

Deconstructing Leadership Development

OEB20 & CCL Labs Community

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Center for Creative Leadership

Nice to meet you this way!



 Center for
Creative Leadership



The story of this session



It's gotten complicated (wait, it always was...)

The history: Lesson of Experience research

Today: Learning8 proposed model

The future: who brings it all together?

The puzzle of (leadership) development is complicated...

Simple
(even simplistic)



Complicated
(even complex)

This we can communicate, we can sell

This is how it actually works

Revisit the past

So why look at something complicated as one thing, let's deconstruct in what makes leadership development work, let's revisit some research.

The days of yorn: 1982

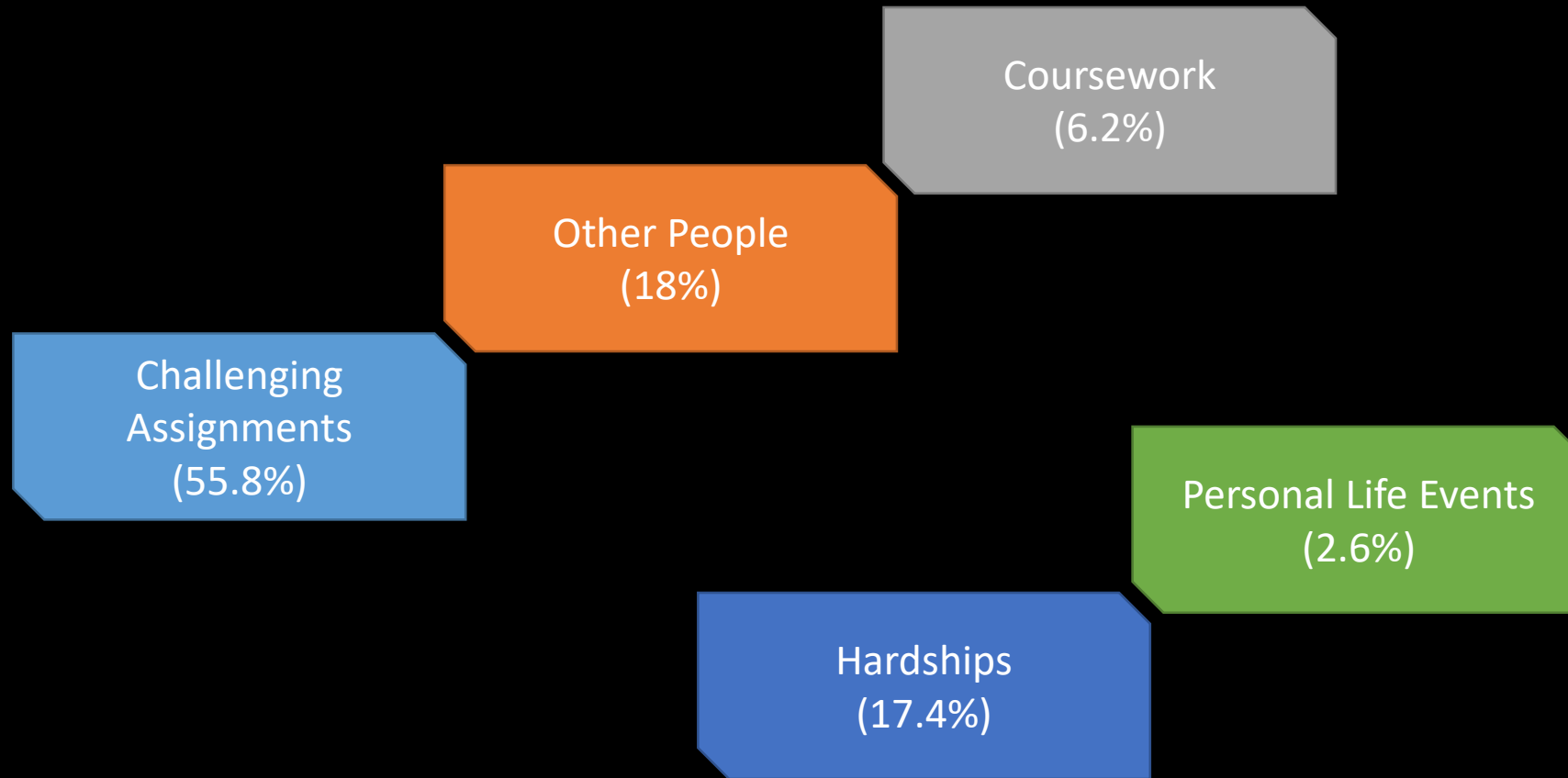
We wanted to know: how do leaders really develop?

We started the 'Lessons of Experience' research.

When you think about your career as a manager, certain events or episodes probably stand out in your mind—things that led to a lasting change in you as a manager. Identify at least three “key events” in your career: things that made a difference in the way you manage now.

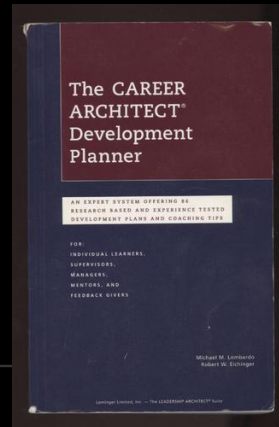
- What happened?
- What did you learn from it (for better or worse)?

