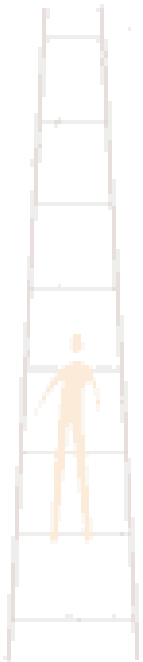


Retooling Leadership Development

Driving Results through
Intentional Development



MICHAEL COUCH
& ASSOCIATES INC.



High Performing Organizations* are:

3X

More effective at
Leadership Development

3.5X

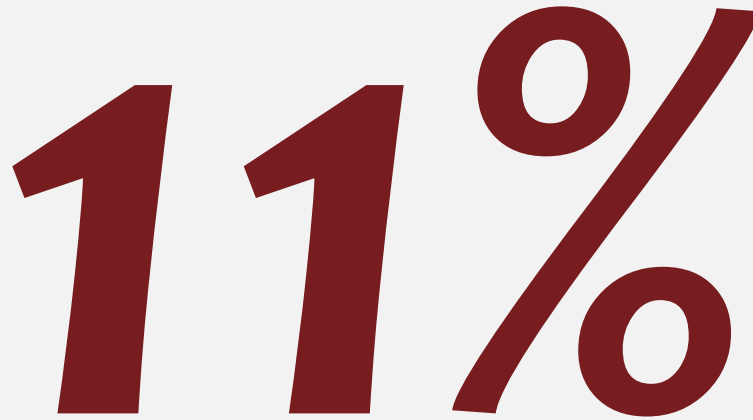
More effective at
Succession Planning



INSTITUTE FOR
CORPORATE PRODUCTIVITY

* In Revenue Growth, Market Share, Profitability and Customer Satisfaction

But

A large, bold, dark red '11%' is centered within a light gray rectangular box. The text is a sans-serif font, with the percentage sign being slightly larger than the numbers.

% of executives that feel leadership development efforts achieved desired results

McKinsey & Company

2017 survey of 500 global executives

The Great Training Robbery: Why the \$60 Billion Investment In Leadership Development Is Not Working

Forbes

**Its time for a sea change in how we
develop leaders!**

A photograph of a two-lane asphalt road with white dashed center lines and solid white edge lines. The road leads straight towards a large, vertical, reddish-brown soil erosion or cliff face that has formed under a grassy hill. The hill is covered in green grass and some dry, yellowish grass. To the left of the road, there is a white metal guardrail. In the background, there are bare trees and a clear sky. The text "Training is a Dead End" is overlaid in white, bold, sans-serif font across the middle of the image.

Training is a Dead End

Evolution of Development

Past Learning



Today's Learning



Intentional Development



Retooling Leadership Development

What is Leadership Development?

A deliberate and systematic effort to:

- *Identify key leadership competencies linked to strategy*
- *Understand the capability of talent at all levels*
- *Accelerate the development of mission-critical leadership competencies through **intentional development***

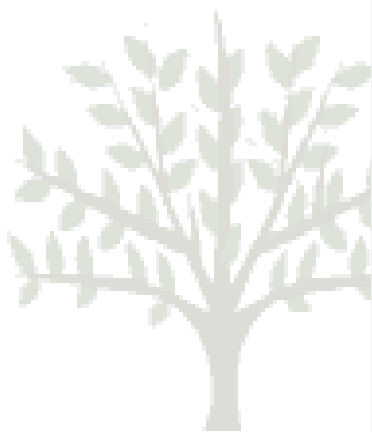
Strategy Driven Leadership DevelopmentSM



Driving Business Results through Intentional Development

Making Development Intentional

1. **Have A Planned And Targeted Impact**
2. **Focus On The Critical Few Competencies**
3. **Build It In, Don't Bolt It On**
4. **Match the Development Strategy to the Talent**
5. **There's More Than One Path To Competence**
6. **Create A Cadence Of Development**
7. **Create A Feedback-Rich Environment**
8. **Make Development Sticky**
9. **Never Learn Alone**



**What challenges are you
facing in developing leaders
now and for the future?**

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Alice: *Which road should I take?*

Cat: *Where do you want to go?*

Alice: *I don't know.*

Cat: *Then it doesn't matter!*

The Business Case



Driving Results through High-Performing Leaders



Leadership for what purpose?

Peter Drucker



Planned and Targeted Impact



Establish a strong business case and a clear personal context for development

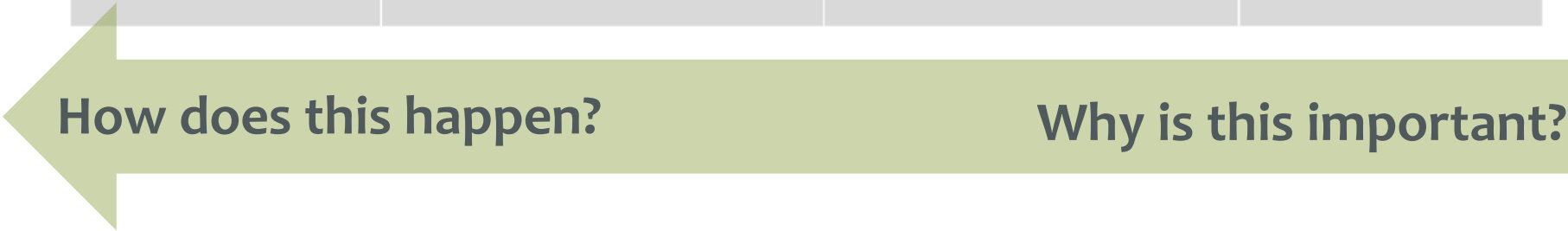
Identify the skills that are essential for development

