

# EVERYDAY LEADERS:

## A New Vision for Leadership Development

2020



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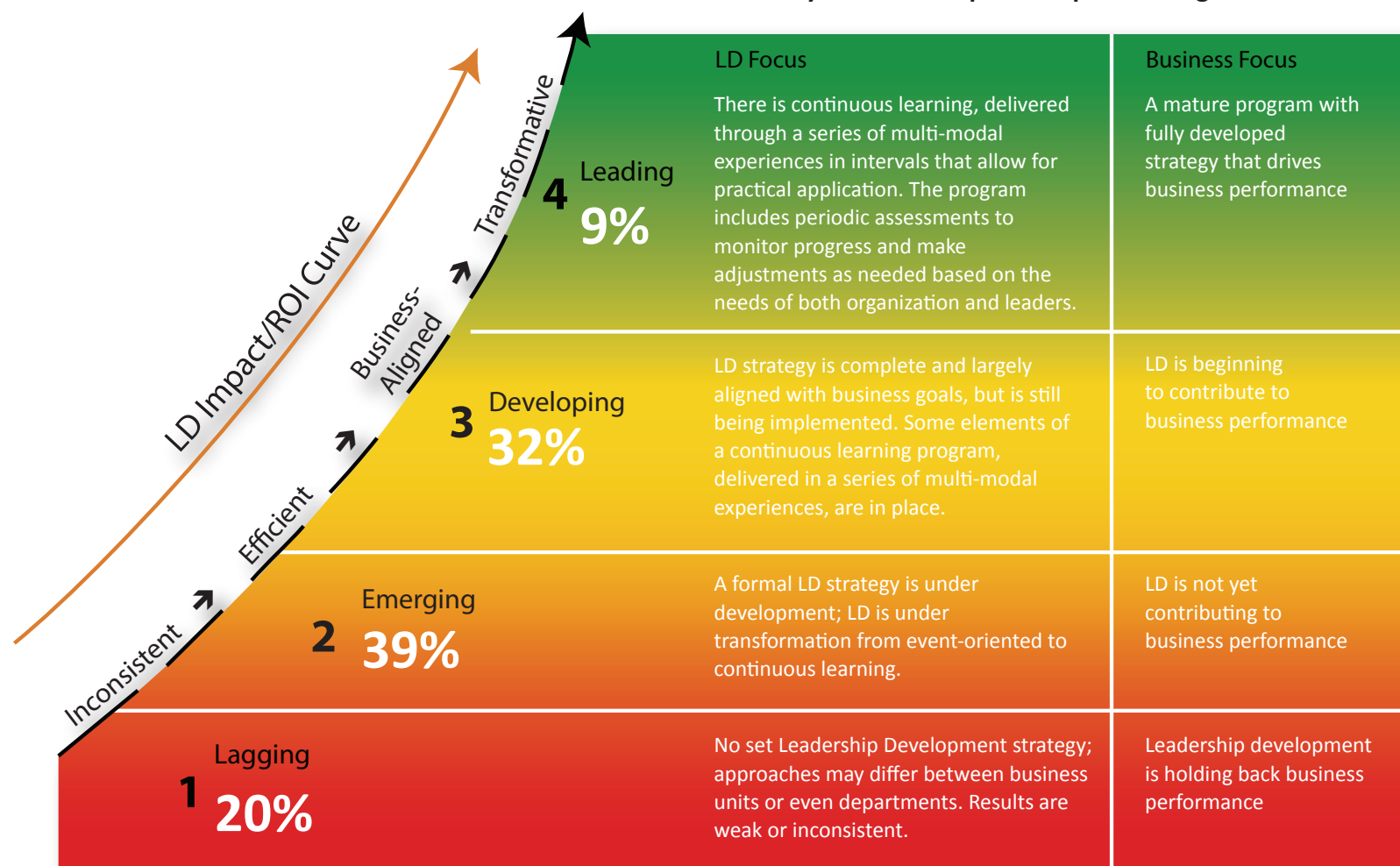
## Introduction

Leadership development is consistently cited as one of the most critical areas of learning and development for organizations, yet Brandon Hall Group's research finds that few companies have completely mature leadership development programs. This is in spite of allocating a significant portion of the learning budget to developing leaders. According to the 2020 HCM Outlook Study,

leadership development is the No.1 L&D area for heavy investment.

