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Beyond Leadership Training
True Development Model
A practical guide to building lasting behavior change

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Beyond Leadership Training
How to achieve the *True Development Model*

Contents:

Changing Expectations of Frontline Leaders
From operational tasks to leadership responsibilities

Frontline leaders are vital to the success of every organization, and in recent years, the demands put on these leaders have grown exponentially. In the past, leaders on the frontline were expected to manage and supervise. But today, they're expected to carry out their operational and managerial tasks in addition to numerous leadership responsibilities.

Attaining operational results is no longer enough. We now expect our frontline leaders to increase engagement, reduce turnover, improve retention, maintain a sharp focus on the needs of the customer, leverage technology, innovate, navigate a growing list of regulations and policies, and lead, in addition to carrying out their management or operational tasks.

It is the frontline leader who is responsible for the success of your frontline teams, the most direct influence on your customers and their experience.

Frontline leaders and their teams have the most significant impact on the success of your organization.

90%

of organizations feel their frontline manager's lack of leadership development negatively impacts employee engagement[1]

Our changing expectations of frontline leaders:

- Increase engagement

- Reduce turnover

- Improve retention

- Focus on the needs of the customer experience

- Leverage technology

- Innovate

- Navigate regulations and policies

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Growing Demands, Stagnant Investment
## Expectations are changing, but development programs are not

While the demands on frontline leaders have continued to grow, the amount of support and resources invested in these leaders has remained stagnant. In an ideal world, leaders who are expected to achieve more would receive more training and development. While our expectations of frontline leaders have dramatically increased, development programs have not kept pace with the changing job requirements.

There are several reasons why development programs have fallen behind:

- It is easier to tell leaders what we expect of them than to develop and enable them to meet these expectations
- The economic roller coaster makes it harder to budget and plan for development programs, which often fall below other priorities
- The incredibly fast-paced business environment makes it difficult to keep programs up to date
- The training needs of leaders often change faster than we can design and implement effective training programs

Organizations are often left *hoping* frontline leaders will perform at a high level, rather than ensuring their success.
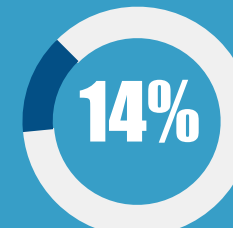
How much training do frontline managers get?
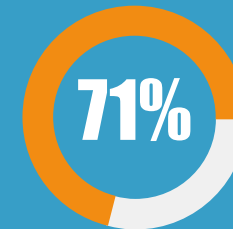
71% received training & development occasionally or infrequently[1]

44% received training & development once a year or less[1]

14% offered comprehensive leadership development (mentoring, assessment, tools)[1]

40% of organizations agree frontline managers do not receive sufficient tools and training to develop into highly effective leaders[1]

The Missing Links from Programs
Creating and sustaining real behavior change

Over the years, we have been asked to evaluate a wide variety of leadership training programs and initiatives. In many instances, the initial impact of the programs seemed very encouraging. However, over time their effectiveness dropped off significantly.

Our evaluations and observations indicated that real behavior change (the ultimate goal of training) is difficult to obtain and sustain.

Our conclusion: a different approach was needed for leadership development.

Today, the challenge is becoming even more daunting because most training and development departments are stretched thin. Many are looking for simple "silver bullets" or "magic pills" that will quickly and easily cure the problem.

Unfortunately, there is a growing trend to provide leadership candidates with access to thousands of streaming videos or e-learning courses with the hope it will somehow magically do the trick. We sometimes call this the "content tonnage" approach. While we believe appropriately selected content and video-based behavior models can be a part of an effective development program, these elements by themselves can sometimes do more harm than good.

Our solution was to create a behavior change model for development that fits the realities and constraints of a modern organization, while delivering more effective and sustainable results.

86%
the average productivity increase in individuals who had coaching combined with training and development

22%
the average productivity increase in individuals who had training alone

According to a survey by the International Personnel Management Association

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Achieve Lasting Behavior Change
True Development Model incorporates the missing links

Based on our experience working with hundreds of organizations and thousands of leaders globally, we have created a method called the *True Development Model*. It goes beyond the concept of delivering traditional leadership training programs and the convenience of the "content tonnage" approach mentioned before.

