An Uptick in Leadership Training

What's changing?

76% of organizations now offer some leadership development to employees at **all levels**

What are we seeing?

3x more leadership development post pandemic

Why is it ripe for change?

Changing **workplaces**; a need for **real impact**; a focus on **capabilities** that reflect the priorities of the business

76%

3x

Benefits of Democratized Leadership Development for Employees

85% Employees form good leadership habits early.

85% Promotes engagement

82% Promotes advancement from within

81% Employees will become better decision-makers.

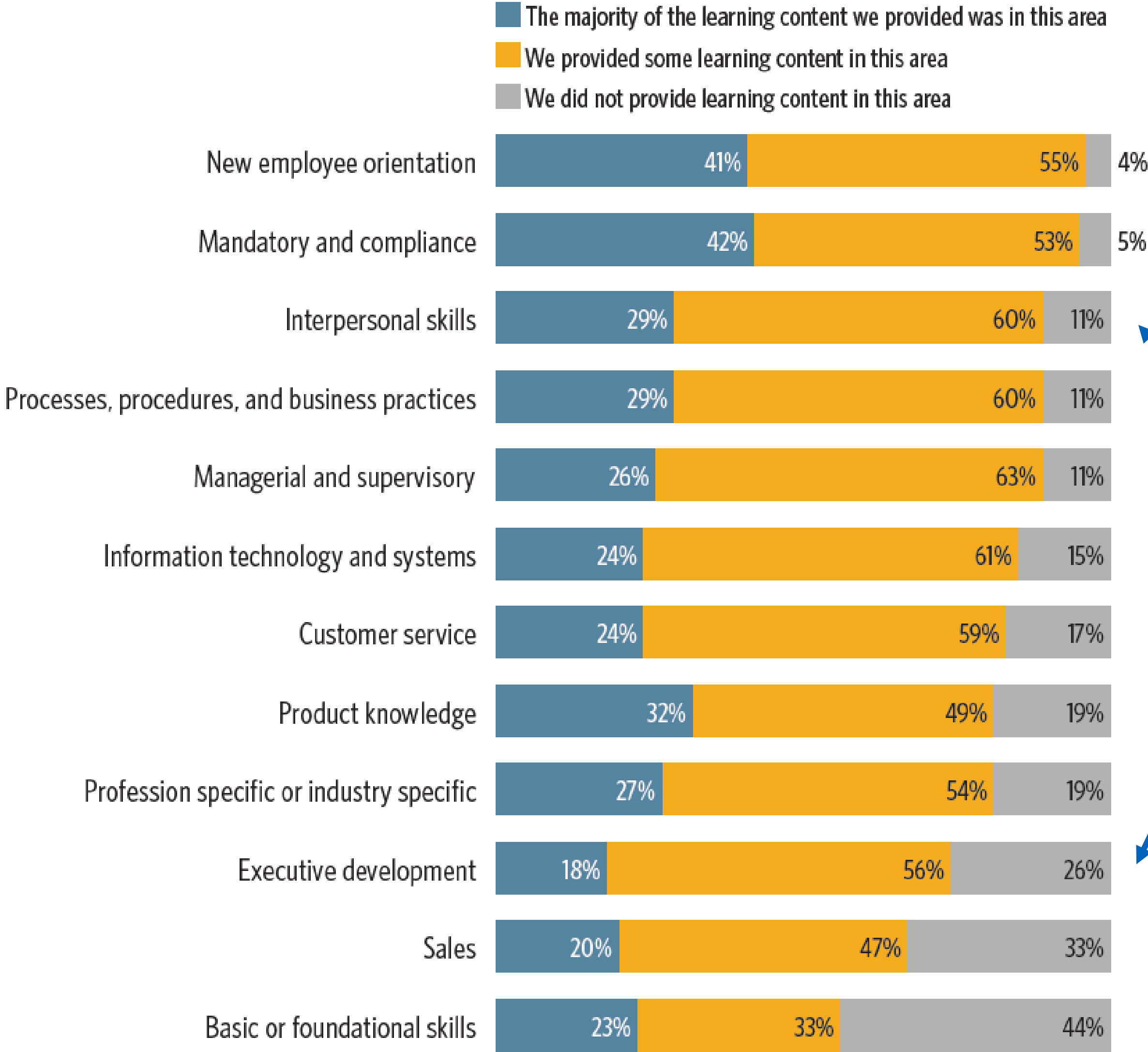**80%** Increases the likelihood employees will take personal responsibility for their actions

