

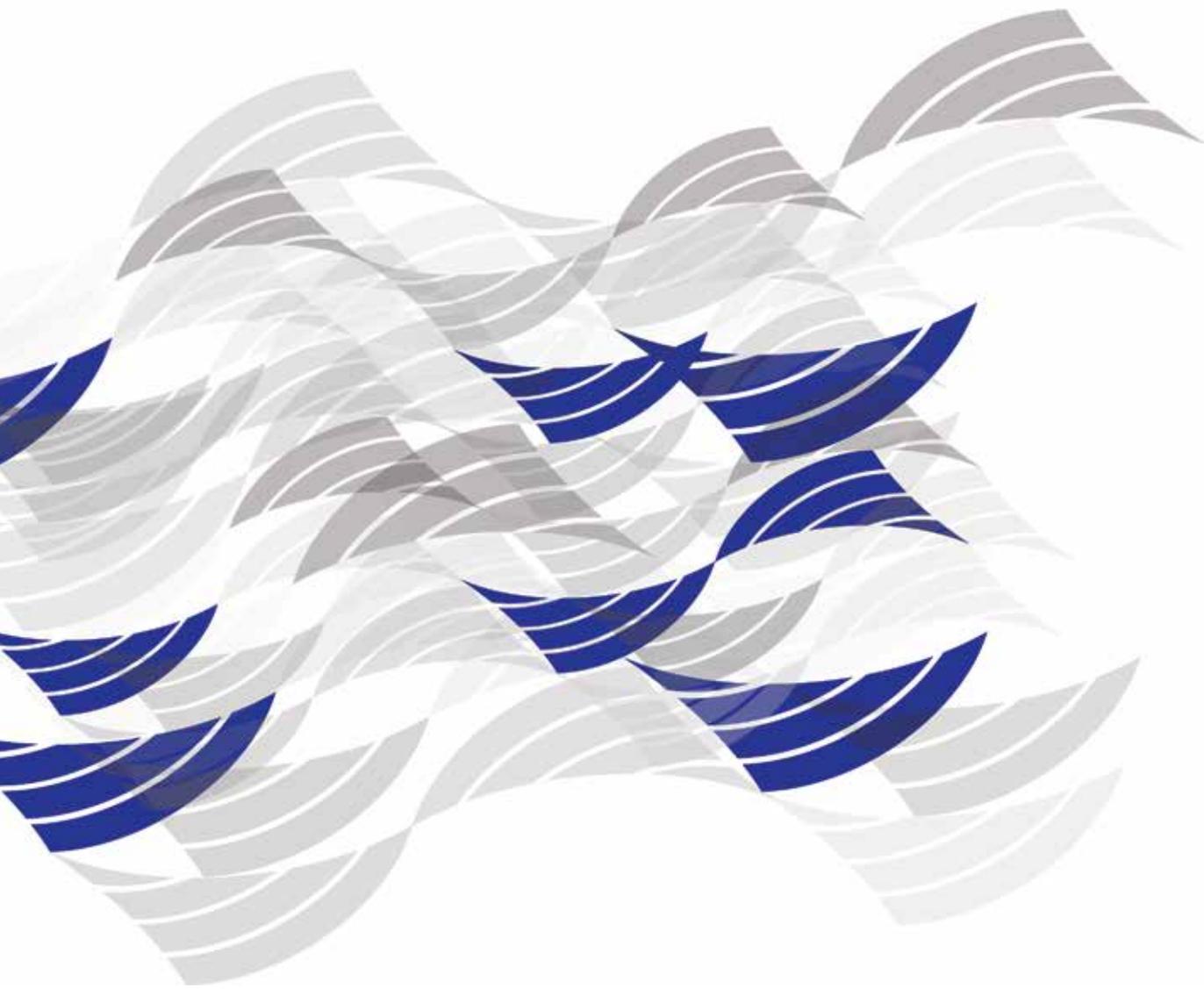
WHITE PAPER

transitioning into leadership series



Scaling Leadership Development for Maximum Impact

By: Jeff Howard, Mike Smith, Clemson G. Turregano, and Sonia Allué de Baro



Contents

Introduction	1
Principle 1 Plan: Strategy First	2
Principle 2 Build: The Right Learning for the Right Level	4
Principle 3 Leverage: The Right Talent—Outside and Inside	6
Final Thoughts	9



Introduction

The current marketplace requires organizations to work differently than they have in the past. Superstar talent that performs well in an isolated silo is critical, but not sufficient in our world of continuous change. We have never seen such a need for diverse teams to come together, work cohesively, then dissipate to work with other teams to achieve business goals in a condensed period of time. Such an environment calls for collaboration, connection, and coordination that are rooted in common leadership language, vision, and behaviors. The optimal way to achieve this is by scaling leadership development.

