

Developing Effective Leaders

Successful organizations realize everything rises and falls under leadership responsibility. These same organizations realize leadership development is not an event; it is an evolving process complementing all facets of business operations. Begin with answering the following five questions:

1. If we profiled a great leader in our operations, what would we see him or her doing and saying, and what results would we experience? Too many organizations seek to develop leaders without beginning first to identify and profile how a great leader behaves. If you had excellent business results in all aspects of operations and a high-performing culture that sustains the results without stimulation, what would the average leader (level by level) be seen doing and saying that creates confidence?

2. What percent of leaders (level by level) would be placed in the category of change agents vs. managers of status quo and, more importantly, to whom does each leader report? Do you have the right people in the right positions with the right competencies?

3. What do we want the intended audience to feel, know, and do as a result of this initiative, and how will we validate the impact? Emotions have an impact on behavioral choice, and humans respond emotionally to new information before they respond logically. Is there an intended emotion that is being solicited? For knowledge, several organizations conduct pre- and

post-tests to validate both the existing and transference of new knowledge. But there is more to leadership development than knowledge alone, and it can be results-limiting to stop there. For example, if leaders already know what you want them to know but the gap is in behavior, more knowledge isn't the answer. This is why all leadership development efforts must have a behavioral focus. Finally, what measurement systems will support your ability to measure what people feel, know, do as a result of your training?

4. How will this effort contribute to business results? If leadership development solicits the desired emotional response, knowledge increases, and positive observable behavior increases, but the results don't change, it's common for support to wane and for barriers to future effort to be created. What increase in activities and performance would result when the efforts are successful?

5. What systems, methodologies, and experiences would complement or hinder this effort? All leadership development efforts are only as effective as the reinforcement that follows. Current performance management (i.e., only annual reviews), measurements, systems, culture, and hiring and promotion processes are just a few influencers on leadership styles. **OHS**

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