



TOP TRENDS IN PROGRAM DESIGN FOR LEADERSHIP DEVELOPMENT


A Deep-Dive Focus on Program Design



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Our Learning Objectives

- 
- Learn the case for program innovation
 - Understand five trends in program design
 - Ideas for shaping your program agenda



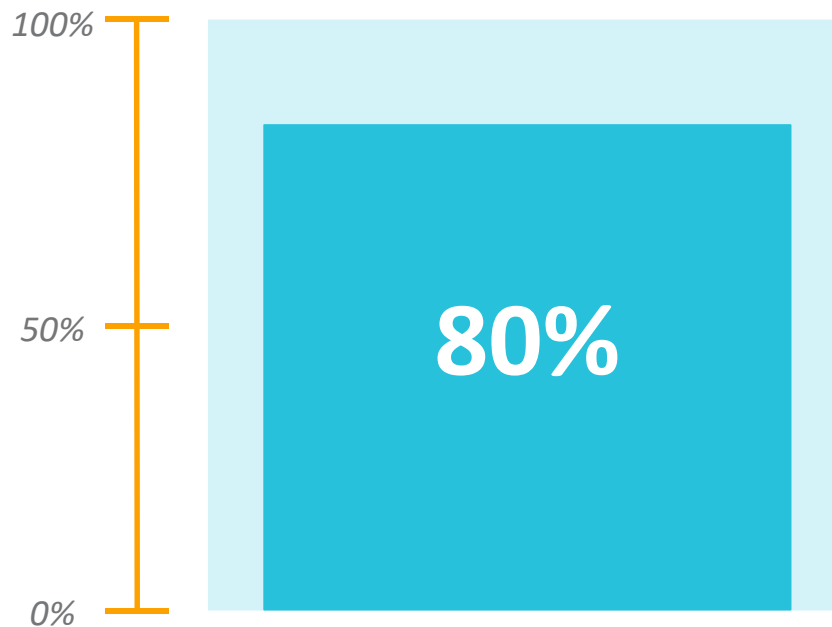
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THE CASE FOR PROGRAM INNOVATION

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Perception of Insufficient Innovation

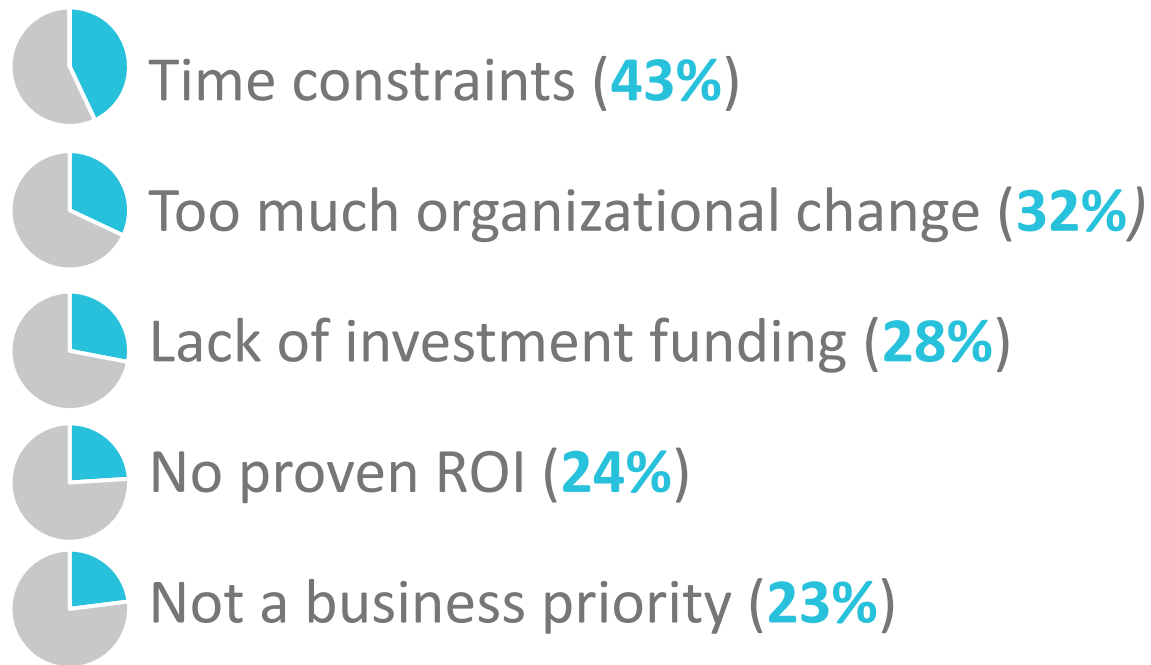
*% of business leaders who said they believed **greater innovation** was needed in learning techniques used in leadership development programs:*



Source: The State of Leadership Development Report, Harvard Business Publishing, 2018

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So, What's Getting in the Way of Innovation According to L&D?