Own the skill by demonstrating it on the job or in an assignment

Apply the skill in specific situations that help achieve workplace goals

Frame It: Leadership for What Purpose

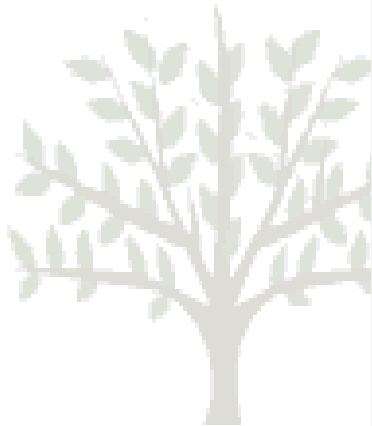
| Impact Map | | | |
|--|---|--|--------------------------------------|
| Critical Skills to Enhance or Develop | Key Leader Challenges | Team Imperative | Organization Imperative |
| What you must do more of differently or better to enhance your impact? | Critical situations where your performance would help your team achieve key results | Unique contribution or impact your team has on the organization's imperative | Key Challenge facing your Non-Profit |



Making Development Intentional



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What is a Competency?

Measurable characteristics of a person related to success at work

- Knowledge, skills and abilities
- Observable behaviors



What We Know about Competencies

- Can be learned
 - Some are more difficult than others
- Can be assessed
 - Are observable behaviors
- Top performers outperform by 40 – 50%
 - Selecting the right people pays off
 - Developing the right people pays off
 - Placing the right people in critical jobs pays off



Competencies allow organizations to . . .

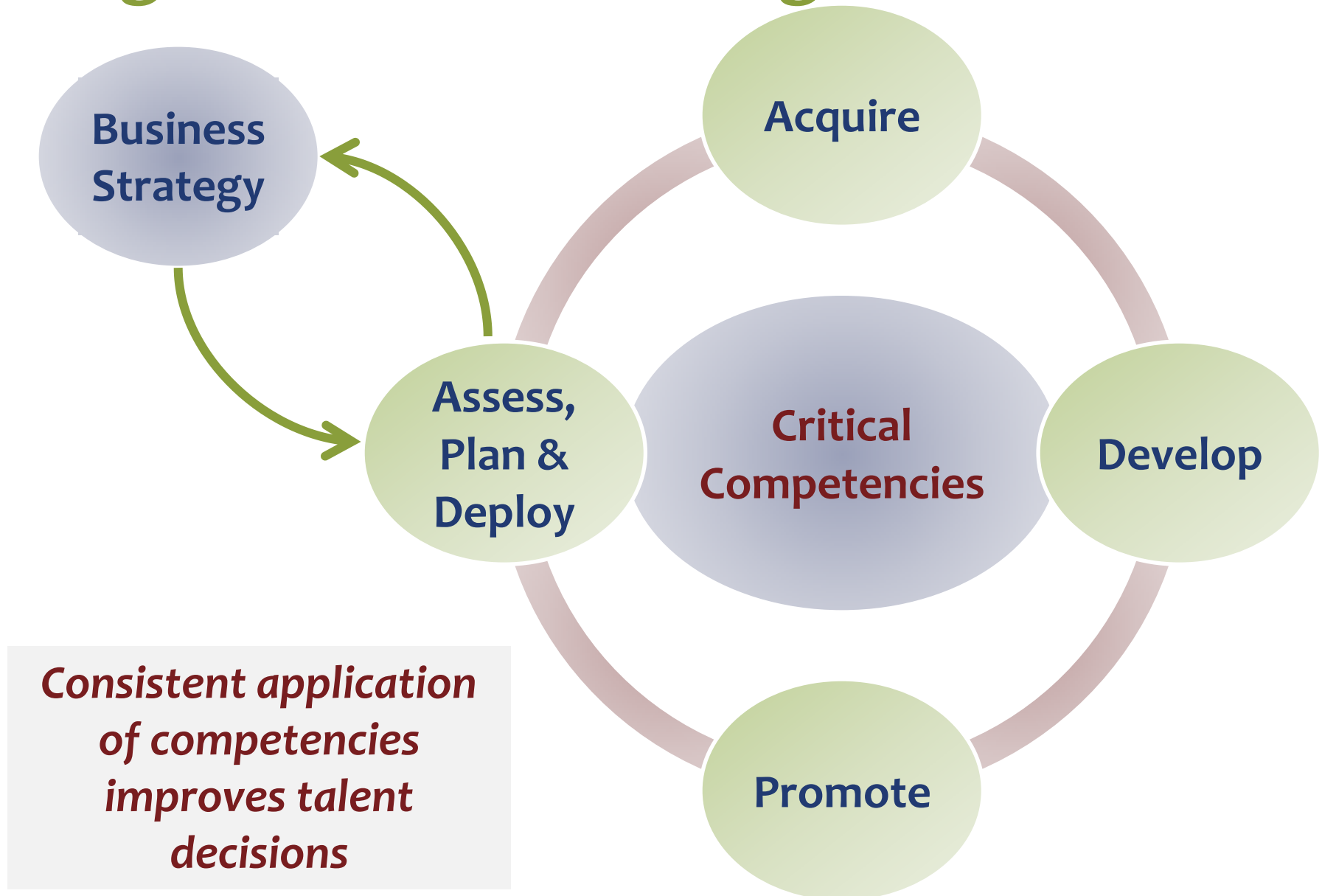
Align talent
with strategy

*If you don't get the
competencies right, the
rest doesn't matter*

Integrate
talent
processes

*Consistent application of
competencies improves
talent decisions*

Integrated Talent Management





We have found that when a company cuts through the noise to identify a **small number** of leadership capabilities essential for success in its business . . . it achieves **far better outcomes**

McKinsey & Company 2014

Why Leadership Development Programs Fail

Critical Few Competencies



- **Strategy-driven**
- **Future focused**
- **Define high performance**

Critical Few Competencies

Human Services Non-Profit

Strategy

- Embrace INNOVATION
- Pursue EXCELLENCE
- Be the SOLUTION
- Value PEOPLE

Leadership Competencies

- Business Insight
- Decision Quality
- Cultivates Innovation
- Strategic Mindset
- Resourcefulness
- Optimizes Work Processes
- Ensures Accountability
- Collaborates
- Manages Ambiguity
- Develops Talent
- Drives Engagement

