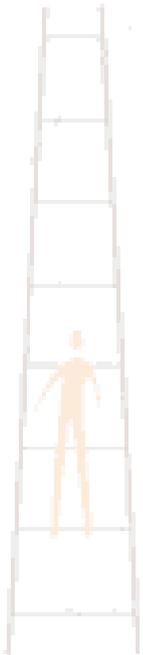


Retooling Leadership Development

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



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

But

11%

% 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 edge lines. The road is flanked by white metal guardrails. In the background, the road ends abruptly at a steep, exposed cliff face of reddish-brown earth. The cliff is topped with a thin layer of green grass. The surrounding landscape consists of rolling green hills under a clear blue sky. The text "Training is a Dead End" is overlaid in large white font across the center 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***

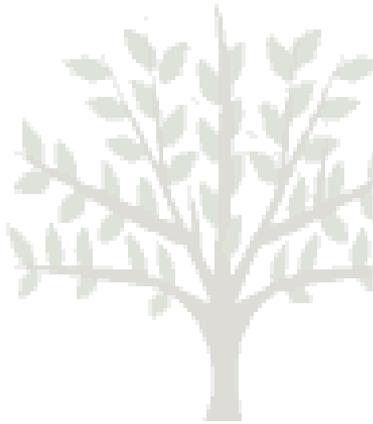
Strategy Driven Leadership DevelopmentSM



Driving Business Results through Intentional Development

Making Development Intentional

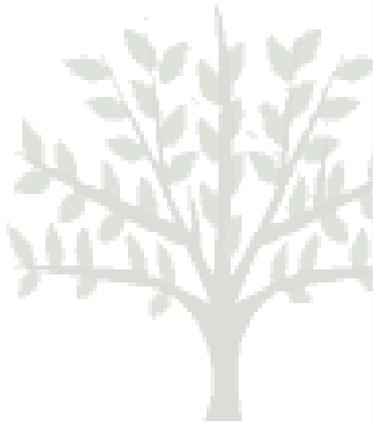
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- 2. Focus On The Critical Few Competencies**
- 3. Build It In, Don't Bolt It On**
- 4. Match the Development Strategy to the Talent**
- 5. There's More Than One Path To Competence**
- 6. Create A Cadence Of Development**
- 7. Create A Feedback-Rich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



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

Making Development Intentional

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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



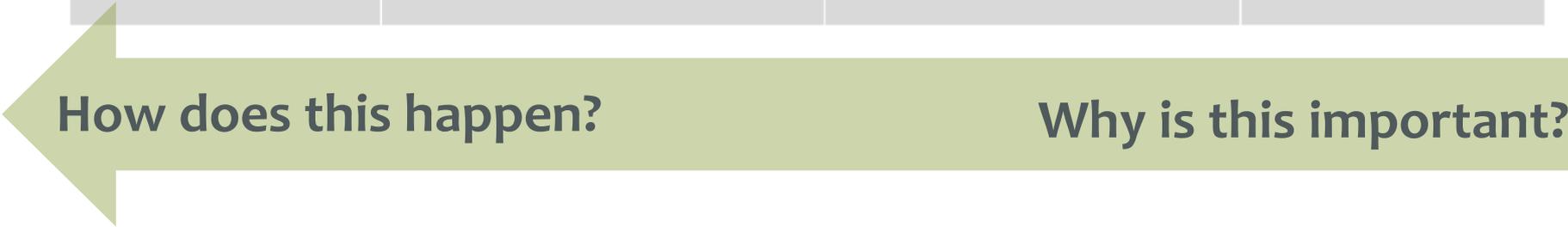
Planned and Targeted Impact



Frame It: Leadership for What Purpose

Impact Map

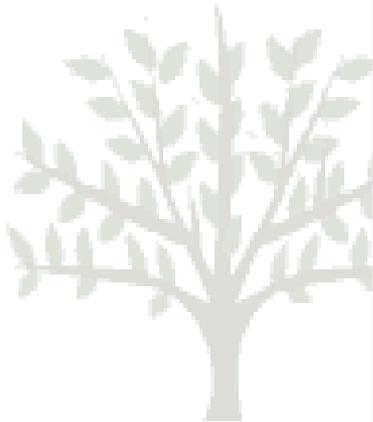
Critical Skills to Enhance or Develop	Key Leader Challenges	Team Imperative	Organization Imperative
What you must do more of differently or better to enhance your impact?	Critical situations where your performance would help your team achieve key results	Unique contribution or impact your team has on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



Making Development Intentional



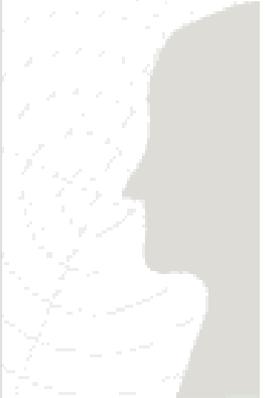
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What is a Competency?