Source: *The State of Leadership Development Report*, Harvard Business Publishing, 2018

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FIVE TRENDS IN PROGRAM DESIGN

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The background is a teal color with a faint, semi-transparent image of several hands holding various business cards and documents. The text is overlaid on this background.

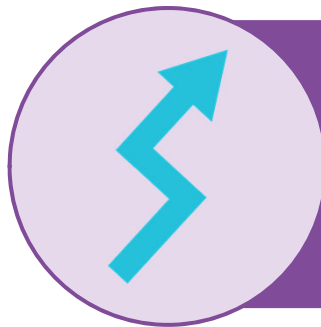
TREND #1

Leader needs and preferences are changing



Trend #1

Learner needs are changing, prefer the driver's seat



74%

Leaders who believe experiences should
be driven by them versus L&D



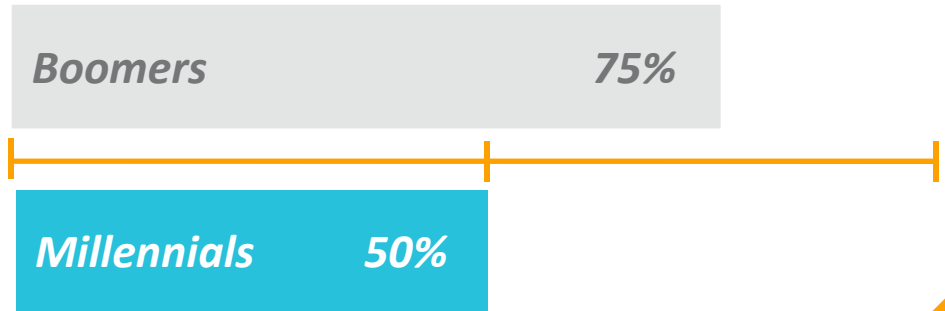
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Source: The State of Leadership Development Report, Harvard Business Publishing, 2018

Trend #1

Learner preferences are changing

Respondents who see a strong alignment between **program content** and **business issues** facing the organization.



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Source: The State of Leadership Development Report, Harvard Business Publishing, 2018



TREND #2

*Measurement is about
purpose, not just metrics*

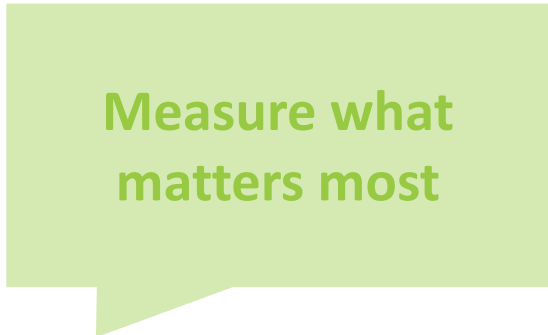


Trend #2


Measurement is about purpose, not just metrics



What gets measured
gets done



Measure what
matters most



If you measure it,
you can manage it



What we measure
matters



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Trend #2

Measurement is about purpose, not just metrics

SOLVING FOR:

- Lack of bench strength
- Lack of internal promotions
- Low employee engagement for middle managers

METRICS:

Promotions
+
Engagement Scores

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Trend #2

Measurement is about purpose, not just metrics

SOLVING FOR:

High turnover (lack of upward mobility/
geographic challenges)

METRICS:

Participant retention through lattice (vs. ladder) opportunities

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Trend #2

Measurement is about purpose, not just metrics

SOLVING FOR:

- Improving business/ performance review results
- Increase demonstration of leadership skills

METRICS:

Performance goal achievement
+
Increase pre- to post- 360-degree leadership assessment

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Trend #2

Measurement is about purpose, not just metrics

Most common measurements:

- ▲ Participant user satisfaction
- ▲ Pipeline of future leaders
- ▲ Retention of high-potential leaders
- ▲ Behavior change

40%

of L&D practitioners feel they capture their programs' effectiveness

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Source: The State of Leadership Development Report, Harvard Business Publishing, 2016