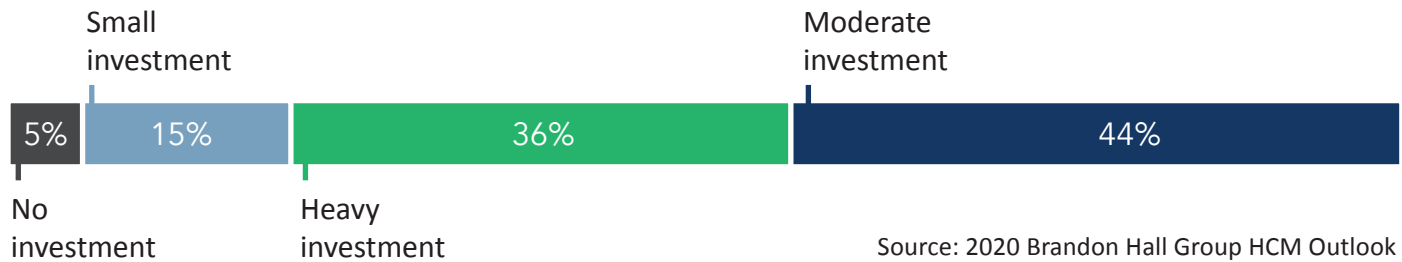
Part of the problem is that most companies have difficulty determining whether their leadership programs have an impact on the business. However, companies are still somewhat optimistic they will be able to identify and develop new leaders.

### Maturity of Leadership Development Programs



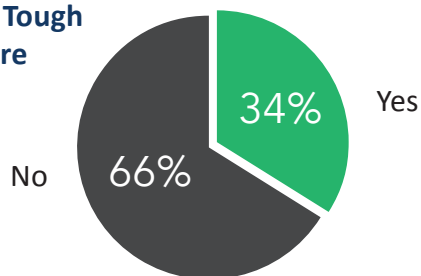
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## Future Investment in Leadership Development



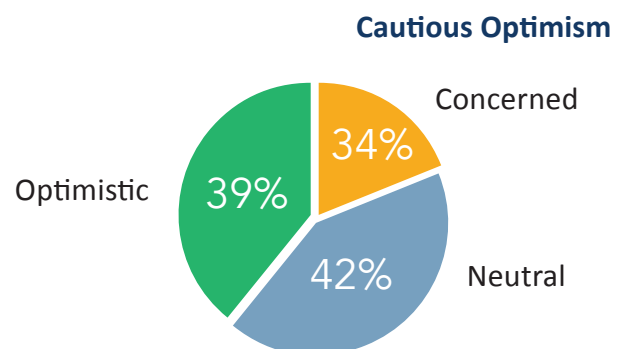
Can you definitively and demonstrably prove that your leadership development program has significantly impacted your organization's ability to meet its business objectives?

**Impact is Tough to Measure**



Source: 2019 Brandon Hall Group Leadership Development Survey

How do you feel about the outlook for identifying and developing new leaders?



Source: 2020 Brandon Hall Group HCM Outlook

The types of skills organizations want for their leaders are applicable and valuable throughout the organization, not just at the very top. The Top 10 skills are :

- |                          |                       |                      |
|--------------------------|-----------------------|----------------------|
| 1 Emotional intelligence | 5 Collaboration       | 8 Coaching mindset   |
| 2 Critical thinking      | 6 Continuous learning | 9 Learning agility   |
| 3 Innovation             | 7 Adaptability        | 10 Valuing diversity |
| 4 Analytics              |                       |                      |

High-performing companies are more likely than others to develop these skills throughout the workforce rather than solely at the top.

## Leadership Development for All?

Our leadership program teaches leaders the same skills, irrespective of job or level, and they advance within the organization based on their level of proficiency/mastery

62%

HiPOs

38%

Others

Source: 2019 Brandon Hall Group Leadership Development Survey

When companies don't take this approach, it is typically because they don't have a consistent set of competencies and skills for everyone. In other cases, it is because leadership skill sets for the organization are too specialized to be universally applied. In any case, only 14% of companies said they don't believe that everyone should be developing these skills. It is not a matter of being the wrong approach; it's about adjusting how leadership development is executed, and made accessible and relevant to everyone.



