




# All for One and One for All

## *How to Develop Leaders at All Levels*

***Tina Schust Robinson***


Founder | WorkJoy





A big thank you to  
AHCCCS and ATD  
for hosting us  
today





Our gratitude for  
all you do for our  
communities –

for our emotional,  
mental, and  
physical health

• GRATEFUL •



# Agenda

- ✓ Introduction and our “why”
- ✓ Defining leadership
- ✓ The challenges of investing in leaders
- ✓ The WHY and WHAT of leadership investment
- ✓ The HOW of leadership investment – our “start anywhere” model
  - 1:1, 1:many, 1:all
  - Concept-to-action for each
- ✓ Takeaways
- ✓ Questions



Who am I?





I studied leadership in business school  
I led teams across multiple industries and functions  
I have taught leadership in universities  
I coach and train leaders in organizations  
I'm writing a book for ATD about investing in leaders



I believe in good leadership

# Why I am here

## Getting leadership “right” matters

- Ineffective leadership costs businesses
  - ✓ Higher turnover, lower productivity, reduced customer satisfaction
- Leadership affects engagement
  - ✓ 51% of currently employed workers are seeking a new job and only 28% describe their organization as a great place to work
  - ✓ Up to 70% of the variance in team engagement is related to their management
- Leaders influence culture
  - ✓ Each of us has been shaped by and learned from good and ineffective leaders

*Leaders are worth the investment, and leadership development is ripe for reimagining*





In chat

Why are you here today?

Why is it important for YOU to invest  
in your leaders?

Share your “why” in chat



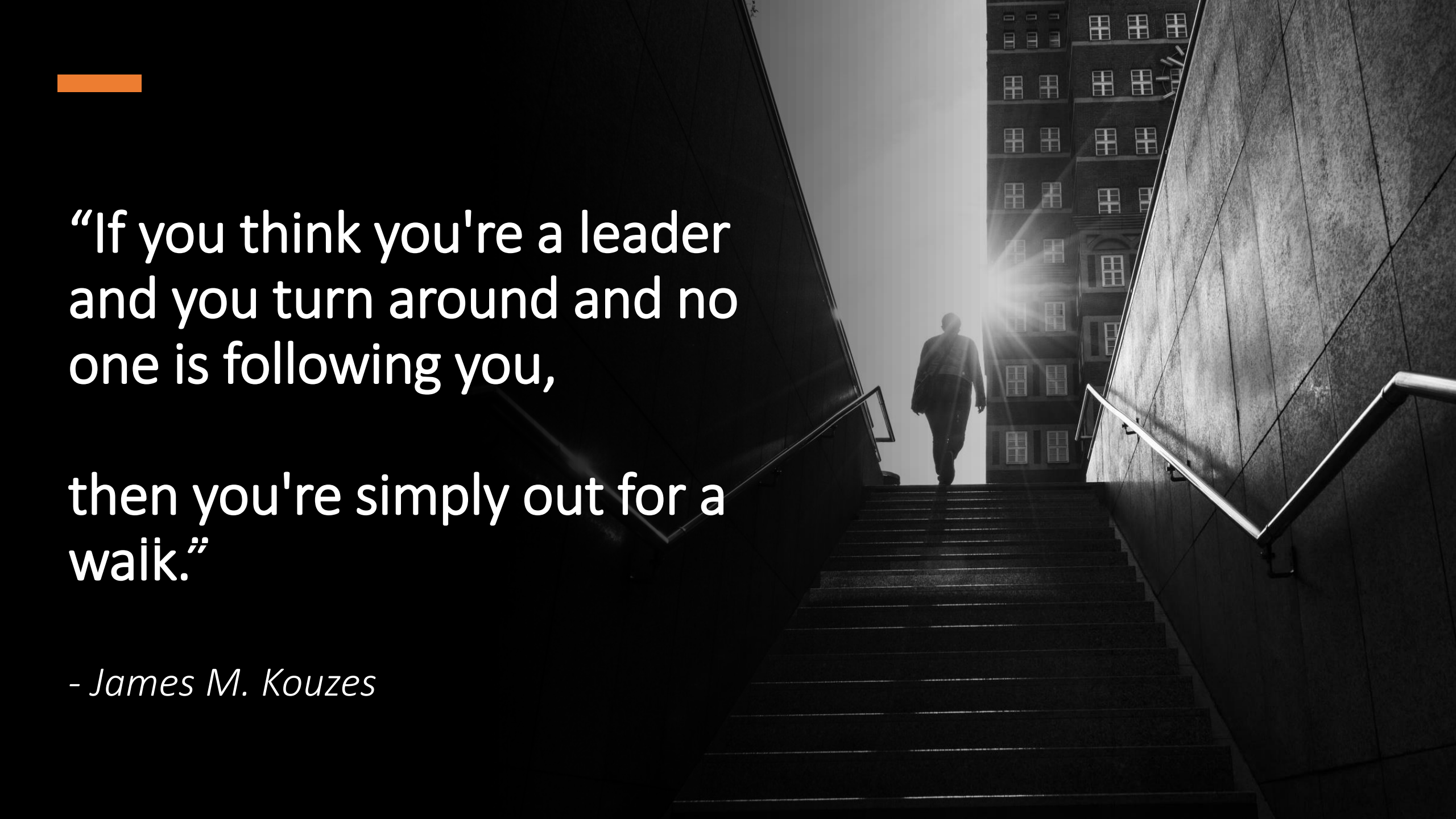
A person wearing a dark suit and tie is holding a glowing lightbulb in their cupped hands. The lightbulb is illuminated from within, casting a warm glow. The background is dark and out of focus.

