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Why Leadership Development is Broken and How to Fix it

David Rock, 2017

WHO ARE WE?

A research-driven leadership institute with IP in development since 1998 & operations in 24 countries



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A NEW LANGUAGE FOR LEADERSHIP



Research • Education • Solutions

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THREE PRACTICES



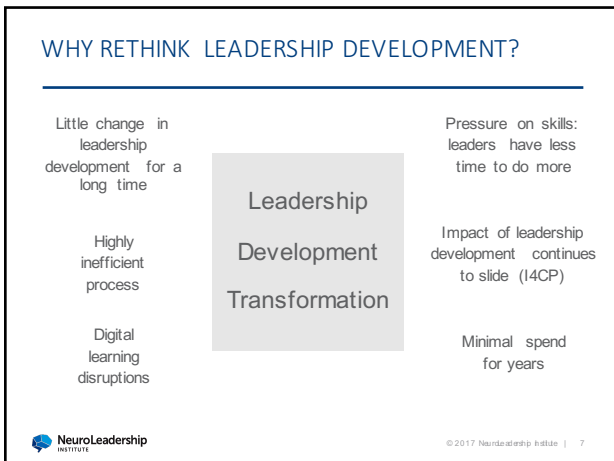
Performance
Transform performance by lifting the quality of conversations

Diversity & Inclusion
Move the needle on today's diversity and inclusion challenges.

Learning & Change
Accelerate and embed new behaviors through brain-based strategies


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- ### WHAT WE ARE SEEING IN THE MARKET
- A complete rethink around:*
1. How to **define** leadership
 2. How to **develop** leadership skills
 3. How to support **behavior change**
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THREE STAGES OF LEADERSHIP DEVELOPMENT




Stage 1:
Redefine Leadership

Simple, sticky, and relevant



Stage 2:
Build Skills

Build layered and coherent learning content



Stage 3:
Embed Skills

Give people what they need when they need it, the way they need it.

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STAGE 1: REDEFINE LEADERSHIP

CONVENTIONAL WISDOM SAYS:

Build a complete framework with competencies broken out at all levels of leadership

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STAGE 1: REDEFINE LEADERSHIP

SCIENCE SAYS:

What matters most is recall

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LEADERSHIP COMPETENCY FRAMEWORK

Level	Market Awareness	Customer Shareholder Value	Career Development	Building Trust and Credibility	Implementing and Operationalizing	Aligning the Teams	Decision Making	Task Execution	Managing Time	Change Management	
Level 1	Know the market. Understand the competitive landscape. Know the customer. Know the market. Know the market. Know the market.	Understand the customer. Understand the customer. Understand the customer. Understand the customer. Understand the customer.	Participate in goal setting. Participate in goal setting. Participate in goal setting. Participate in goal setting. Participate in goal setting.	Participate in goal setting. Participate in goal setting. Participate in goal setting. Participate in goal setting. Participate in goal setting.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.
Level 2	Identify market trends. Identify market trends. Identify market trends. Identify market trends. Identify market trends.	Understand the customer. Understand the customer. Understand the customer. Understand the customer. Understand the customer.	Participate in goal setting. Participate in goal setting. Participate in goal setting. Participate in goal setting. Participate in goal setting.	Participate in goal setting. Participate in goal setting. Participate in goal setting. Participate in goal setting. Participate in goal setting.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.	Understand the market. Understand the market. Understand the market. Understand the market. Understand the market.

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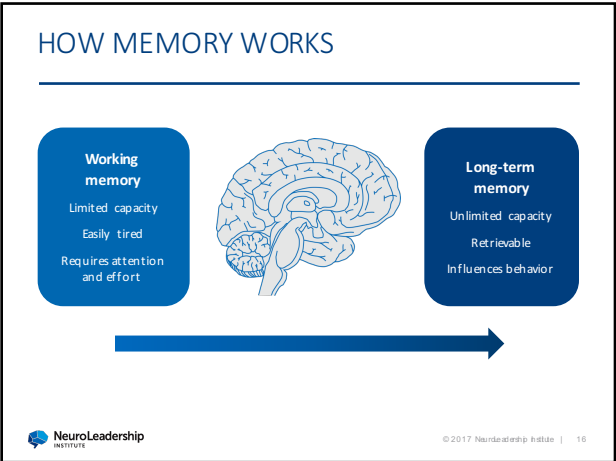
LEADERSHIP COMPETENCY FRAMEWORK