## Why Not?

58%

- We have not established a consistent set of competencies and skills for every manager regardless of level

25%

- The leadership skill sets needed are very specialized based on the job, level, geography or business unit.

22%

- Our development focuses mostly on middle management.

22%

- We only offer leadership development at the upper levels of management.

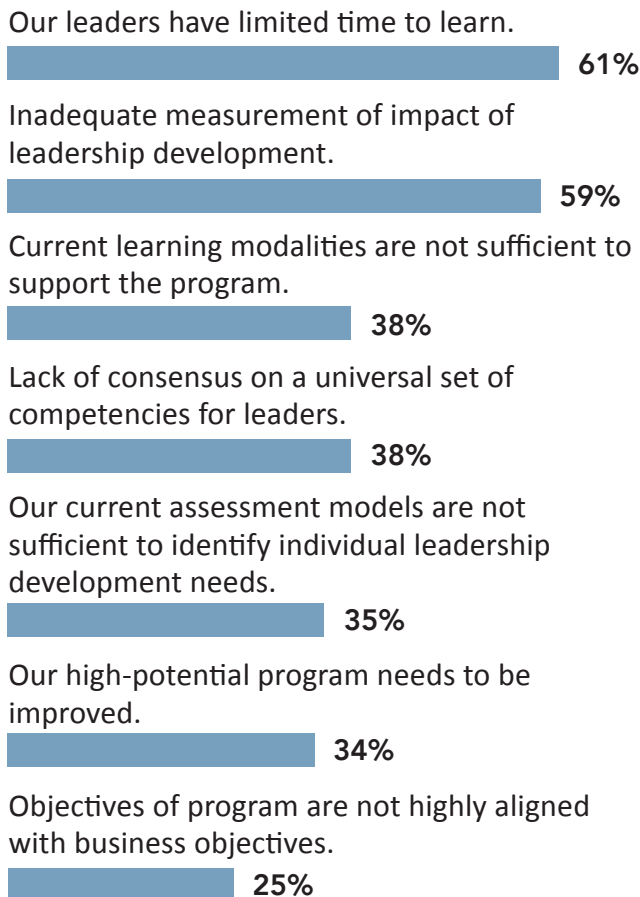
14%

Our organization does not believe in that philosophy.

Source: 2019 Brandon Hall Group Leadership Development Survey

Overall, however, the biggest obstacle to leadership development is time. Leaders have few opportunities to break from their day-to-day responsibilities to develop required skills and competencies. We also see many companies lack learning tools and modalities to deliver on their vision of leadership development.