Korn Ferry Leadership Architect®

Making Development Intentional



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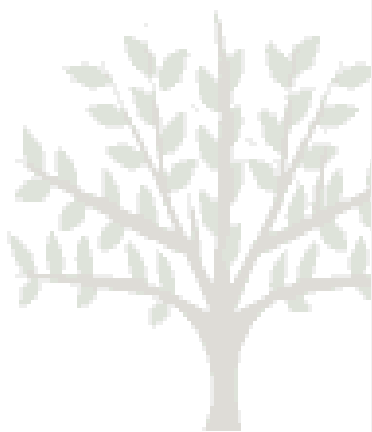
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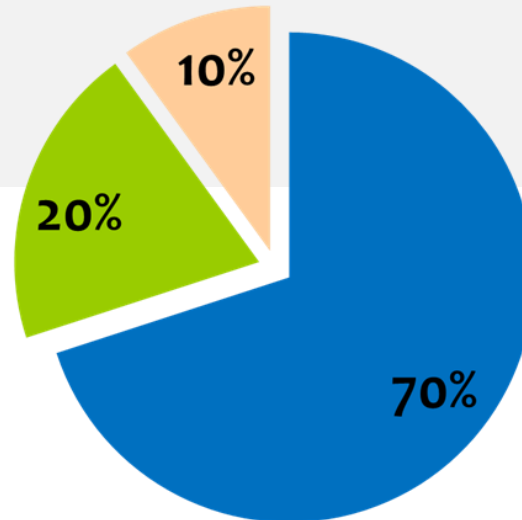
9. Never Learn Alone



**Which experiences in your
past made an impact on
your ability to lead today?**

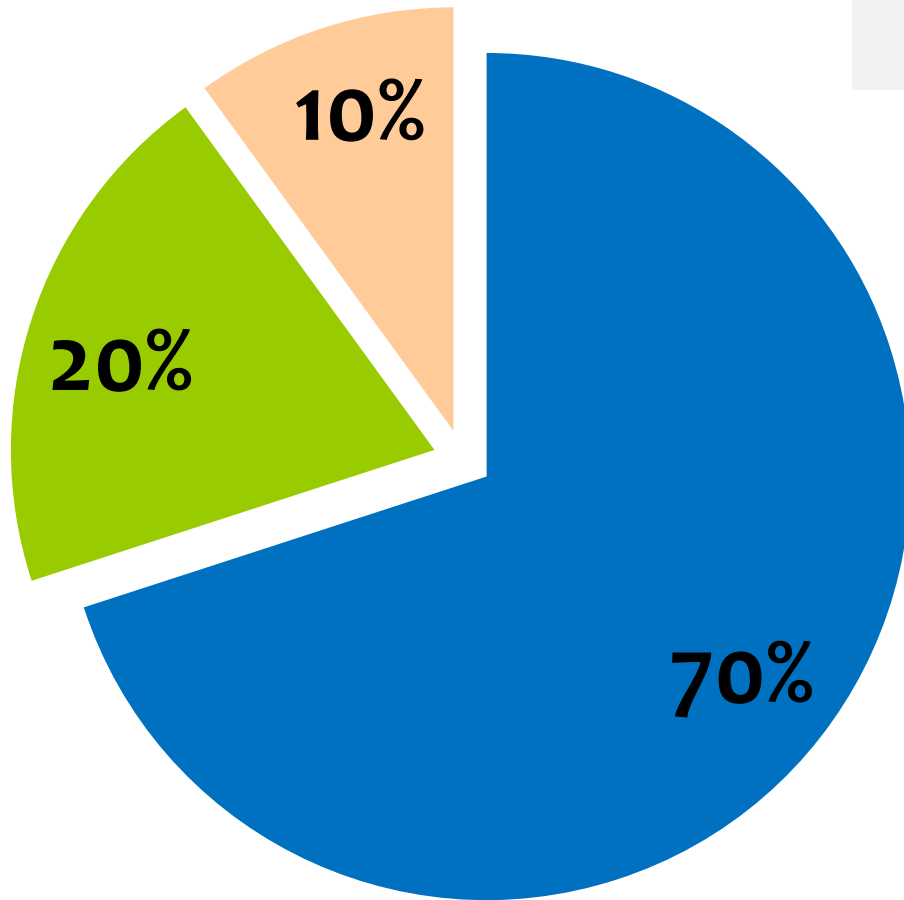
Leadership Development Research

- Leaders' strengths do not occur by chance
- Come from managing a challenging *experience*
- Studies show the same experience pattern
 - 70, 20, 10



The 70 20 10 Model

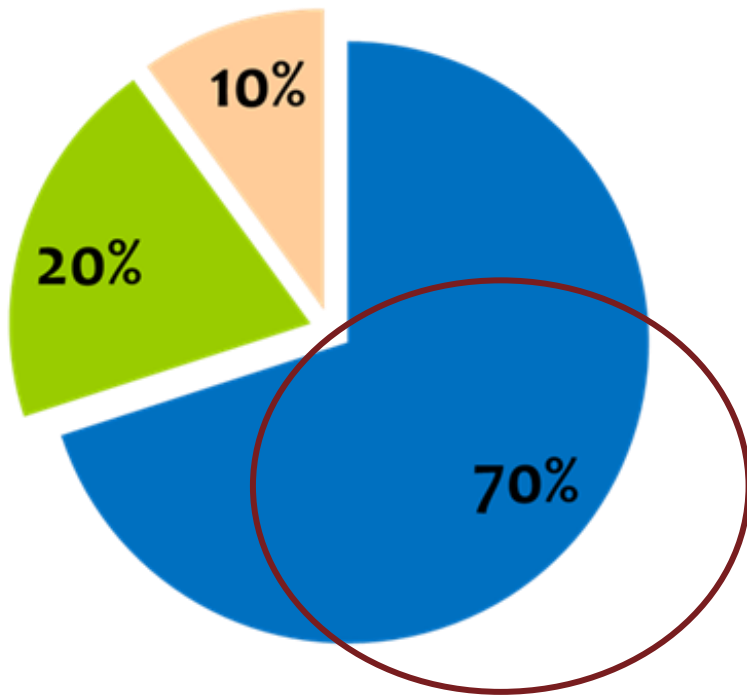
All three must interact to develop competence



- Challenging Assignments
- Other People
- Coursework



Why 70%?