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 . . .

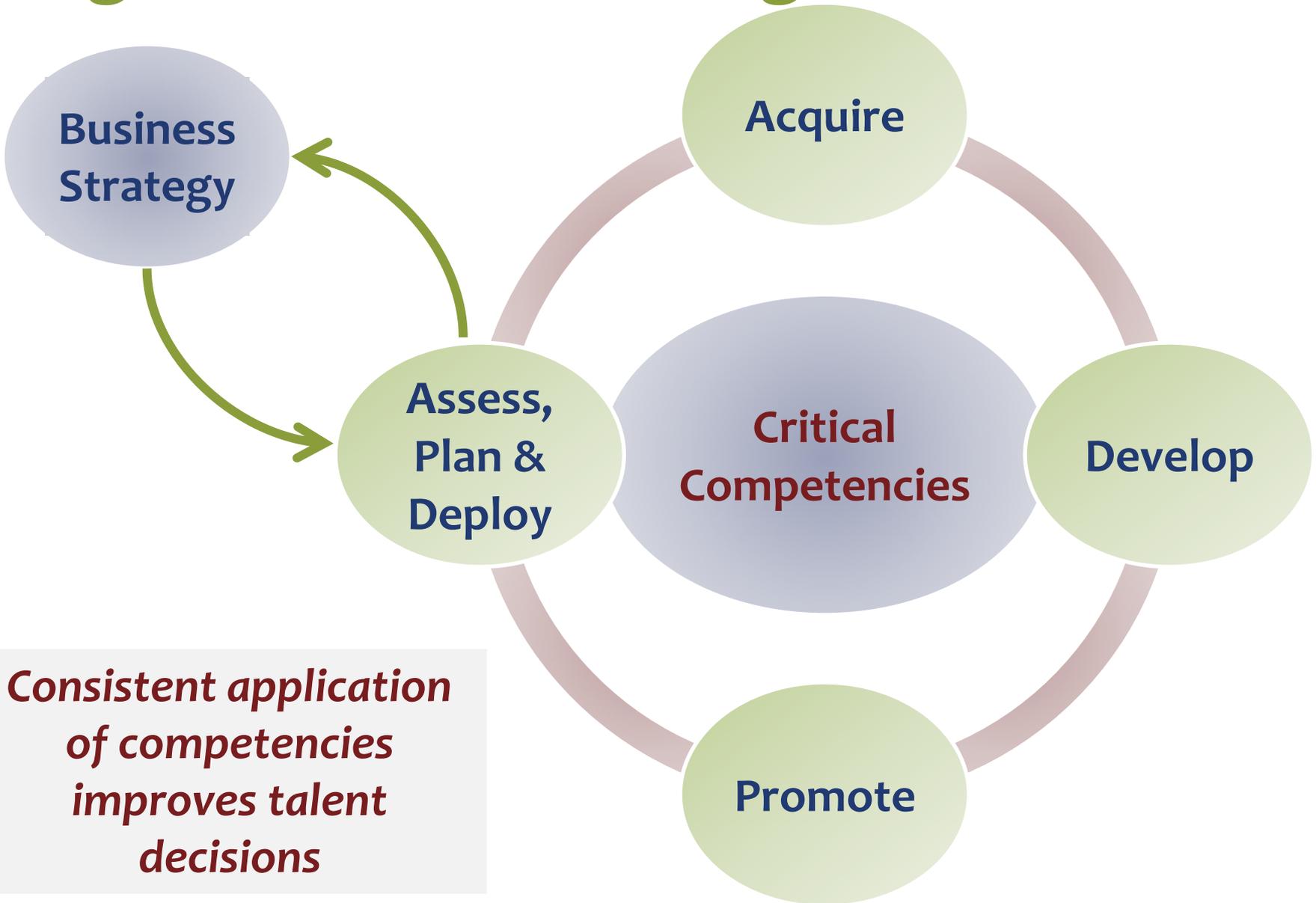
Align talent
with strategy

*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



Consistent application of competencies improves talent decisions



*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



1. Have A Planned And Targeted Impact



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4. Match the Development Strategy to the Talent

