

Ensure Your Leadership Development Has Lasting Impact

Five Ways to Create Learning That Lasts

July 17, 2018

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We believe in creating meaningful workplaces where everyone can achieve their **fullest potential**.



LEADERSHIP DEVELOPMENT

- Custom Leadership Development Programs
- Workshops and Facilitation
- Competencies Development
- Leadership Development Strategy



TEAM EFFECTIVENESS

- Custom Team Programs—Retreats, Training, Assessments
- Team Development
- New Leader Assimilation



COACHING

- Individual Coaching
- Team/Group Coaching
- Coaching Skills Training
- Outsourced Coaching Partner

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Today's Facilitators



Tracy Puett

Consultant



Jeff Pressly

Consultant, Business Development



Lauren Parkhill

Brand Engagement Strategist

Today's Agenda

- 1 The need for greater impact
- 2 Five ways to ensure your leadership development has a lasting impact
- 3 Tools to assess the effectiveness of your current programs

The Need for Greater Impact



Poll: What Top Business Challenges Do Your Managers and Leaders Need to Address?

- Innovation, efficiency, and strategic thinking
- Improve market share and growth
- Alignment to company vision
- Succession planning, skills gap, and staff turnover
- Employee engagement and productivity

Why is This Such a Hot Topic?

- Meeting **business growth challenges** requires a strong bench of talent.
- The need for **rapid innovation** requires advanced leadership capabilities.
- We're facing an impending wave of **retirements**.
- The costs to **buy vs. build** the next generation of leaders is staggering.

Why is This Such a Hot Topic?



New capabilities are needed for a rapidly changing context—leaders must maximize the potential up, down, and around them to achieve success in the next era.

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Why is This Such a Hot Topic?

IT'S A BIG INVESTMENT! AVERAGE PER-LEADER SPEND:

- Executives: \$8,204
- Senior-level: \$7,052
- Mid-level: \$4,748
- Emerging leaders: \$3,424
- First-level: \$2,551

Leadership Development Programs are Transforming

Current Approach:	Shift To:
Programmatic, event-based thinking	Sustained, long-term investment in leadership development
Hot topics, burning issues training	Strategy driven, measured practices
Sporadic, budget-cycle driven mindset	Holistic, competency-based focus on all levels

Leadership Development Programs are Transforming

Reinforcement to sustain learning isn't a nice-to-have, it's a must-have

- Leaders must understand **why** achieving the desired behavior change is important to them
- Leaders must know **how** to master their knowledge and skills
- Leaders must practice **what** to apply and **when** to apply it

A black and white photograph of a woman with long blonde hair smiling and looking towards a man whose back is partially to the camera. They appear to be in a professional setting. A large green diagonal overlay covers the left side of the image. On this green background, there is a faint, hand-drawn pyramid diagram. The pyramid is divided into three horizontal sections. The top section is labeled 'Regulate', the middle section is labeled 'Execute', and the bottom section is labeled 'Trust'. A curved arrow on the left side of the pyramid points upwards, indicating a cyclical or developmental process.