## What Holds Us Back?

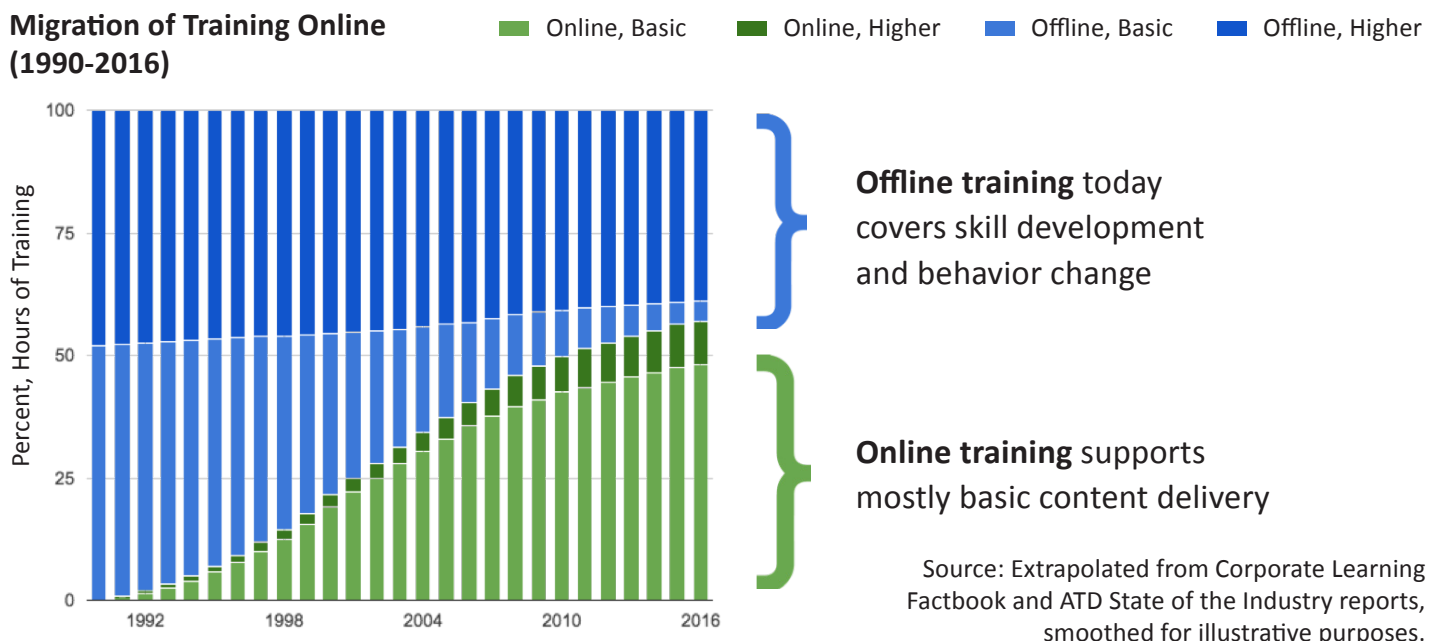


Source: 2019 Brandon Hall Group Leadership Development Survey

The consensus is that organizations seek to develop skills such as managing teams, coaching/mentoring, managing change and critical thinking throughout the organization. To do this, companies must reconsider how they approach leadership development, making it more continuous, flexible and personalized — even if they only want to focus on high potentials or current leadership.

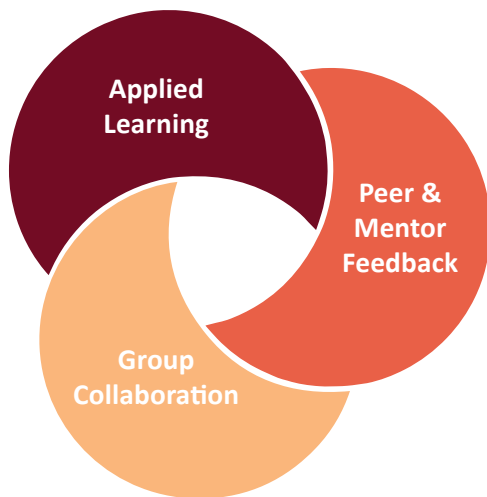
Companies traditionally sent their leadership candidates to in-person training and workshops for development, which was costly and time consuming. This often restricts participation to the very top — even though these leaders didn't necessarily have time to participate. But as leadership skills trickle down through the organization, there is a shift to delivering these types of soft skills online. In addition, the types of training moving online is more complex and high-level.

## Migration of Training Online (1990-2016)



Ideally, it's about more than cost. An effective leadership development program combines online elements with opportunities to collaborate and incorporate learning into the work environment.