**Learning requires a challenge -
Developmental Heat**

Making Development Intentional



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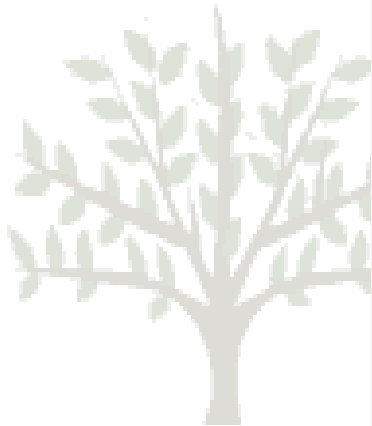
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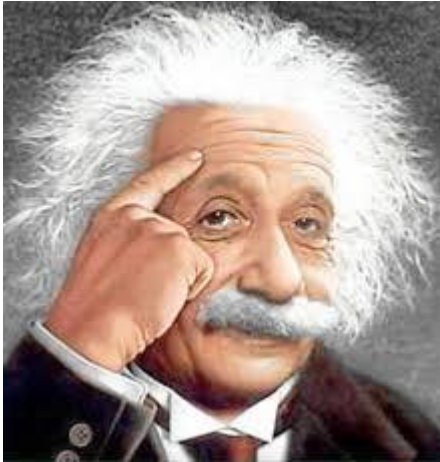
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Match Development to the Talent

Performance Contribution

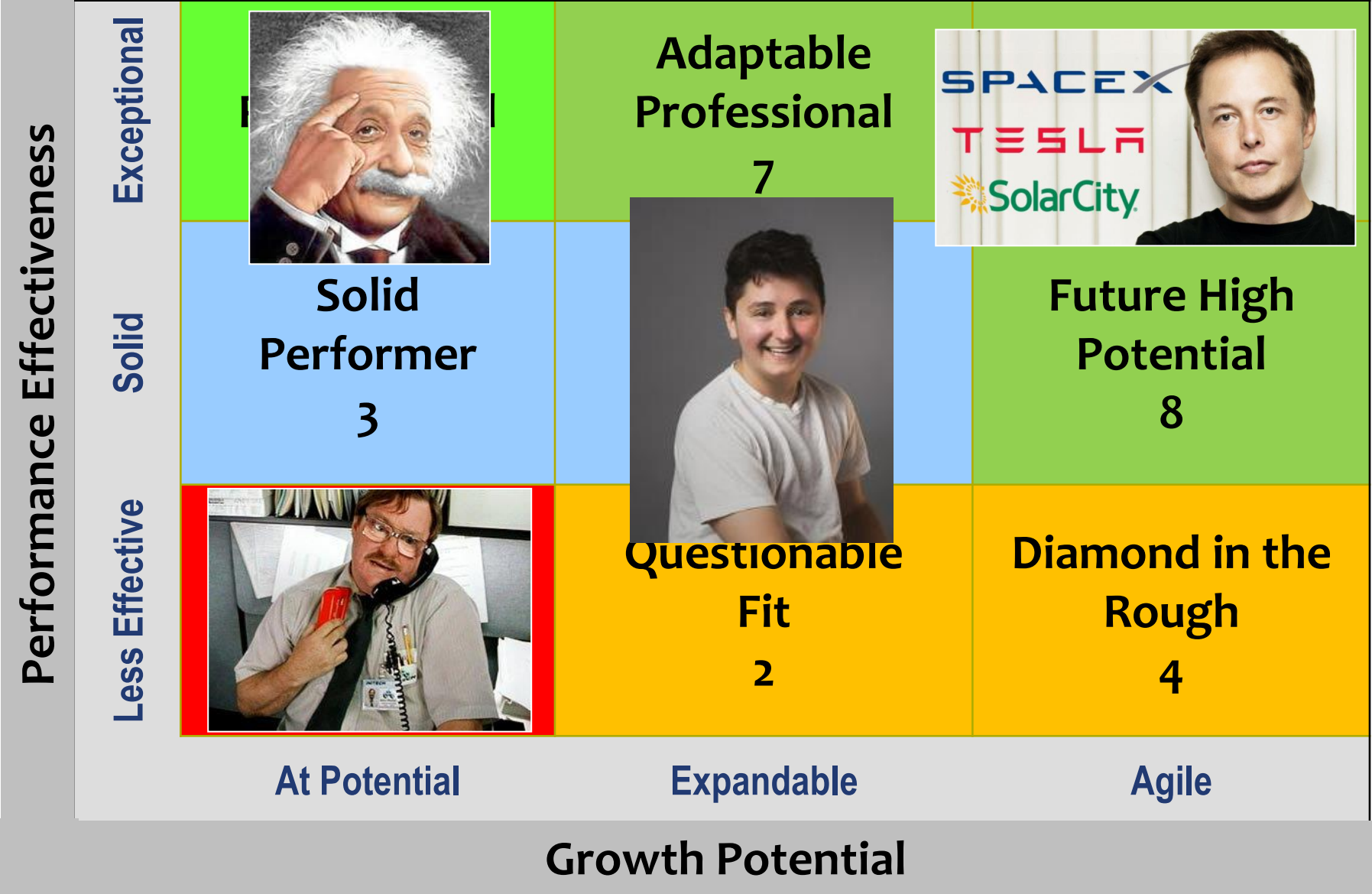
- **Achievement over time**
- **Contribution to the success of others**
- **Alignment with others and the organization**