Source: Brandon Hall Group™ Study, Creating Leadership Development for Everyone

Benefits of Democratized Leadership Development for Employers

Promotes a clear vision, direction	85%
Fosters collaboration	85%
Promotes personal accountability	83%
Improves trust	83%
Encourages coaching	82%
Improves emotional intelligence	82%

Source: Brandon Hall Group™ Study, Creating Leadership Development for Everyone

New Employee Orientation and Mandatory and Compliance Training Were the Top Training Areas

- The majority of the learning content we provided was in this area
- We provided some learning content in this area
- We did not provide learning content in this area

Training Area	The majority	We provided some	We did not provide
New employee orientation	41%	55%	4%
Mandatory and compliance	42%	53%	5%
Interpersonal skills	29%	60%	11%
Processes, procedures, and business practices	29%	60%	11%
Managerial and supervisory	26%	63%	11%
Information technology and systems	24%	61%	15%
Customer service	24%	59%	17%
Product knowledge	32%	49%	19%
Profession specific or industry specific	27%	54%	19%
Executive development	18%	56%	26%
Sales	20%	47%	33%
Basic or foundational skills	23%	33%	44%

2023 ATD State of the Industry Report

- Combine "**Managerial**" and "**Executive Development**," and leadership becomes the top training area.
- Add "**Interpersonal Skills**," the priority is even clearer.

If, we combine, the breakdown would look more like this:

~44-70%	~19-45%	~11%

Poll Question:

(1) **Does your current program meet the needs of different leaders?** Select the closest description.

○ It doesn't. It's one size fits all.

○ We have a flavor for **executives** and one for **new managers**.

○ We personalize to the needs of **leaders at every level**.

○ **We don't have** a current program.

Poll Question:

(2) **What experiences comprise the leadership LX journey in your current program?**

☐ 360 assessment

☐ Subscription content

☐ Skills-based curriculum

☐ Project-based learning

☐ Cohort learning

☐ Manager coaching

☐ Learner-generated content

☐ Simulation

☐ On-the-job practice

Poll Question:

3 **How is the impact of your leadership program measured today?**

☐ Learner response surveys

☐ 360-degree ratings

☐ Capability or skill-based proficiency

☐ Results from project-based learning

☐ Impact on key business metrics

Challenges and Opportunities

Top 6 Challenges to Offering Leadership Development to All Employees

51% Developing leaders takes a backseat to short-term business results

49% Leaders not held accountable for applying new capabilities

45% Lack of investment

45% No clear, consistent model for what we expect from leaders

45% Lack of training reinforcement and skills practice

40% No way to accurately measure program effectiveness and impact.

Source: Brandon Hall Group™ Study, Creating Leadership Development for Everyone
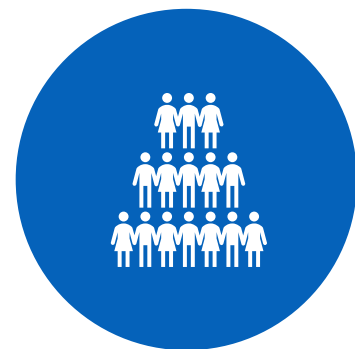
Greater scale and potential impact
By **redefining leadership** to include everyone, both the scale and impact grow exponentially.

Alignment across the business
Leadership can become a **force multiplier** for values, decision-making, and business acumen.

Evolution of L&D and focus on LX
Focusing on the LX ensures better **application** and **transfer** to drive business outcomes

Rethinking the Leadership LX

Capabilities Analysis
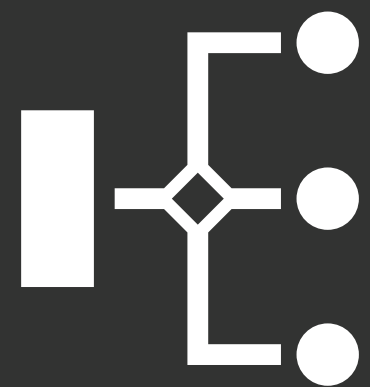
Create alignment and identify the behavioral outcomes that will most impact business results.

LX Journey Mapping

Provide learners with the full range of formal, informal, and experiential learning.

Measuring Impact

Help learners to see their progress and proficiency while connecting efforts to business outcomes.

Engaging Assets

Engage learners with robust microlearning, simulations, diagnostics, and video.