What is “leadership?”

“Leadership is an observable pattern of practices and behaviors, and a definable set of skills and abilities.

And any skill can be learned, strengthened, honed, and enhanced, given the motivation and desire, along with practice, feedback, role models, and coaching.”

- *The Leadership Challenge*, James M. Kouzes and Barry Z. Posner

A black and white photograph of a person walking up a long, dark staircase. The person is silhouetted against a bright light source at the top of the stairs, creating a strong backlight effect. The staircase is flanked by dark walls and railings. In the background, a tall building with many windows is visible, also silhouetted against the bright light. The overall mood is one of solitude and upward movement.

“If you think you're a leader  
and you turn around and no  
one is following you,  
  
then you're simply out for a  
walk.”

- James M. Kouzes



Today we're talking about leaders  
at all levels – and how to invest in them





POLL:

What challenges  
does your  
organization face  
with leadership  
investment?

(Select all that apply)





POLL:

If you ARE  
investing in your  
leaders, how are  
you doing it?

(Select all that apply)



Investment comes in  
all shapes and sizes

Start small

Start somewhere

Start soon







# WHY?

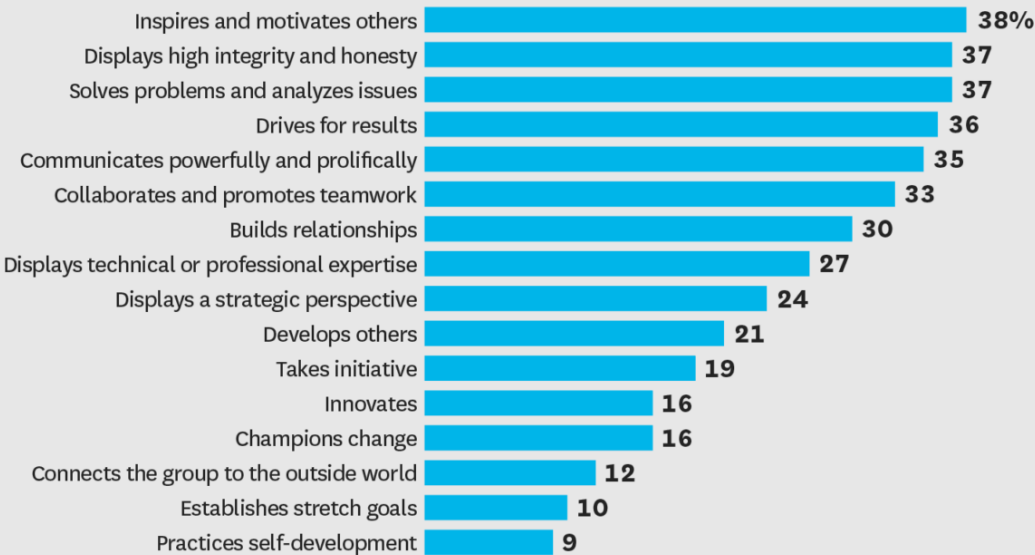
Most importantly –  
start with WHY



Researchers tell us  
leaders must  
demonstrate many  
skills/behaviors  
  
(in addition to what  
your organization  
values and  
prioritizes)

What Leadership Skills Do You Need Most?

These competencies were voted the most important for all management positions.



SOURCE ZENGER/FOLKMAN  
FROM "THE SKILLS EVERY LEADER NEEDS," BY JACK ZENGER AND JOSEPH FOLKMAN, JULY 2014

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THE FUNDAMENTAL 4  
CORE LEADERSHIP SKILLS  
FOR EVERY CAREER



Center for Creative Leadership

Top 10 skills of 2023



Type of skill  
Cognitive skills Self-efficacy Management skills Technology skills Working with others

Source  
World Economic Forum, Future of Jobs Report 2023.

Note  
The skills judged to be of greatest importance to workers at the time of the survey

This is the “what”  
of leadership  
investment

Ask yourself: WHY  
are these skills  
important to your  
organization’s  
success?

### What Leadership Skills Do You Need Most?

These competencies were voted the most important for all management positions.



SOURCE ZENGER/FOLKMAN  
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#### THE FUNDAMENTAL 4

### CORE LEADERSHIP SKILLS

FOR EVERY CAREER



SELF-AWARENESS



COMMUNICATION



INFLUENCE



LEARNING AGILITY

Center for Creative Leadership

#### Top 10 skills of 2023



- |                                        |                                          |
|----------------------------------------|------------------------------------------|
| 1. Analytical thinking                 | 6. Technological literacy                |
| 2. Creative thinking                   | 7. Dependability and attention to detail |
| 3. Resilience, flexibility and agility | 8. Empathy and active listening          |
| 4. Motivation and self-awareness       | 9. Leadership and social influence       |
| 5. Curiosity and lifelong learning     | 10. Quality control                      |

#### Type of skill

Cognitive skills Self-efficacy Management skills Technology skills Working with others

Source  
World Economic Forum, Future of Jobs Report 2023.