Growth Potential

- **Capability**
- **Learning Agility**
- **Aspiration**



Match Development to the Talent



Development Strategies Matrix

| Performance Effectiveness | | | |
|---------------------------|---|--|--|
| | Exceptional | | |
| | Solid | | |
| | Less Effective | | |
| | Invest and focus on Critical Knowledge Jobs | Intentionally Develop Potential for the Next Level of Leadership | Intentionally Develop For Next Level Of Leadership |
| | Continue Technical Roles | Build Future Value Motivate and Reward | Intentionally Develop Performance for the Next Level of Leadership |
| | Take Action and Fix | Careful Next Assignment Engage and Motivate | Address Performance Monitor and Mentor |
| | At Potential | Expandable | Agile |
| Growth Potential | | | |

Talent Development Priorities – The Payoff

Payoff

1. Address Risks and Barriers

- Remove 1's in critical roles (strategic, pivotal, or scarce)
- Move 4,7,8,9's out from under 1,2,3 Leaders

2. Build the Pipeline

- Intentionally Develop 7,8,9's
- Retain, develop, engage and leverage 4's

3. Sustain and Build the Core

- Engage and stretch 5's
- Engage and train 2's

4. Address Performance Gaps

- Improve 6's performance
- Test and re-engage 3's
- Address 1's in non-critical roles

| | | | |
|----------------|------------------|------------|------------|
| Exceptional | 4 | 7 | 9 |
| Solid | 2 | 5 | 8 |
| Less Effective | 1 | 3 | 6 |
| | Limited Movement | Expandable | Promotable |

Making Development Intentional



1. Have A Planned And Targeted Impact



2. Focus On The Critical Few Competencies



3. Build It In, Don't Bolt It On



4. Match the Development Strategy to the Talent

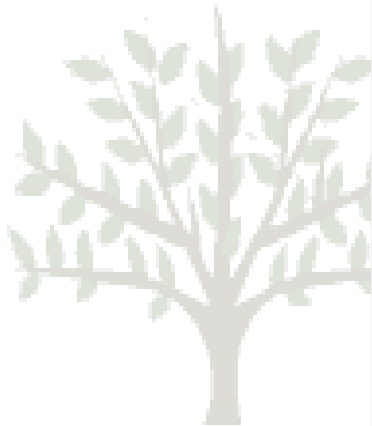
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There's More Than One Path to Competence



Adapted from *Paths to Improvement*. Eichinger, Lombardo, Stiber and Orr (2013)

Making Development Intentional



1. Have A Planned And Targeted Impact



2. Focus On The Critical Few Competencies



3. Build It In, Don't Bolt It On



4. Match the Development Strategy to the Talent



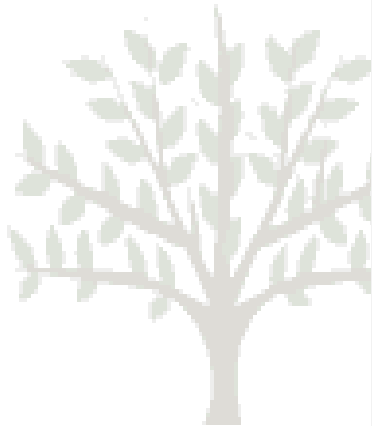
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Building a Cadence of Development

“We become what we repeatedly do”

Sean Covey

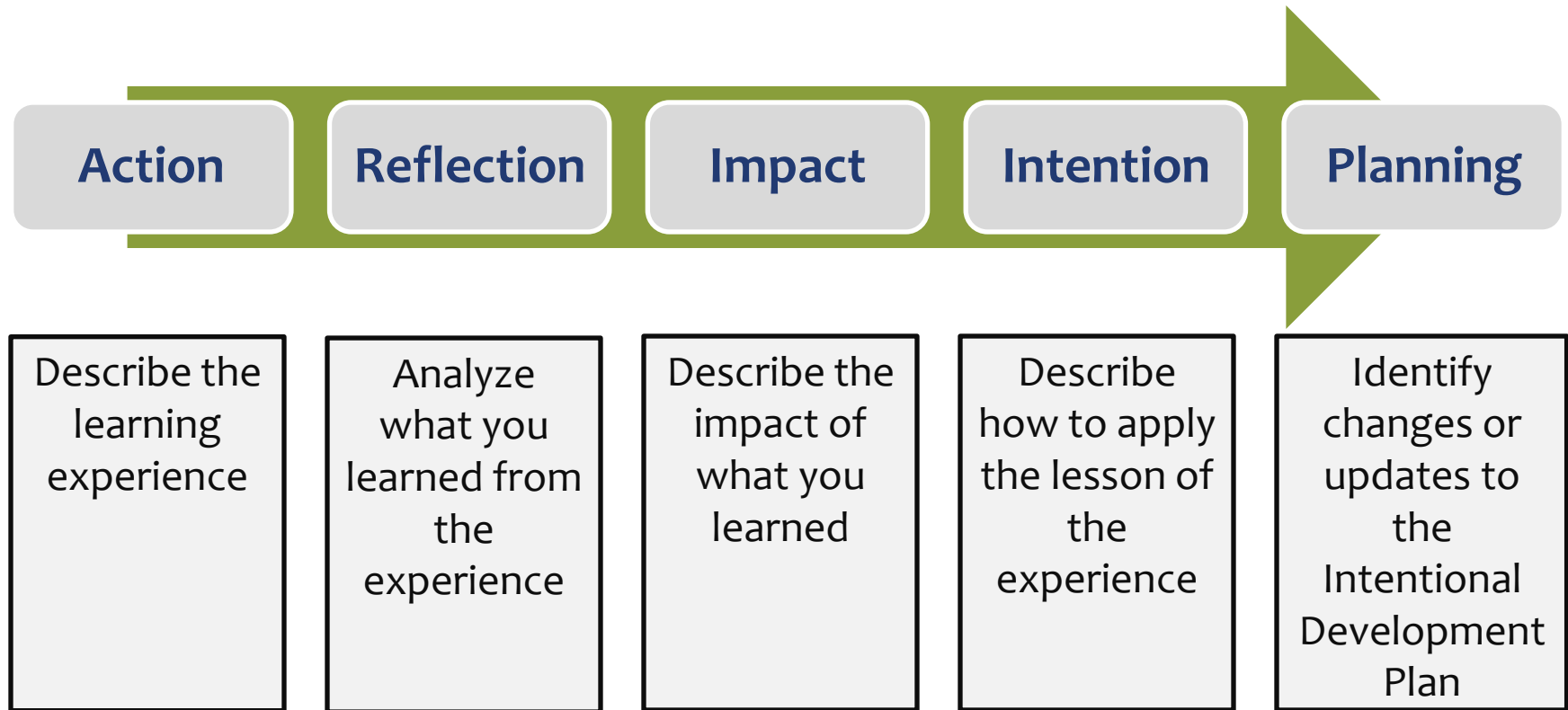
**Effective development is a series
of sprints, not a marathon or a
one-time event**