Leadership Capabilities Analysis

Why is it critical?

Clarifies **goals and desired outcomes** by aligning **high priority skills** for each tier of leadership

What will it achieve?

Accelerates and focuses program development providing the **foundation and rationale** for LX journey design

What does it look like?

The outcome of the analysis is a **matrix of prioritized capabilities** for each tier of leadership

Levels	Capabilities	Skills	Proficiency	Journey
PERSONAL LEADERSHIP (Informal leaders)	Self-Management	☐ Sets and works towards goals	Intermediate	Personal Leadership Journey
		☐ Manages time by prioritizing tasks effectively	Intermediate	
		☐ Takes initiative and demonstrates ownership of work	Advanced	
	Communication	☐ Convey ideas clearly in writing and verbally	Advanced Beginner	
		☐ Listen actively to understand other viewpoints	Intermediate	
		☐ Provide feedback with respect and professionalism	Advanced Beginner	
	Adaptability	☐ Embrace change with a positive attitude	Advanced Beginner	
		☐ Demonstrate flexibility in new situations	Intermediate	
FIRST LEVEL (First-time leaders)	Develop Others	☐ Provide regular coaching and feedback	Advanced Beginner	First-Level Leadership Journey
		☐ Delegate tasks effectively based on skills	Intermediate	
		☐ Create opportunities to grow and learn	Intermediate	
	Drive Performance	☐ Build strong teams with trust and communication	Advanced	
		☐ Motivate with recognition and appreciation	Intermediate	
		☐ Facilitate collaboration and resolve conflict	Advanced Beginner	
	Influential Communication	☐ Communicate expectations and deadlines	Advanced	
		☐ Adapt approach based on audience context	Intermediate	
MID-LEVEL (Leaders of leaders)	Strategic Thinking	☐ Analyze data to identify trends and opportunities	Intermediate	Mid-Level Leadership Journey
		☐ Develop long-term goals aligned to org goals	Advanced	
		☐ Create contingency plans to mitigate risk and respond to change	Intermediate	
	Building Relationships	☐ Foster collaboration across departments	Expert	
		☐ Negotiate effectively and find win-win solutions	Advanced	
	Talent Management	☐ Develop talent through mentoring and career development	Intermediate	
		☐ Retain top talent by creating a positive work environment	Intermediate	
EXECUTIVE (Strategic leadership)	Visionary Leadership	☐ Articulate a clear and compelling vision of the future	Advanced	Executive Leadership Journey
		☐ Inspire employees at all levels to achieve the vision	Advanced	
		☐ Communicate the vision effectively to stakeholders	Expert	
	Change Management	☐ Develop a clear vision and strategy for change	Expert	
		☐ Manage resistance to change and create buy-in	Advanced	
	Decision-Making	☐ Gather and analyze relevant data from various sources	Advanced	
		☐ Weigh the risks and benefits of different options	Advanced	
		☐ Make effective decisions under pressure and in uncertain situations	Advanced	

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Mapping the Leader LX Journey

Why is it critical?