Area	Competency	Behavioral Indicators	Measurement Methods	Development Strategies
Strategic Thinking	Strategic Vision	Articulates a clear, compelling vision of the future that is aligned with the organization's mission and values.	360-degree feedback, self-assessment, peer review.	Mentoring, executive coaching, strategic planning exercises.
	Strategic Analysis	Conducts thorough analysis of internal and external environments to identify opportunities and risks.	Case studies, scenario planning, SWOT analysis.	Industry research, external consulting, cross-functional collaboration.
	Strategic Planning	Develops and communicates a clear, actionable strategic plan.	Strategic planning process, performance metrics, budget alignment.	Strategic planning workshops, cross-functional collaboration.
	Strategic Execution	Implements and monitors the strategic plan, making adjustments as needed.	Regular reporting, performance reviews, strategic audits.	Project management, cross-functional collaboration, regular communication.
	Strategic Innovation	Identifies and pursues new opportunities for growth and innovation.	Market research, R&D investment, pilot programs.	Encouraging risk-taking, providing resources, fostering a culture of innovation.
	Strategic Risk Management	Identifies and mitigates risks that could impact the organization's strategic goals.	Risk assessment, contingency planning, crisis management.	Risk management training, scenario planning, cross-functional collaboration.
	Strategic Resource Management	Allocates resources effectively to support the organization's strategic priorities.	Budget management, resource allocation, performance monitoring.	Budgeting exercises, resource optimization, cross-functional collaboration.
	Strategic Communication	Communicates the organization's strategy effectively to all stakeholders.	Clear communication, active listening, stakeholder engagement.	Communication training, stakeholder mapping, regular communication.
	Strategic Collaboration	Builds and maintains strong relationships with key stakeholders.	Networking, partnership development, conflict resolution.	Networking events, partnership development, conflict resolution training.
	Strategic Leadership	Inspires and motivates the organization to achieve its strategic goals.	Clear communication, active listening, stakeholder engagement.	Leadership training, coaching, role modeling.

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- ### NLI'S HYPOTHESIS ON WHY WE DO THIS
- Leaving anything out feels risky
 - Multiple stakeholder groups get involved
 - It's difficult to be simple
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HOW SIMPLE DO WE NEED TO BE?

- Easily storable in audio working memory**
- Short, low cognitive load to process**
- Yet rich enough to evoke meaning:**
'Execute' vs. 'Execute with urgency'

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THE NON-OBVIOUS POWER OF STICKY

- Used regularly by accident
- Applied to unanticipated contexts as generalized rules
- Has deep impact due to chunk size

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THE NON-OBVIOUS POWER OF STICKY

- The likelihood of language being used correlates directly with **how recallable** it is under cognitive load
- The more language is used, the more it serves to **prime** behavior in self and others.

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A BIG IDEA....

Culture change may correlate directly to how regularly a set of ideas are mentally animated.


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THE MINDSET SHIFT

FROM:
Trying to cover everything




TO:
Thinking realistically about what can be recalled

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TYPES OF LEADERSHIP MODELS

Alias Who What How

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THE BIG QUESTION...

What do leaders most need reminding about, most often, in your organization??

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STAGE 2: BUILD SKILLS

CONVENTIONAL WISDOM SAYS:
Provide an exhaustive menu of training options

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STAGE 2: BUILD SKILLS

SCIENCE SAYS:

Coherence and layering are necessary to build expertise



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TYPICAL OFFERINGS ARE EXHAUSTIVE MENU

Leadership Development à la carte		
Foundations of Coaching 2-day workshop	Scenario-Based Leadership® 1- or 2-day workshop	Career Development Workshop 2-day workshop
Master Difficult Conversations 1-day workshop	Influence Anyone® ½-day workshop	Stakeholder Management ½-day workshop
Performance Feedback 1-day workshop	Storytelling for Managers 4-hour workshop	Emotional Intelligence 101 1-day workshop
Decisive Leadership 1-day workshop	Strategic Thinking 1-day workshop	Team Building ½-day workshop
Running an Effective Meeting for Dummies 4-hour workshop	Leadership Trust ½-day workshop	Inclusive Leadership 1-day workshop
Your Leadership Style, Decoded 1-day workshop	Goal-Setting and Feedback 2-day workshop	How to Be Less Exhausted 2-day workshop