TREND #3

*Development gets more
personal + includes more
choice*

Trend #3

Development gets more personalized, nuanced

Multiple
components
spread out
over a
period of
time

Mix of
group and
individual
activities,
inside and
outside

Classroom
plus other
experiential
modalities

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Trend #3

Development gets more personalized, nuanced

On demand
resources to
access right
time, right
place

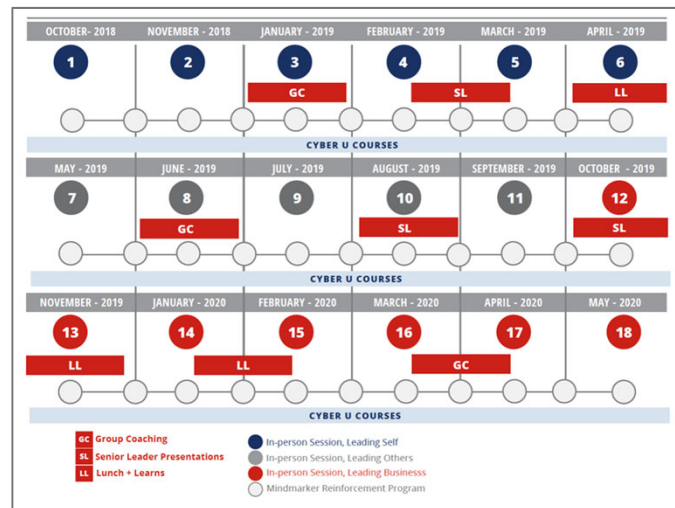
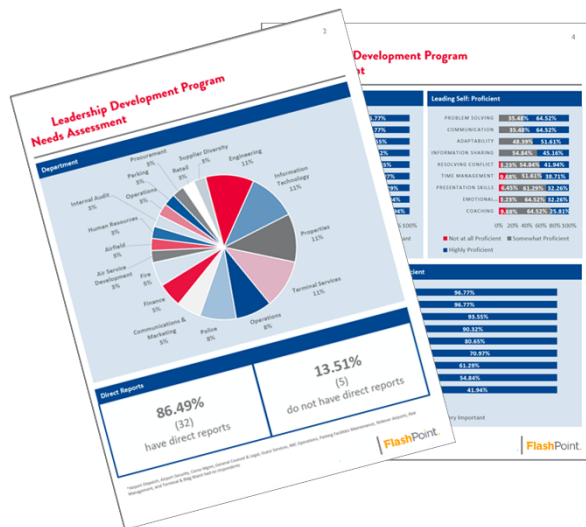
Exposure
opportunities
allow leaders
to develop
relationships

Multi-
disciplinary,
peer-to-
peer
learning

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Trend #3

Development includes more choice



Bring **choice** to your programs so leaders can select activities that work best with their learning style, pace, interests, and goals (e.g., personalized learning paths)

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TREND #4

*Mentoring and coaching
are just right, right now*

Trend #4

Mentoring and coaching are most effective mode

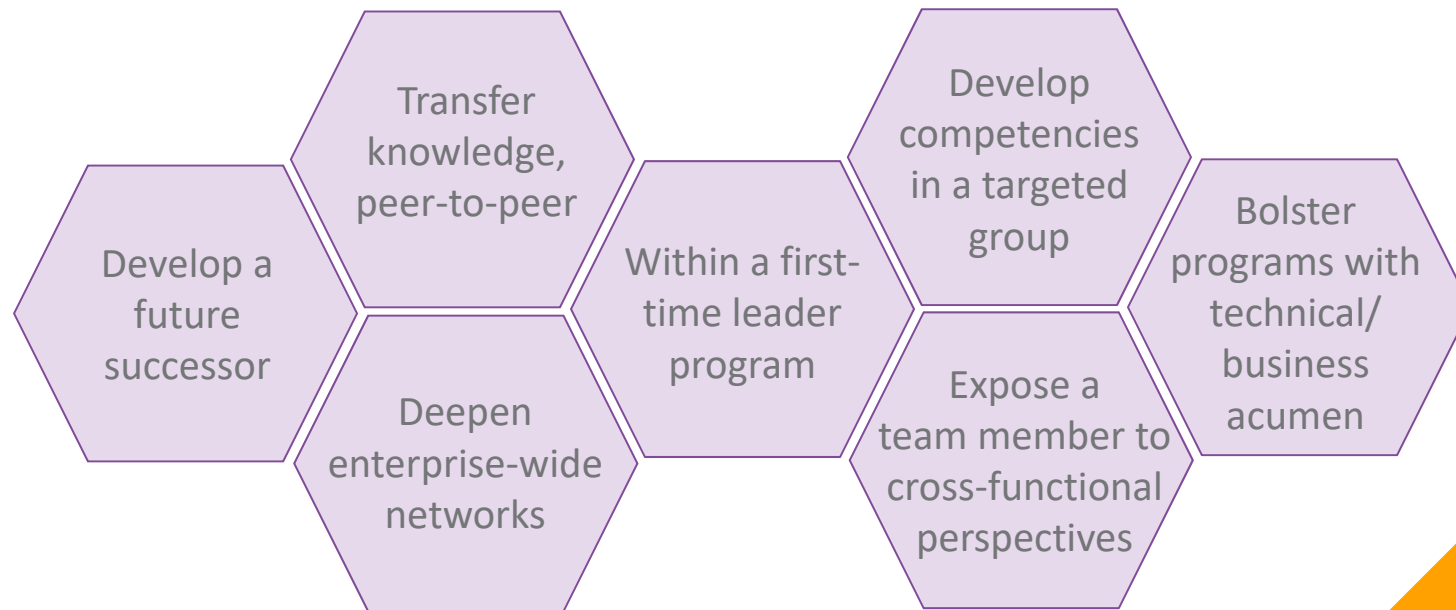
Modality	Use	Effectiveness
<i>Instructor-led classroom</i>	3.40	<u>3.79</u>
<i>Coaching/mentoring</i>	2.48	<u>3.88</u>

