

olivergroup

**Leaders
Deserve
Better**

A Leadership Revolution

**ATD Webinar
04-28-20**



Jennifer Mackin

- Oliver Group, CEO
- 25 years leadership development work
- 14 years leading two consulting firms
- Work with over 350 clients per year — all industries represented
- First leadership book launching mid-2020

Topics For Today

- **How I know there is a development crisis**
- **Why we are stuck taking the same, traditional approach**
- **Definition and makeup of leadership levels**
- **A Leadership Development Revolution – people victories lead to business victories**
 - 4 Key Drivers to disrupt our current state
- **Assessing your Leadership Development function**

Poll One:

Think back to your first job. Which company, which role, who was your boss? Now think about the time after you have been in your job a few months. Did you ever talk with someone about your personal future with the company or even department?

Yes, I had a conversation where I had an idea of my career path

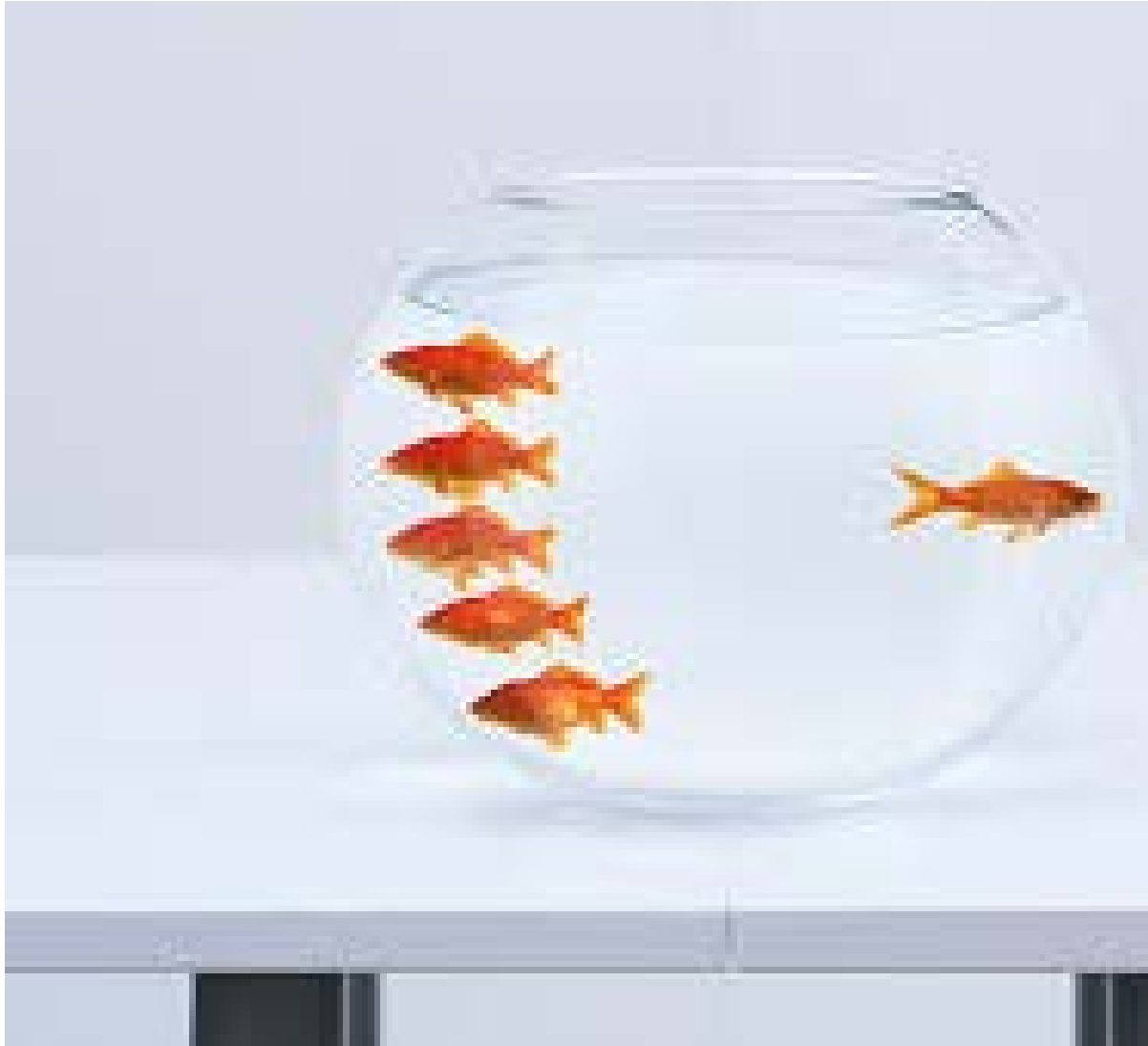
No, I did not have a conversation or I had a conversation and my path still wasn't clear

WE CAN DO BETTER!