In other words, organizations that are most effective at creating new leadership capabilities across different functions are intentional, strategic, and focused on effectively linking that development to business results. Employees throughout the organization expect each other to engage, change, innovate, and move forward. Traditional leadership development fails to support this kind of agile workplace.

Scaling leadership development efficiently and effectively enhances the ability of an organization to quickly execute its strategy and achieve its goals. It can help generate revenue, accelerate innovation, and develop market agility. Doing this well will optimize the return on a leadership development initiative. It's larger than just another Human Resources or Learning and Development initiative, and it requires the involvement of business leaders throughout the organization.

The key to scaling is devising a strategy at the outset. Once in place, it is imperative to have the processes and the talent in place to support the initiative.

When scaling leadership development, it's essential to focus on these 3 principles:



Principle 1

Plan: Strategy First

What are the business problems and opportunities that demand a leadership solution? Achieving optimal leadership development scalability starts with this question. Organizations don't go to market without a sales or operations strategy. Likewise, there should be hesitancy about going to market without a leadership strategy.

The Center for Creative Leadership (CCL[®]) recently worked with a company in the financial services industry that was in the process of changing its customer value proposition, which essentially resulted in a company rebrand. The company's leaders quickly realized they needed to transform the way they worked together in service of their customers, changing systems and processes, but also ways of interacting and working with each other across the enterprise. The CEO and the executive team connected the dots between how the company's new goals and related strategies linked to their new leadership practices, behaviors, mindsets, and a required shift in their leadership culture. This context was the basis for an enterprise-wide leadership development initiative.



If you have never thought about this correlation between strategy and leadership development scalability, then consider the following tips:

- **Think about the big picture.** Don't fall into the trap of focusing on leadership development that targets certain pockets of leaders or one modality of learning. This leads to voids that decrease the likelihood of achieving organizational goals.
- **View leadership as a lever.** It should be used to execute the business strategy and drive performance.
- **Think through how different levels of the organization are impacted by new goals and strategies.** What leadership practices and ways of working need to be executed differently as a result of a new strategy?
- **Ask if the organization is ready for your plan.** Are they willing and open to organization-wide change? Be honest and have the appropriate conversations to determine the answer to this question.
- **Identify the drivers of the strategy.** Drivers are the key choices that need to be made about how to position the organization to take advantage of its strengths, weaknesses, opportunities, and threats in the marketplace. For example, a driver might mean becoming more global or driving increased innovation.
- **From the key drivers, focus in on the leadership strategy implications.** For example, the leadership implications for becoming more global might entail the ability to effectively and strategically lead globally dispersed teams.



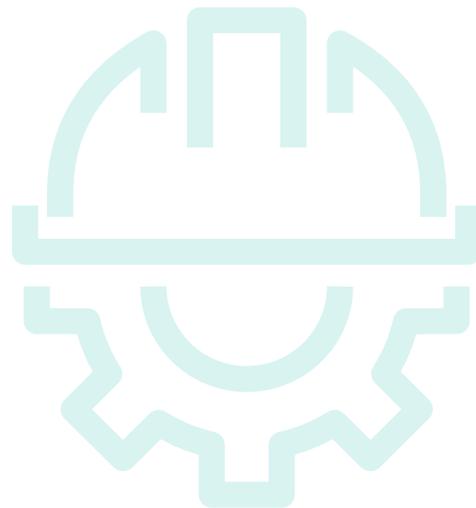
Principle 2

Build: The Right Learning for the Right Level

Scaling leadership development requires significant commitment across the organization. It's not a program, but rather a sweeping initiative that requires a whole systems view. The organization must have clarity about the varying needs and investments at different levels. Solely implementing training programs is not sufficient. Create the right architecture—a set of leadership solutions—to support your learning and development objectives.

In that process, it's equally important to align the content to support this overall leadership development process. The good news is that with today's technology, there are so many different forms of content available for organizational learning: licensed, pre-packaged, digital, books, self-directed, etc. The bad news is that it is often isn't organized, aligned, and packaged for different modalities, at different levels, or to meet varying investment allotments.

