Success Factors for Leadership Development in Socially Responsible Businesses

NHBSR 2010 Webinar Series
December 8, 2010
Ted Freeman & Ginny Vanderslice
Overview

- Outcomes
- Core principles
- How
- Success factors
Why

“I’ve spent my life pursuing the mission of this company. I don’t want it to falter in the future.”

“Our executive team is spending way too much time on operational issues, and not enough time on big-picture strategy.”

“We are growing very fast. We need strong leaders at every level for our business to really thrive.”

“When our founder retired, our leadership team wasn’t ready to run the organization.”
Outcomes

Knowledge & Skills
- Difficult conversations
- Collaboration
- Initiative
- Feedback
- Active listening
- Power & authority
- Meeting management
- Cross-company awareness

Relationships
- Capacity
- Peers
- Manager
- Coach
Outcomes

Create | Share
Evaluate | Prioritize
Analyze | Reflect
Apply | Experience
Understand | Feel
Remember

Relationships
Skills
Knowledge
Outcomes

"I’ve learned how to be a better listener and I have used the skills with clients…. As a result, one client left the call in a good mood – hopefully the same good mood as when he signs the check."
Core Principles

- Emotional Intelligence
- Adult Education
- Multi-level Engagement
- Cultural Integration
How: Program Process

Structured → Customized

Immersion → Reflection Practice Application → Immersion

Immersion → Reinforcement Integration → Immersion

Reflection Practice Application → Immersion → Reflection Practice Application
How: Ideal / Real Self

- Role of accurate self-assessment
- 360-degree feedback
- Self-reflection
How: Multi-Modal

- Readings
- Participant
- Experiential Activities
- Role Play
- Group Discussion

Increase Knowledge
- Enhance Skills
- Deepen Relationships
How: Partnerships

- Feedback
- Support
- Enhanced relationships
- Guidance
- Shared experiences
- Common language
How: Application Projects

Business Outcomes...
- Transform environmental reporting
- Train on meeting management
- Explore international market
- Propose new service

People Outcomes...
- Skill development
- New cross-company relationships
- Deeper organizational understanding

Organizational Need or Opportunity

Learning Opportunity

Application Projects
- Individual
- Group

Reflection • Processing
### How: Sample Program Overview

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics/Activities</th>
<th>Inter-Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-</td>
<td>• Define cultural goals and performance objectives (e.g., Feedback, Collaboration)</td>
<td>• Readings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Identify leadership challenges</td>
</tr>
<tr>
<td>1</td>
<td>• Self-assessment</td>
<td>• Conference calls between sessions</td>
</tr>
<tr>
<td></td>
<td>• My leadership style &amp; values</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fundamental communication skills</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>• 360 feedback &amp; learning agenda</td>
<td>• Individual coaching</td>
</tr>
<tr>
<td></td>
<td>• Self-generated content for learning</td>
<td>• 1:1 meetings with manager</td>
</tr>
<tr>
<td></td>
<td>• Advanced communication skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Delegation and accountability skills</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>• Advance learning agenda</td>
<td>• 1:1 meetings with manager</td>
</tr>
<tr>
<td></td>
<td>• Collaboration skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Group dynamics</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>• Exercising authority</td>
<td>• Plan for sustaining change</td>
</tr>
<tr>
<td></td>
<td>• Advanced leadership skills</td>
<td>• Top leadership attends</td>
</tr>
<tr>
<td></td>
<td>• Deliver group projects</td>
<td></td>
</tr>
</tbody>
</table>
Top Success Factors

- Ideal/real self
- Layered skill building
- Partnerships
- Buy-in & Tie-in
- Top leadership role
Discussion