Provides opportunities for **personalization**, **collaboration**, an increased **engagement**
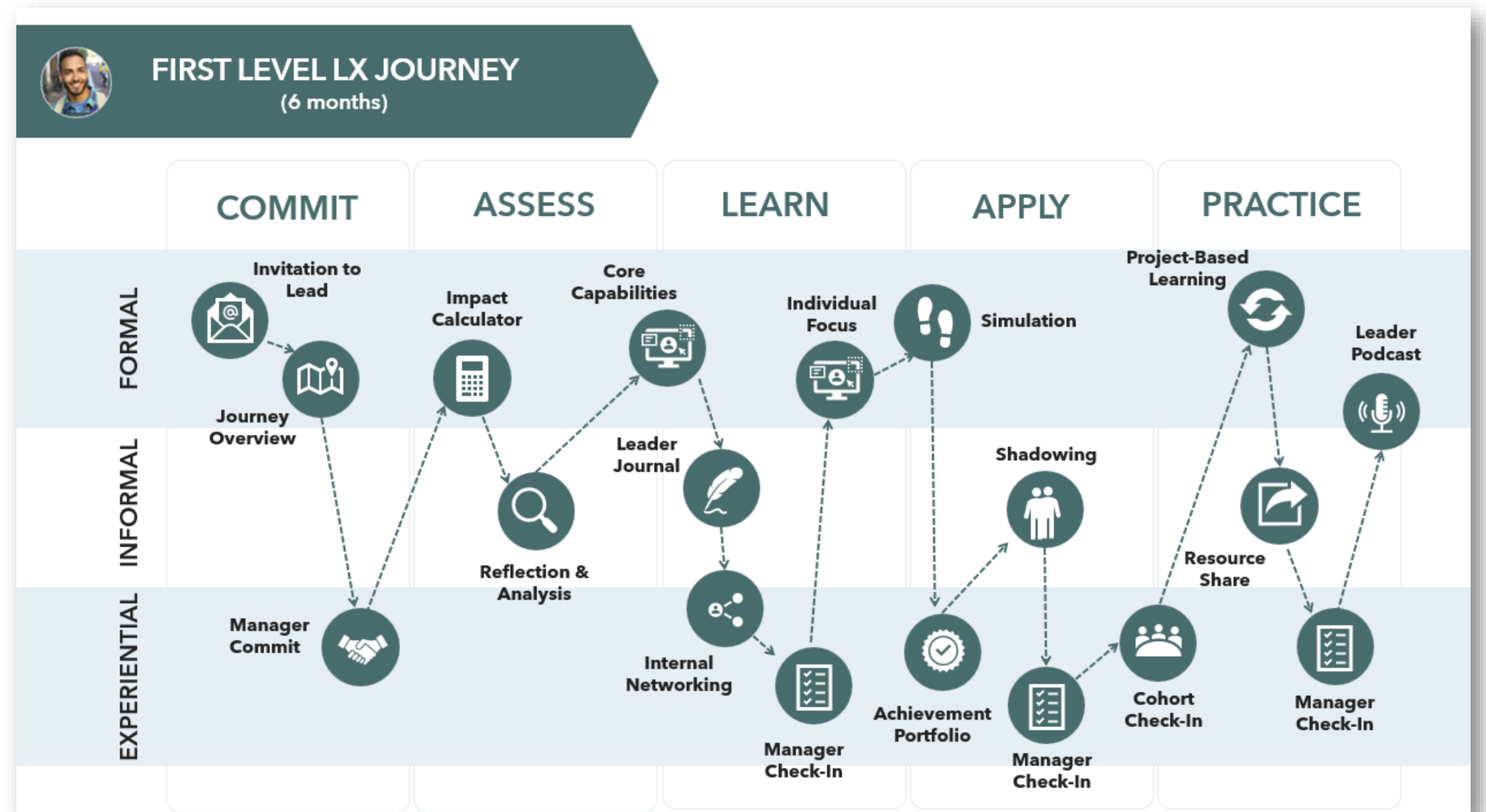
What will it achieve?