Five Ways to Ensure Your Leadership Development Has a Lasting Impact

Five Ways to Create Lasting Impact



Step #1

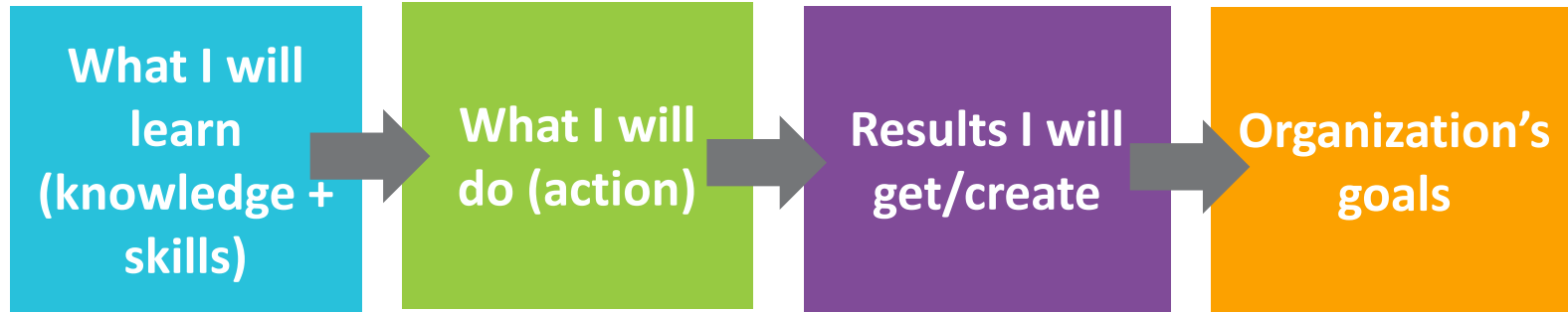
Align training to your strategy

To reap lasting results, connect development efforts to the business needs so the participants understand their part in the whole. Their efforts matter.

Step #1

Align training to your strategy

If it doesn't connect to the business, there is no chance for impact, let alone lasting impact!



Step #1

Align training to your strategy

Define

Analyze

Develop

Build

Step #2

Evaluate and measure outcomes

IDENTIFY METRICS BEFORE *AND* AFTER THE TRAINING

Engaging
Experience

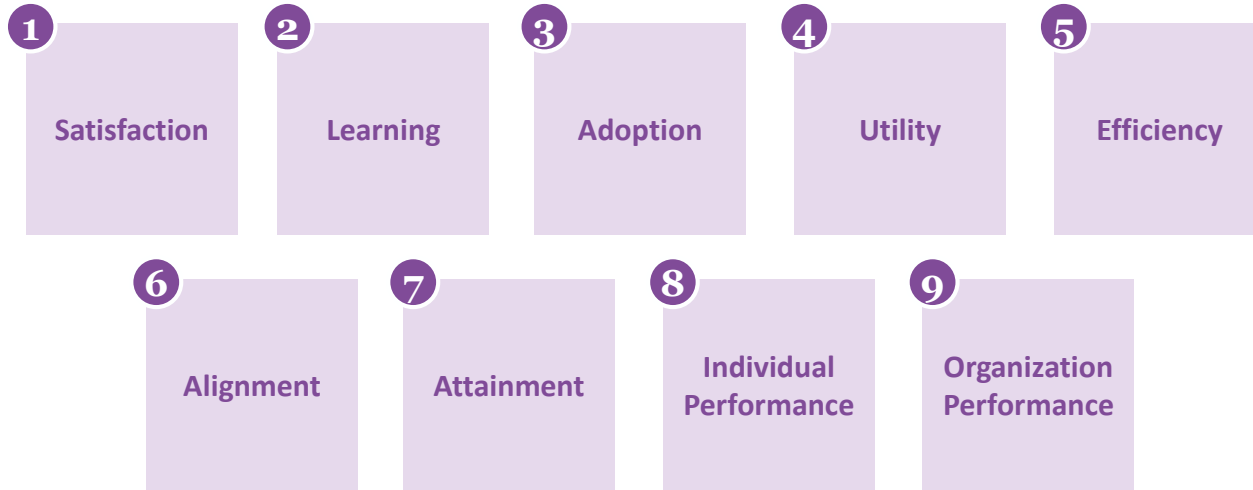
Alignment

Learning

Performance
Impact

Step #2

Evaluate and measure outcomes



Step #2

Evaluate and measure outcomes

Sample Outcomes	Data Sources
Manager engagement and retention	Interviews, engagement surveys, turnover metrics
Readiness for promotion	Bench strength, internal rates of promotion, speed to fill, replacement costs
Managers' confidence in their ability to lead at a higher level	Participant surveys and interviews
Organizational confidence in managers	Strength of the succession plan, executive survey
Managers' leadership effectiveness	Pre- and post-assessments, engagement surveys, performance reviews
Managers' overall performance	Performance reviews

Step #2

Evaluate and measure outcomes



- Pre-assessment

- Pulse survey
- Stakeholder check-ins

- Post-assessment

Step #3

Involve executives and other stakeholders

But how?

Find what matters to them!

Poll: In what ways are you currently involving stakeholders?