Assessment
Organizational
Team
Individual

Development
Formal
Social
Experiential

Reinforcement
Coaching
Mentoring
Peer

True Development Model

86%

of companies with strategic leadership development programs were able to respond rapidly to changing business environments[3]

"The programs that make a difference include some or all of three critical components: formal training, 360-degree feedback, and mentoring programs that include exposure to senior executives"
-Warren Bennis

Linkage Inc.'s Best Practices in Leadership Development Handbook

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Assessment
Incorporating a *Situational Analysis*

We believe that in order to have a successful development plan for leaders the environment of the organization must be assessed and carefully considered. Typically, we conduct an assessment called a *Situational Analysis* to help us understand many of the organizational and group needs; along the way we uncover unique characteristics that we incorporate as well.

No two organizations are exactly the same and many of these factors can influence a potential leader's success or failure. When we design leadership development programs we break the assessment process down into three areas of focus: the organization, the team, and the individual.

Some of the questions we seek to answer in a *Situational Analysis* include:

- What is the organizational culture and climate?
- Is there alignment between the stated and actual vision, mission, and core values of the organization?
- What competencies are required for successful leaders?
- How has the organization recruited, developed, and promoted leaders in the past? Did this work and is it still working?
- What is the level of commitment and backing from top leadership for a program?
- What are the ultimate results expected for a leadership development program and do they match the expectations of the leaders themselves?

Without an initial assessment of the organization, development programs may not address the real factors that impact a leader's success or failure

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Assessment
Other areas to incorporate

An organization may have variances in different functional or geographic areas. Sales may be different from Finance; North American Operations may differ from an Asia Group. Understanding how these differences and nuances affect the organization and its leadership teams can be critical.

No two leadership development candidates are the same. Each person has their own set of unique needs and talents. While group training can have many benefits, like building cross-functional teamwork, opening future communication, and networking across the organization, simply using one approach or learning modality can limit the effectiveness of a program.

We typically recommended some type of individual assessment such as a multi-rater, 360, or other feedback mechanism to identify development areas for each leader.

Our experience has shown that tailoring a program to the needs of the individual can be much more effective. It allows facilitators, coaches, and mentors to address the specific challenges each leader may be facing.

Other questions in our
Situational Analysis
usually include:

- How is the organization dispersed geographically and structurally?

- What is the capability of the technical and security infrastructure?

- What types of training modalities can be used most effectively in the various locations, regions, or areas?

- What is the ability throughout the organization to deliver leadership development programs?

- Is the organization able to provide ongoing coaching and mentoring support?

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Development Overview
Creating a robust blend of training and development activities

We typically use the 70:20:10 method[4] when designing the actual training and development activities for a program. This means that 70% of the learning that takes place within an organization is informal, experiential, or on-the job. People learn by watching others, practicing, and then perfecting skills.

The next 20% is social in nature and can include effective coaching from a supervisor or manager, mentoring from an executive, or peer interaction to elicit feedback.

The remaining 10%, the smallest portion, actually comes from formal training activities like classroom courses, e-learning, or other structured events.