Application of learning capabilities to **real-world business challenges** for measurable outcomes
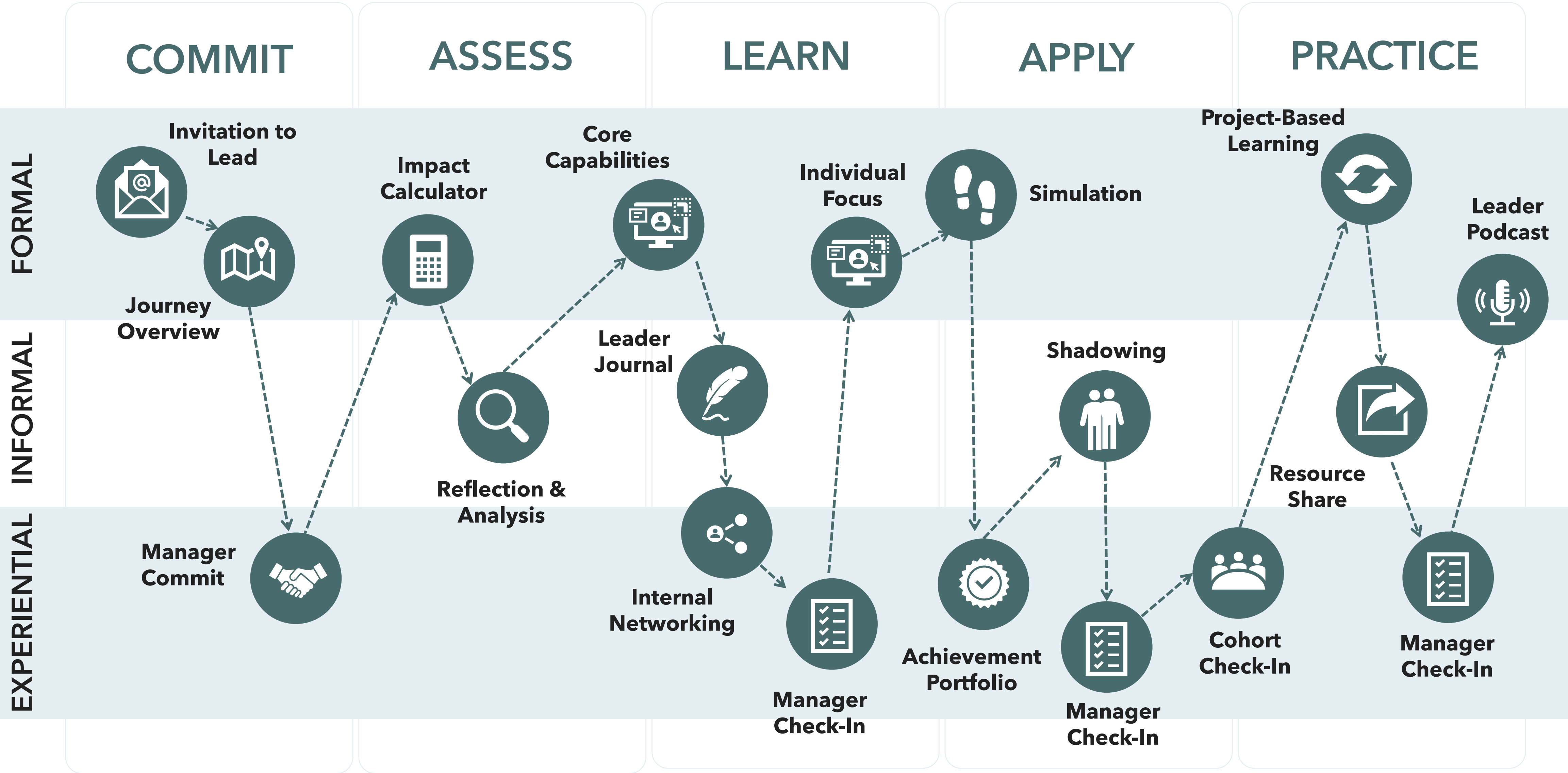
What does it look like?

A **sequence** of progressive, multimodal **experiences** tailored to the needs of each leader

FIRST LEVEL LX JOURNEY
(6 months)

| COMMIT | ASSESS | LEARN | APPLY | PRACTICE |

FORMAL — Invitation to Lead, Journey Overview, Impact Calculator, Core Capabilities, Individual Focus, Simulation, Project-Based Learning, Leader Podcast

INFORMAL — Reflection & Analysis, Leader Journal, Shadowing, Resource Share

EXPERIENTIAL — Manager Commit, Internal Networking, Manager Check-In, Achievement Portfolio, Manager Check-In, Cohort Check-In, Manager Check-In

FIRST LEVEL LX JOURNEY
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COMMIT	ASSESS	LEARN	APPLY	PRACTICE

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- Journey Overview
- Impact Calculator
- Core Capabilities
- Individual Focus
- Simulation
- Project-Based Learning
- Leader Podcast

INFORMAL

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- Reflection & Analysis
- Shadowing
- Resource Share

EXPERIENTIAL

- Manager Commit
- Internal Networking
- Manager Check-In
- Achievement Portfolio
- Manager Check-In
- Cohort Check-In
- Manager Check-In

Measuring **Impact**

Why is it critical?

The individual **leader**, their **manager**, and the **organization** need feedback to improve

What will it achieve?

Alignment of **goals**, **learning metrics**, and **projects** with business-critical **objectives**

What does it look like?

Tools for learners to evaluate **progress** and **proficiency** and tools to demonstrate **impact** on the business