- Kick-off meetings
- Serves as a mentor or sponsor
- Co-facilitates or facilitates sessions
- Sends an email introduction about the program
- Attends the training

Step #3

Involve executives and other stakeholders

Preparation

- Show them the strategy connection
- Create a preview of the program
- Serve as mentors or sponsors

Execution

- Provide a coaching guide
- Co-facilitate the sessions
- Provide attendee profiles

Follow-Up

- Present the aggregate
- Business impact
- Recognize stakeholder involvement
- Share learning plans

Step #3

Involve executives and other stakeholders

Importance to Leaders	Measure Type	Example
1	Impact	"The project management training contributed to our 10% increase in productivity."
2	Value	"Within one year, the benefit-cost ratio will increase to 2:1."
3	Awards	"Our learning program won an award from ATD."
4	Application	"The average participant has applied the new skill 80% of the time."
5	Learning	"The average leader increased his or her skills by 22%."
6	Activity	"Last year 1,200 participants completed courses in the curriculum."
7	Efficiency	"Our training programs cost \$10.56 per employee."
8	Reaction	"Training participants rated the course 4.3 on a scale of 5."

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Step #4

Engage participants through an interactive experience

Group + *individual* components

Participant *choice* – preferred learning style, pace, interests

Opportunities both *inside* + *outside* the organization

Learn from others – *multi-disciplinary* + *cross-functional* cohorts

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Step #4

Engage participants through an interactive experience

Preparation

- Send reading materials, team newsletters, etc. in advance
- Send participant prep-work
- Market your program
- Plan and hold a kickoff/orientation session

Execution

- Deliver material in chunks
- Balance individual and team activities
- Create individual development plans
- Mix e-learning and instructor-led sessions
- Fun with a purpose

Follow-up

- Accountability coaching
- Action-learning teams
- Renewal sessions
- Teach forward
- Job shadowing /mentorship
- Success stories

Step #4

Engage participants through an interactive experience

Mentoring and coaching deepen impact

Millennials intending to stay more than five years are **2X** as likely to have a mentor than those not intending to stay.