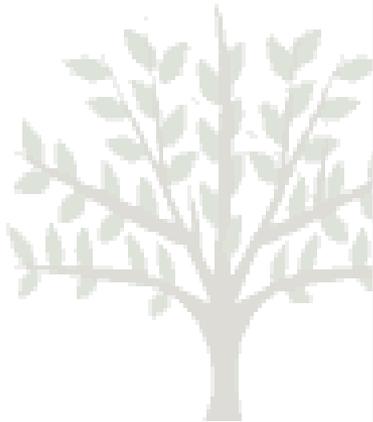
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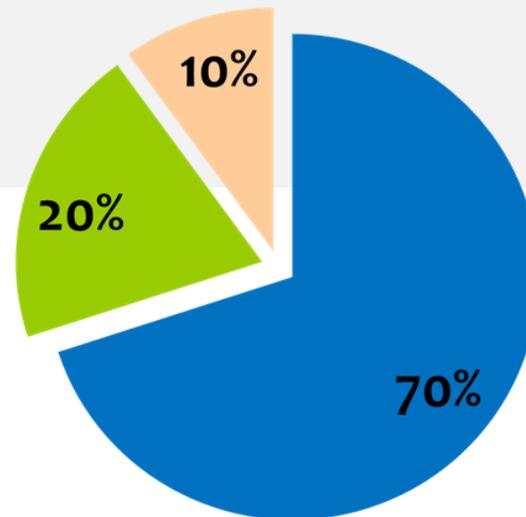
9. Never Learn Alone