Your Path to Proficiency

OVERALL

79%
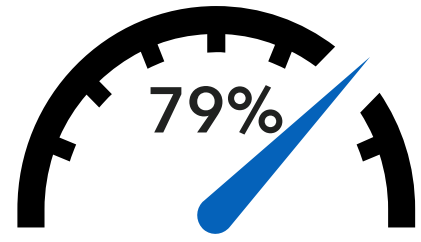
ACHIEVEMENTS

Growth Mindset
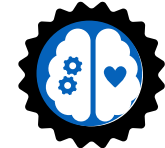
Foresight

Goal Setter

See all →

PROGRESS

Invitation to Lead (~2 min.)	Complete
Journey Overview (~25 min.)	Complete
Manager Commit (~30 min.)	Complete
Impact Calculator (~20 min.)	Complete
Reflection & Analysis (~20 min.)	Not Started
Core Capabilities (~60 min.)	In Progress
Leader Journal (~20 min.)	Complete
Internal Networking (~90 min.)	Not Started
Manager Check-In (~30 min.)	Not Started
Individual Focus (~60 min.)	In Progress
Simulation (~45 min.)	Not Started
Achievement Portfolio (~90 min.)	In Progress

PROFICIENCY

Louis Duchamp

Develop Others
68%

Drive Performance
80%

Influential Communication
92%

Cohort Average

Develop Others
72%

Drive Performance
82%

Influential Communication
75%

Expert Profile

Develop Others
90%

Drive Performance
90%

Influential Communication
90%
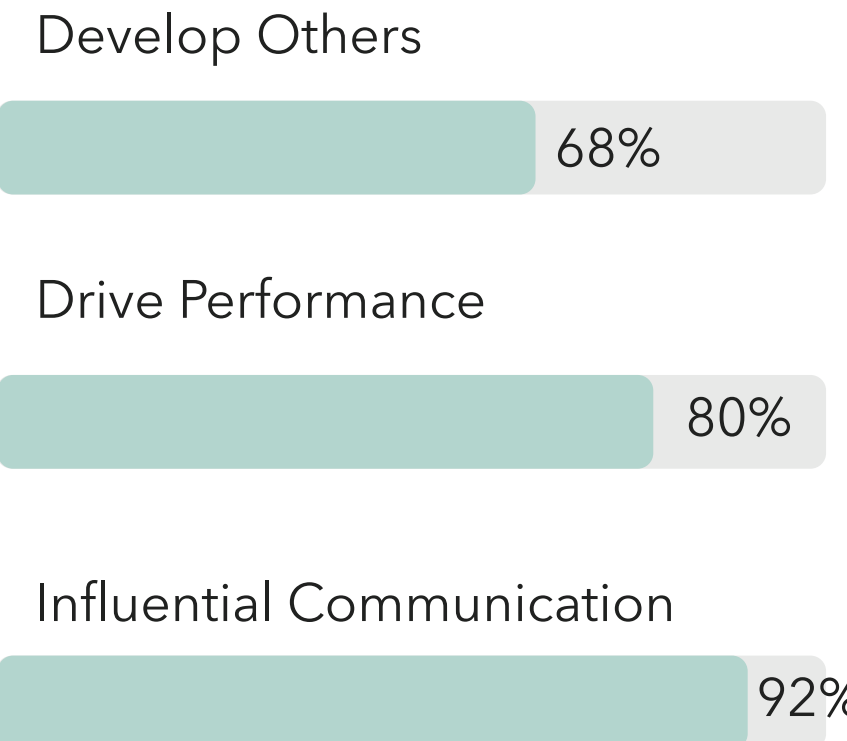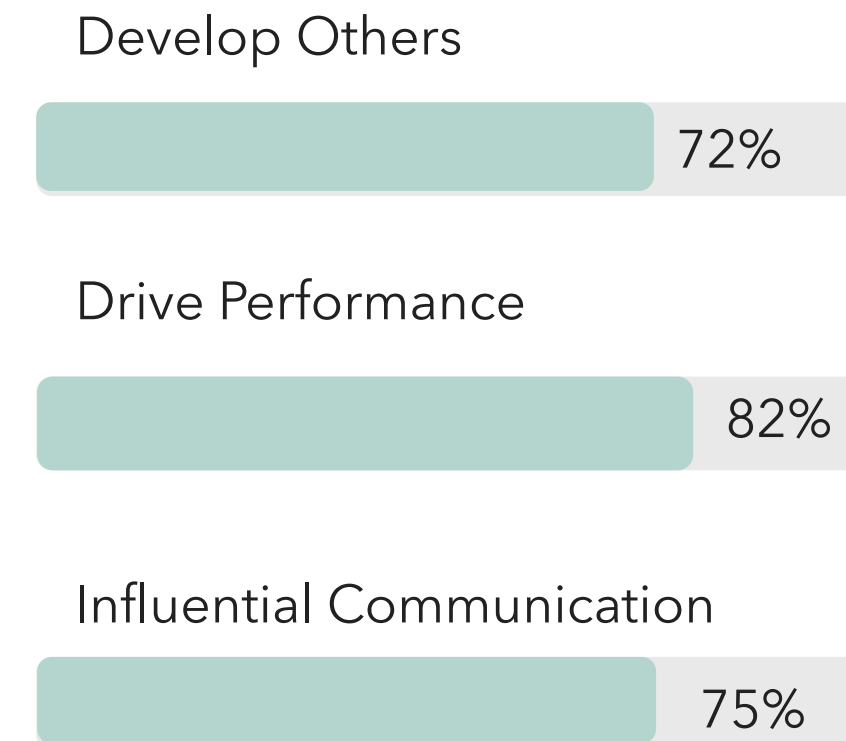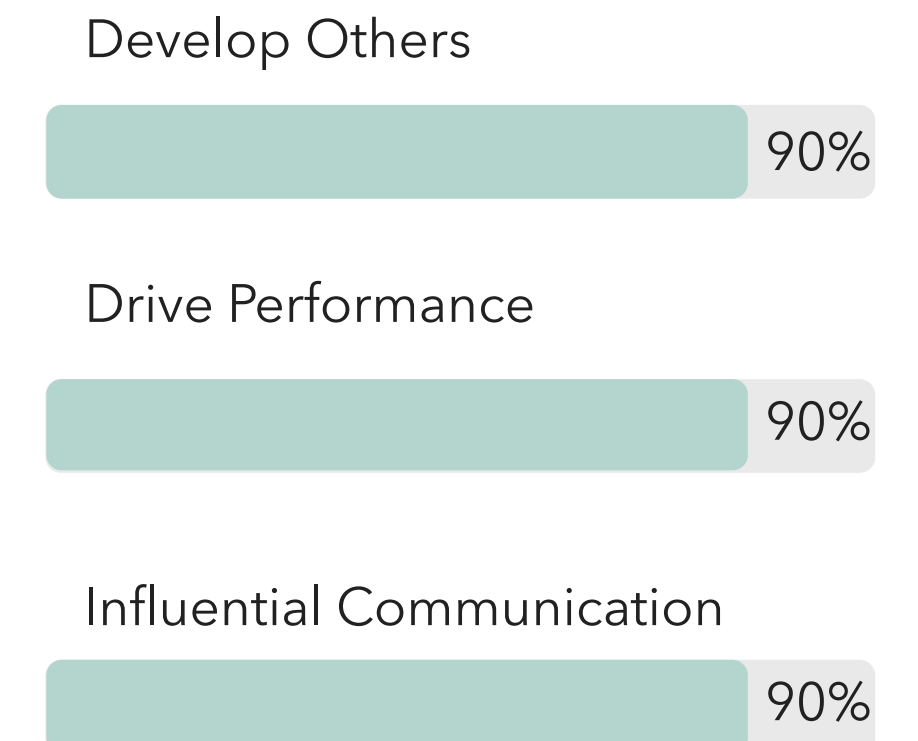
GOALS