**Without *reflection*, having more
developmental experiences
won't help**

Di Stefano, G., Gino, F. Pisano, G., & Staats, D. (2016)

Intentional Development Tracking



Create a Cadence of Development to Lock-in-the-Learning

Making Development Intentional



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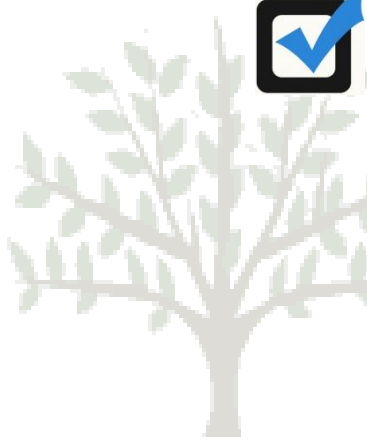


6. Create A Cadence Of Development

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Why Do Other People Matter?

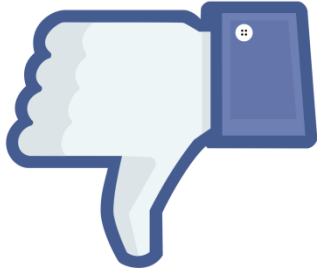


**We are the worst
judges of our own
capability**

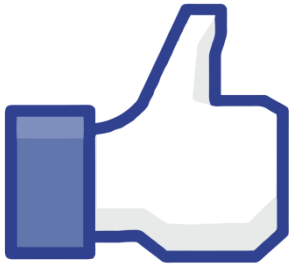
**No Feedback? Then
everything is OK!**

The “20” of 70-20-10

Your Brain On Feedback

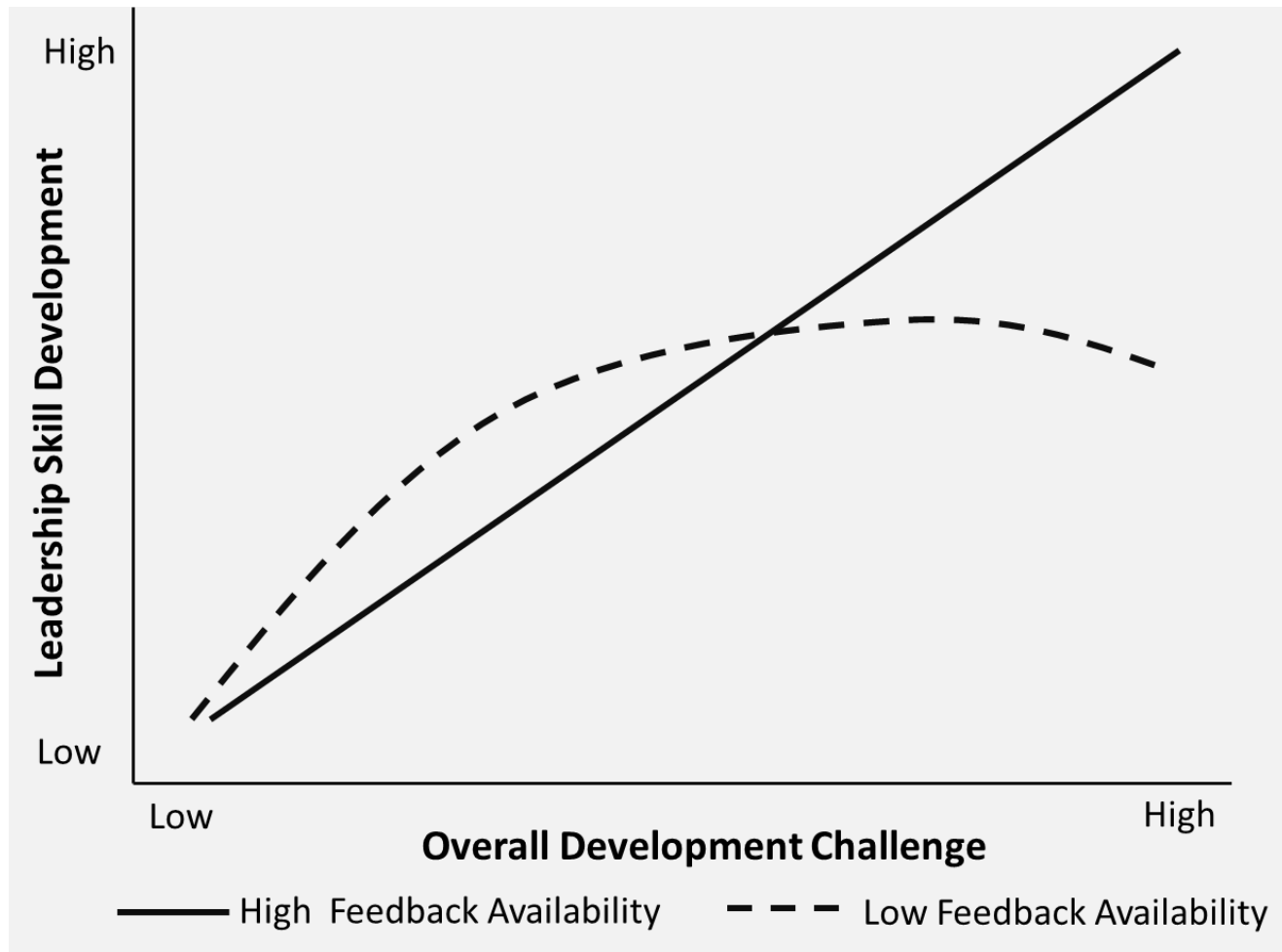


Imposed feedback is perceived as a threat