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

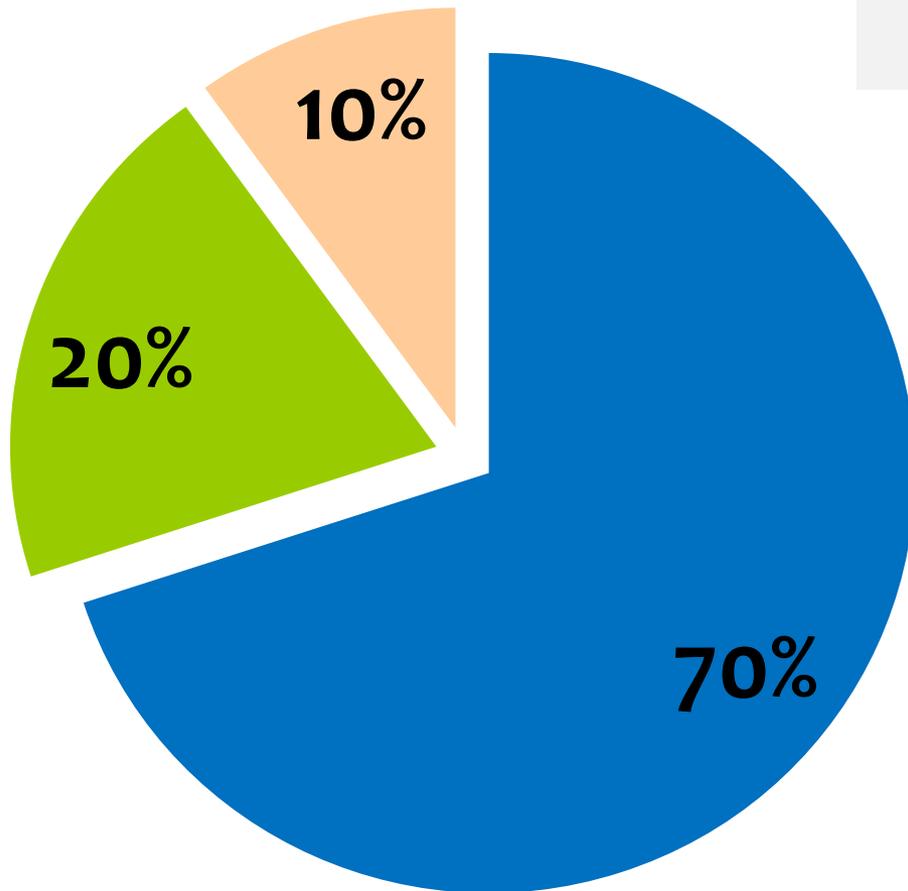
Leadership Development Research

- 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



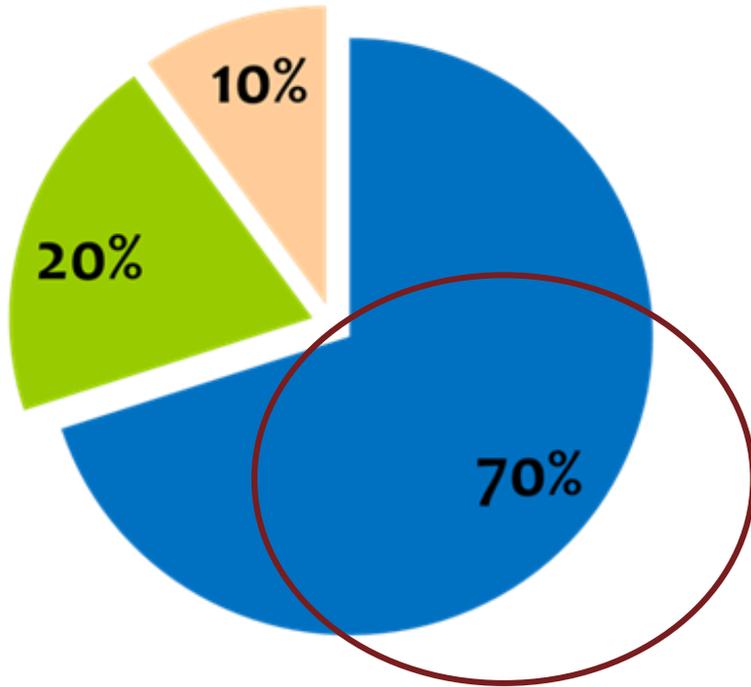
■ Challenging Assignments

■ Other People

■ Coursework



Why 70%?



**Learning requires a challenge -
Developmental Heat**

Making Development Intentional



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**

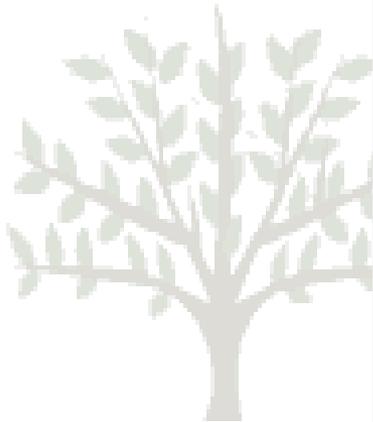
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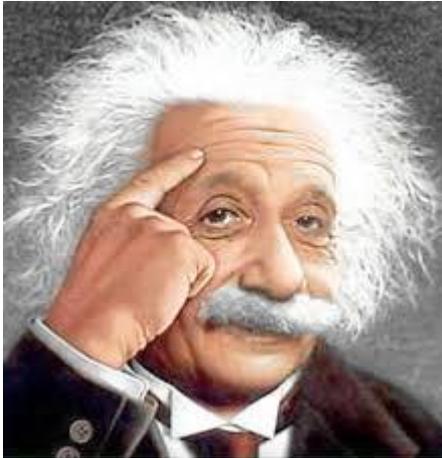
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Match Development to the Talent

Performance Contribution

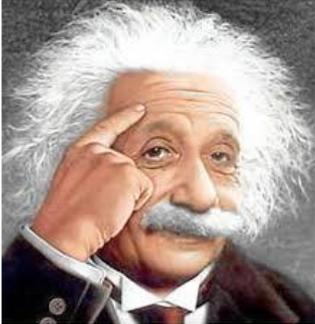
- **Achievement over time**
- **Contribution to the success of others**
- **Alignment with others and the organization**

Growth Potential

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