Social 20%

Experiential

10% Formal

70%
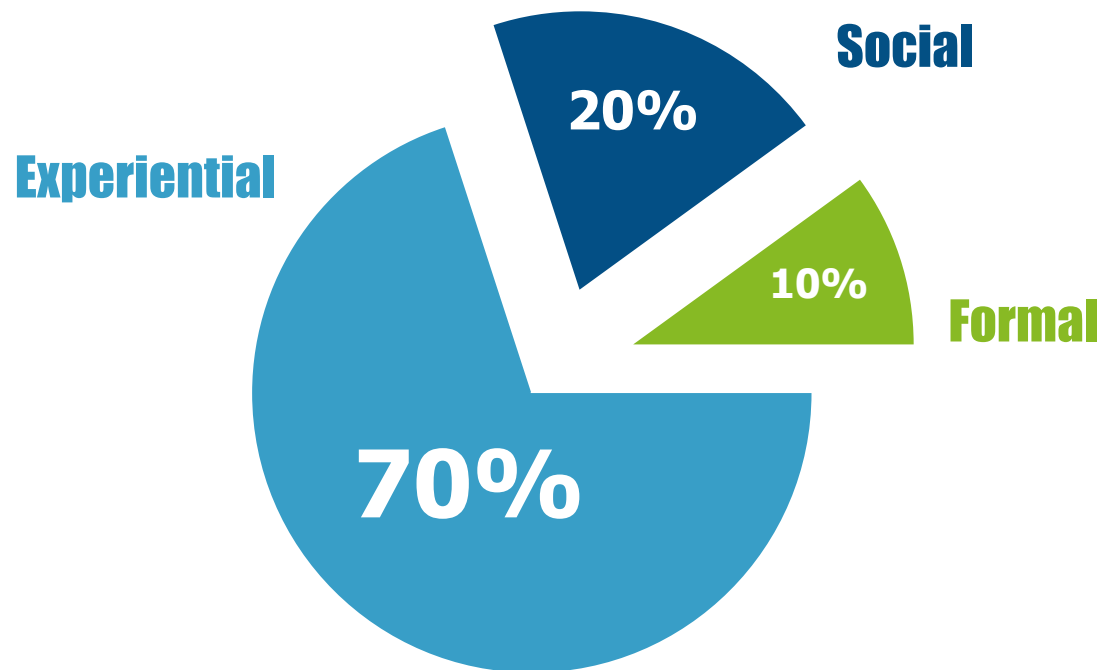
True Development Model:
Assessment
Development
Reinforcement

70:20:10 Method

Experiential (70%)
On-the-job Exercises
Challenging Tasks
Work Assignments
Learn by Doing
Reflective Practice

Social (20%)
Coaching
Mentoring
Peer Collaboration
Feedback

Formal (10%)
Classes
E-learning
Training Activities

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Development in Practice
Building on your assessment

The challenge for many leadership development programs has been to create and deliver the 70% and 20%. To capture the experiential and social elements in leadership development programs, the *True Development Model* uses on-the-job exercises, challenging and stretching assignments, and work-related individual and team projects.

In the formal parts of a program (10%), we use the information gleaned from our *Situational Analysis* to design and combine the most effective and convenient learning modalities. This is typically where most training and development professionals shine.

Cloud, social, and mobile technologies are revolutionizing the way we communicate, interact, and conduct business. Furthermore, the industry is rapidly changing with the advent of new technologies and methods like gaming and simulations.

The professional trainer's job as a solution architect is becoming more important for an organization's success.

Tracking Experiential and Social Learning

Tin Can and Learning Record Stores (LRS) capture a more robust and complete picture of experiential (70%) and social (20%) learning elements. These new approaches stemmed from the design limitations and reliance on older SCORM standards and traditional Learning Management Systems (LMS). Slowly LMS providers are adopting these new approaches to become *Tin Can* compliant. In the future we predict that these new tools will evolve and grow in the Talent Development space.

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Reinforcement Overview
Solidifying behavior change

Ongoing reinforcement is the most important factor to sustain behavior change. Most training programs lose their effectiveness over time without the addition of consistent touchpoints with supervisors, coaches, mentors, groups, and/or facilitators.

We've interviewed a number of leadership development candidates who rated their initial training highly. However, effectiveness quickly waned once they returned to their work environment because the training content wasn't practiced or reinforced.

In order to sustain lasting behavior change, we recommend adding effective coaching and mentoring to leadership development programs.

Research shows that when effective coaching is provided or combined with training, the ROI (Return On Investment) to organizations can be significant, sometimes exceeding 700%.

With such potential ROI, why aren't all organizations providing these services? Up until recently, traditional coaching and mentoring programs could not effectively leverage the new advances in virtual technologies that are available today.

529%

calculated return on investment (ROI) for coaching programs in a Fortune 500 firm[2]

788%

overall ROI when employee retention was included as a benefit[2]

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Reinforcement
Incorporating technology

Listed below are some of the most common problems associated with traditional coaching and mentoring programs and how new technologies are providing solutions to overcome these barriers. Prositions created a new virtual mentoring platform called *MentorString*TM to address many of these challenges.