Note  
The skills judged to be of greatest importance to workers at the time of the survey



## How to get from “what” to “why”

Consider your most successful leaders – the ones who achieve objectives AND inspire and engaging their people (people want to follow them)

- What qualities do they demonstrate?

Consider your leaders who aren't performing – not achieving objectives and not inspiring and engaging their people

- What qualities do you want them to demonstrate?

Ask yourselves and your leaders – WHY is it important that we demonstrate \_\_\_\_ skill? Or \_\_\_\_ skill?

- If there isn't a clear why, move onto the next skill



# Reflect for a minute on:

2-3 leadership skills/behaviors  
you've identified as critical to  
business success

Leaders in your organization who  
consistently demonstrate these  
skills/behaviors

How your business would be  
different if MORE leaders  
demonstrated these skills/  
behaviors – the ROI of investing in  
these leaders







**In chat**

## Who wants to share?

The leadership skills/behaviors  
you want to see more of your  
leaders consistently  
demonstrate – to help achieve  
greater business success



When you know your “why” and “what”



We can experiment with the “how”

# The “start somewhere” + “start anywhere” + “do something” leadership investment model



**1-to-1**

Through coaching (and mentoring)



**1-to-many**

Through skill-building training (via classroom, self-study, offsites, etc.)



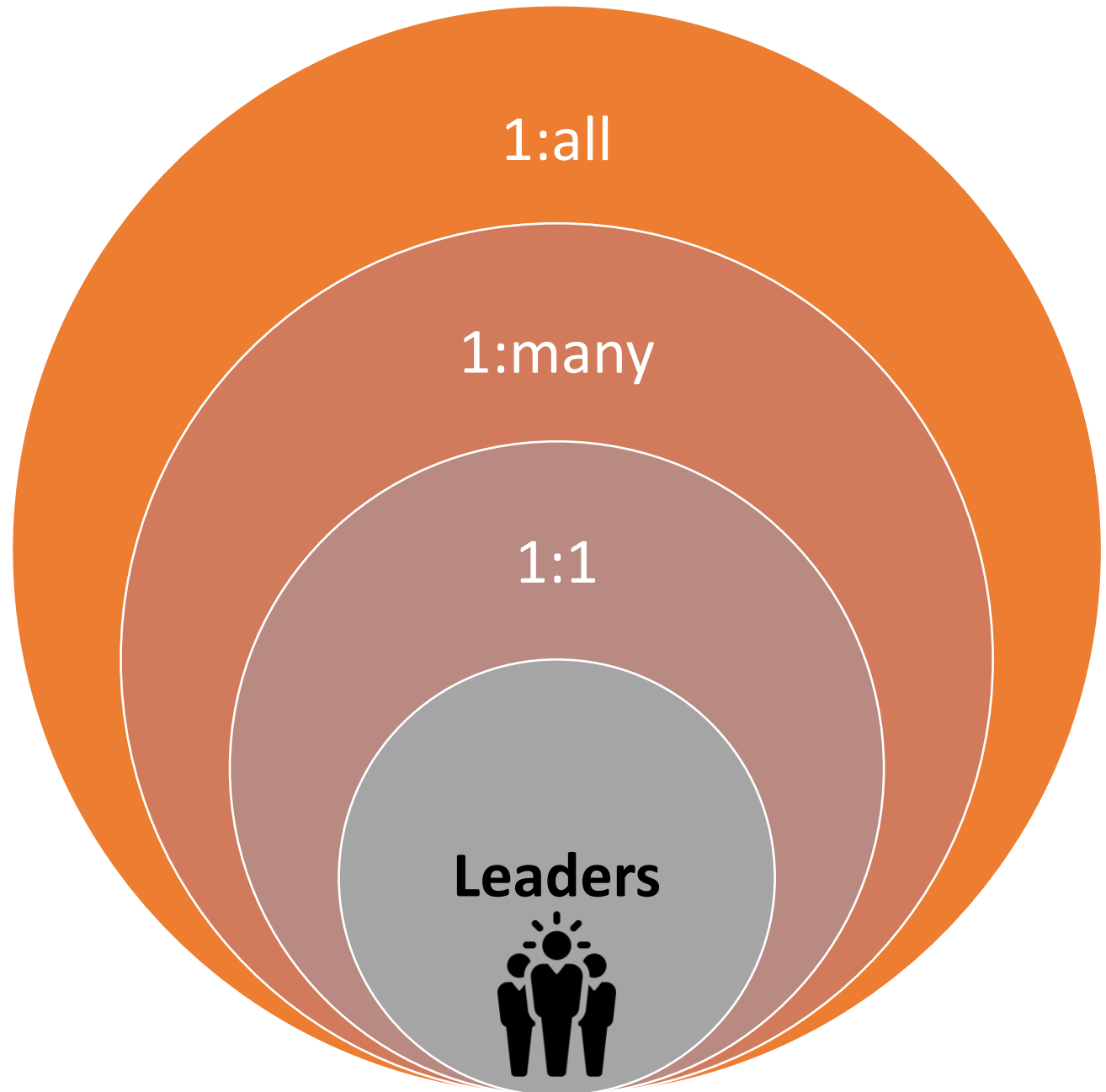
**1-to-all**

Through intentionally-designed programs and processes

Imagine development rings of opportunity around your leaders, differing in scale and scope

To launch your “how,” you can pick one ring to start, or work within multiple rings

Start somewhere!





