

## HOW TO BRING YOUR

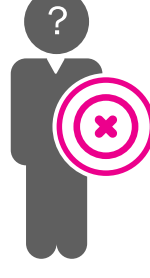
# LEADERSHIP TRAINING — STRATEGY TO LIFE —

Once the case for leadership development has been made and budget is secured, it's time to plan and implement **a comprehensive training strategy that aligns with organizational goals** to get the most value for your investment. But this is easier said than done...



Companies spend  
**\$14B**  
**EACH YEAR**  
trying to super-charge  
leader performance.<sup>1</sup>

HOWEVER...



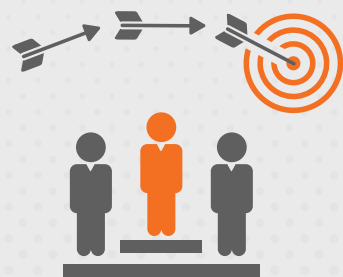
**2/3 OF MANAGERS**  
said they didn't improve after  
participating in leadership  
development programs.<sup>2</sup>

To execute leadership development training strategy successfully you must consider...

## BEFORE

### Buy-in & Tie-in

Executive leadership support  
and aligning training strategy  
to organizational goals.



## DURING

### Content Learners Love

Engaging, job-relevant content  
delivered how and when the  
learner prefers.



## AFTER

### On-the-job & Beyond

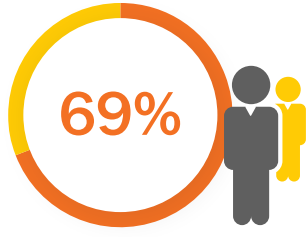
Improved job performance through  
application and measuring  
consistently for sustainment.



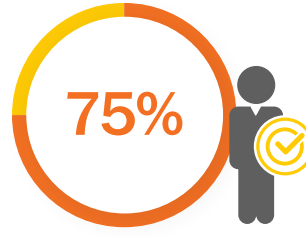
Let's look at a few ways to be proactive in these **three** areas.

## BUY-IN & TIE-IN

**Get everyone involved, have executives and managers play a role in developing courses.**



Over 2/3 of talent  
developers use managers  
and leadership to  
promote learning.<sup>3</sup>



3/4 of employees  
would take a manager  
suggested course.<sup>3</sup>

Leadership behaviors are  
**contagious** and cascade down  
from executive level to the levels  
below them.

**Define business goals within training programs to keep the organization strategically aligned and tracking towards favorable outcomes.**



Compile a list  
of key behaviors  
leaders should  
exemplify.



Get support  
from executive  
leaders.



Apply behaviors  
to strategy.<sup>4</sup>

**92% OF LEARNING LEADERS**

said it was important to agree to establish  
**goals** before executing the training.<sup>5</sup>

Communicate  
these **goals** with the  
learning population.



## CONTENT LEARNERS LOVE

**Develop engaging and interactive content and use company or job-relevant examples.**



**“Tailor training content to the learner to ensure that they connect the relevancy of the information to their day-to-day work.”**

*Training Industry, Inc.*

**“The more learners find training engaging and relevant to their jobs, the more likely they will be to acquire the intended knowledge and skills.”**

*Kirkpatrick*

**Make training accessible using a variety of methods and in convenient locations.**

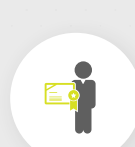
**1** Train employees using at least one of their preferred methods to improve its impact on employees' lives and business outcomes.

Align topic and type of work when choosing a training method. Unsure? Choose ILT, on-the-job training and/or e-learning in order to address as many learners' preferences as possible.

**3** Use multiple methods to increase the likelihood of addressing learners' preferences.

**52% OF TRAINING PROGRAMS USE 3-6 MODALITIES.<sup>6</sup>**

**Ensure that training is consistent, across the world, no matter who, how, or when it is delivered.**



Certify your trainers.



Evaluate them rigorously.



Create detailed instructor manuals for all courses.



## ON-THE-JOB & BEYOND



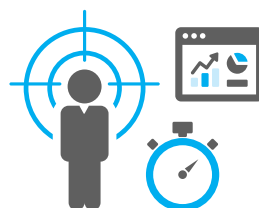
- ✓ Make informal, on-demand content as organized, curated and structured as possible.
- ✓ Use coaching to bridge the gap between generic skills and the unique situations employees encounter back on the job.
- ✓ Develop a performance rubric to give you better insight into an employee's level of proficiency.

**“Informal content is agreeably the highest consumed form of information related to how we do a job well.”**

*Training Industry, Inc.*

**“Only 24% of organizations are measuring the impact of their leadership development programs.”**

*Harvard Business Publishing*



Revisit business objectives and use them to evaluate behavioral change in behavioral metrics over time.



Deploy a practical sustainment solution (like [The Four Moments of Truth™](#)) to support learner success and engagement before, during and after a training event.



Develop meaningful dashboards and reports before training begins to align on how you will measure success.

You can execute a successful training strategy for leadership development when you have **buy-in and tie-in** from everyone to organizational goals, create and deliver **content learners love**, and ensure successful **application on-the-job for long-term sustainment**.



PARTNER

WITH

EXPERTS

To start planning and implementing an impactful training strategy for Leadership Development, **partner with The Center for Leadership Studies, home of the Situational Leadership® Model.**