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Source: 2016-17 Brandon Hall Group Training Benchmarking Survey

Trend #4

Mentoring is varied, versatile



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Trend #4

Mentoring can impact retention

Millennials intending to stay
more than five years are

2X

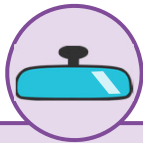
as likely to have a mentor than
those not intending to stay.

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Source: Brandon Hall Research Group, December 2016; The 2016 Deloitte Millennial Survey, 2016

Trend #4

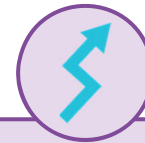
Coaching has many common uses



Identifying gaps +
blind spots



Building self-
awareness



Increasing
confidence +
resilience



Strengthening
critical leadership
skills



Strengthening
relationships



Retaining top
talent

Source: The Conference Board, Global Executive Coaching Survey 2017

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Trend #4

Coaching fits in a variety of contexts

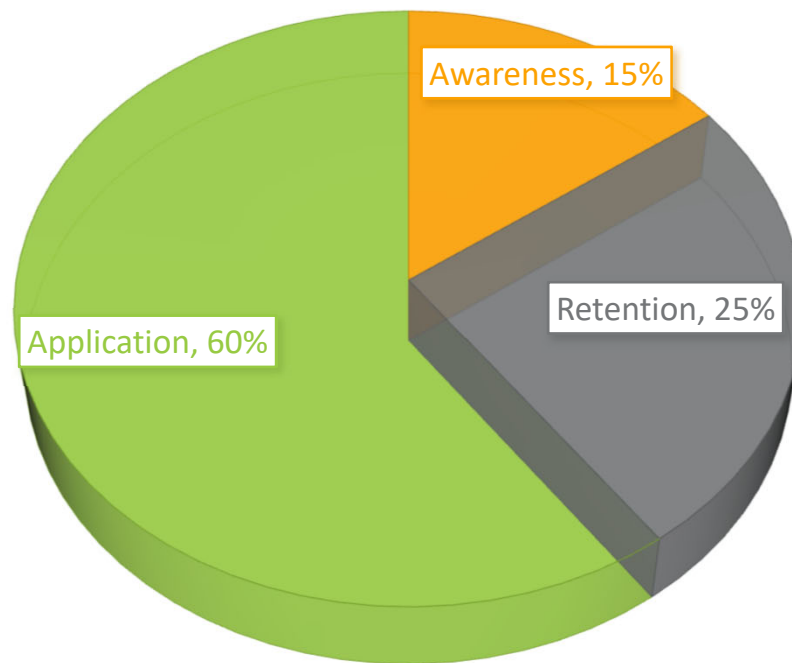
- 1 Individual coaching
- 2 Group coaching
- 3 Coaching with action learning projects
- 4 Team coaching
- 5 Coaching certification for super-users
- 6 Coaching skill development for leaders

TREND #5

*Reinforcement to sustain learning isn't a nice-to-have, it's a must-have
(+ leveraging technology)*

Trend #5

Reinforcement is a must-have, it must be balanced



Source: Mindmarker, 2018

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Trend #5

Reinforcement is a must-have, but it needs certain components

A strong reinforcement program has:

