie leadership development to (check all that apply)?

- A. Organization specific competencies
- B. Organizational goals and strategy
- C. Organizational culture
- D. Team effectiveness
- E. Individual development goals





In your opinion, what 2-3 qualities make for an effective leader?



HOW to listen and observe before taking action

To think
BIG

How to develop good
RELATIONSHIPS
throughout the organization

Most important lesson in becoming a leader

Step back, trust people, communicate, recognize, reward



People have to know how much **you care** to care how much you know



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Key skills of leader effectiveness

McKinsey Quarterly, January 2015

These 4 account for 89% of effectiveness:

- Be supportive
- Operate with strong results orientation
- Seek different perspectives
- Solve problems effectively



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Most Important Quality of a Successful Leader

- “A rigorous and ongoing process of self- and organizational growth is necessary to cultivate the most effective leadership development.”

- Ann Parker, ATD Senior Leader and Executives Community, February 24, 2016

Coaching, reinforcement, application

- Why are these grouped together?
- What levels get coaches? (post in chat)
- Other strategies for reinforcement? (post in chat)
- How is learning supported and applied on the job?

Effectiveness of Learning Transfer

- 5% transfer a new skill into practice from learning a theory
- 10% transfer from learning a theory and seeing it demonstrated
- 20% transfer from theory, demo, and practice during training
- 25% transfer from theory, demo, practice, and corrective feedback
- **90% transfer a new skill into practice as a result of theory, demonstration, practice, and corrective feedback during the training when it is followed up with job embedded coaching!**

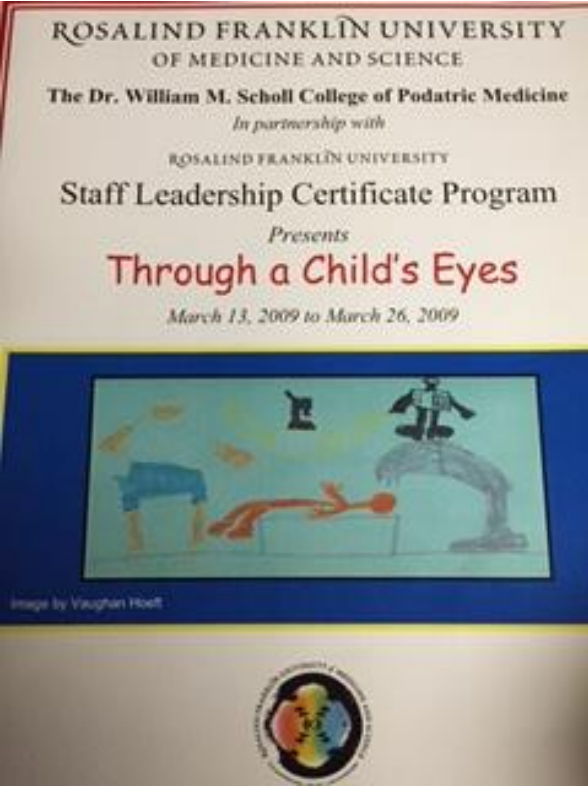




Advantages of Service Learning

- Begin application away from job (safer practice field)
- Give back to the community
- Gain confidence in the new skill
- Get time to build a habit
- Bring stronger skills back to the job
- Leadership Learning, T+D, June, 2005

Service Learning Examples



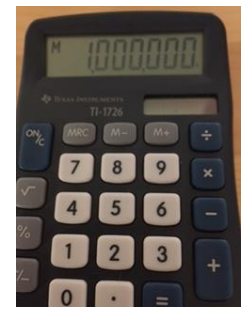
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POLL 4 How extensively do you measure leadership development?

- A. Level 1 Reaction
- B. Level 2 Learning
- C. Level 3 Application
- D. Level 4 Results
- E. Level 5 ROI





From the C-Suite: What metrics are reported to you on LD effectiveness?

- Primary response: NONE!!!

Secondary include using:

- Levels 1-4
- ROI
- Success case method
- Sales and revenue growth

What metrics do you attribute, at least in part, to LD?

- Individual Performance 80%
- Succession Planning 73%
- Retention/Turnover 67%
- Employee Satisfaction 64%
- Promotion of Employees 58%
- Business Unit Metrics 57%



IDEAS!