2020 CEO Global Study

<https://www.conference-board.org/press/c-suite-survey-2020>



**Follow the
pack?**



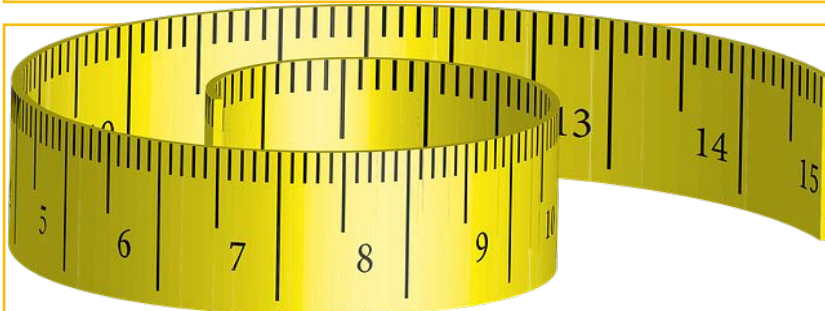
Why Are We Stuck?



Top Leaders Asking for
Inexpensive/Fast Solutions & Don't
Know What They Need



L&D Specialists Aren't Particularly
Strategic



We Aren't Measuring Enough

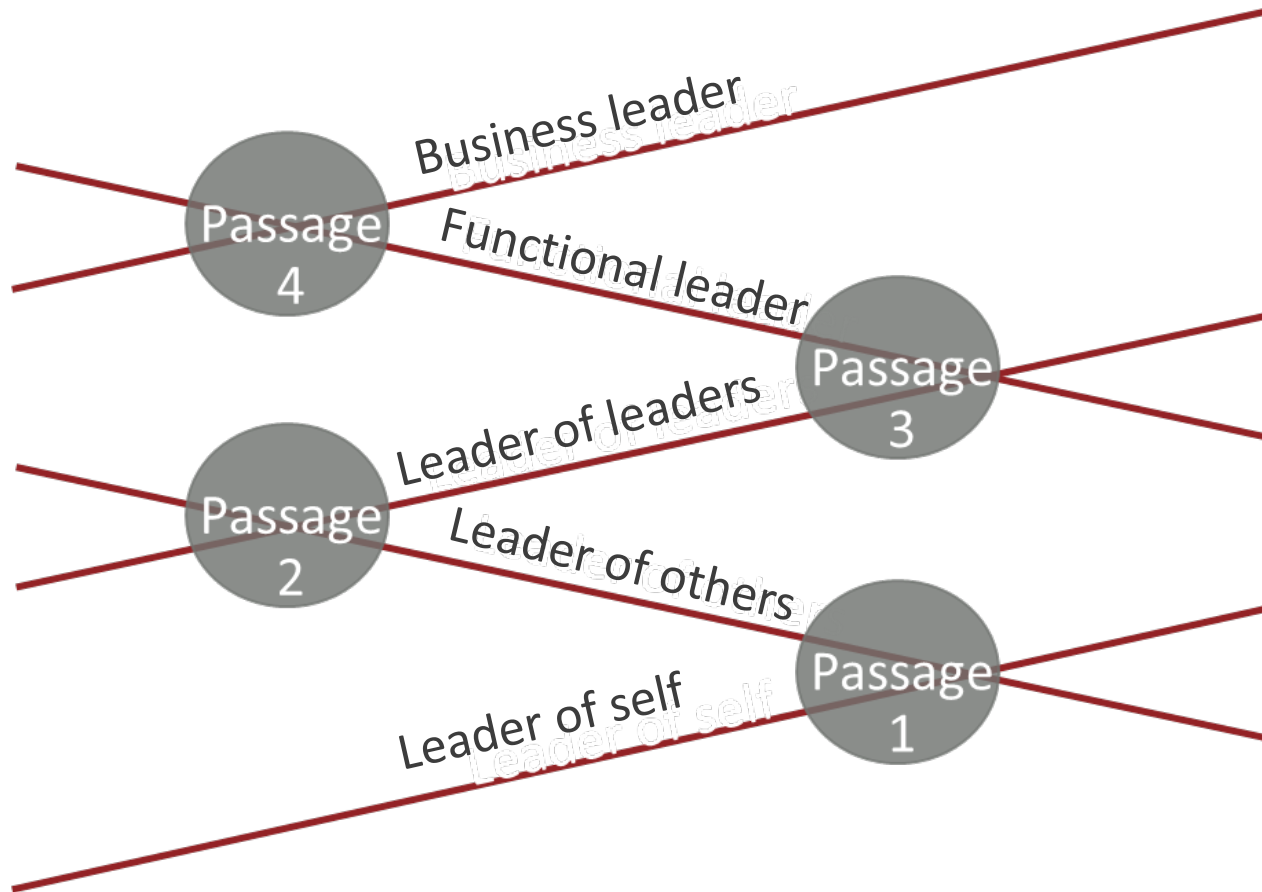
Breakout Time: 4 minutes

Share thoughts on your overall leaders' readiness for the future. If they aren't ready, why not. I'd like a couple of groups to share after this breakout.