1. Clarity of purpose
2. Balance of methods
3. Proper technology
4. Appropriate length
5. Appropriate interval

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Trend #5

Reinforcement is a must-have, technology is key

- ◆ Text-based systems
- ◆ Learning management systems (LMS)
- ◆ Meeting software (e.g., Skype, GoToMeeting, Adobe Connect, etc.)
- ◆ Mobile reinforcement applications



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SHAPING YOUR PROGRAM AGENDA

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Program Assessment Tool

Get today's slides, the program design assessment, and more at:

flashpointleadership.com/inhr19

Sent to your inbox on Monday.
Enjoy the conference!

Trends in Leadership Development: Program Design
HANDOUT—LEADERSHIP PROGRAM DESIGN ASSESSMENT

Do you have a litmus test you can apply to assess each of your leadership programs?

How do you assess design effectiveness?

There are a number of criteria that help to ensure the success of leadership development programs. These are categorized in the program's definition, how the program is implemented, and how the program is sustained. You may have additional criteria that you can add to this sample program assessment, but take a few minutes to evaluate one of your leadership programs on a scale of 1 to 5 (1 being low). Then, total them up and determine what your innovation opportunities are!

	Low	High
PROGRAM DEFINITION		
Personal—Takes into account and personalizes the program to unique leaders' needs/challenges	1 2 3 4 5	1 2 3 4 5
Relevant—Achieves a positive perception that content is relevant to the challenges leaders are facing	1 2 3 4 5	1 2 3 4 5
Purposeful—Sets out a concise, exact statement defining the program boundaries, specifically describing why the program exists	1 2 3 4 5	1 2 3 4 5
Measured—Defines specific qualitative and/or quantitative information used to define program	1 2 3 4 5	1 2 3 4 5
PROGRAM IMPLEMENTATION		
Selective—Documents a step-by-step process specifying the methods used and roles responsible in selecting participants	1 2 3 4 5	1 2 3 4 5
Meaningful—Brings the leader better self-awareness and drives action and behavior change	1 2 3 4 5	1 2 3 4 5
Leader-Driven—Provides leaders with choice and ensures they are driving their own development	1 2 3 4 5	1 2 3 4 5
Multi-Modal—Brings classroom, mentoring, coaching, and other modalities together to keep learning balanced and building over time	1 2 3 4 5	1 2 3 4 5
PROGRAM SUSTAINABILITY		
Reinforced—Keeps leaders focused by sustaining the leadership journey over time	1 2 3 4 5	1 2 3 4 5
Connected—Gets leaders a 360 support system (involved boss, senior leaders, peers, etc.)	1 2 3 4 5	1 2 3 4 5
Integrated—Connects leaders to organizational vision, values, and strategy (provides context)	1 2 3 4 5	1 2 3 4 5
Improved—Defined measures are tracked and analyzed with improvements made year-over-year	1 2 3 4 5	1 2 3 4 5
TOTAL:		
0-20 Needs improvement Think about any small wins that could help you get momentum and make some immediate improvements in your program. Consider starting with program definition.	21-40 Doing pretty well Consider focusing on a specific section where the program might have scored lower than you hoped. What could you implement in the next 6 months to improve?	41-60 Very strong Great job, the program hits on many of the best practices we suggested. Are there any focus areas where you already have the component but could continuously improve it?

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Program Assessment: Definition

Personal: customized to unique needs/ challenges

Relevant: positive perception that content is relevant

Purposeful: concise statement defining why the program exists

Measured: specifies qualitative/quantitative information to be collected

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Program Assessment: Implementation

Selective: documented process to select participants + clarify roles

Meaningful: brings the leader better self-awareness to drive behavior change

Leader-Driven: provides leaders with choice to drive their own development

Multi-Modal: Brings multiple modalities together to keep learning balanced

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Program Assessment: Sustainability

Reinforced: Keeps leaders focused by sustaining the leadership journey over time

Connected: Gets leaders a 360-support system (involved boss, senior leaders, peers, etc.)

Integrated: Connects leaders to organizational vision, values, + strategy (provides context)

Improved: Measures are tracked + analyzed with improvements made year-over-year

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What Can We Do Now to Innovate Program Design?

Tap into emerging leaders' energy and creativity to devise program changes that produce relevant learning content and techniques.

Can you form a design team to innovate one of your programs?

Think about one of your programs and analyze it program using the assessment. Look for low-hanging fruit.

What can be improved in the next cohort to drive more innovation?

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