# The “start somewhere” + “start anywhere” + “do something” leadership investment model



**1-to-1**

Through coaching (and mentoring)



**1-to-many**

Through skill-building training (via classroom, self-study, offsites, etc.)



**1-to-all**

Through intentionally-designed programs and processes


A photograph showing three hands holding white ceramic coffee cups on a white surface. The cup on the left is filled with dark coffee. The cup on the right is empty. The text "What is coaching?" is overlaid in the center in a white, sans-serif font.

What is coaching?

“Partnering with leaders in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

-- *International Coaching Federation*

**Coaching is a program,  
a process, and a mindset**

A wooden fence with vertical slats. A piece of wood is nailed to the fence, with the words "THIS WAY" and an arrow pointing to the right.

*“A coach is someone who tells you what you don’t want to hear, who has you see what you don’t want to see, so you can be who you always knew you could be.”*

Tom Landry, first head coach of the Dallas Cowboys in the NFL

# The business benefits of coaching

Forbes: client-reported ROI consistently falls between 340 to 700%

PwC: coaching achieves an average ROI of 7x

## Coaching:

- supports leader readiness for new roles
- strengthens leaders' engagement (and their influence on others' engagement)
- increases leaders' self-awareness
- provides a sounding board for idea generation

Areas Coaching Positively Impacted (Rated on a scale of 1-10)



Source: 2019 FMI Coaching Study

Other Ratings of Coaching Impact

Area of Impact	Percent Favorable*
Increased Readiness for a New Role	91%
Increased Work Engagement	88%
Coaching Had a High ROI	87%
Increased Leader Effectiveness	84%
Coaching Exceeded Expectations	77%
Increased Organizational Commitment	63%

\* Participant responded as agree or strongly agree.

Source: 2019 FMI Coaching Study



# Consider coaching when...

The leader is coachable and willing to invest in their own growth, at their own pace

- Note: coaching isn't just for struggling performers

The leadership behavior gap is more complex and requires a combination applying and evolving current knowledge + boosting self confidence

- Examples: preparing for a promotion to a larger role, managing “imposter syndrome,” strengthening “executive presence”

The timeline for behavior change isn't immediate – coaching programs usually are multi-month

- Investing in leaders for the longer-term

There aren't “training programs” to teach the behaviors you want the leader to demonstrate – the behavior change must begin from within





# Not ready for coaching?

## Start with another 1:1 option

Teaching specific skills by showing and role modeling on the job (vs. in a classroom)

- How are YOU being a leadership role model?

Mentoring (internal or external mentor, formal or informal)

- Help the leaders you want to invest in find a mentor
- Hold them accountable for regular engagement with their mentor(s)



# Reflect on:

Your experience with coaching  
and the benefits you've seen (or  
wondered about)

A leader in your organization who  
would benefit from coaching  
(maybe that leader is YOU)

What goals you'd like that leader  
to achieve (the behavior shifts  
critical to business success)





**In chat**

## Who wants to share?

How might you bring coaching  
(or mentoring) into your  
organization?



# 1:1 – concept to action

## Pilot

- ...coaching (and/or mentoring )in your organization
- *Identify a leader (or leaders) who will optimize the one-to-one investment*

## Select

- ...a coach and/or mentor (referrals through your network – great place to start)

## Identify

- ...specific behaviors to address with the coaching (goals)

## Evaluate

- ...pre- and post-coaching and/or mentoring behaviors

## Gather

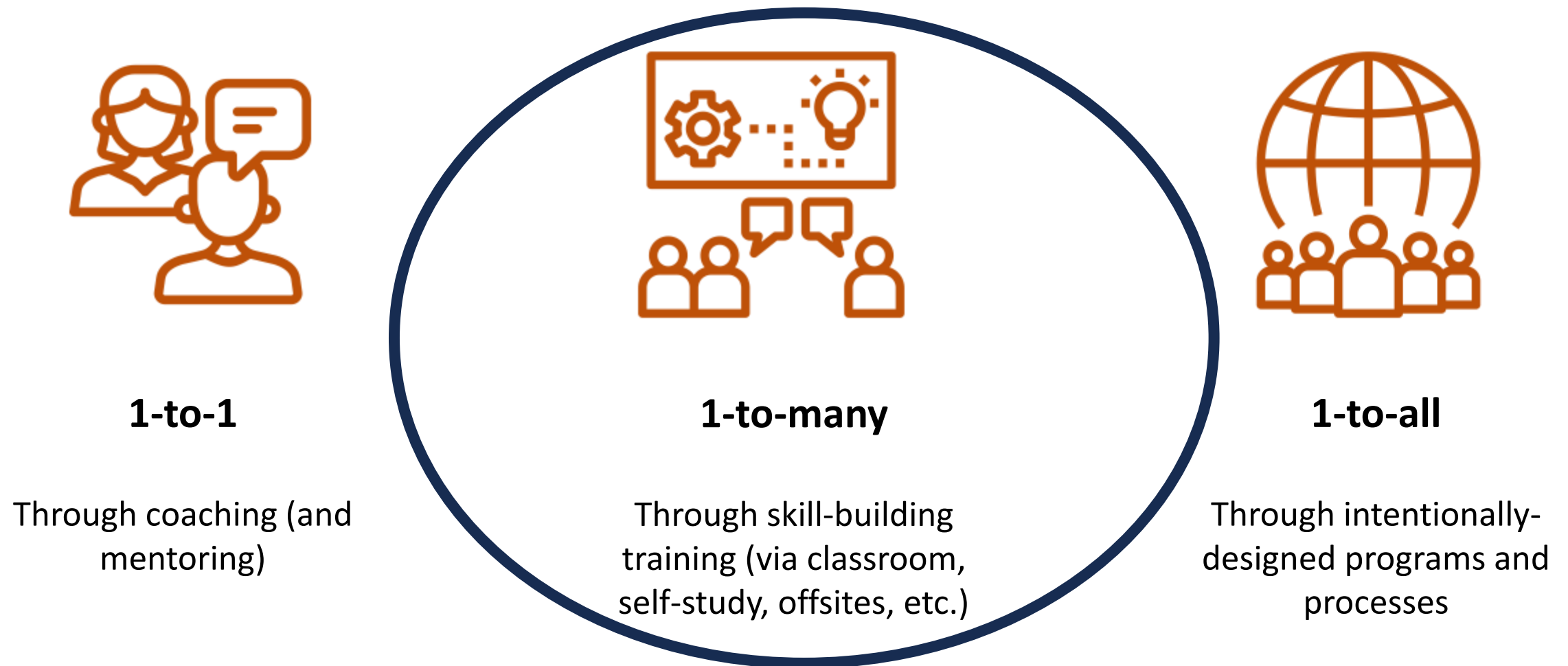
- ...feedback – from the leader, their leaders, their teams


