

# TOP TRENDS IN LEADERSHIP DEVELOPMENT

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*A Deep-Dive Focus on Program Design*

**FlashPoint.**

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

# Today's Facilitators



**Lauren Parkhill,**  
*Brand Engagement Strategist*



**Krista Skidmore,**  
*Cofounder and Partner*

# Our Learning Objectives



Best practices influencing leadership development program design

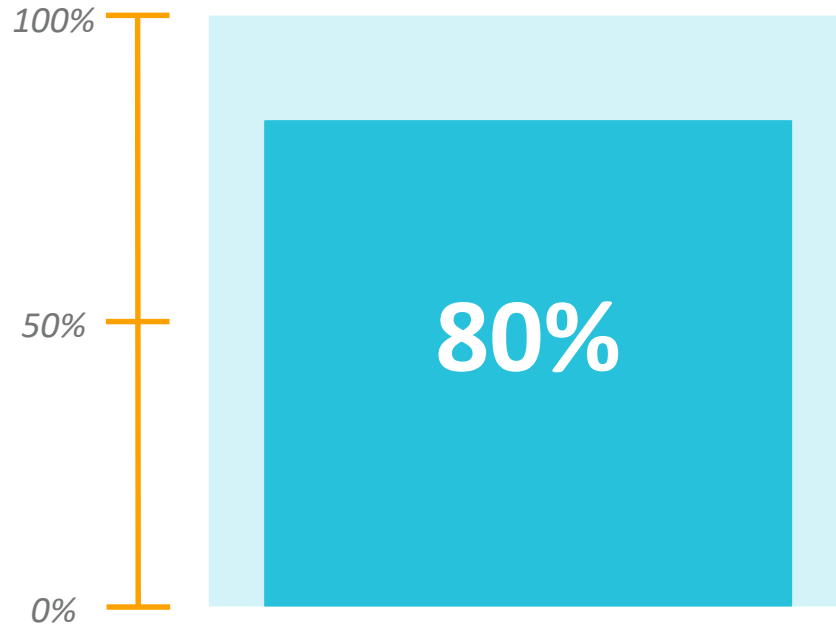
Insights through case analysis that will help you make decisions to improve your programs