**Learning platforms must enable more than one-on-computer experiences**



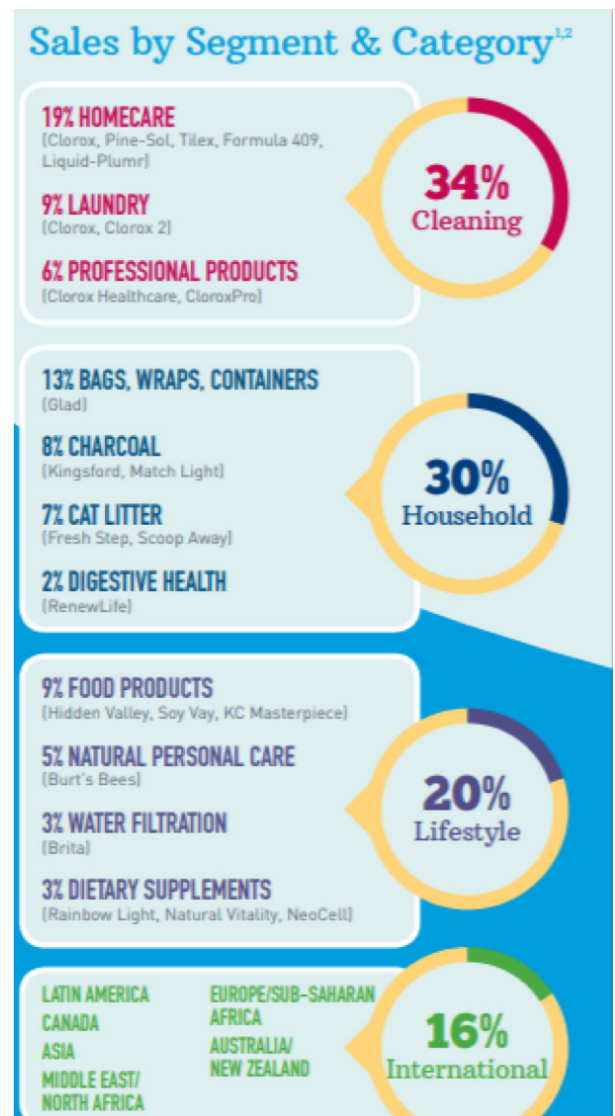
Source: 2019 NovoEd

- Mix-and-match content, discussion, application and group work
- An emphasis on applying learning in one's working environment
- Incorporating peer feedback and mentors in a seamless way in the flow of learning
- Provide a way to work together in small groups to provide a personalized experience

Results in **higher completion**, **engagement**, and **satisfaction** rates and aligns learning with business objectives.

## Case in Point

- ✓ **Global, multi-brand, consumer goods organization**
- ✓ **\$6 billion+ in sales**
- ✓ **25+ countries**
- ✓ **~9,000 employees**
- ✓ **2019 Glassdoor Best Places to Work**



Source: 2019 Brandon Hall Group





Years ago, this organization realized that learning was changing. There was no longer a “time-and-place” mentality, but an “anywhere, anytime” mentality. As learning became more personalized, global and social, programs were being designed to:

- Be part of everyday work through experience and practice
- Include social collaboration and self-reflection components
- Be flexible and personalized to meet individual needs
- Be easy to access and use
- Be Integrated and responsive to changing business needs

It soon became apparent this transition should occur within the leadership development program. The company sought to move from local, disconnected classroom experiences to connect its emerging leaders across functions and geographies. The goal was to leverage social, collaborative and team-based learning with ongoing mentorship and feedback from organization leaders. The program’s success was based on four criteria:

- 1 Develop capabilities that managers need to optimize the employee journey
- 2 Learn with an online community
- 3 Fit bite-sized learning into a busy schedule
- 4 Immediately apply and develop skills



## Managers Impact All Parts of The Employee Journey



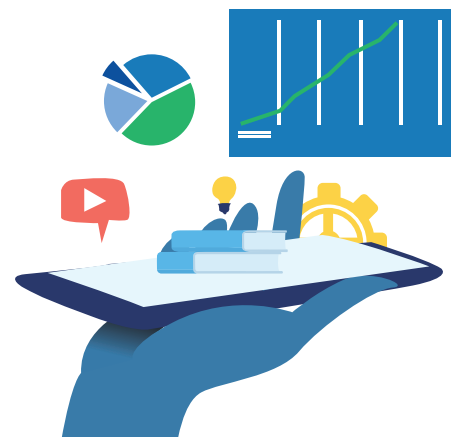
Source: 2019 Brandon Hall Group

The organization wanted to focus on four key manager responsibilities that anyone leading people should master:

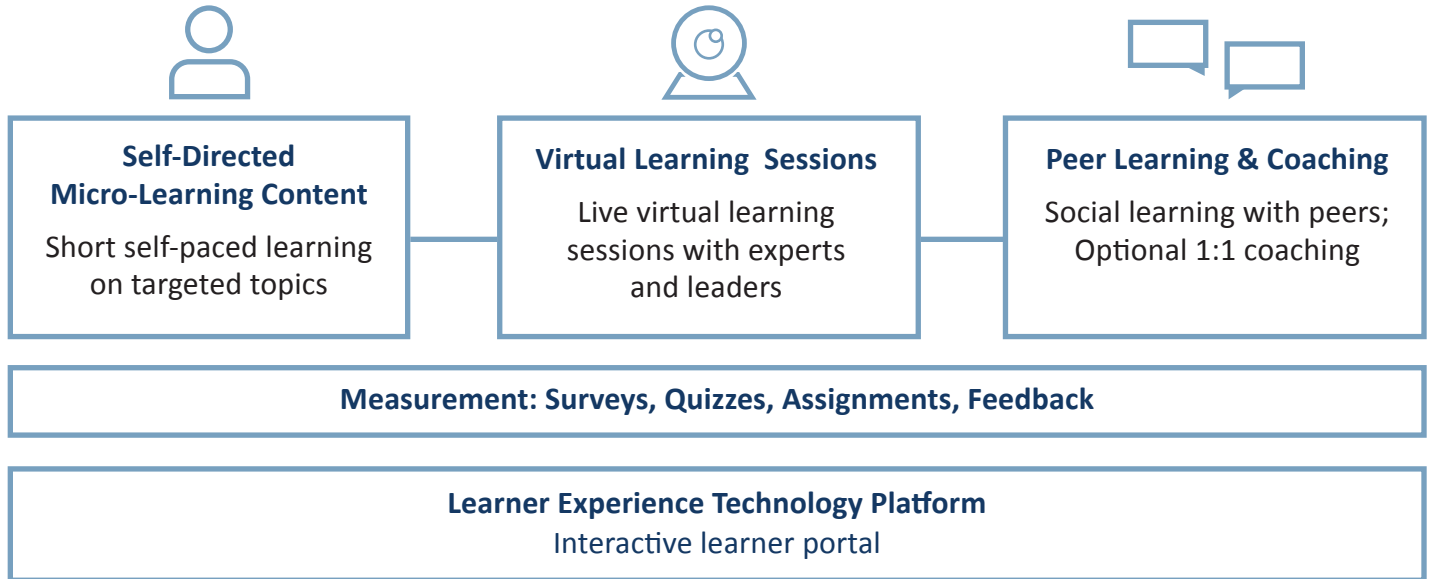
- **Attract.** Skills around the manager's role in attracting and onboarding employees
- **Develop.** Skills focused on developing, coaching and growing employees
- **Support.** How to manage and support employee transactions
- **Engage.** How to motivate, recognize and reward employees

A learning council was created that included HR professionals, Learning professionals from functional parts of the organization and line managers. They conducted research and focus groups to pull together content and design the program.

The program was developed to be as flexible as possible, with enough variety within the program to keep participants engaged. Learners are expected to devote 45-60 minutes every two weeks to the program. All elements are available or facilitated through the company's learning-experience platform.



## Program Structure



Source: 2019 Brandon Hall Group

The program runs for 12 months, and is broken up across four quarters, with each section focusing on a specific area. A cohort of 50-80 managers is added each quarter, so the program continuously rolls through focus areas. The essential management skills and responsibilities are covered via eLearning modules, videos and articles, then reinforced through assignments, peer feedback, role playing and social learning.

## 12-Month Program With Quarterly Focus Areas



Source: 2019 Brandon Hall Group

Participant feedback was overwhelmingly positive, with elements that were not present in previous programs often identified as what learners liked best:



*Bite-sized training pieces that you are able to work into your schedule (so) you're practicing and learning over a long period of time.*



*The learning style offered has always been a highlight. Moving from videos, to articles, to internal links, always gives a good avenue for learning.*



*The direct and candid conversation with my peers.*



*The amount of examples and situations with a clear explanation has been very, very useful.*



*The diversity of the group was a key aspect from my POV.*



## Leadership Development Lessons Learned



- ✓ Incorporate the voice of the customer
- ✓ Be flexible
- ✓ Blend the learning
- ✓ Include facilitation
- ✓ Invest in the learner experience

## Authors and Contributors



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**Richard Pachter** ([richard.pachter@brandonhall.com](mailto:richard.pachter@brandonhall.com)) edited this report. He is the Content Manager at Brandon Hall Group and is responsible for editing all types of content related to research. He has experience as a journalist, copywriter, editor, marketer, blogger, and social media marketing manager. He also served as the business books columnist for the Miami Herald for more than a decade.

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### About NovoEd

NovoEd's collaborative learning platform empowers organizations to design and deliver experiential learning that accelerates business performance on a global scale. Since the company's founding at Stanford's social algorithm laboratory in 2012, global corporations, executive education providers, and training firms have relied on NovoEd to develop high-value capabilities through purposeful practice and application, coaching and mentorship, and group collaboration. NovoEd's proven approach to learning connects diverse groups of learners, mentors, and leaders in a high-impact online environment which unlocks an organization's collective knowledge and drives measurable outcomes.



For more information, please visit: [novoed.com](https://novoed.com)



## About Brandon Hall Group

Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally more than 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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