## Try

- ...it again with a different leader (and perhaps a different coach and/or mentor)



# The “start somewhere” + “start anywhere” + “do something” leadership investment model





Training (classroom, online, self-study) is a popular place to start

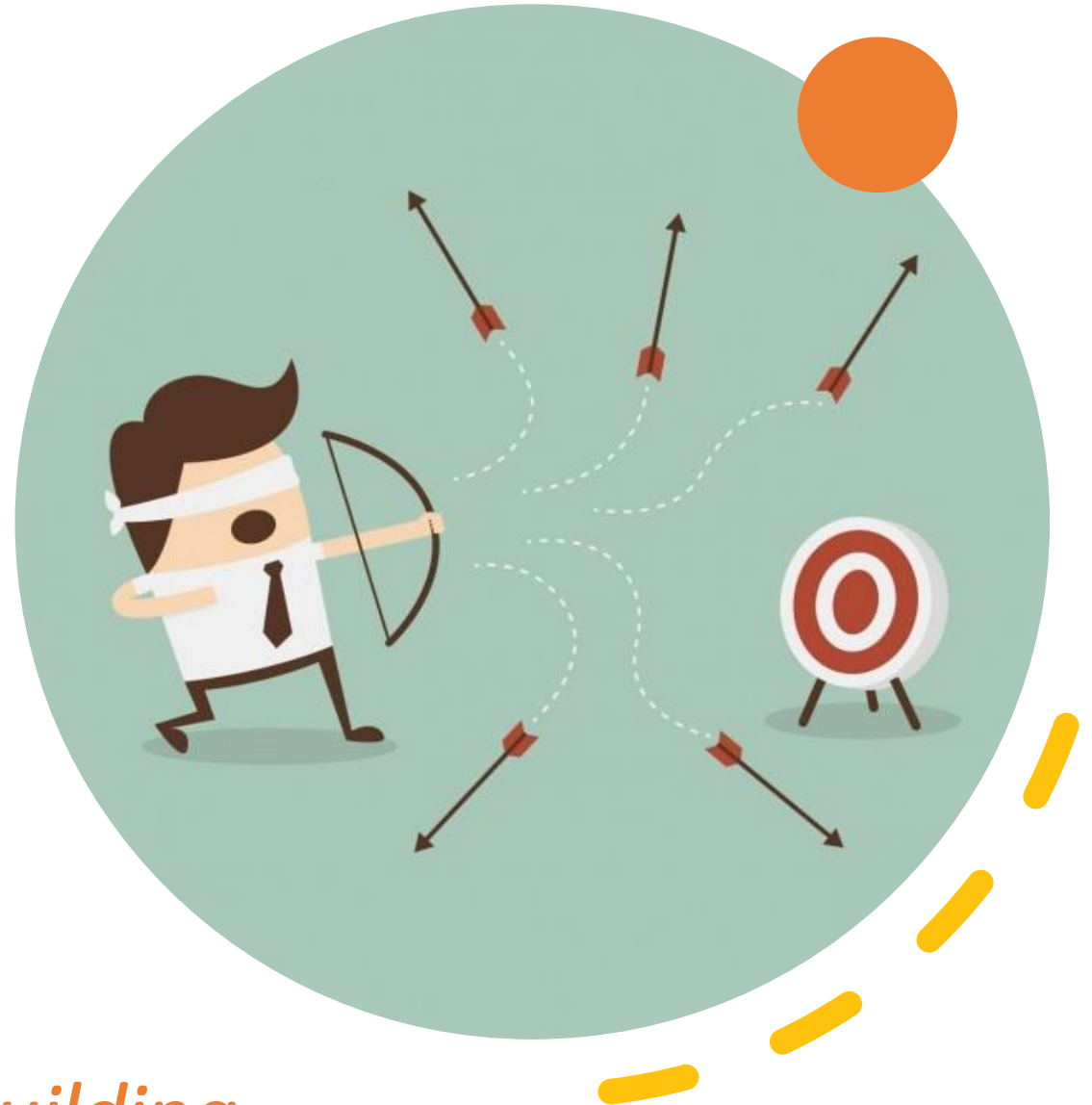
But it doesn't always achieve results

# Why training doesn't always hit the mark

Your leaders might be learning:

- The wrong things – skills/behaviors not defined or prioritized
- For the wrong reasons – no clear connection to business outcomes
- In the wrong ways – no assessment of the “how” (Coaching? Mentoring? Training?)
- At the wrong time – can't apply the learning immediately to “real life”
- And quickly forgetting – limited accountability and feedback

*Let's re-imagine 1-to-many skill building*



# When designing leadership training, start by asking

- **WHY** is this skill important in our organization?
- **WHAT** behaviors make up this skill?





