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World Class Executive Development

4 Elements That Will Make Leadership Development More Successful!

Jack Zenger, CEO
Joe Folkman, President
Zenger Folkman

multiple choice

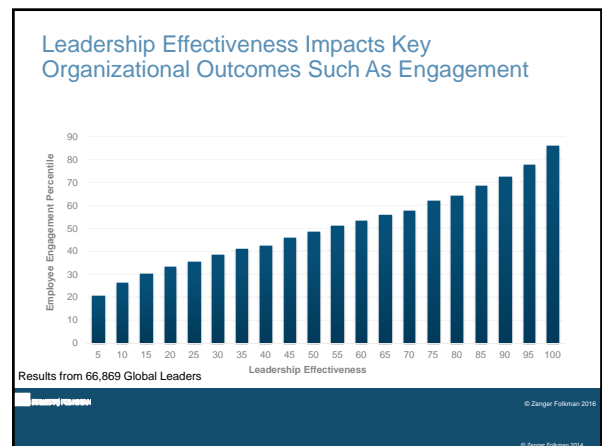
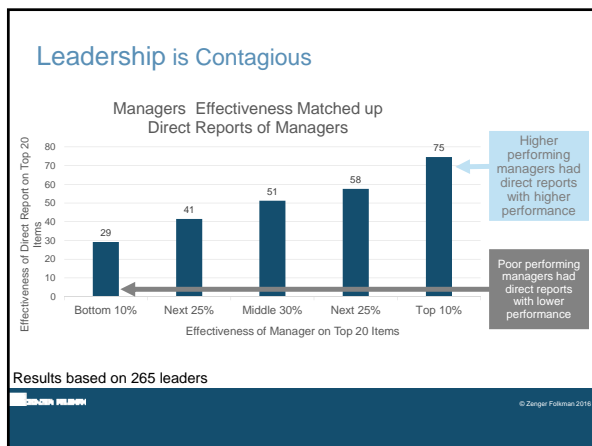
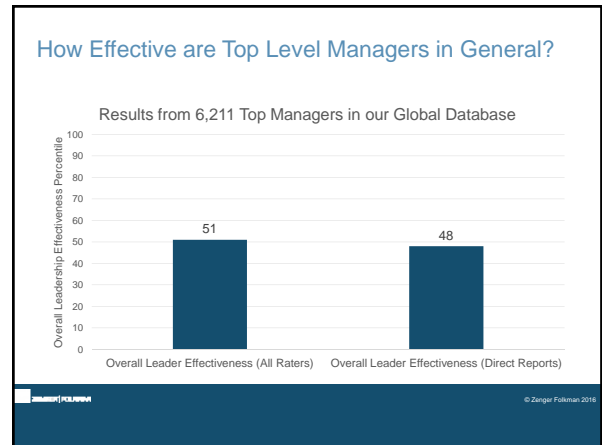
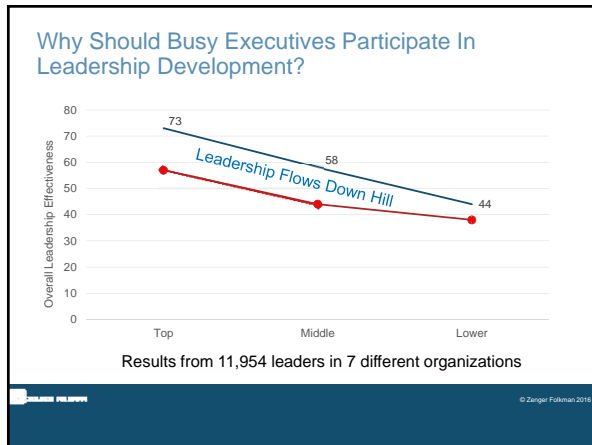
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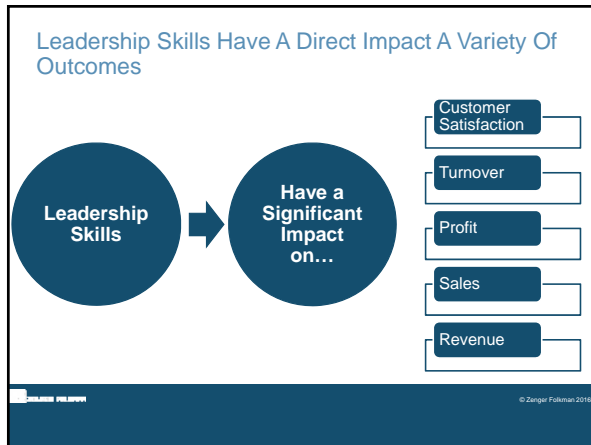
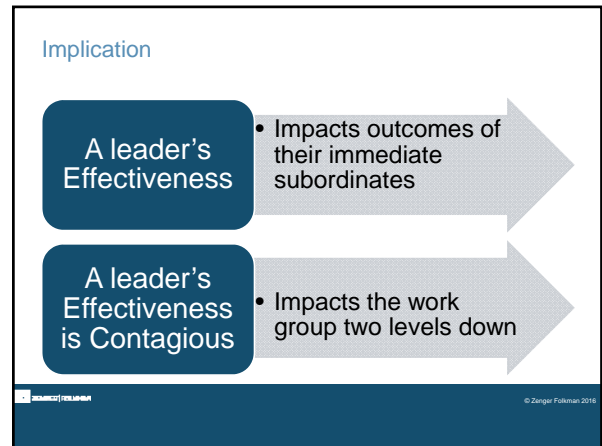
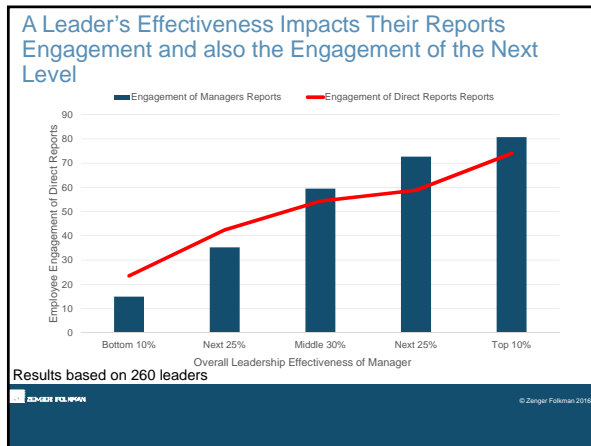
Do top executives in your organization participate in leadership development?