Match Development to the Talent

Performance Effectiveness	Exceptional		Adaptable Professional 7	
	Solid	Solid Performer 3		Future High Potential 8
	Less Effective		Questionable Fit 2	Diamond in the Rough 4
		At Potential	Expandable	Agile
Growth Potential				

Development Strategies Matrix

Performance Effectiveness	Exceptional	Invest and focus on Critical Knowledge Jobs	Intentionally Develop Potential for the Next Level of Leadership	Intentionally Develop For Next Level Of Leadership
	Solid	Continue Technical Roles	Build Future Value Motivate and Reward	Intentionally Develop Performance for the Next Level of Leadership
	Less Effective	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



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



4. Match the Development Strategy to the Talent

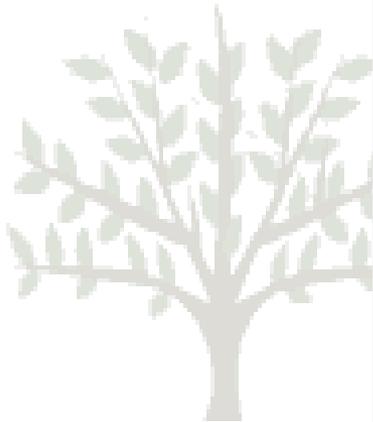
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There's More Than One Path to Competence