Fresh ideas to help you shape your program design in 2019 and beyond

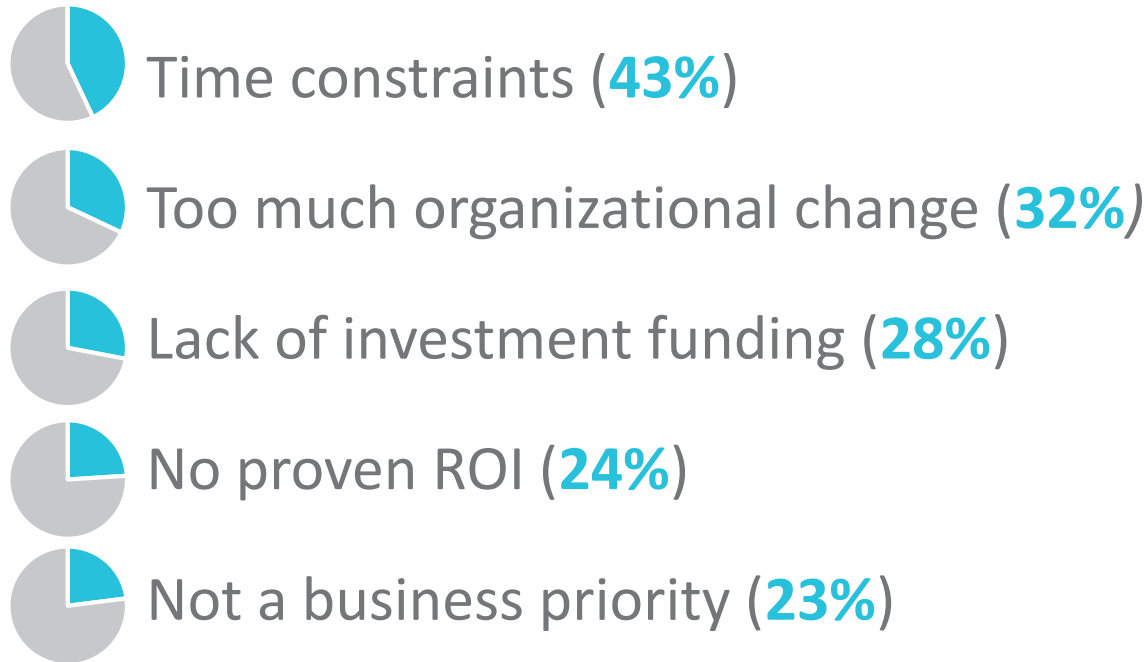
# THE CASE FOR PROGRAM INNOVATION

# Perception of Insufficient Innovation

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



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



# FIVE TRENDS IN PROGRAM DESIGN

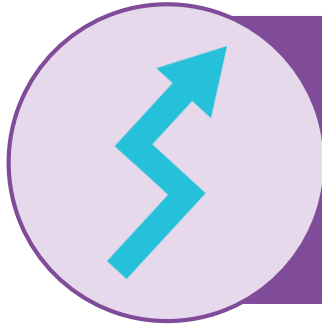


## TREND #1

*Leader needs and preferences are changing*

# Trend #1

Learner needs are changing, prefer the driver's seat



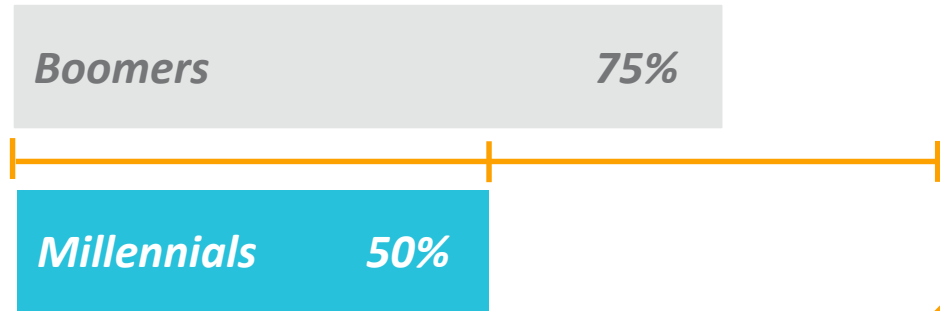
**74%**

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

# Trend #1

Learner preferences are changing

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



## 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

# Trend #2

## Measurement is about purpose, not just metrics

Solve for lack of bench strength/lack of internal promotions and low employee engagement levels in middle manager ranks

- Metrics: Enable **promotions** into successively higher roles and improvement in **engagement** scores

Solve for high turnover due to lack of upward mobility and geographic challenges

- Metrics: **Retain** our high-potential leaders through lattice versus ladder opportunities

Drive better business/performance review results and increase the demonstration of leadership skills

- Metrics: Improve performance **goal achievement** and increase pre to post **360-degree assessment** on leadership skills