# We've talked about the “why” – let's dig into the “what”



*What behaviors make up “communication?”*

- ✓ Active listening
- ✓ Presenting
- ✓ Business
- ✓ Valuing differences
- ✓ Influencing others
- ✓ Adapting to others' styles
- ✓ Knowing your own style
- ✓ Etc.

**In chat**

# Reflect on the skill “communication”

WHY is this skill important in your organization?

WHAT behaviors that make up this skill contribute most to your organization’s success?

HOW can leaders best learn this skill?

HOW have you taught or tried to teach this skill – with what levels of success?





**In chat**

**Who wants to share?**

WHAT communication-related behaviors contribute most to your organization's success?



# Continue the questions

- ✓ **WHY** is this skill important in our organization?
- ✓ **WHAT** behaviors make up this skill?

***Then:***

How can we ***best deliver*** the skill-building?

- ✓ Classroom? Online? Self-study?

***Who*** should receive?

- ✓ First-time managers? Leaders of leaders? Everyone?

***When*** should we deliver?

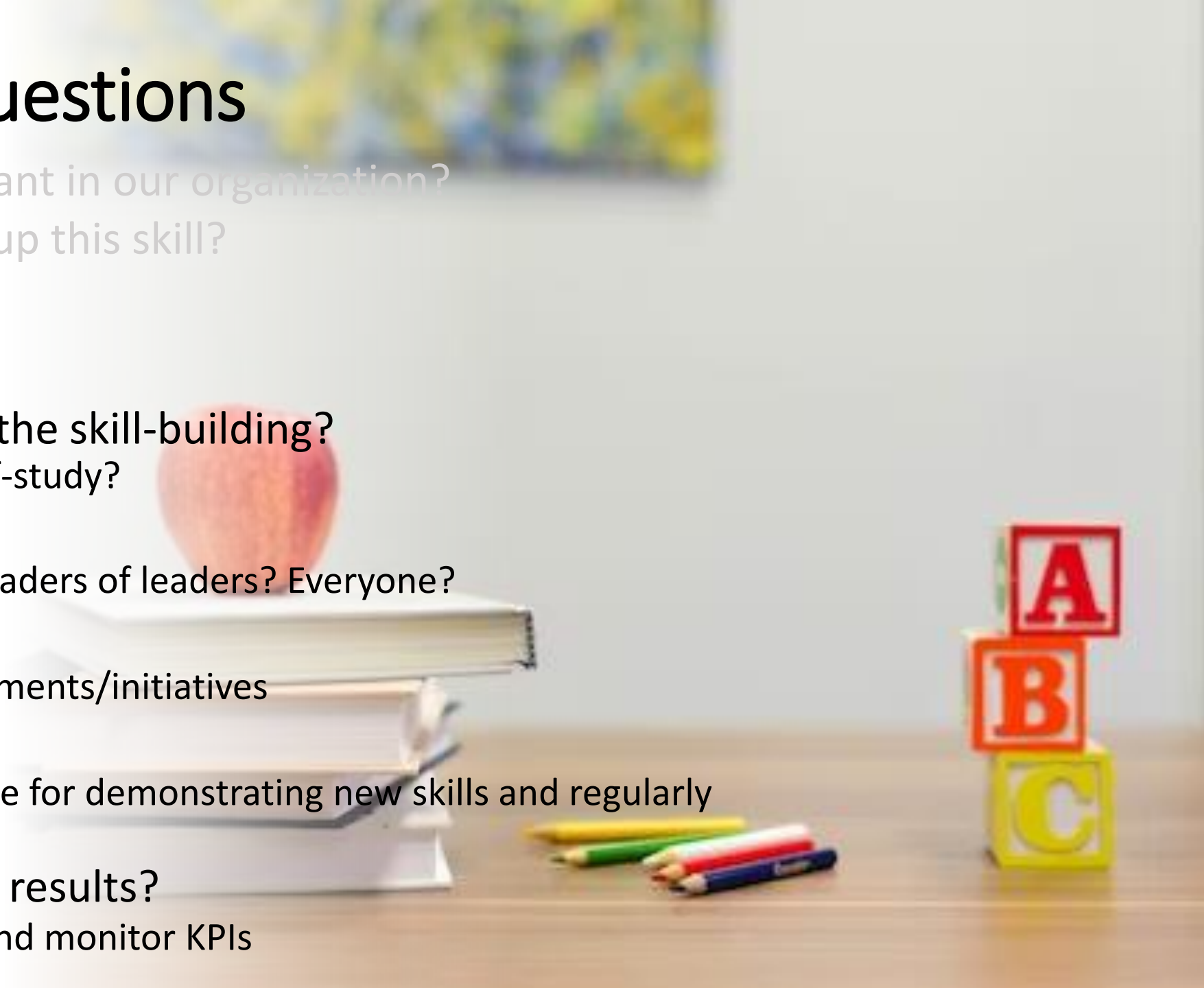
- ✓ Link to business requirements/initiatives