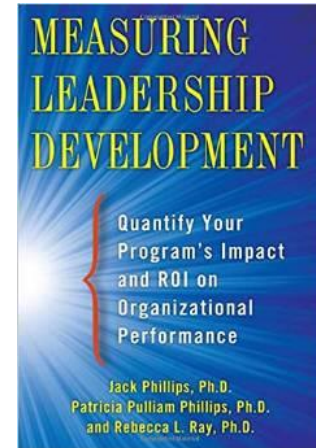
Evaluation – post in chat

- How do you get your leadership interested in evaluating leadership development?
- Who do you share results with?
- How do you show effectiveness?



Some Success Factors from Measuring Leadership Development by Jack and Patti Phillips

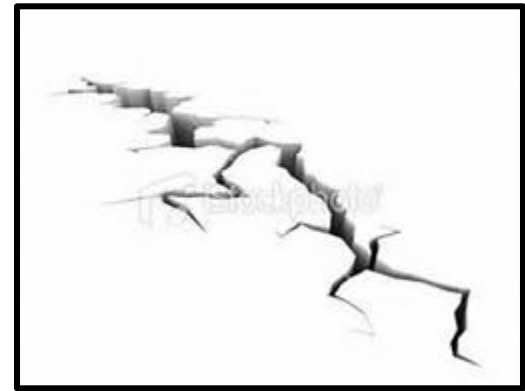
1. Align the program to business measures
2. Identify specific behavior changes/learning needs
3. Establish application and impact objectives for LD
4. Design LD for successful learning application
5. Address the learning transfer issue early and often
6. Establish supportive partnerships with key managers
7. Select proper data set and collection for desired level
8. Always isolate the effects of the program on impact data



How would you rate your leadership development efforts?

Commitment from the top	Explanation	Grade
Managerial Support		
Evaluation		
Reinforcement		
Coaching		
Application		
Content - Fit for your organization?		
Delivery – Accessible to who needs it?		





What needs to happen

- For leadership development to truly do what is needed, a seismic shift needs to occur.



Summary – Top Five

- 1) Gain **top management commitment** financially and tangibly
- 2) Ensure **managerial support** for greater transfer
- 3) Choose the **right content and delivery** for org and individual
- 4) Use **coaching, reinforcement, application** to create habits
- 5) **Evaluate and measure** to demonstrate importance



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- TD, March, 2016, “How do we Fix our Leadership Crisis?”



Questions/comments in chat

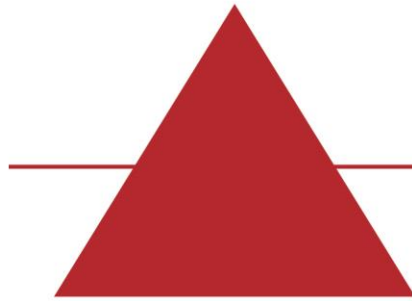


- Questions/Comments/Great thoughts please post in chat
- Want job aid? Contact me. Thank you!
- Howard@advancelearninggroup.com, 224-595-6432



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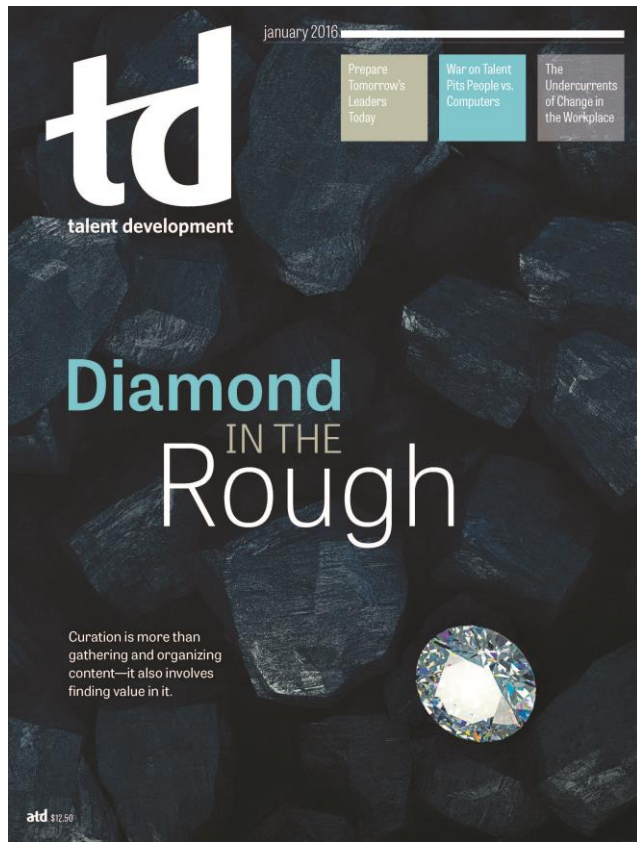
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