# 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

## 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

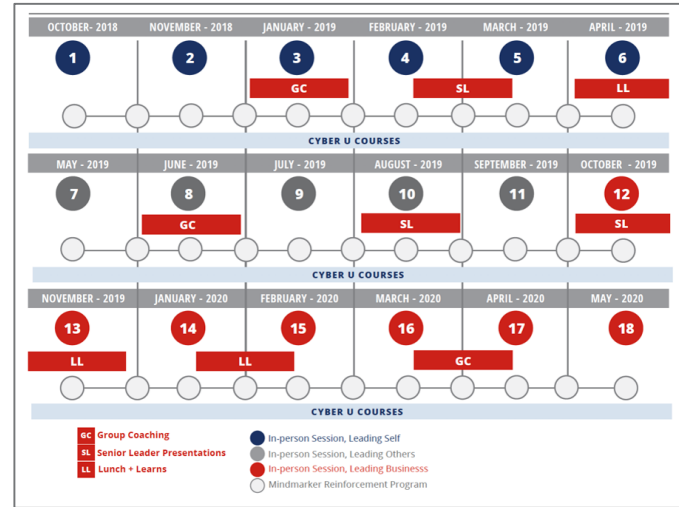
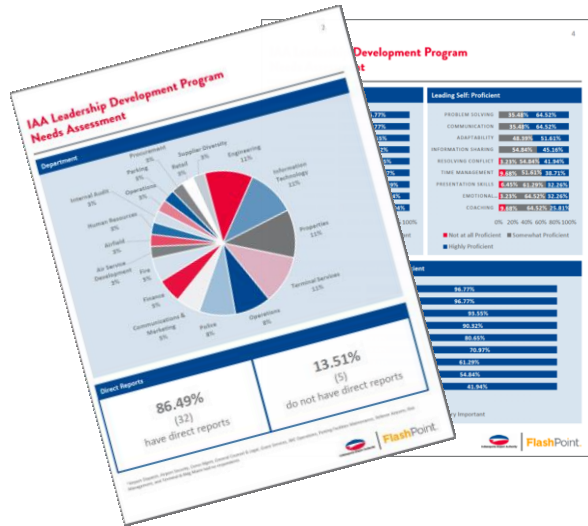
On demand resources to access right time, right place