***HOW*** do we ***reinforce*** it?

- ✓ Hold leaders accountable for demonstrating new skills and regularly share feedback

***HOW*** do we ***measure*** the results?

- ✓ Observe performance and monitor KPIs





# Consider training when...

- Your organization has defined the behaviors, skills, and competencies critical for leadership
  - The skills are “teachable” via training (vs. more complex and better suited to 1:1)
- Multiple leaders demonstrate gaps
  - Training can scale more quickly than 1:1 approaches
- You have access to online or live training content (through your HRIS, a partner, etc.)
  - Optimize your resources – start somewhere with intentionality
- The timeline for behavior change is NOW
  - Example: you need leaders to start giving feedback more effectively in time for performance reviews



A blurred background image showing two individuals in business attire sitting outdoors. One person is holding a smartphone and pointing at the screen, while the other is looking on. The scene is set against a backdrop of greenery and a wooden railing.

*Remember –*

Individual coaching and mentoring will  
reinforce and personalize the learning  
from 1:many skill-building

# 1:many – concept to action

Pilot

- ...leadership skill-building in your organization

Select

- ...a competency that's critical to success

Identify

- ...specific behaviors that make up the competency and effective ways to teach them

Deliver

- ...the training (onsite or virtual, internal or external instructors) – optimize available resources

Measure

- ...results (how are leaders demonstrating the learned behaviors more frequently, consistently, and/or effectively – through observation and KPIs)

Try

- ...it again (with a new competency)

# The “start somewhere” + “start anywhere” + “do something” leadership investment model



**1-to-1**

Through coaching (and mentoring)



**1-to-many**

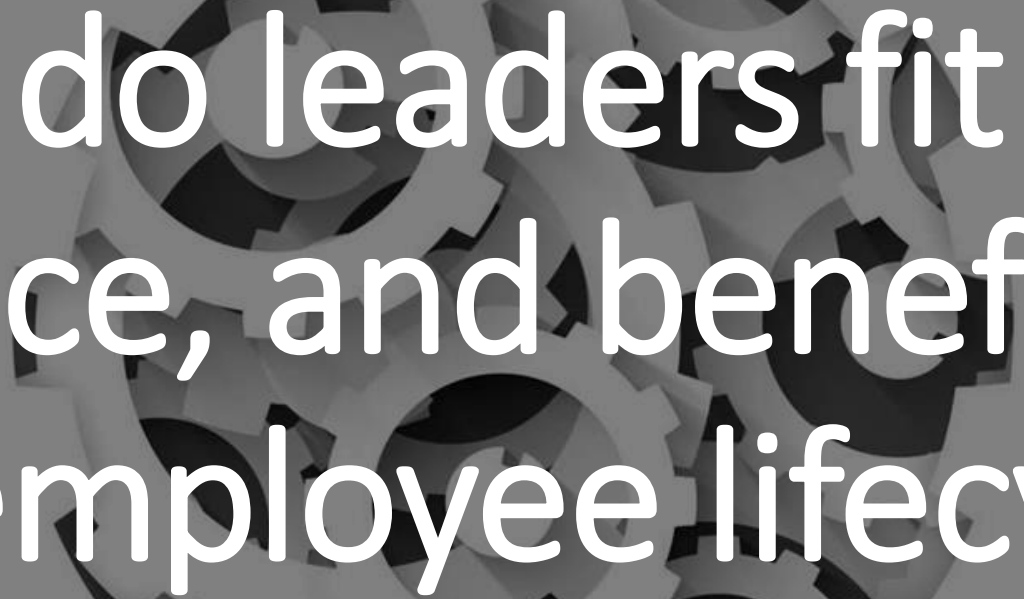
Through skill-building training (via classroom, self-study, offsites, etc.)



**1-to-all**

Through intentionally-designed programs and processes



A cluster of interlocking gears in the background, rendered in a light gray color against a dark gray background. The gears are of various sizes and are arranged in a way that they appear to be meshing together, creating a complex, mechanical pattern.

How do leaders fit into,  
influence, and benefit from  
the employee lifecycle?

# Process design with your leaders in mind



# Using the cycle to achieve desired results



# Leader-focused design components may include:

- Definition of specific leadership competencies (in addition to core/role)
- Interview guides for leader role candidates (addressing specific skills and experiences)
- Structured leader onboarding plan, including 30-60-90-day goals and defined roles and responsibilities for key stakeholders
- Required development goals for leaders reflecting defined competencies
- Coaching and mentoring for leaders identified as successors via talent reviews
- Competency-based self-study resources
- Leader-specific incentives (conference attendance, sabbaticals)





# Reflect on your employee lifecycle

Choose a process that could be re-designed with leaders in mind

Consider level of effort and steps required

Consider the benefit to your leaders, their teams, and the overall organization





**In chat**

**Who wants to share?**

Which employee lifecycle process is ripe for re-imagining in your organization?