Lessons of Experience research



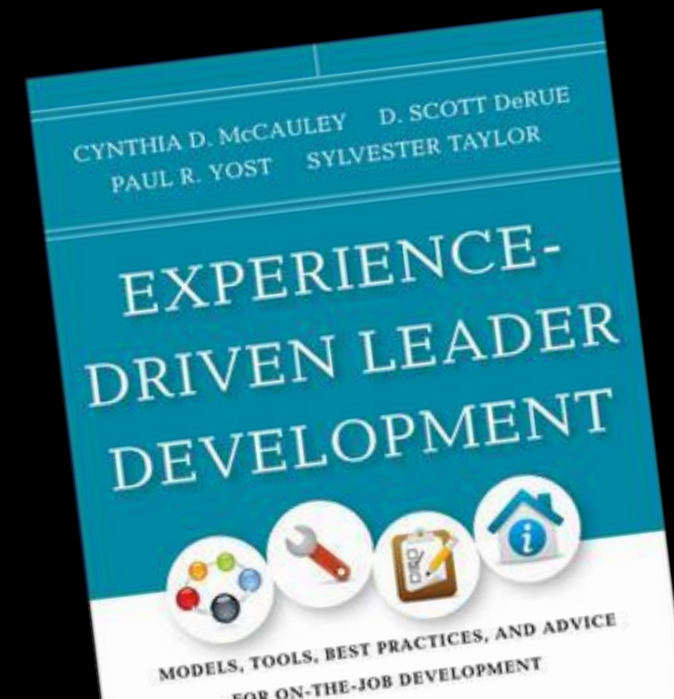
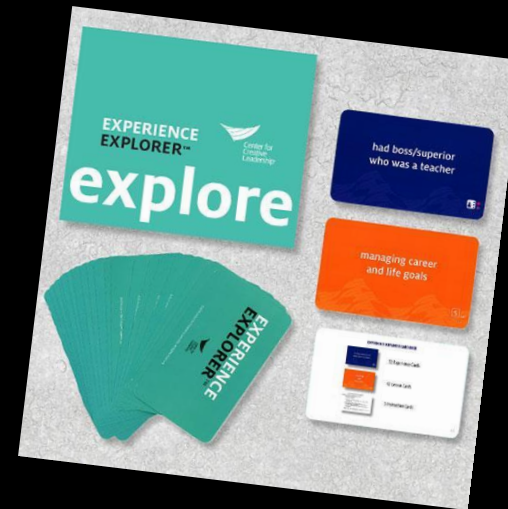
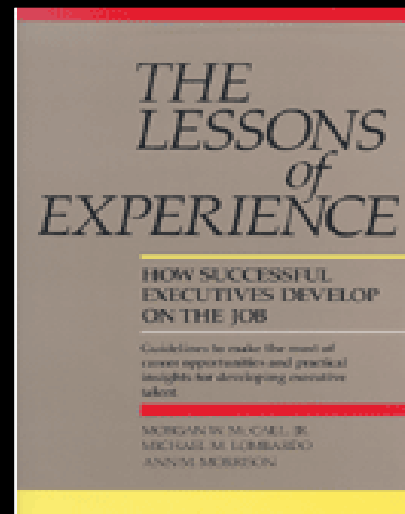
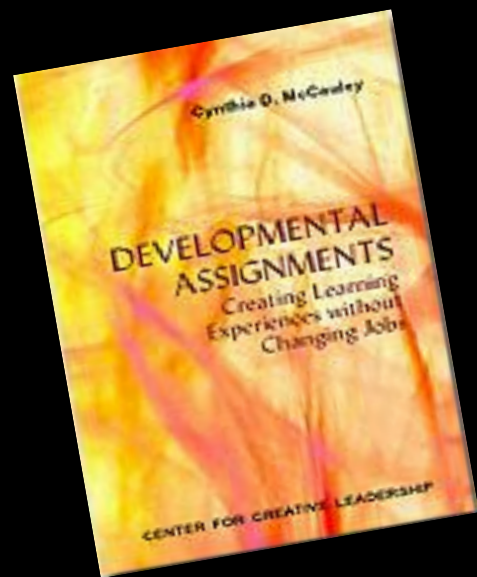
70₂₀₁₀ was born

Note: we have a love/hate relationship with this model



But the research said much more, and was repeated over time

- Numbers vary a bit
- Not just any experience, formal course or relationship

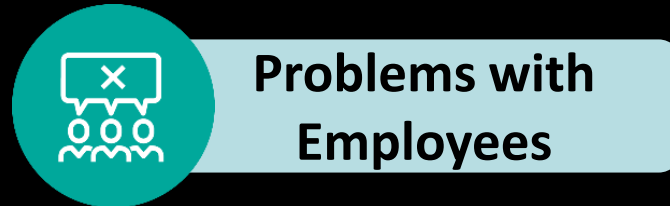
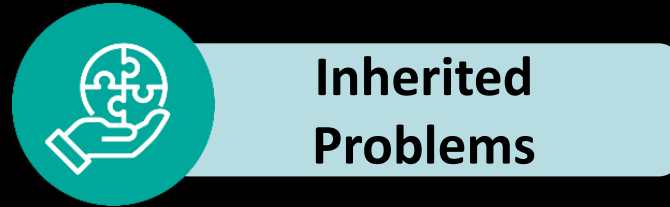
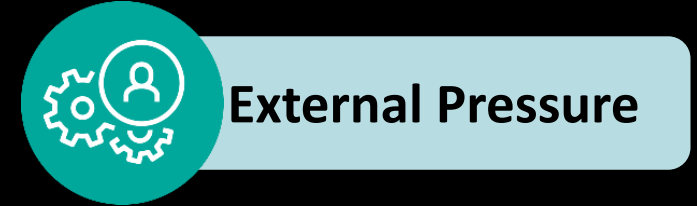