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Leadership Development à la carte		
Foundations of Coaching • Coach to develop your team • 3 best coaching frameworks • Coach through hard situations	Scenario-Based Leadership® • Learn yours and others' leadership style • Decide the scenario at hand • When to use what leadership approach	Career Development Workshop • How to develop yourself • How to develop your team • Match your needs with your organization's opportunities
Master Difficult Conversations • Why conflict arise • Learn to read the situation • Influence with 3 proven techniques	Influence Anyone® • What others care about • How to recognize their unspoken needs • Create positive momentum	Stakeholder Management • Learn what stakeholders want • Influence the people you work with • Match your needs with theirs
Performance Feedback • What kind of performer are they? • How to get the best response • Build on their desire to perform	Storytelling for Managers • The importance of stories • How to create a narrative • Persuade others with style	Emotional Intelligence 101 • What drives people on an emotional level • How to recognize the underlying reasons for people's behaviors • Pick up signals and communicate more effectively
Decisive Leadership • The impact of powerful decision-making • What drives our decisions • How to make unbiased decisions	Strategic Thinking • How to set the right direction • Identify factors that cloud your judgment • Test your strategy and build a strong vision	Team Building • Notice each person's strengths • Create a team identity • Enhance collaboration through strategic exercises
Running Meetings for Dummies • Focus on the right topics • Eliminate distractions and conflict • Finish strong with clear goals	Leadership Trust • How to connect with others • Demonstrate empathy • Be a strong advocate	Inclusive Leadership • Recognize what detracts from trust • Build a common purpose • Actively empathize and collaborate with the whole team
Your Leadership Style, Decoded • Learn what drives you • How your leadership style impacts your team • Work well with anyone	Goal-setting and Feedback • The goal setting and feedback cycle • Anticipate the drive performance • Give just-in-time feedback to maximize results	How to Be Less Exhausted • Get more sleep • Eat well and stay fit • Stop taking redundant leadership development classes



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Leadership Development à la carte		
Foundations of Coaching • Coach to develop your team • 3 best coaching frameworks • Coach through hard situations	Scenario-Based Leadership® • Learn yours and others' leadership style • Decide the scenario at hand • When to use what leadership approach	Career Development Workshop • How to develop yourself • How to develop your team • Match your needs with your organization's opportunities
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Decisive Leadership • The impact of powerful decision-making • What drives our decisions • How to make unbiased decisions	Strategic Thinking • How to set the right direction • Identify factors that cloud your judgment • Test your strategy and build a strong vision	Team Building • Notice each person's strengths • Create a team identity • Enhance collaboration through strategic exercises
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YOU THINK YOU'RE MAKING IT EASIER

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RECIPE FOR SUCCESS: FOCUS ON THE ESSENTIALS

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NEUROSCIENCE AS OPERATING SYSTEM

Many concepts are redundant when considered according to neuroscience vs. organizational behavior.

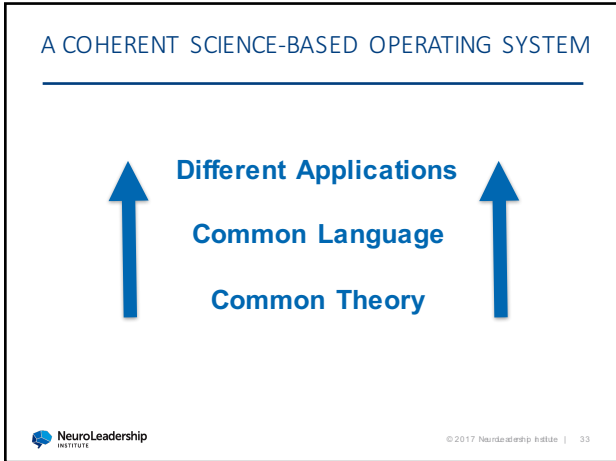
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PARADIGM SHIFT