Exposure opportunities allow leaders to develop relationships

Multi-disciplinary, peer-to-peer learning

# 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)

## TREND #4

*Mentoring and coaching  
are just right, right now*

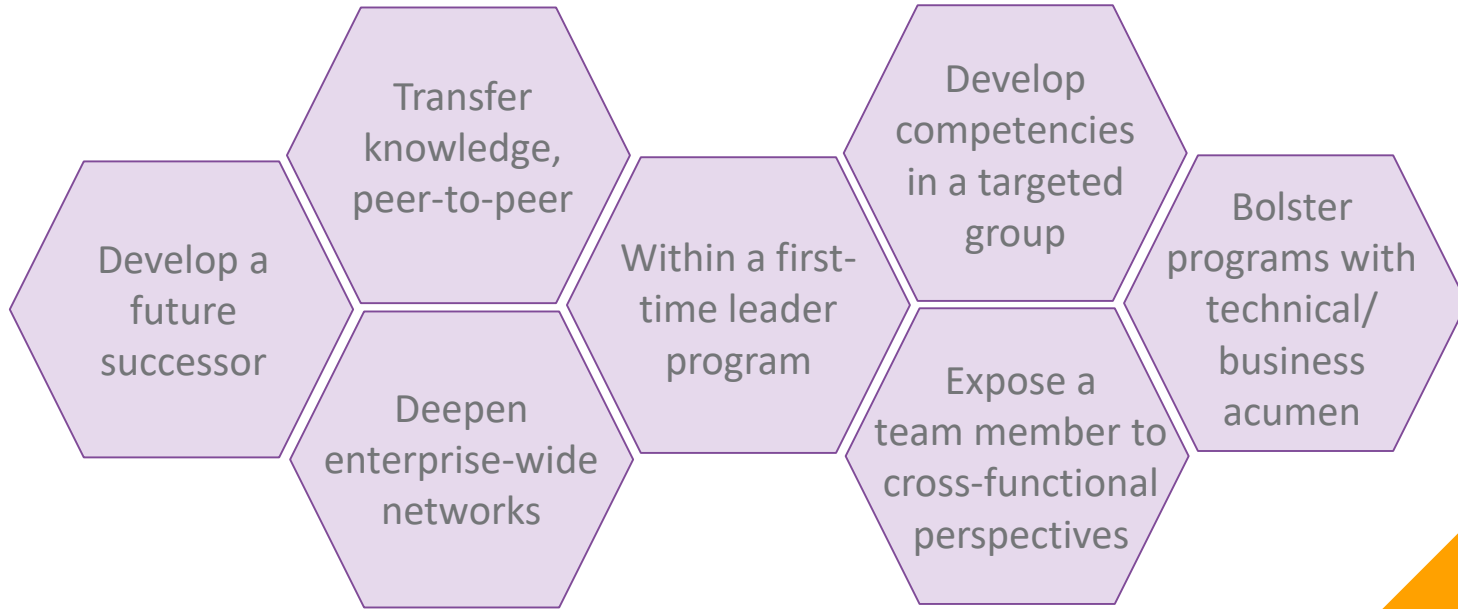
# Trend #4

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>

# Trend #4

Mentoring is varied, versatile



## Trend #4

### Mentoring can impact retention

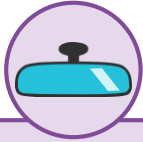
Millennials intending to stay more than five years are

**2X**

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

# Trend #4

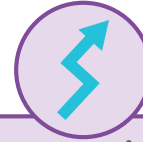
Coaching has many common uses



Identifying gaps +  
blind spots



Building self-  
awareness



Increasing  
confidence +  
resilience



Strengthening  
critical leadership  
skills



Strengthening  
relationships



Retaining top  
talent

# 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

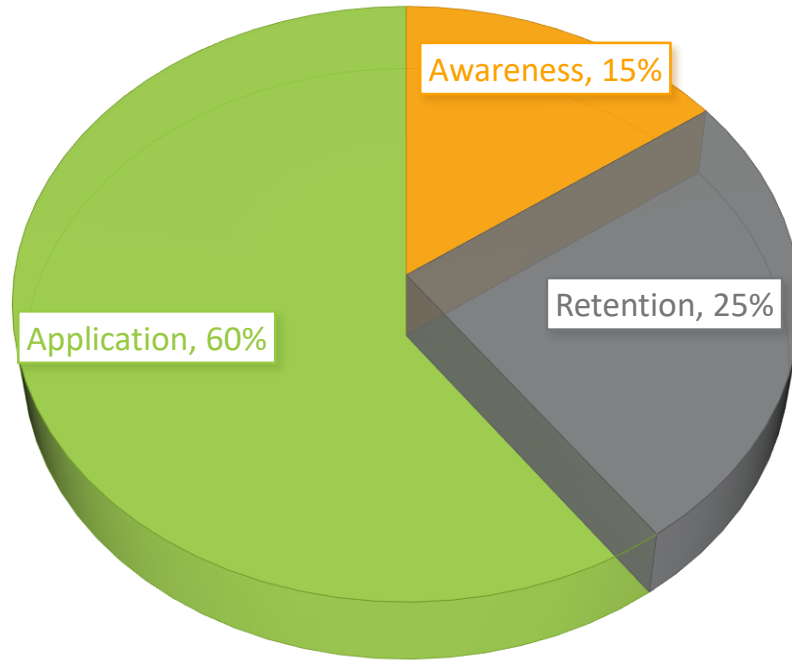


## TREND #5

*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



# 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

# Trend #5

Reinforcement is a must-have, technology is key



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

# SHAPING YOUR PROGRAM AGENDA

# Program Assessment Tool

## 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?**

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!

How do you assess design effectiveness?

PROGRAM DEFINITION	Low	High
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 classrooms, mentorship, 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

<p><b>0-20</b> <b>Needs improvement</b> Think about any small wins that could help you get momentum and make some immediate improvements in your program. Consider starting with program definition.</p>	<p><b>21-40</b> <b>Doing pretty well</b> 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?</p>	<p><b>41-60</b> <b>Very strong</b> 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?</p>
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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

# 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



# 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

# 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?**

## Questions and Contact:



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[info@flashpointleadership.com](mailto:info@flashpointleadership.com)

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please complete the survey.

# UPCOMING EVENTS

**The Leadership Challenge® Workshop + Facilitator Training in  
Sonoma, CA**

March 5-8, 2019

**The Leadership Challenge® Workshop in Indianapolis, IN**

August 20-21, 2019

**The Leadership Challenge® Workshop + Facilitator Training in  
Scottsdale, AZ**

November 12-15, 2019

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