Last time we did it

2011: cultural differences

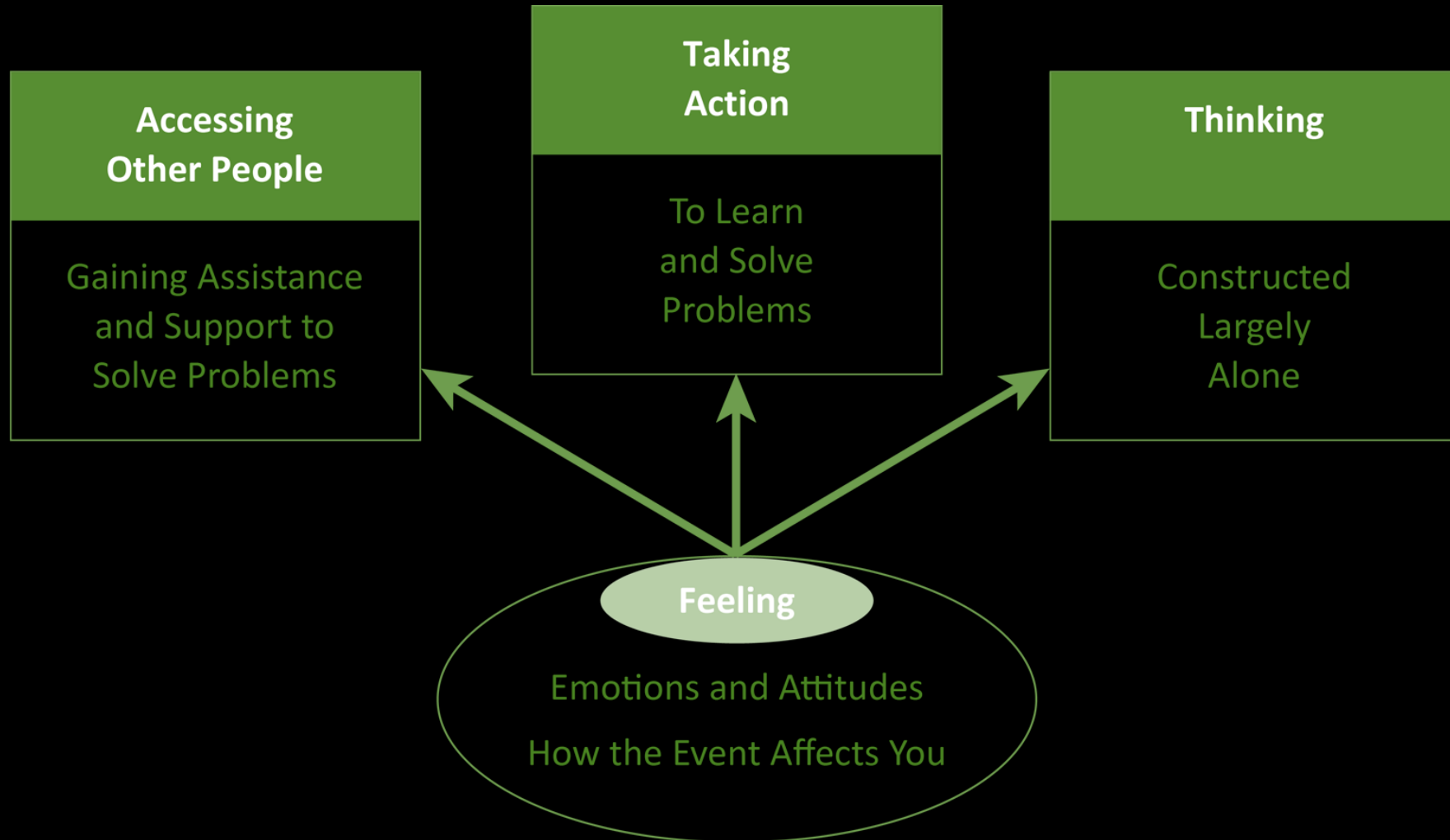


Job Challenge Profile



Published in peer-reviewed journal

LEARNING TACTICS INVENTORY



What we ended up saying

- Put experience central
- Be intentional about it

Employees are 2.6x more engaged when they are learning on the job. ¹

55% of employees do not regularly extract learning from their work. ²

The more time employees spend on challenging tasks, the higher their promotability ratings from bosses. ³

The top reported barrier to on-the-job learning is poor feedback from one's manager. ⁴

¹Corporate Executive Board (2009). *Unlocking the Value of On-the-Job Learning*.

²Corporate Executive Board (2014). *Building a Productive Learning Culture*.

³De Pater, I. E., Van Vianen, A. E. M., Bechtoldt, M. N., & Klehe, U. (2009). Employees' challenging job experiences and supervisors' evaluations of promotability. *Personnel Psychology*, 62, 297-325.

⁴Developmental Dimensions International (2014). *Ready-Now Leaders Meeting Tomorrow's Business Challenges*.