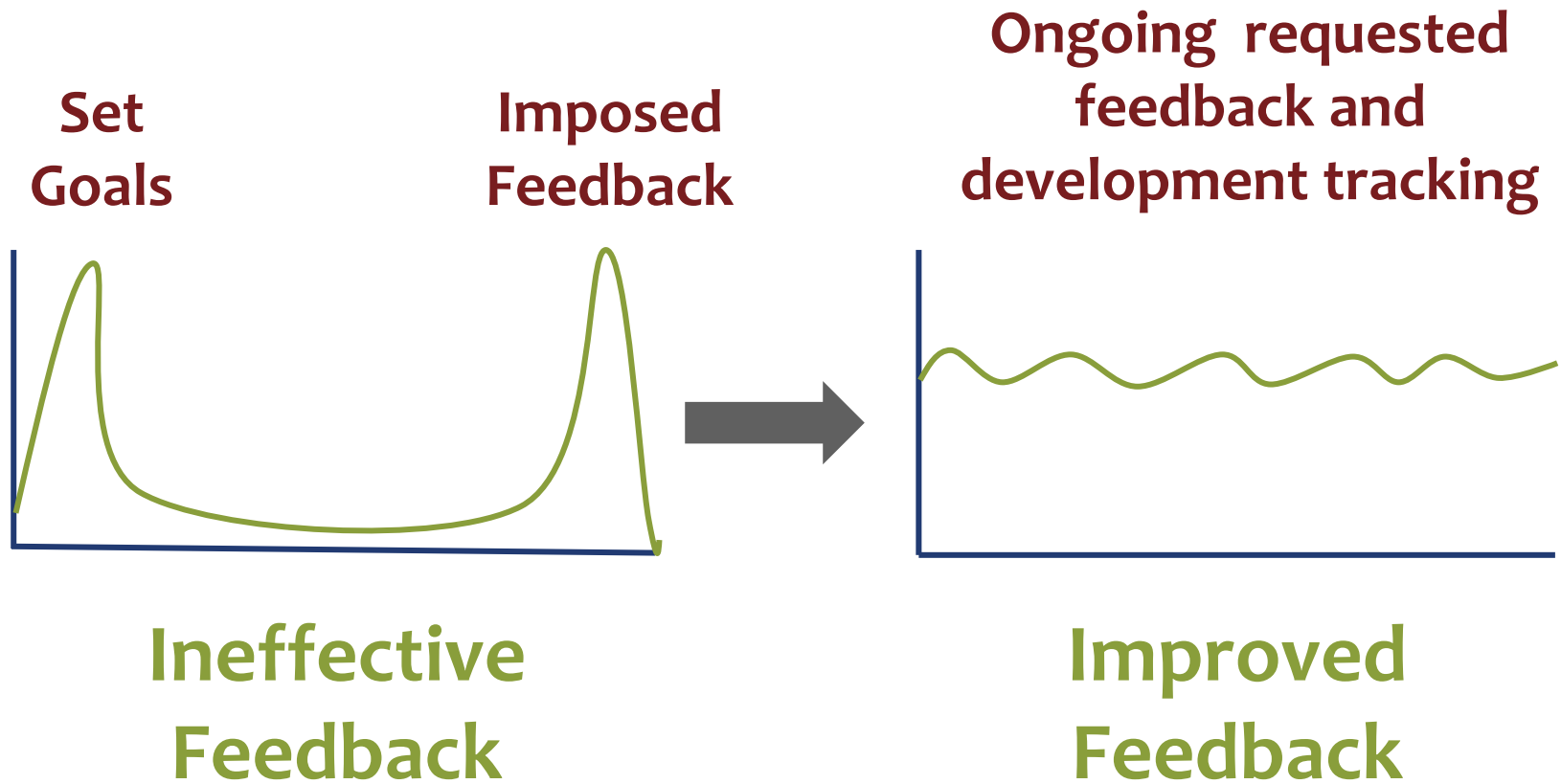
Requested feedback is perceived as a reward





Without *feedback*, learning from a development challenge is limited

DuRue and Wellman 2009



**Creating a Feedback Rich Environment by
changing the conversation**

Making Development Intentional



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Högertrafikomläggningen

How Development Works

Working Memory

- Limited capacity
- Requires focused attention and effort



Long Term Memory

- Unlimited capacity
- Easily retrievable
- Influences behavior

Creating a New Neural Pathway

Making Development Sticky



Envisioning a new behavior is equivalent to actually doing it

Intentional Development Mantras

“If I am in situation **X**,
than I will do **Y**
in order to achieve goal **Z**”