# 1:all – concept to action

Prioritize

- ...an employee lifecycle process that can be re-imagined to better incorporate and benefit leaders

Envision

- ...your aspirational “to be” state and its benefits to leaders, teams, the overall org

Define

- ...the current state of the process and how it does or doesn’t involve leaders

Redesign

- ...the process with specific actions, responsibilities, and accountabilities for leaders

Execute

- ...the process and make necessary changes, reflecting stakeholder feedback

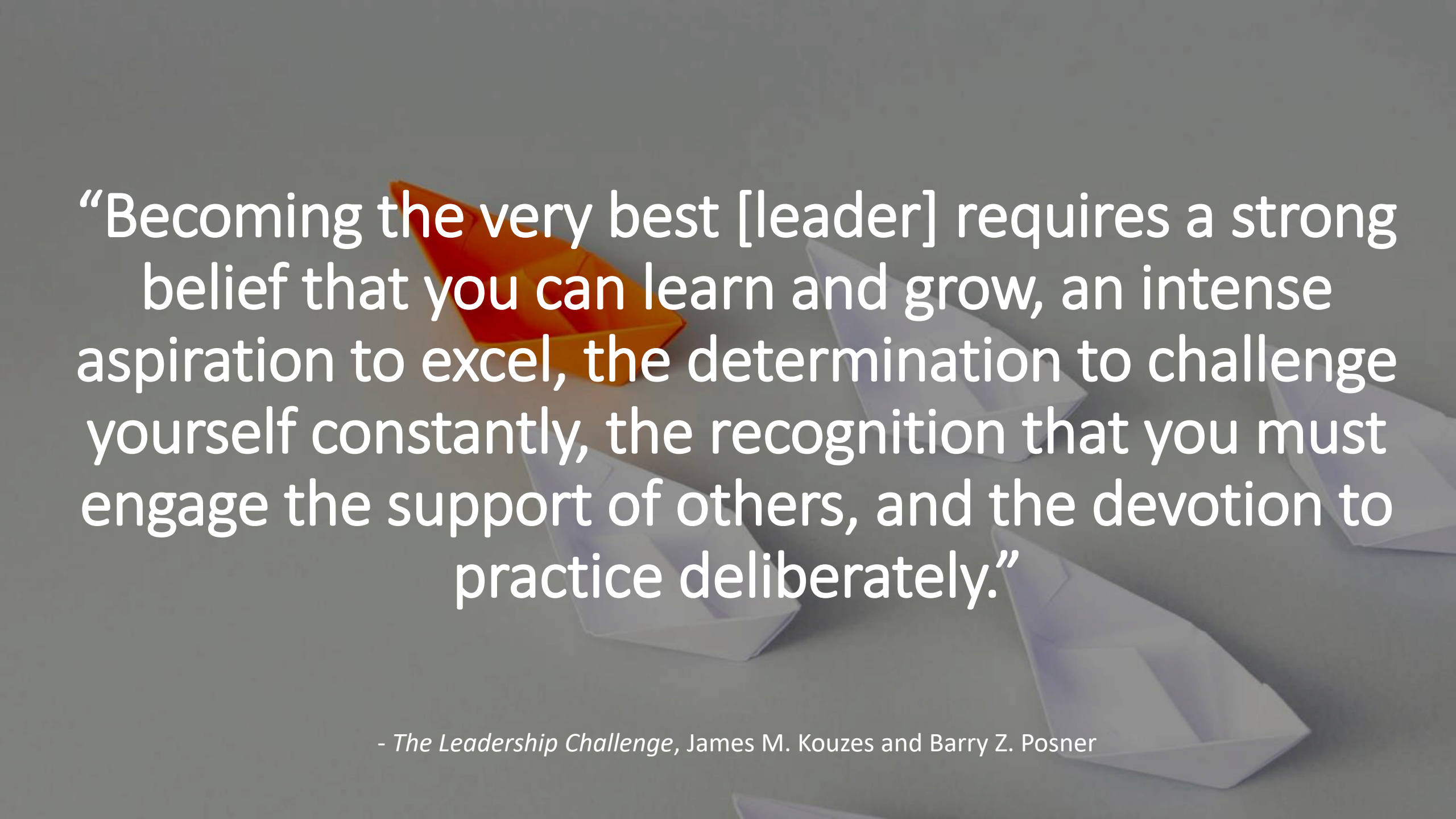
Try

- ...it again (with a new process)

A hand is shown placing a blue puzzle piece into a larger assembly of grey puzzle pieces. Each puzzle piece features a stylized icon of a person in a suit. The blue piece is being placed into a central position, and the text "Wrapping up" is overlaid on the image.

Wrapping up





“Becoming the very best [leader] requires a strong belief that you can learn and grow, an intense aspiration to excel, the determination to challenge yourself constantly, the recognition that you must engage the support of others, and the devotion to practice deliberately.”

- *The Leadership Challenge*, James M. Kouzes and Barry Z. Posner

# Let's help our leaders be their very best



Leadership is a **definable set of skills** and abilities that can be **learned, strengthened, and honed**



**1:1 coaching and mentoring** keeps leaders on clear paths while reinforcing and personalizing learning in safe spaces



**1:many skill-building** helps leaders feed the growth mindset, build their toolkits, and create learning communities



**1:all programs and processes** integrate leaders into your culture and hold them accountable for desired behaviors



Above all – **start small, start somewhere, start soon** – your leaders are hungry for investment

# THANK YOU



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# All for One and One for All

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