Report Out Time

Discussion Highlights

The Leadership Pipeline Model



LEADING OTHERS CONTENT OVERVIEW

Set objectives and prioritize tasks

- Set measurable and motivating objectives
- Tie objectives to the overall business strategy
- Engaging direct reports in objective setting
- Prioritize in accordance with how you add value

Delegate and follow up

- Achieve results through others
- Deal with the reasons for not delegating
- Delegate tasks and responsibilities in a motivating way
- Effectively follow up on a regular basis

Coach and develop direct reports

- Apply coaching daily and develop a coaching style
- Set SMART development goals
- Link development goals directly to business objectives
- Coach for performance

Assess and improve performance

- Prepare and execute performance appraisal and development talks
- Provide feedback in a way that creates acceptance and learning
- Address lack of performance and handle the difficult conversations

Select team members and build the team

- Recruit direct reports for tomorrow – not just today
- Build a high performance team
- Deselecting low performers and optimize your team
- Improve engagement of the team

PERSONAL DEVELOPMENT PLAN & EXECUTION PLAN

WORK VALUES & TIME APPLICATION ADJUSTMENT

LEADERSHIP BEHAVIORS & LEADERSHIP PERFORMANCE INDEX® SURVEY

LEADING LEADERS CONTENT OVERVIEW

Select leaders and build the organization

- Recruit direct reports based on their leadership potential
- Build your organization with constant care
- Deselect low performers and optimize your team
- Disclose leadership potential in interviews

Coach and develop leaders

- Develop a coaching leadership style
- Set SMART development goals for leadership performance
- Link development goals directly to objectives
- Coaching for performance as leaders

Assess and improve performance of leaders

- Evaluate whether a leader is a capable leader
- Identify leadership potential
- Build accountability and credibility around your assessment and development processes
- Conduct effective people reviews

Develop and execute operational plans

- Handle the challenge of leading though other leaders
- Ensure that your plans are executed effectively
- Building line of sight up and down the organization

Manage boundaries and allocate resources

- Establish optimal organizational boundaries between teams
- Prevent organizational silo formation
- Effectively allocate resources among teams

PERSONAL DEVELOPMENT PLAN & EXECUTION PLAN

WORK VALUES & TIME APPLICATION ADJUSTMENT

LEADERSHIP BEHAVIORS & LEADERSHIP PERFORMANCE INDEX® SURVEY

FUNCTIONAL LEADERS CONTENT OVERVIEW

Coach and hold direct leaders accountable

- Develop a coaching leadership style
- Set SMART development goals for leadership performance
- Build accountability and credibility around your performance process

Select leaders and build the function

- Recruit direct reports based on their leadership potential
- Build an agile and execution focused function
- Lead through multiple layers
- How to disclose leadership potential in interviews

Drive functional excellence

- How your function add value to the business
- Execute your functional strategy
- Build meaningful KPIs
- Building functional competitive advantages

Taking ownership of developing leadership talent

- Identify leadership talent
- Build the Leadership pipeline
- Develop leadership talent
- Dynamic and strategic talent management

Be a full member of the business team

- Value what you do not know
- Integrate with and appreciate other peer functions
- Become full member of the business team

PERSONAL DEVELOPMENT PLAN & EXECUTION PLAN

WORK VALUES & TIME APPLICATION ADJUSTMENT

LEADERSHIP BEHAVIORS & LEADERSHIP PERFORMANCE INDEX® SURVEY



Organizational

- Provides a strategic, systemic approach to development and assessment of leaders
- Enables reliable strategic, tactical and operational succession planning
- Drives accountability for delivering results and developing leadership talent
- Creates an empowered and engaged organization by inspiring the leader to lead at the right level



People Managers

- Helps clarify and align performance expectations for leadership roles
- Enables on the job leader-led development
- Makes Selection/de-selection more objective by identifying match/mismatches between individuals' capabilities and their leadership role



Professionals

- Helps make an informed decision whether the leadership career path is right for them
- Provides a transparent framework for what performance they can and should expect from their direct managers

Breakout Time: 4 minutes

How might this work for your organization/industry?