Now

Let's attempt to deconstruct how learning really happens (the strategies you need to put in place) that is more realistic, less simplistic, but still something we can handle.



Learning8

We would argue the real superpower is the power to always learn and grow.

But we seem to focus more on learning tools (like learning platforms), sources of learning (like 702010) and learning modalities (like live online or face to face), rather than the real success factors of development: the learning strategies we put in place.

This model serves as a guide of what learners should put in place for successful development.



Take time to make sense

How will I build reflection into my routines?

Keep an open and curious mindset

What are learning opportunities and cues around me?

Maintain learning goals

Where should I focus my efforts to learn and grow?

Acknowledge your feelings

How will I manage the discomfort of learning?



Tap into expertise

How can I educate myself? Who can be an advisor?

Lean on others

Who can I rely on for support?

Get feedback

What might I need to do differently? How will I know if it works?

Take on new challenges

In what ways do I need to stretch myself?



This proposed model tells us the learning strategies to put in place for success. They are all based on outcomes of the Lessons of Experience research (702010 model, Job Challenge Profile and Learning Tactics Inventory) + growth mindset.

Take time to make sense

How will I build reflection into my routines?

JCP strategy

Keep an open and curious mindset

What are learning opportunities and cues around me?

Growth mindset

Maintain learning goals

Where should I focus my efforts to learn and grow?

JCP strategy

Acknowledge your feelings

How will I manage the discomfort of learning?

Learning tactics inventory

Lean on others

Who can I rely on for support?

20



Get feedback

What might I need to do differently? How will I know if it works?

JCP strategy

Tap into expertise

10

How can I educate myself? Who can be an advisor?

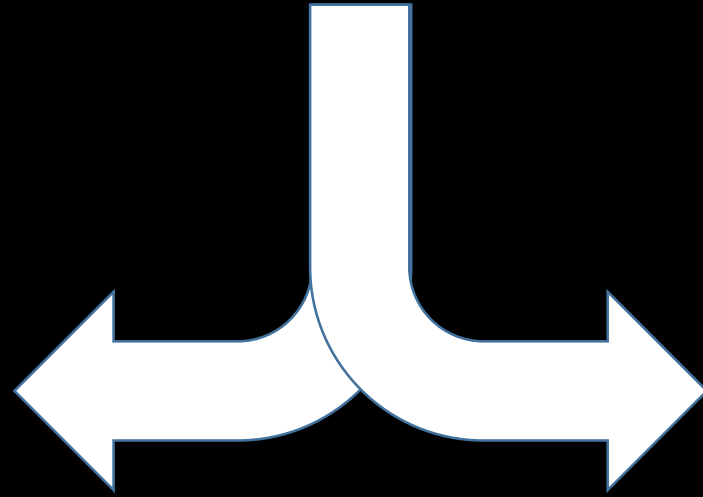
Take on new challenges

In what ways do I need to stretch myself?

70



How to make the most of this session



Either think of something you want to learn, get better at next year and use that as an example throughout the session

Or think about how AI can augment the deconstructed learning process



Keep an open and curious mindset

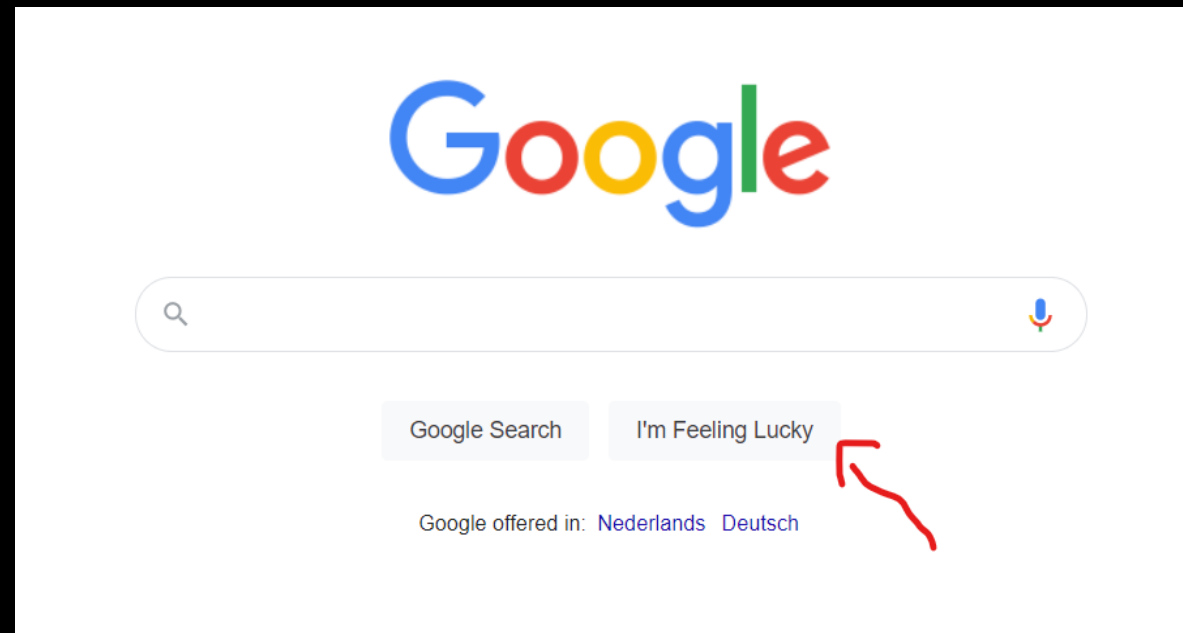
What are learning opportunities and cues around me?