Traditional Challenges:

- Time consuming and difficult to administer

- Labor intensive and sometimes expensive to implement

- Hard to match up mentors and mentees

- Challenging to identify, train, and motivate qualified mentors and coaches

- Inconvenient to meet in person for busy mentors and mentees

- Difficult to measure and validate results

- Only reaches a few high potential candidates in select areas

*MentorString*TM Solutions:

- Automated features for simplified administration

- Rapid implementation/adoption practices for cost-effective setup

- Automated matching process for mentors and mentees

- Integrated, self-paced mentor training from leading authors and experts

- Secure access anytime, anywhere via a cloud-based, mobile platform

- Reporting tools to track and measure effectiveness and ROI

- Democratized mentoring to provide greater access

Mentor*String*TM

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Case Study 1: Global Leader in Travel Retail

Situational Analysis:

We provide leadership development solutions for one of the world's largest travel retailers. As a result of using the *True Development Model*, several leaders that participated have been promoted, sales revenues have increased, and engagement is measurably better.

Because we emphasized sustained reinforcement, the client has reported permanent change a full year after the initial development plans were implemented.

Recommended Solution:

Developing the client's frontline leaders began with assessing the organization, its teams, and its individual leaders at multiple levels. We started with a *Situational Analysis* and then used a variety of assessment tools including needs assessments, self-assessments, 360 assessments, and employee interviews to build a comprehensive understanding of their development needs.

Following the assessment phase, we designed customized development plans, also known as Individual Action Plans (IAPs), for each leader in the program. Each development plan was designed to address specific needs at the individual, team, and organizational level. We incorporated experiential, social, and formal development activities in the process and then added coaching and mentoring to ensure the leadership practices were reinforced over a sustained period of time.

"**Revenue has been going up since [the manager] started working with his coach. I would attribute this to the coaching he's had. He's a very different leader today than he was a few months ago.**"

- Chuck B., Regional Vice President

Case Study 1: Global Leader in Travel Retail

Results:

In one specific situation, a frontline leader was not supported by her direct reports. We used a 360 assessment to solicit feedback from the team, interviewed her managers, and placed it all in the context of what we knew about the organization. The leader and coach then created an IAP that focused on key development needs including communication, interpersonal skills, and team building.

Throughout the coaching engagement, the leader developed several skill areas on the job while progressing through her IAP milestones and sharing ideas with her coach before putting them into practice.

Over time regular feedback led to continuous change and improvement, and within nine months the leader was given a significant promotion.

She is now viewed as a "turn-around manager" capable of helping and solving various problems throughout the company.

Based on the early success of these developmental activities, we have now been engaged to implement the *True Development Model* to the top executive team of the organization.

Case Study 2: Rapid Growth Technology Services Company

Situational Analysis:

The *True Development Model* has made a significant impact with one of our clients in the technology services space. As a fast growth company with a young leadership team and less experience in formal training and development, this approach was an ideal fit. Rather than trying to introduce a comprehensive training curriculum, we first introduced individual leadership assessments and coaching. This allowed us to evaluate the readiness of their frontline leadership teams throughout the company while providing feedback to the executive team about the organization's culture and potential threats to its rapid growth strategy.

Recommended Solution:

As we began to expand the model throughout the organization, it became apparent that many leaders faced similar challenges. When this type of a pervasive need is identified, we often recommend formal classroom or virtual training.

In this case, the formal training was followed by one-on-one coaching sessions for each leader who participated in the workshop. We also designed a series of individual and team exercises to complete back on the job between formal classes. While the formal training was used to introduce new skills to a broad audience, coaching provided the long-term reinforcement each leader needed to apply in their particular situations. Because the client did not have adequate coaching or mentoring bench strength, we supplemented their coaching initiative with our coaching staff.

> **"We're just beginning to implement *MentorString*™ in our organization, but we can already see the huge potential for developing our leadership team and improving overall employee collaboration and engagement. We also like the integrated content for mentoring skills because it allows our internal coaches and supervisors to access knowledge and information anytime, anywhere."**
>
> - Shea K., CEO

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Case Study 2: Rapid Growth Technology Services Company

Results:

As time went on, we began to transition them from an external coaching model to an internal program. We then introduced our *MentorString*~TM~ software to help facilitate learning and development across the organization. The technology also helped leaders share best practices, collaborate on projects, and establish a common approach to developing their own teams.