1. They are engaged participants in sessions
2. They set expectations with direct reports and discuss what their direct reports have applied
3. They kick-off and close all sessions
4. On occasion they will get involved
5. They are not involved in any observable way



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learn more

Challenge


Create a learning and development experience for executives and high potential leaders that significantly increases the probability of change and improvement.

Factors That Create Exceptional Learning

1. The ideal environment
2. Practical and relevant content
3. Powerful teaching methods
4. Follow-up for sustainability



1. Environment — One and Done?

- One session, packed with extensive content
 - Drinking from a fire hose
- Reasonable learning sessions over time
 - Focus on one topic allows time for reflection and practice
 - Training is spaced apart, giving time for application and review



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1. Environment — Executive Support

- **No Executive Support**
 - Manager never acknowledges that you are in a developmental experience
 - Manager is frustrated because you are not at work
 - You receive several emails during the training
- **Executive Support**
 - Manager talks with you before the developmental experience to understand your goals and convey expectations
 - Manager follows up and asked you to share your goals
 - Manager makes sure you have the time to focus on development
 - Manager asks you to share learnings with others in the team

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1. Environment — Accountability Culture


- **No Accountability**
 - Accountable only to yourself
- **Accountability Culture**
 - Manager asks for action plan
 - Manager put action plan into your personal development plan
 - Manager follows-up via coaching conversations
 - Report to cohort in training sessions on progress



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1. Environment — Positive Philosophy

- **Weakness Focus**
 - Discover why you are such a loser
- **Strength Focus**
 - What will help you to stand out and succeed?
- **Follow Your Passion**
 - The organization needs to accommodate your passion
- **Understand Where Passion and Organizational Needs Mesh**
 - Understand your passion and what the organization needs you to do




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2. Content — Practical and Relevant

- Focused on content that impacts organizational outcomes
- Participant motivation increases when they see that improvement will drive success
- Practical topics tightly linked to outcomes
 - Leadership effectiveness
 - Inspiring and motivating others
 - Coaching
 - Feedback
 - Teamwork

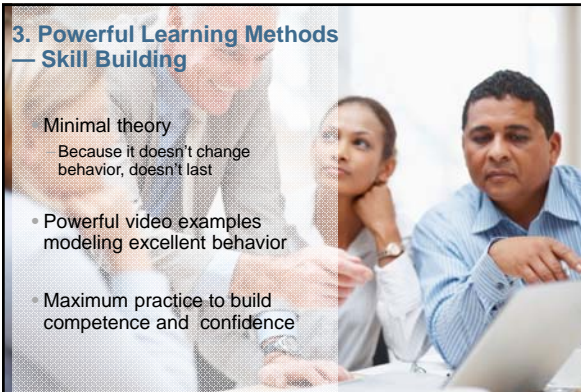
“It can't be just any content. It has to be relevant, remarkable content.”



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3. Powerful Learning Methods — Skill Building

- Minimal theory
 - Because it doesn't change behavior, doesn't last
- Powerful video examples modeling excellent behavior
- Maximum practice to build competence and confidence



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3. Powerful Methods — Extensive Feedback

Many training programs provide content, then expect participants to assess their own performance.

Accuracy in Predicting Overall Leadership Effectiveness (as measured by 360 data)

Category	Value
Self-Perceptions of Our Effectiveness	~25
Others' Perceptions of Our Effectiveness	~75

The most impactful training experiences provide feedback from others and powerful self-assessments

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4. Follow-up for Sustainability — Executive Coaching

- Personalized
- Spread over time
- Monitors implementation
- Provides motivation for continual improvement

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4. Follow-up for Sustainability — Repeat 360-degree Assessment

- How much would you have studied if there was no final?
 - Knowing there will be another 360-degree feedback cycle increases change
- We give leaders feedback but provide no tools to monitor their progress
- Conveys the organization's expectation for improvement, plus ongoing support

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Of 882 Leaders, 120 Leaders had Fatal Flaw(s)

Comparison of Pre-Test and Post-Test Results

Test	Overall Leadership Effectiveness Percentile
Pre-Test	20
Post-Test	51

Study based on results of 120 leaders in five different organizations

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281 Leaders with no Fatal Flaws

Comparison of Pre-Test and Post-Test Results

Test	Overall Leadership Effectiveness Percentile
Pre-Test	60
Post-Test	82

Study based on results of 281 leaders in five different organizations

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What We Know

1. Leaders make a profound difference on organizational performance
2. Leadership is exceedingly contagious (Both Good and Bad)
3. Leaders can improve but they need to overcome inertia via feedback, good content and guidance
4. The cost of development is minimal compared to the value created through new behavior
5. The cost of development pales in comparison to costs of bringing in new talent, also avoids the risks
6. Leadership developmental in your organization will significantly impact employee commitment and engagement

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Each offering is solidly grounded in research, utilizing our extensive empirical database. The end results are statistically significant improvements in how leaders lead, how their employees engage and how their companies profit; allowing both leaders and organizations to soar to new heights.

Thank you

Contact us at info@zengerfolkman.com
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