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

Making Development Intentional



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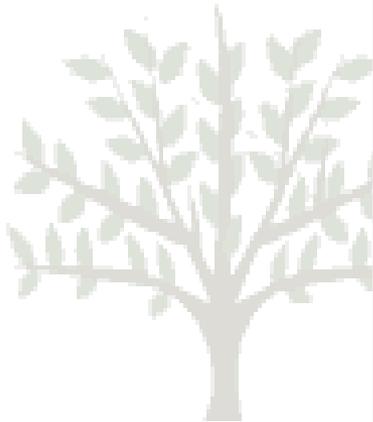
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Building a Cadence of Development

“We become what we repeatedly do”

Sean Covey

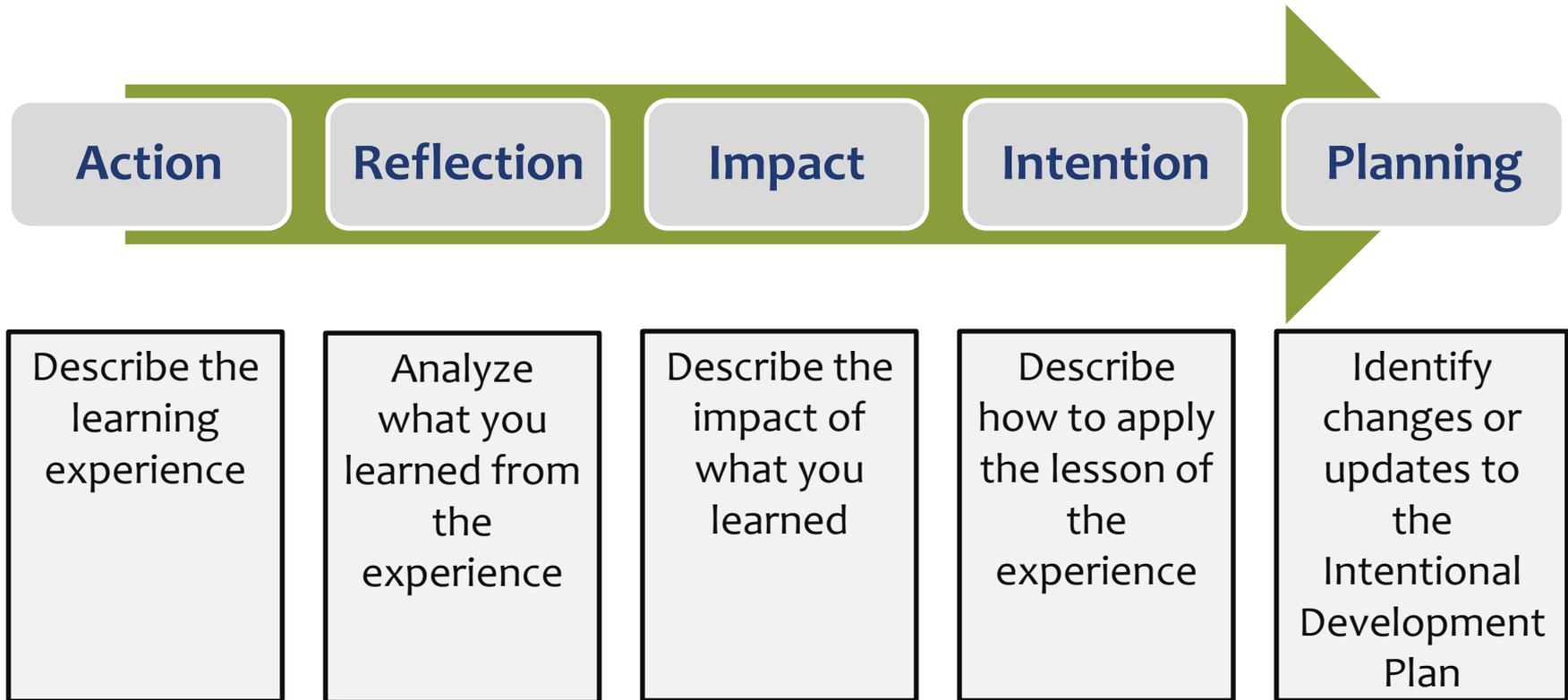
**Effective development is a series
of sprints, not a marathon or a
one-time event**



**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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5. There's More Than One Path To Competence

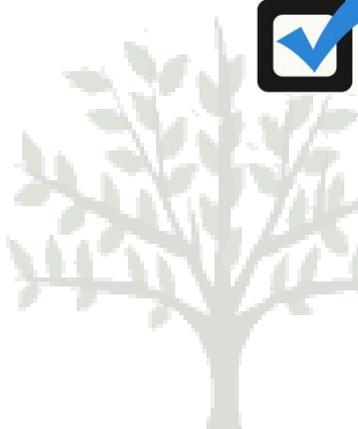


6. Create A Cadence Of Development

7. **Create A Feedback-Rich Environment**

8. Make The Development “Sticky”

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Why Do Other People Matter?