FROM:
Concepts taught 10
different ways

TO:
Coherent,
layered learning

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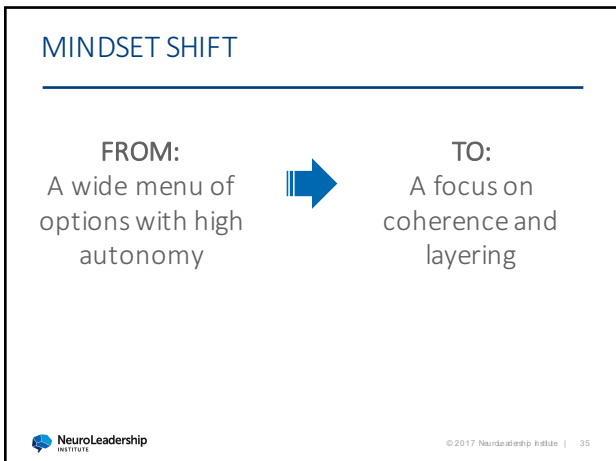


BIG PICTURE: COHERENCE

Coherence: *Every part fits together
Every recall re-embeds the whole map*

Decoherence: *The brain eventually discards the map*

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- ### BUILD SKILLS: IMPLICATIONS
-
1. Focus on essential skills needed now
 2. Be vigilant about coherence and layering
 3. Build on a common operating system
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STAGE 3: EMBED SKILLS

CONVENTIONAL WISDOM SAYS:
 Program participation equals behavior change

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STAGE 3: EMBED SKILLS

SCIENCE SAYS: Build habits over time through multiple learning strategies



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EMBED SKILLS: IMPLICATIONS

1. Formal learning is still important
 - But change is what happens *after the learning event*
2. Use tools weaving insights into workflow
3. Always follow the science of learning

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HOW TO CHANGE BEHAVIOR

<p>Push model</p> <p></p> <ul style="list-style-type: none"> • Formal learning • Action learning • Stretch assignments • External courses <p>Learn → Change</p>	+	<p>Pull model</p> <p></p> <ul style="list-style-type: none"> • Just-in-time tools • Systems embedded content <p>Change → Learn</p>
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EMBED SKILLS: IMPLICATIONS

1. Formal learning is still important
 - But change is what happens *after the learning event*

2. Use tools weaving insights into workflow

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ALWAYS FOLLOW THE SCIENCE OF LEARNING

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GUIDING PRINCIPLE

To change a culture -
define your objective as a set of habits

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HOW MANY HABITS CAN WE CHANGE AT ONCE?

New behaviors require conscious,
deliberate effort.

The brain process is slow, serial, and
limited by working memory.

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OPPORTUNITIES AND ANNOUNCEMENTS

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RESEARCH BRIEFINGS

Dive into the research, develop your talent team

- Fix Leadership Development
- Break Bias
- Improve Feedback
- Rethink Learning
- Establish Growth Mindset
- Transform Performance Management










Schedule a Briefing Today:
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 email northamerica@neuroleadership.com

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THE NLI SUITE OF SOLUTIONS

 CONNECT <small>The Neuroscience of Quality Conversations</small>	 DECIDE <small>The Neuroscience of Breaking Bias</small>	 ADAPT <small>The Neuroscience of Change Agility</small>
 INCLUDE <small>The Neuroscience of Smarter Teams</small>	 SELECT <small>The Neuroscience of Better Hiring</small>	 IMPROVE <small>The Neuroscience of Better Feedback</small>
<p>Coming soon...</p>  DIFFERENTIATE <small>The Neuroscience of Better Education</small>		

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PERFORMANCE MANAGEMENT SUMMIT



2017 Performance Management Summit

June 13 | Santa Clara, CA

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2017 Summit – hold the date




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New York City starts May 9th, 2017
Toronto starts June 7^h, 2017

Register: neuroleadership.com/education

Questions?
mikedepietro@neuroleadership.com

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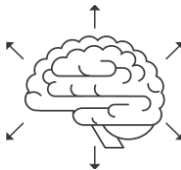
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Questions?
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Thank you.

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