- Like your inner child: wonder, ask questions with an open mind
- Serendipity learning: be open to it
- Randomness – ever tried the magic eightball?
- Does your filter bubble help or hinder your learning mindset?

Do “cool hunting” of what you find cool, surprises you, is unusual, etc.

Do the questionnaire on Growth vs. Fixed mindset (Carol Dweck).

Subscribe to blog feeds with an RSS-reader.





Maintain learning goals

Where should I focus my efforts to learn and grow?

- Different kind of goals (change how you act/form a habit, improve a skills, meet a target)
- Also ‘maintain goals’, not just set them, they are a living entity (re-group, re-prioritize, re-calibrate, increase)
- Who judges in how far the goals were reached?

Share what you are getting better at. (Make it social!)

SMART goals, or other goal templates to explicitly write it out, think it through.

Pledge to stick to a goal, and if you don't...

slickK

How it Works About Us Help Center Sign in REGISTER

for individuals | [for groups](#)

Ready to **finally stickK** to your Commitment?

I commit to Lose Weight GO



Tap into expertise

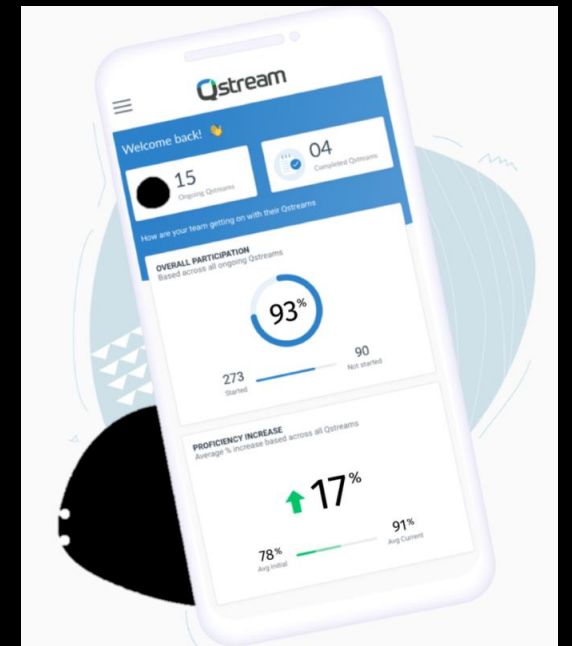
How can I educate myself? Who can be an advisor?

- This we know how to make and sell and consume! (eg videos)
- Curated, recommended ... Content, content, content. Remember it's just one piece of the complicated puzzle.

Check your 'netflix of learning' videos.

Books!

Sure, courses and workshops and all of that. Online, face-to-face, whatever...





Take on new challenges

In what ways do I need to stretch myself?

- We don't learn from any experience: it needs to be challenging
- Real, real but safe, or simulated experience
- Do we all have access to challenging experience (this might be the new roadblock)

Do stretch assignments.

Do volunteering work in the community.

Get inspiration from the Job Challenge Profile.

The screenshot shows a LinkedIn profile page for 'Your Brand Here'. The page is divided into several sections: 'Recent Pages', 'Focus Skills' (Communication Skills, Delegation), 'Resources' (Assignments, News, Shared, Partnerships, Posts, Groups, Communities), 'Monthly Activity' (News Shared, Comments, Posts Shared, All Activity), and 'Degreed Live Featured Links'. A red arrow points to a 'Continue Learning' section featuring a 'Degreed LENS Live 2020: Site-Sized, Big Impact' opportunity. Other opportunities listed include 'Leading Operational Excellence' and 'Leadership: Strategic Agility'. The 'Product Manager coaching' opportunity is also visible, with a 'Get to Know' link.



Get feedback

What might I need to do differently? How will I know if it works?

- Layers of feedback: from your body (sensors), self-evaluation (me), social evaluation (you), business metrics (it)
- Interesting phenomenon: two-way feedback
- Feedback is better when timely, concrete (eg words, not a number), factual

Do a survey.

Have a habit of giving and asking for feedback.

What business metrics do you contribute to mostly?

The image shows a screenshot of the Kaizen website and a mobile notification. The website header includes the Kaizen logo, navigation links for 'How it works', 'Privacy', 'Manifesto', 'Us', and 'Sign in', and a 'Schedule a demo' button. The main heading is 'Get more feedback at work', followed by the subtext 'Connect your calendar and workspace for authentic, high-resolution feedback'. Three steps are listed: 1. Sign up for free (with a link to 'Learn about our privacy policy in human terms'), 2. Select teammates (with text 'We'll help you identify folks you work with through your calendar and Slack.'), and 3. Get feedback (with text 'We'll ask your colleagues for regular observations, and help you get feedback after your meetings, too.'). Below this is a mobile notification from the Kaizen app, timestamped '1:37 PM', from 'Clay / Matt 1:1'. The notification asks 'You just wrapped with Clay. Would you like feedback from him?' and provides three buttons: 'Get feedback', 'Not this time', and 'Never for this meeting'. A note at the bottom of the notification says 'You'll configure the feedback request before we send it to Clay.'



Lean on others

Who can I rely on for support?

- Learning as a social process – who is in your learning circle?
- Interesting phenomenon: Rise of the peers (is this the real democratization of leadership development?)