In deploying scalable development across an agency of the US government, CCL supported their development of a leadership approach. Then we crafted a design that both transformed senior-level leaders with highly personalized programs and cascaded key leader skills from that experience across the organization in smaller, more affordable, and more scalable pieces.





Here are some points to consider so your organization doesn't fall into this trap, but rather can create a leadership architecture that supports scaling:

- **Don't overwhelm your colleagues with "stuff."** Deliver the right content at the right time and for the right reason. Focus on the skills, behaviors, and practices needed by individual leaders and on the organizational leadership capabilities needed to support the business strategy. A narrow focus usually produces a greater impact.
- **Leaders learn in different ways.** Therefore it's critical to design a mix of modes of learning that work for different people at different levels—from customized development over time, to internally led skill-building workshops, to self-directed digital delivery. No matter the delivery mode, it is vital to create common leadership language around the critical skills for success as it relates to your strategy.
- **You will need to rely on technology.** Assess whether your organization has the right technology in place to support scaling.
- **Anchor the initiative in agreed upon learning objectives at every level.** You can talk about the same topic of leadership development, making sure that it is integrated with other topics above and below the level delivered.
- **Establish a variety of mechanisms to create accountability.** After any form of delivery—whether it is in person or digitally—ensure participants walk the talk.



Principle 3

Leverage: The Right Talent—Outside and Inside

While it's possible to have a clearly articulated leadership strategy, the capability to deploy multiple delivery modalities, a team of expert facilitators, and the right content available for face-to-face or digital formats, many organizations struggle in one or more areas. If you're lacking any one of these critical pieces, you'll need the support of an external partner.

Once you've chosen the right partner to help you along the way, it's time to engage your internal team. They need to be the champion of the initiative, which can involve developing thousands of leaders in a short timeframe. They must be dedicated to the process and fully understand the larger vision and the related tactics that will drive success. Consider them internal leadership development consultants.

Leaders often express concern that their internal resources may not be fully prepared for this challenge. In today's complex market, many practitioners consider scaling a development initiative to be uncharted territory. It involves readiness, both in terms of capacity and capability. You must have the ability to 'go big or go home' when scaling a leadership development across the enterprise. You might have only a handful of very talented learning and development professionals on your team who are fully vested and have the skills to drive the initiative. But if they are trying to influence thousands of individuals in various parts of the world, there will likely be an issue of capacity. On the other hand, larger learning and development teams might be prepared in terms of numbers, but there could be a skills gap in execution.

Choosing a Partner for Scale 101

- **Experience:** The partner should have deep, demonstrable experience in your specific type of business challenge.
- **Fit:** Ensure the partner fits well with your culture, your leadership team, and your values.
- **Scale:** Your chosen partner should be able to deploy resources widely, and match well to your geographies.
- **Internal Support:** Find a partner who will help develop the internal capacity needed to deliver content at scale.
- **Quality:** Partner firms should demonstrate the consistent quality of their content and their work with clients like you.
- **Impact:** Validate the results the partner has produced with other, similar clients.
- **Value:** While price is not always the most reliable measure, ensure the value you're getting meets your needs.

Capacity isn't just about people either. If you're using technology to scale, you must also have the right capability and capacity in your Learning Management System to get the job done, along with the right people (facilitators/moderators) who can use that technology to effectively enable learning.

We are working with a major corporate brand on a global, enterprise-wide leadership initiative. CCL and its client co-developed a curriculum that provided a common language around leadership, but also enabled a certain amount of adaptability for cultural context. CCL designed the curriculum and provided most of the content, while the client leveraged the capacity and capability of its internal training staff to deliver this curriculum to their businesses all over the world.

Here is some practical advice on how you can think through this critical principle:

- **Mix outsourcing with insourcing.** Leverage your partner for certain key groups such as senior executives where deeper, more complex development is required.
- **Identify your internal facilitation talent.** “Train the trainers” to be ambassadors and delivery staff in your organization. This training is an ideal opportunity to ensure alignment and review the tactics to be deployed.
- **Engage and integrate business leaders.** Use the skills and passion they've developed for their specific function to supplement the “trainers” from Human Resources. This concept of “Leader-Led Development” helps deeply engrain the new skills into the business, and supports the effort to scale, while at the same time offering invaluable insights.
- **Regularly connect your facilitators and business leaders.** It's important that your internal and external facilitators and business leaders have the opportunity to share best practices, uncover challenges, and support each other.