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

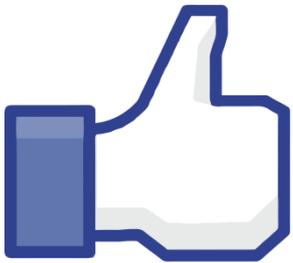
**No Feedback? Then
everything is OK!**

The “20” of 70-20-10

Your Brain On Feedback

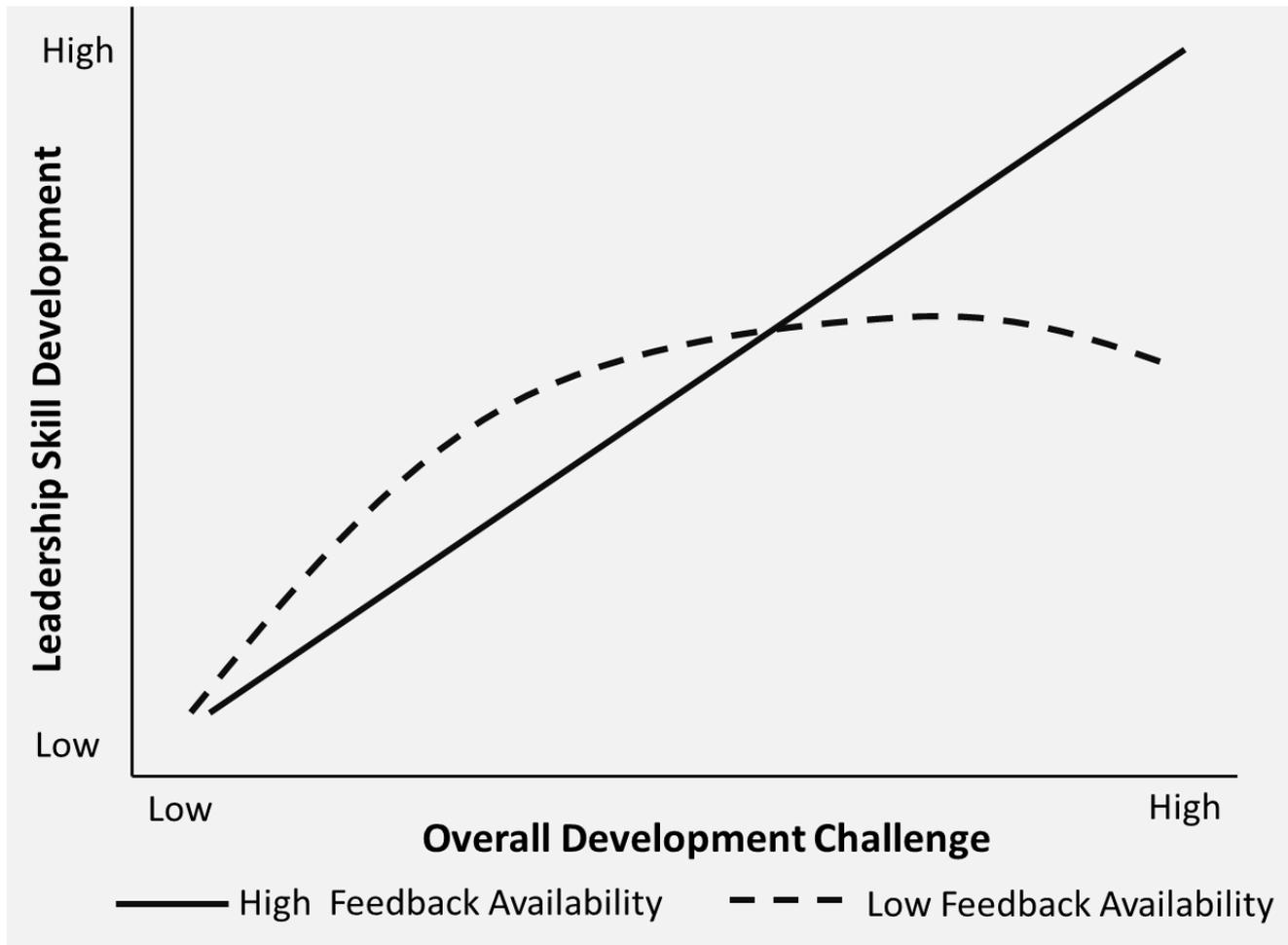


Imposed feedback is perceived as a threat



Requested feedback is perceived as a reward





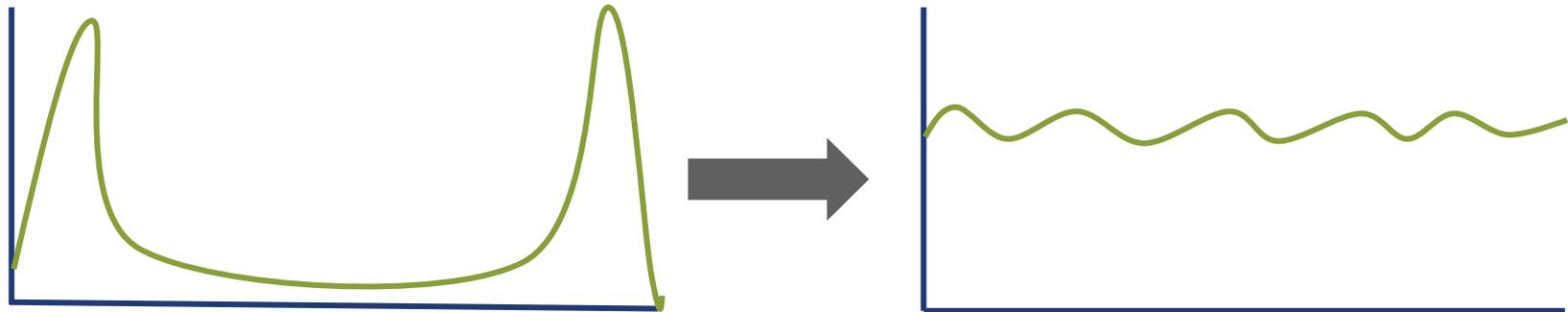
Without *feedback*, learning from a development challenge is limited