- Breaking out development by levels
- Incorporating the expectations into leader's reviews?

Report Out Time

Discussion Highlights

4 Drivers of Leadership Development Success

- Strategic Connection
- Leader Led Development
- Reinforcement
- Face to Face Learning

Poll Two:

Does your organization measure success of overall leadership development?

Leadership Development Maturity Tool

- Covers all four areas: Strategic Connection, Leader Led Development, Reinforcement and Face to Face
- Some have more questions than others
- There is a key at the end

Leadership Development Maturity Tool

Example Questions

Driver: Leader – Led Development	Rating 1-4
Leaders understand their possible path(s) for career growth.	

Rating Scale

- 1 Strongly Disagree
- 2 Disagree
- 3 Agree
- 4 Strongly Agree

Leader – Led Development Example Questions

Driver: Leader – Led Development	Rating 1-4
Leaders understand their possible path(s) for career growth.	
Onboarding of leaders include leadership expectations laid out.	

Rating Scale

- 1 Strongly Disagree
- 2 Disagree
- 3 Agree
- 4 Strongly Agree

Accounting Manager JD

Responsibilities

- Oversee and manage the general accounting functions, including, but not limited to: accounts payable, accounts receivable, general ledger, and taxes
- Help with quarterly and year-end financial audit activities and the annual corporate financial controls audit
- Assess current practices and procedures, and make recommendations for improvements
- Prepare, review, and analyze financial statements to ensure accuracy and completeness
- Perform ad hoc analysis and projects as requested
- Develop staff by managing performance, setting goals, providing ongoing training, and maintaining strong employee relationships

Leader – Led Development Example Questions

Driver: Leader – Led Development	Rating 1-4
Leaders understand their possible path(s) for career growth.	
Onboarding of leaders include leadership expectations laid out.	
Leaders and their boss have the same expectations after onboarding of what success looks like.	

Rating Scale

- 1 Strongly Disagree
- 2 Disagree
- 3 Agree
- 4 Strongly Agree

Leader – Led Development Example Questions

Driver: Leader – Led Development	Rating 1-4
Leaders understand their possible path(s) for career growth.	
Onboarding of leaders include leadership expectations laid out.	
Leaders and their boss have the same expectations after onboarding of what success looks like.	
Leaders of leaders are prepped, pre and post development programs, regarding their role in development's overall success.	

Rating Scale

- 1 Strongly Disagree
- 2 Disagree
- 3 Agree
- 4 Strongly Agree

Breakout Time: 3 minutes

How did you do in the Leader – Led Development area? What would you focus on to strengthen?

Report Out Time

Discussion Highlights

Practice and Reinforcement Example Questions

Driver: Practice And Reinforcement	Rating 1-4
Individual success is measured with each program tied to content facilitated.	

Rating Scale

- 1 Strongly Disagree
- 2 Disagree
- 3 Agree
- 4 Strongly Agree

Practice and Reinforcement Example Questions

Driver: Practice And Reinforcement	Rating 1-4
Individual success is measured with each program tied to content facilitated.	
Behavioral change of each leader, in each program, is measured.	

Rating Scale

- 1 Strongly Disagree
- 2 Disagree
- 3 Agree
- 4 Strongly Agree

Practice and Reinforcement Example Questions

Driver: Practice And Reinforcement	Rating 1-4
Individual success is measured with each program tied to content facilitated.	
Behavioral change of each leader, in each program, is measured.	
Each leader has a plan for their development as individuals.	

Rating Scale

- 1 Strongly Disagree
- 2 Disagree
- 3 Agree
- 4 Strongly Agree

Practice and Reinforcement Example Questions

Driver: Practice And Reinforcement	Rating 1-4
Individual success is measured with each program tied to content facilitated.	
Behavioral change of each leader, in each program, is measured.	
Each leader has a plan for their development as individuals.	
Leadership successes are tied to each leader's compensation.	

Rating Scale

- 1 Strongly Disagree
- 2 Disagree
- 3 Agree
- 4 Strongly Agree

Breakout Time: 3 minutes

How did you do in the Practice and Reinforcement area? What would you focus on to strengthen?

Report Out Time

Discussion Highlights

How Is Your Leadership Development Function Overall?

- Use the Four Drivers Criteria
- Collaborate – Senior team, HR, L&D and select top leaders
- Identify the top areas of concern or biggest opportunity
 - Attempt to measure current versus future state
- Create next steps for change
- Circle back in three to six months and measure change and progress
- Audit every 12 months



Further Discussion/Questions

Jennifer Mackin

Jennifer.Mackin@olivergroup.com

<https://www.linkedin.com/in/jenniferolivermackin/>