Y Intentional Strategies

Change the Situation

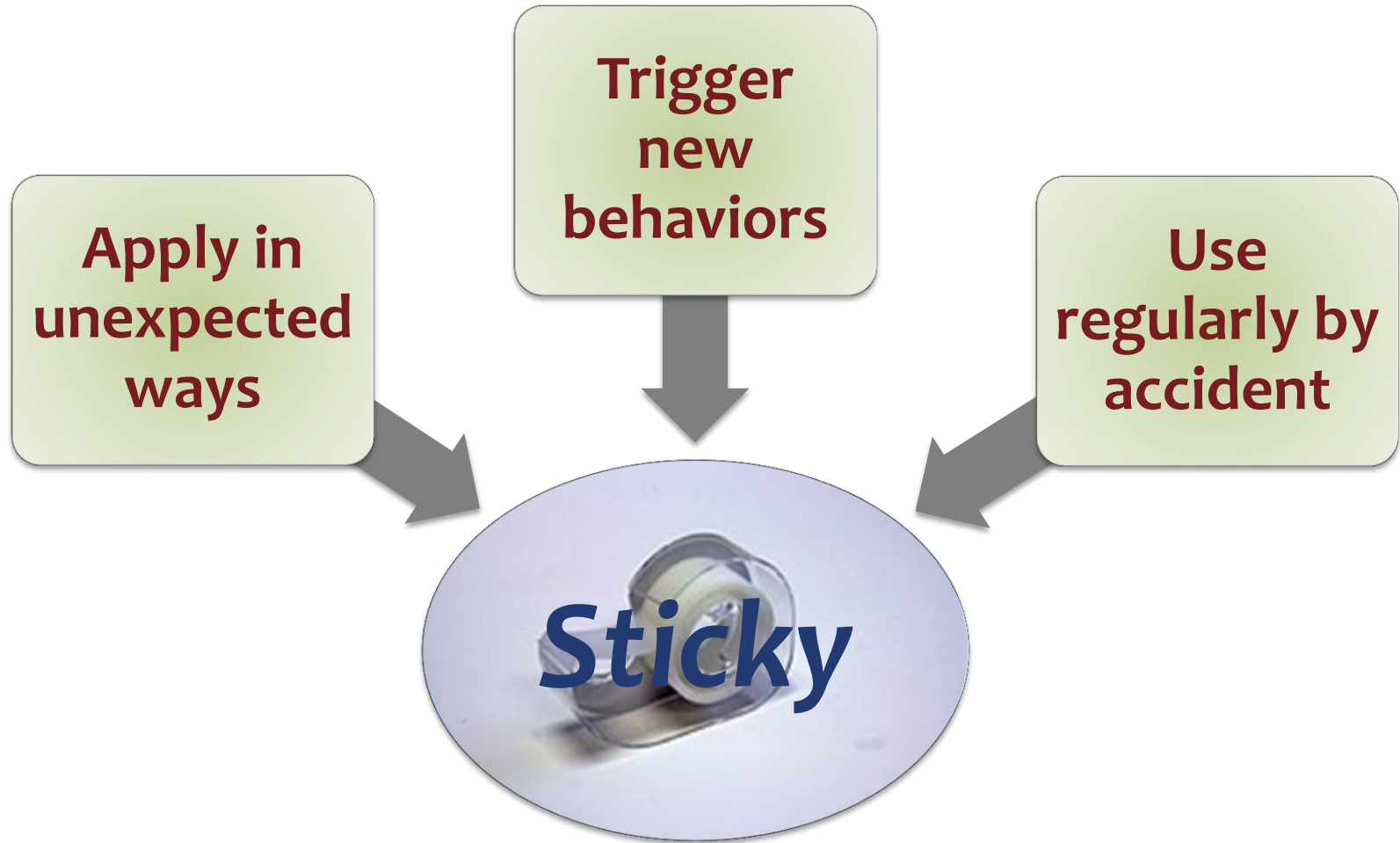
Modify the Situation

Change Your Attention

Change Your Mind

You can't be it if you can't see it!

The Power of Sticky



Making Development Intentional



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Never Learn Alone: Leadership Development Cohorts



- A key business challenge
- Similar Development Strategy
- Competency-based
- Accountability partners
- Requested feedback
- Development tracking
- Coaching support



Transforming lives, one child at a time.

Leadership Development Cohorts

**Targeted Impact + Built In + Competency-based + Sticky +
Matched to Talent + Never Learn Alone**

Making Development Intentional



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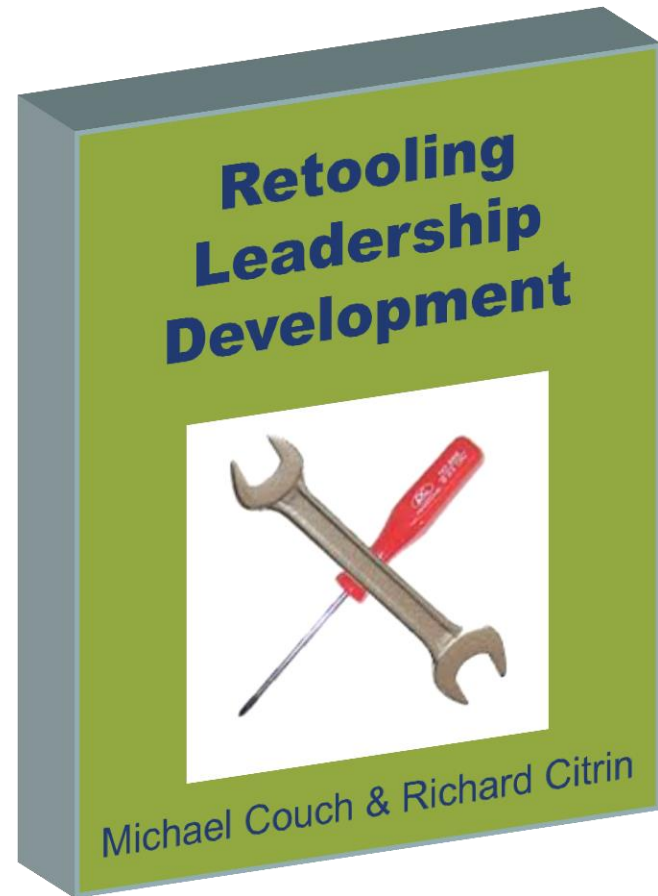
Thanks!

Michael Couch

www.mcassociatesinc.com

michael@mcassociatesinc.com

412.952.9036



**Watch for our soon
to be published book!**