Going forward we are helping the client create a customized set of leadership competency statements that will be integrated with their core values. These behavior descriptions will be used to help evaluate leadership performance and future development needs, recruit and select new talent, and identify high potential candidates for career coaching and succession planning.

Today the organization is expanding the coaching process and uses *MentorString*~TM~ to improve performance and development at all levels within the organization.

They are applying the first stages of an LRS and hope to extend the project as they continue their rapid growth and expansion.

Case Study 3: Global Non-Profit Foundation

Situational Analysis:

A non-profit foundation was ramping up to take on new initiatives to expand its scope and mission globally. A newly promoted president wanted to develop the skills of his leadership team to handle these new assignments. Based on an initial *Situational Analysis* and leadership assessments, we provided feedback that led to virtual and on-site training and coaching programs.

Recommended Solution:

Employing the *True Development Model*, the leaders were given 360 assessments and provided with analysis, feedback, and coaching. Individual Action Plans (IAPs) were created for each leader. An initial six month mentoring program was started using coaches from Prositions.

Because of the programs success, it has been extended another year and expanded to include other leaders and employees of the Foundation.

Based on the *Situational Analysis* and the coaching work we did with the leadership team, additional assessments were conducted to evaluate organizational culture and communication challenges. Individual analysis and feedback was given to each participant, and virtual training was conducted throughout the Foundation. An organizational communication style analysis was completed, and feedback was delivered to executive management and their employees.

"We have worked with Prositions over the past couple of years and enlisted their help to assess and train our leadership team. I have found their coaches and development model to be very effective for our organization."

- Keith P., President

Case Study 3: Global Non-Profit Foundation

PROFILE:

Global non-profit foundation headquartered in a small Midwest city.

KEY PARTICIPANTS IN CASE STUDY:
- President
- Senior leadership
- External coaches
- External mentors

Results:

The Program Officers are responsible for running each of the Foundation's major initiatives globally and communicating effectively with a wide variety of stakeholders including global leaders, scientists, academics, and government officials. Because of the critical importance of the Program Officer position within the Foundation, we were engaged to coach these individuals to become more effective program leaders.

We were tasked with coaching each one to improve their overall effectiveness and their team's results. A performance analysis was completed and then coaching sessions were conducted. Feedback was then provided to executive management about potential challenges and proposed developmental solutions.

As a result of these initiatives, other major programs have been launched to include assistance with recruiting and selecting leaders, onboarding programs, and executive coaching and mentoring.

Key Takeaways

Our Recommendations

We recommend the following steps when designing and implementing a leadership development program:

1. Start with your frontline leadership team

2. Assess your organization, teams, and individual leadership development candidates to tailor your approach

3. Consider the 70:20:10 method when designing your program

4. Add experiential and reality-based assignments and projects

5. Incorporate a new or existing coaching, mentoring, or buddy system to reinforce the critical messages and leadership behaviors

6. Leverage technology to help automate, deliver, and extend the reach of your program

Resources

1. A Report By Harvard Business Review Analytic Services, Harvard Business Review. *Frontline Managers: Are They Given the Leadership Tools to Succeed?* (2014).

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3. Dugan, B. A., & O'Shea, P. G. (2014). Leadership development: Growing talent strategically. Society for Human Resource Management (SHRM) and Society for Industrial and Organizational Psychology (SIOP) Science of HR White Paper Series.

4. "The 70-20-10 Rule." *Center for Creative Leadership*. April 1, 2015.

Authors

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Frank is a serial entrepreneur, senior executive coach, and training and development professional. Prior to founding Prositions, Frank was Founder and CEO of GeoLearning, Inc. one of the largest SaaS-based learning and performance management companies in the industry. He was also President and Founder of Excellence in Training Corporation (ETC), a leading producer of video-based training materials. He has been a Director of Training for a Fortune 500 company and led a team that created the Iowa Management Training System for the State of Iowa.

Craig Robbins | Director of Talent Development Solutions [in]

Craig manages an international team of coaches and consultants who design and deliver customized talent development solutions for a wide range of organizations. Craig was an advisor responsible for training, advising, and mentoring a multinational government organization with more than 5,000 members in Europe and West Asia.

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