Final Thoughts

Imagine the impact that will result in your organization if there is shared leadership vision, language, and behaviors linked directly to a critical business need. Scaling leadership development is the optimal way to create new capabilities across an entire organization in a short amount of time. If you want to be a part of a transforming initiative, we implore you to fully appreciate the effort it takes to make that happen.

Scaling leadership development requires shifts in the way you might traditionally approach development efforts. Yes, it's complex, but thinking through these key principles will help you to more quickly achieve the concrete business results you're being asked to deliver.

Authors

Jeff Howard is the managing director of Global Learning Products at the Center for Creative Leadership (CCL®). CCL's Global Learning Products team brings our research, experience, and expertise to life in easily accessible digital learning, licensed workshops, assessments, toolsets, and publications to create sustainable results. Jeff holds an MBA from the Bryan School of Business and Economics at the University of North Carolina at Greensboro and a BA from the University of North Carolina at Chapel Hill.

Mike Smith is a director in CCL's Organizational Leadership Practice group. As the business development lead in the Practice, Mike builds partnerships with clients to align their leadership strategy and talent development solutions with their business strategy to drive organizational performance. Mike earned an MA in economics and a BS in economics from the University of North Carolina at Greensboro.

Clemson G. Turregano is the global director of Custom Solutions at CCL. He is responsible for the full spectrum of client-centered solutions, including all delivery methods from virtual to face to face. Clemson's undergraduate degree is from The Citadel, The Military College of South Carolina. He earned his Master's Degree in Political Science, MPA, and Doctorate from the Maxwell School of Citizenship, and Public Affairs at Syracuse University, along with a Masters in Security and Strategy from the US Army War College.

Sonia Allué de Baro serves as the Global Licensing director at CCL, working closely with business leaders and content creators to increase CCL's reach and impact through intellectual property licensing globally. She has 15 years of business experience with a focus in sales, strategy, legal, and operational excellence. She has developed her professional career in the education industry in countries such as UK, Spain, and Belgium. She has worked in international roles from 2001 and her working languages are English, Spanish, and French.

To learn more about this topic or the Center for Creative Leadership's programs and products, please contact our Client Services team.

+1 800 780 1031 +1 336 545 2810 info@ccl.org



Center for
Creative
Leadership®

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world's Top 5 providers of executive education by the *Financial Times* and in the Top 10 by *Bloomberg Businessweek*, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; Gurgaon, India; and Shanghai, China.

CCL - Americas

www.ccl.org

+1 800 780 1031 (US or Canada)

+1 336 545 2810 (Worldwide)

info@ccl.org

Greensboro, North Carolina

+1 336 545 2810

Colorado Springs, Colorado

+1 719 633 3891

San Diego, California

+1 858 638 8000

CCL - Europe, Middle East, Africa

www.ccl.org/emea

Brussels, Belgium

+32 (0) 2 679 09 10

ccl.emea@ccl.org

Addis Ababa, Ethiopia

+251 118 957086

LBB.Africa@ccl.org

Johannesburg, South Africa

+27 (11) 783 4963

southafrica.office@ccl.org

Moscow, Russia

+7 495 662 31 39

ccl.cis@ccl.org

CCL - Asia Pacific

www.ccl.org/apac

Singapore

+65 6854 6000

ccl.apac@ccl.org

Gurgaon, India

+91 124 676 9200

cclindia@ccl.org

Shanghai, China

+86 21 6881 6683

ccl.china@ccl.org

Affiliate Locations: Seattle, Washington • Seoul, Korea • College Park, Maryland • Ottawa, Ontario, Canada
Ft. Belvoir, Virginia • Kettering, Ohio • Huntsville, Alabama • San Diego, California • St. Petersburg, Florida
Peoria, Illinois • Omaha, Nebraska • Minato-ku, Tokyo, Japan • Mt. Eliza, Victoria, Australia

- 1 to 1 Coaching
- Team Coaching
- Workshops
- Peer Groups

Phone: 248.882.2354

Web: www.ahaleadership.com

E-mail: aha@ahaleadership.com



We help leaders realize their full potential by taking them from where they are to where they want to be. We simplify the complicated. As change agents, we use our real-world business experience combined with our leadership training to inspire leaders. You'll discover your unique personal potential and experience results based on teamwork. You'll learn solid leadership principles, hear real stories and participate in engaging exercises. We guarantee that when you participate in the process...and you will experience a leadership Aha!