Work with a coach on your workplace challenges.

Involve your boss in your development.

Have and be an accountability partner.





Acknowledge your feelings

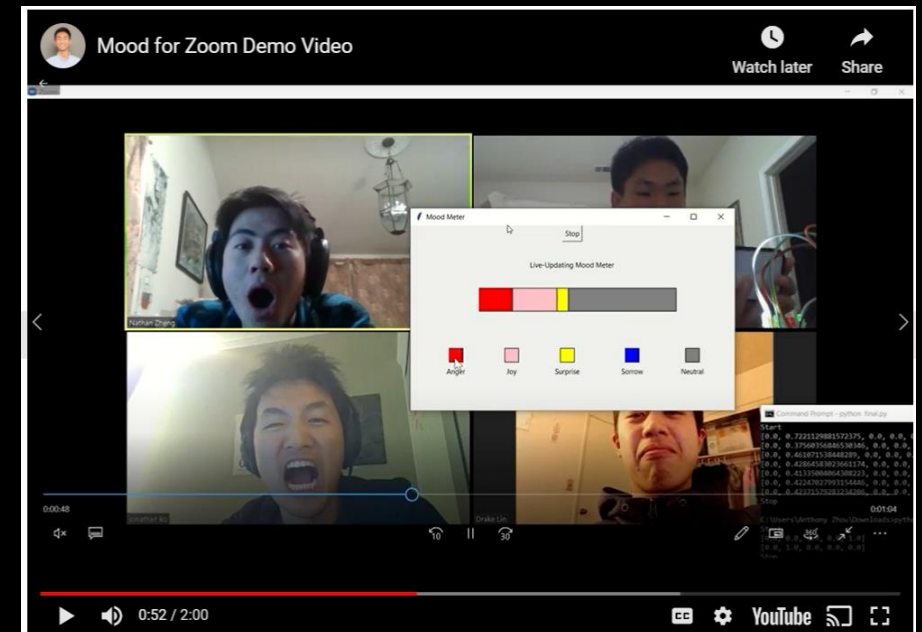
How will I manage the discomfort of learning?

- There is a reason why we might fall back to ‘old habits’: they are much more comfortable
- Development is a process, also an emotional one

Celebrate small successes. (Make a list!)

Anticipate roadblocks and make ‘if this then that’ contingency plans.

Motivational quotes and reminders in your work space.





Take time to make sense

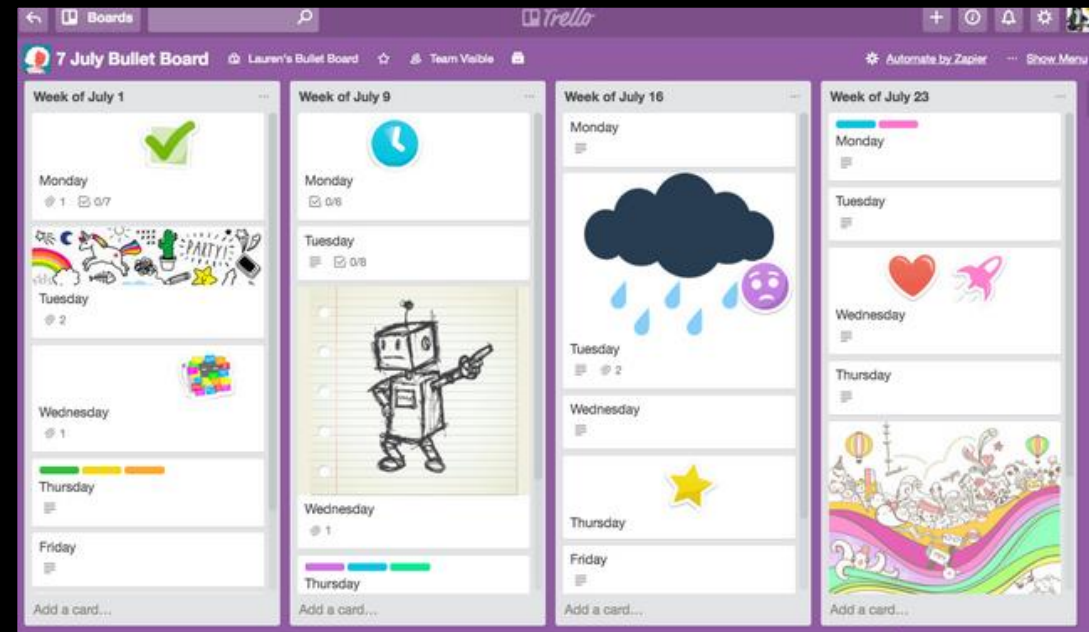
How will I build reflection into my routines?

- Doing without thinking might be a waste of learning
- The trick is in comparing both successes and failures

Bullet journaling.

Reserve thinking time in your calendar.

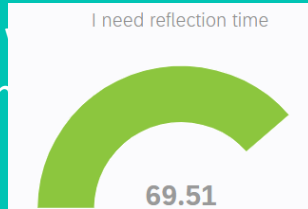
Actually do After-Action Reviews.





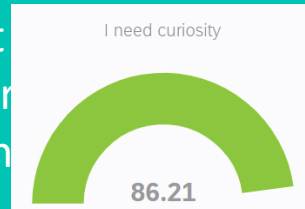
Take time to make sense

How often do you take time to reflect on what you have learned?