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Step #4

Engage participants through an interactive experience

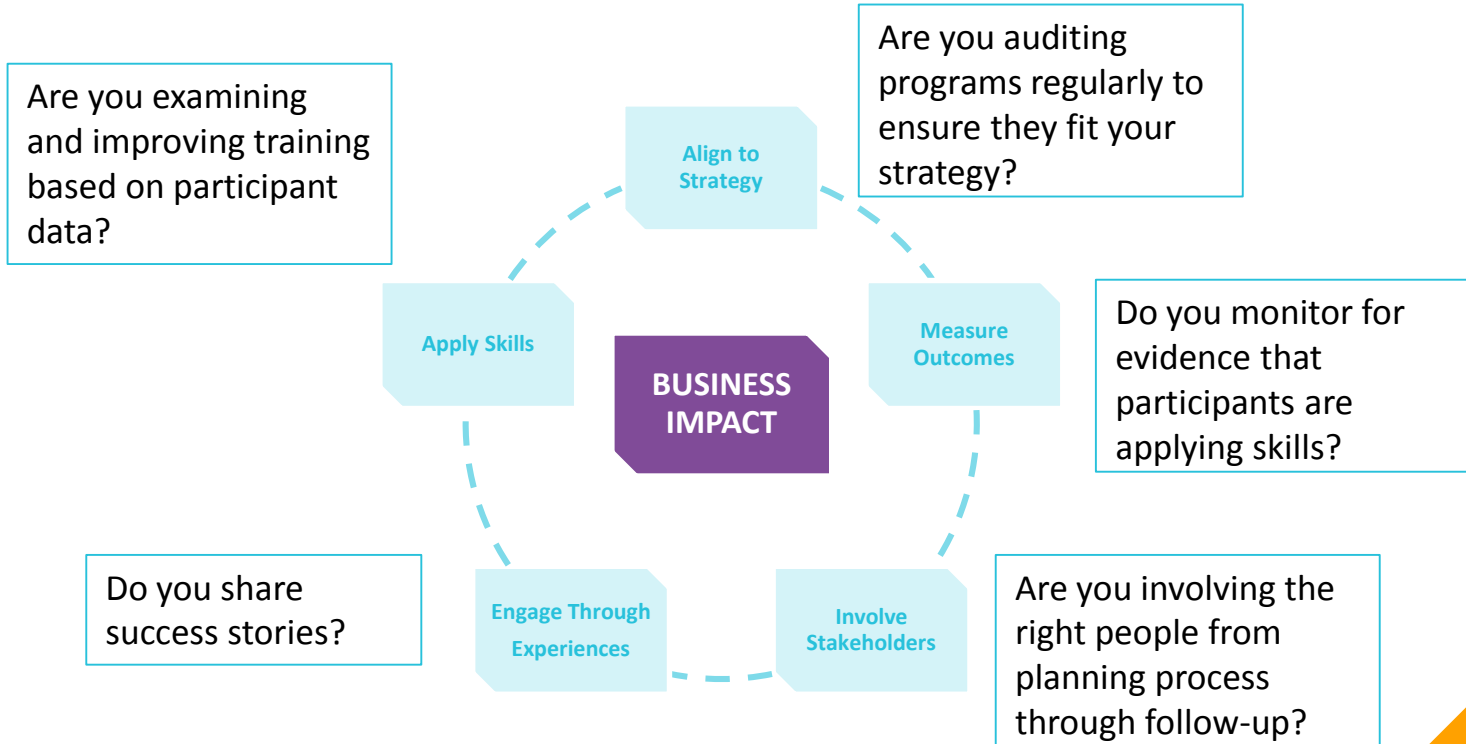
Mentoring and coaching deepen impact

- Coaching is more future-oriented, focused, and suited for all leadership levels.
- Coaching is used most commonly to:
 - **Identify gaps** and blind spots
 - Build **self-awareness**
 - Increase **confidence** and **resilience**
 - Strengthen **critical leadership skills**
 - Strengthen **relationships**
 - Retain **top talent**

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Step #5

Apply new skills and behaviors to the business need



A black and white photograph of several hands reaching down to pick up and place various LEGO bricks on a dark surface. The bricks are of different shapes and sizes, including 1x2, 1x3, 2x2, and 2x4 pieces. The hands are positioned around the bricks, suggesting a collaborative building activity. A large, semi-transparent teal triangle is overlaid on the left side of the image, containing the title text.

Tools To Assess the Effectiveness of Your Current Programs

Poll: Which of the five ways do you feel your organization does well?

- Align training to strategy
- Evaluate and measure outcomes
- Involve executives and other stakeholders
- Engage participants through an interactive experience
- Apply new skills and behaviors to the business need

Business Impact Assessment Tool

BUSINESS IMPACT ASSESSMENT TOOL

Five ways to create lasting impact	Possible Components	Program	
		Rating: 1 (low) to 5 (high)	
ALIGN TO STRATEGY	Business need/purpose		
	Defined outcomes		
	Target audience		
	Participant selection criteria		
	Appropriate timing/length		
	Clear "why" statement		
MEASURE IMPACT	Needs analysis completed		
	Appropriate measures selected (e.g., satisfaction, adoption, efficiency)		
	Pre-training assessment		
INVOLVE STAKEHOLDER	Pulse survey or stakeholder check-ins		
	Coaching conversation guide		
	Stakeholder program preview(s)		
	Stakeholder presentation or co-facilitation		
	Mentor/coach involvement		
ENGAGE THROUGH EXPERIENCES	Post-program business results presentations		
	Highlighting success stories		
	Marketing of program		
	Preparation work/materials; kickoff session		
	Evaluation administration		
	Creation of IDPs		
	Accountability coaching		
	Action learning items		
	Renewal session(s)		
	Job shadowing/mentorship		
	Fun with a purpose		
APPLY SKILLS	Balanced learning methods; individual/team approaches		
	Integration into performance expectations		
	Post-training skills assessment		
	Execution of planned measures set in above phases		
	Improvements to training based on data		

*Rate your own
program
competencies*

“Learning is essential to the organization’s success. Therefore, it should be self-evident that the learning organization can and should play a strategic role in helping the company to succeed.”

Five Ways to Create Lasting Impact



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- September 10-13, 2018 in Sonoma, CA
- November 5-9, 2018 in Scottsdale, AZ

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