DuRue and Wellman 2009

**Set
Goals**

**Imposed
Feedback**

**Ongoing requested
feedback and
development tracking**



**Ineffective
Feedback**

**Improved
Feedback**

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

Making Development Intentional



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3.9 1967

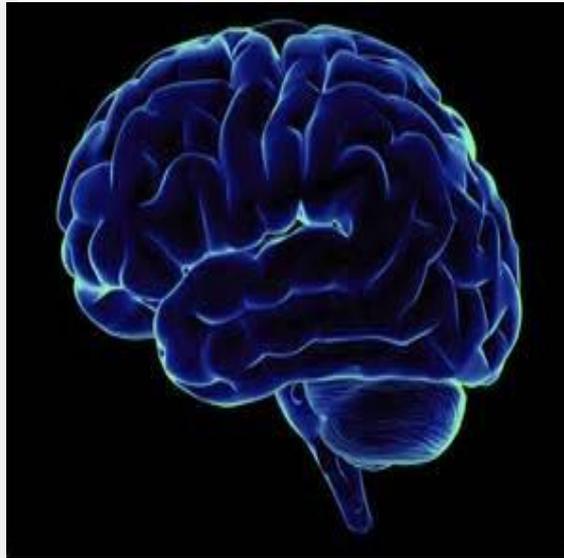


Högertrafikomläggningen

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

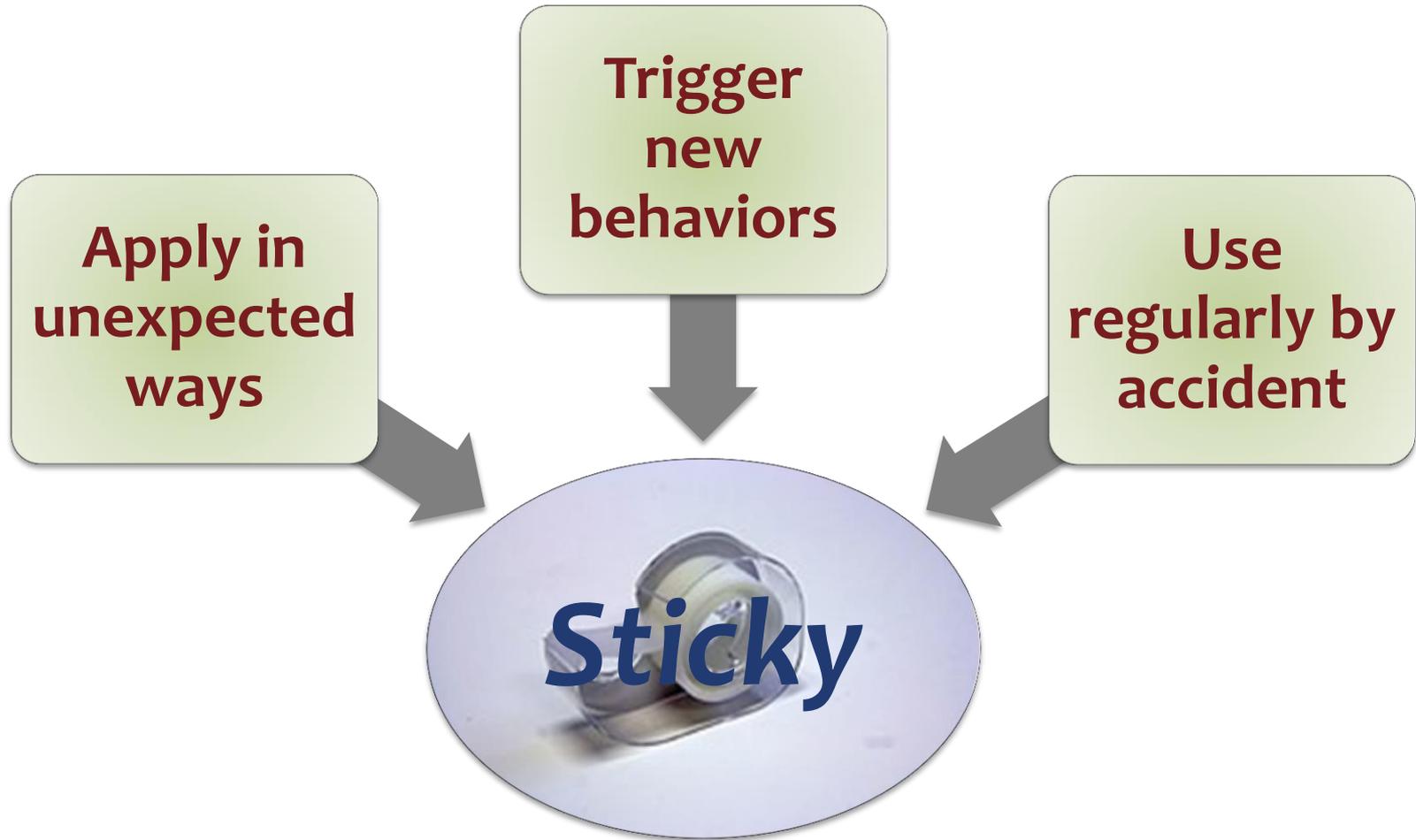
Change Your Attention

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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9. **Never Learn Alone**



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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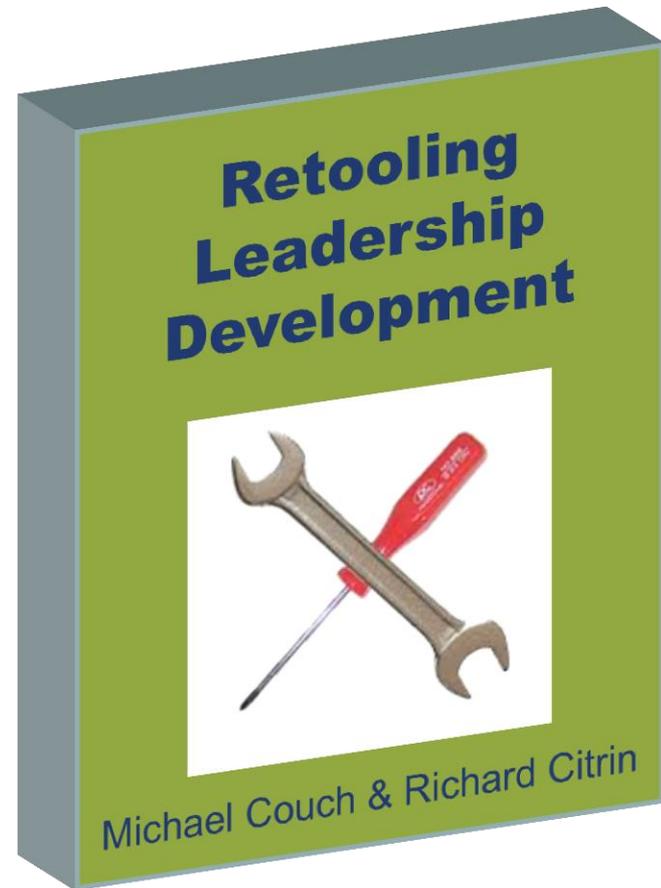
Thanks!

Michael Couch

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michael@mcassociatesinc.com

412.952.9036



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