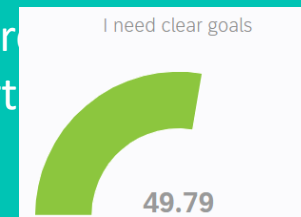
Keep an open and curious mindset

What opportunities do you seek around you to learn new things?



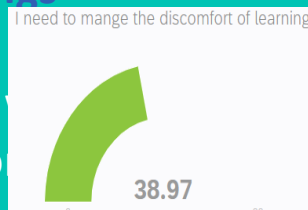
Maintain learning goals

When you start a new project, how often do you set clear goals for yourself?



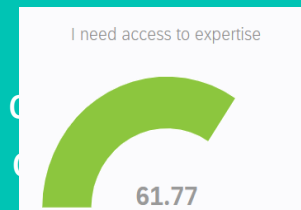
Acknowledge your feelings

How often do you acknowledge the discomfort of learning?



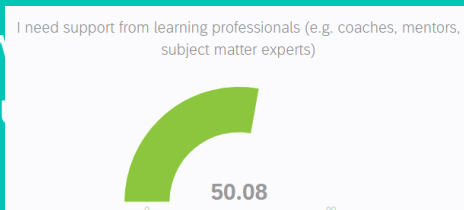
Tap into expertise

How often do you seek out experts to help you learn? Who do you go to for help?



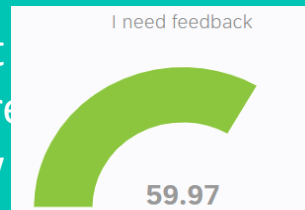
Lean on others

When you are stuck, how often do you seek support from learning professionals (e.g. coaches, mentors, subject matter experts)?



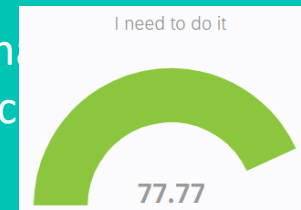
Get feedback

What different ways do you seek feedback to improve your learning?



Take on new challenges

In what ways do you stretch yourself to learn new things?





Take time to make sense

How will I build ref into my routines?

Power 5

Start 2

Added 1

Added 5

Keep an open and curious mindset

What are learning opportunities and cues around me?

Added 1

Added 6

Added 3

Power 3

Maintain learning goals

Where should I focus my efforts to learn and grow?

Start 1

Start 5

Start 4

Acknowledge your feelings

How will I manage the discomfort of learning?

Added 1



Tap into expertise

How can I educate myself? Who can be an advisor?

Start 5

Power 1

Start 2

Start 3

Lean on others

Who can I rely on for support?

Added 4

Added 3

Start 6

Start 5

Get feedback

What might I need to do differently? How will I know if it works?

Added 4

Added 5

Take on new challenges

In what ways do I need to stretch myself?

Start 5

Start 3

Start 6

Start 2

Power 2

Added 4

Power 6

Power 3



Now what?

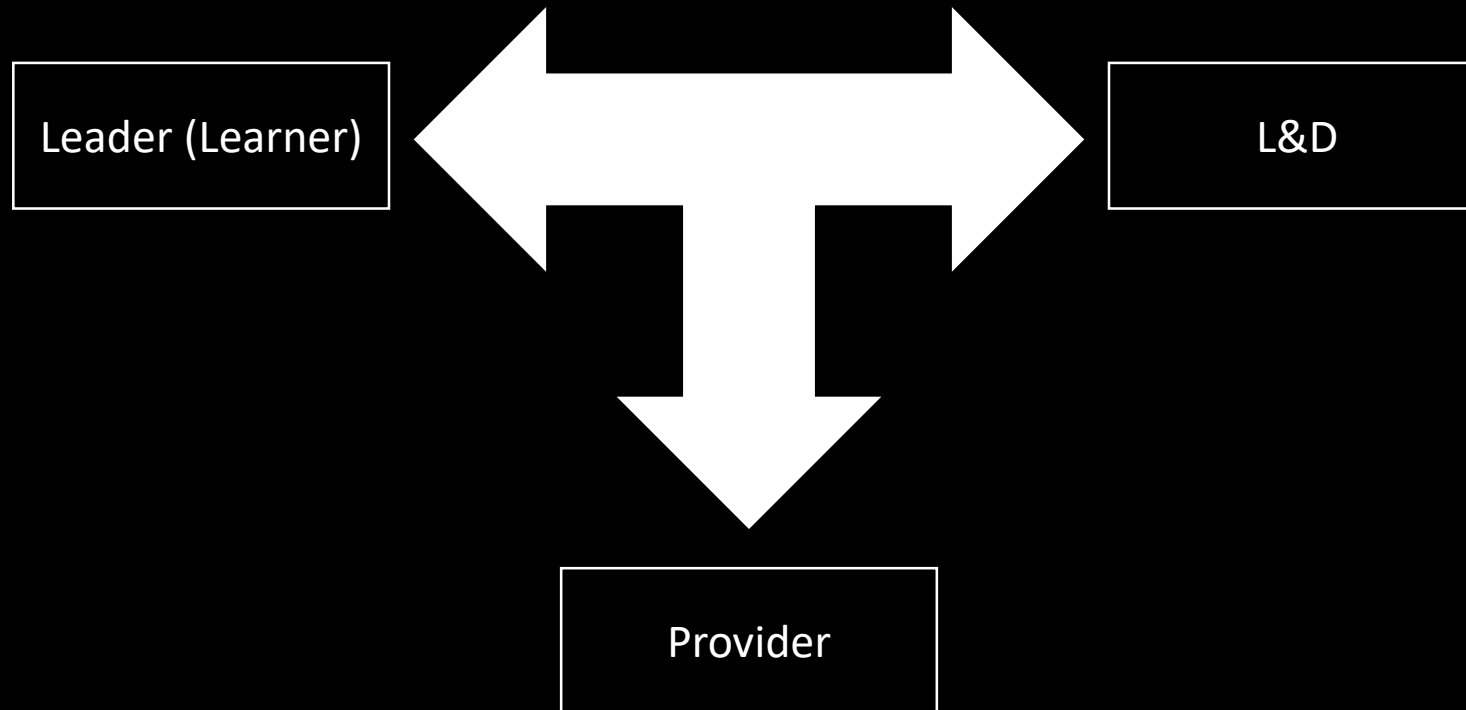
So how can we make leadership development more realistic (versus simplistic), more intentional (versus leaving it to chances), more leader-driven (versus something L&D does to you)