Type Q2 Stretch Goal
Goal Increase quarter over quarter productivity by 15%
Due June 28, 2024
Plan Work breakdown

Edit and add goals →

JOURNAL

? Analyze your last 1:1 with a team member

? Reflect on the last deadline you missed and the contributing factors

? Write out a response to your last feedback check-in

? What do you think is the primary motivator for each of your team members

Edit and add notes →

CONTINUE YOUR JOURNEY

Reflection & Analysis

Core Capabilities

Leader Journal

Internal Networking

Manager Check-In

Engaging Assets

Why is it critical?

An **instructionally sound** design ensures that each asset contributes to the overall LX objectives
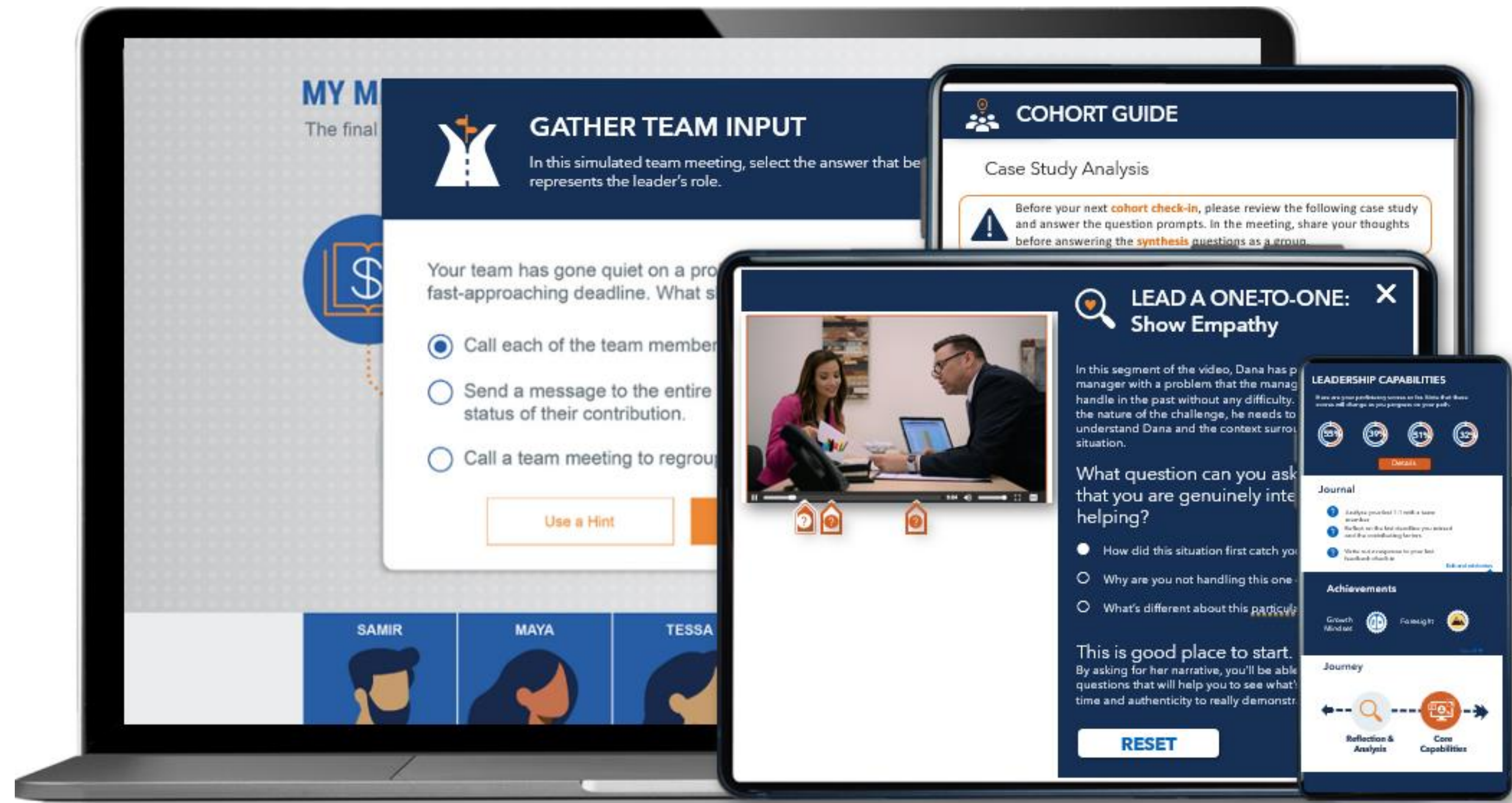
What will it achieve?

A **unified experience** that engages learners in the LX journey—without overwhelming and complicating

What does it look like?

Simulations, microlearning, participant and cohort guides, dashboards, reinforcement, etc.

In Summary

Key Points

- Leadership **transformation** reflects the changing needs of the business.

- An **LX journey** focused on business-critical capabilities can meet these changing needs.

- The upside is **greater alignment** of company culture and business impact.

- It's **easier than ever before** because of how L&D and our learning tech are evolving.

Takeaways

"Leadership Development and the One-Size-Fits-All Dilemma" (forthcoming in *Forbes* next month; we'll send you the link)

Brandon Hall Group, Developing Great Leaders

How Learner Experience Design (LXD) Is Changing Leadership Development

Leadership at Every Level: Engage Leaders with Relevant Learning Paths

Executive Interview with Anna Sargsyan, Chief Learning Officer, AllenComm

Designing a Leadership Learning Experience (LX): The Gold Standard for Next Gen Leader Development

Don't miss the launch of our **podcast series** for learning leaders! We'll feature clients, analysts, and partners.

To subscribe, drop us a line: info@allencomm.com

ronz@allencomm.com

info@allencomm.com

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