Potential

- For busy managers: Don't waste learning opportunity (scrap learning), be intentional about it. We have another model to deconstruct the learning process – the strategies to put in place
 - Give people another tool to be more in charge of their own development, more variety, select the tactics that work for them
 - People are accountable for putting in the deliberate effort, L&D is accountable for giving them the tactics and tools, and guidance
- For L&D: Measure effort, measure business outcomes, calculate the correlation

The biggest question of them all

Where will the the point of integration be?



Best-of-breed strategy or integrated bundle strategy

Harvard Business Review


Strategy | How Long Can a Company Thrive Doing Just One Thing?

Strategy

How Long Can a Company Thrive Doing Just One Thing?

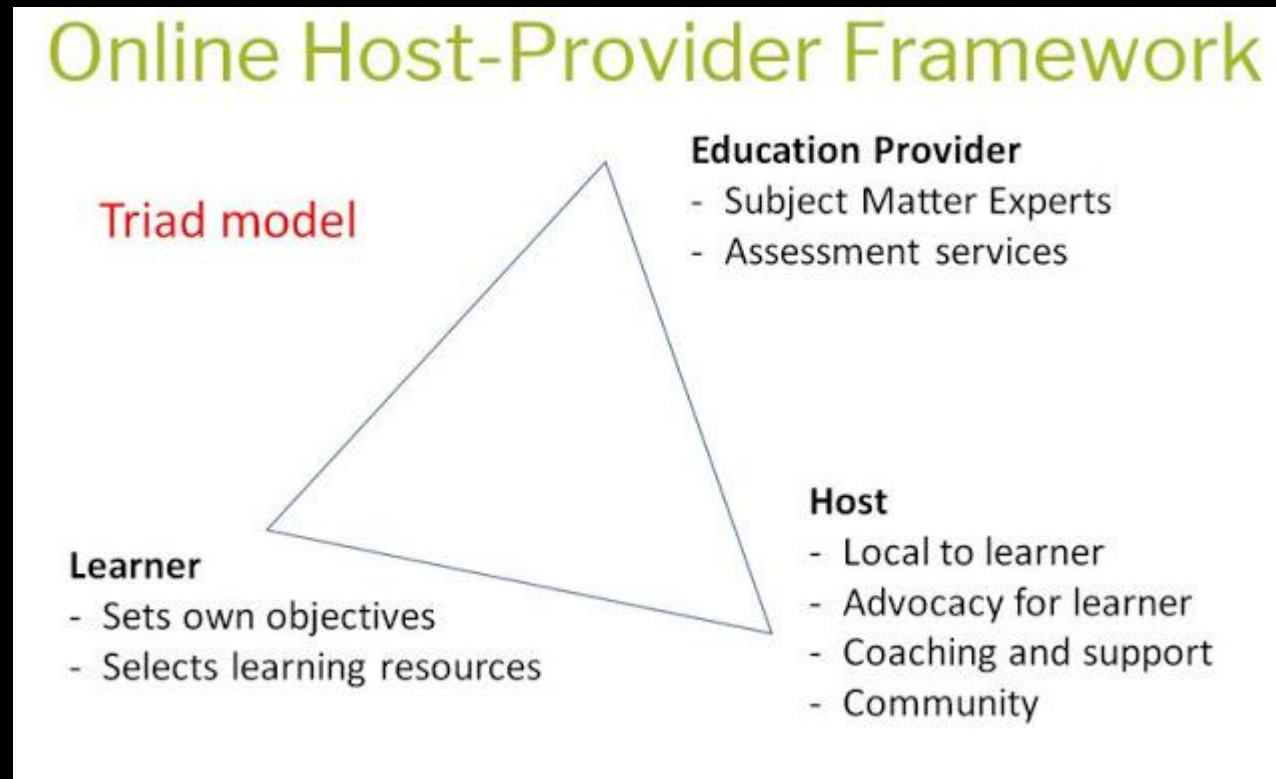
by Andy Wu and Scott Duke Kominers

December 10, 2020



hbr.org/2020/12/how-long-can-a-company-thrive-doing-just-one-thing

Who does what? (Stephen Downed 2020)



<https://halfanhour.blogspot.com/2020/12/institutional-support-for-personal.html>

So what was in the chat that we should talk about now?



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