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The 4 Basic Building Blocks of a Leadership Development Program

(*that don't require any money*)

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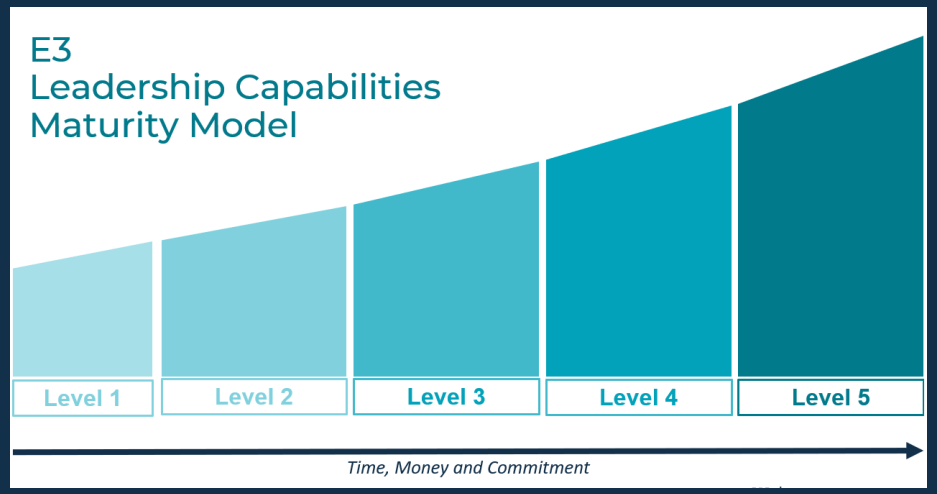
Purpose of this Guide

Leadership development is a journey, not a book to read nor a one-time training class. It is learned through ongoing coaching, practical experience, and feedback.



Not every company can afford the price tag that comes with building an internal Learning and Development organization. But every company needs to implement a leadership development program that provides the time and space for leaders to improve their capabilities, build trust, and become a high-performing team.

A big budget isn't required, but there are a few key, bare minimum fundamentals required to help you grow and mature the leadership capabilities within your organization. This is guide will cover the basics: what, why and how to get started without spending a dime.

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GETTING STARTED

What is a Leadership Development Program and why does every company need one?

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What is a Leadership Development Program?

A business is only as strong as its people and each manager plays a critical role for delivering success. Although many managers know what they should be doing, it gets de-prioritized in the daily whirlwind. The intent is good, but the execution fails due to lack of structure and commitment to inspire, enable, and hold managers accountable to be great leaders. The result: employees leave, are misaligned, or worse, are disengaged or non-productive.

To combat this, organizations need a Leadership Development Program that establishes and fosters:

- a common leadership playbook (capabilities, tools, language, and agreements),
- culture built on trust and teamwork, and
- A structured, recurring leadership practice, resulting in an on-strategy, high-performing team.

A good Leadership Development Program is an on-going, lightweight program designed to be integrated into a leader's routine, not disrupt it. This is not a one-and-done training session, but a practice that consists of tools and multiple activities so leaders have an opportunity not just to learn, but make the learning practical and develop the habits that lead to success.

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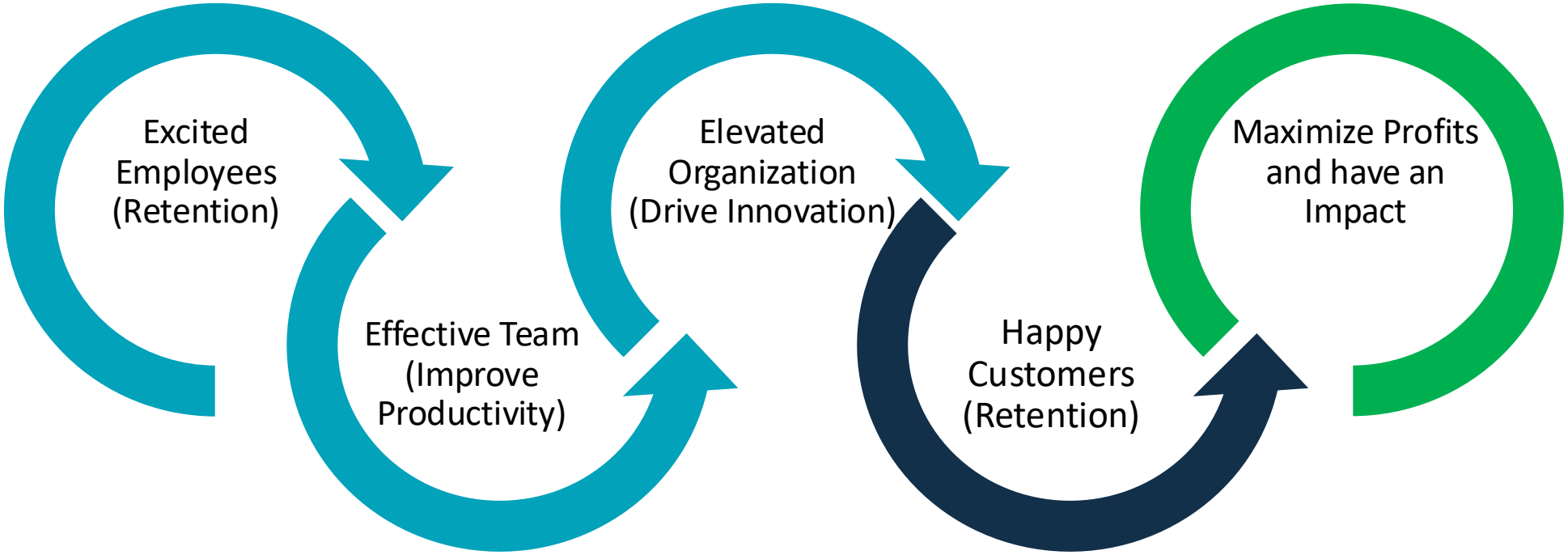
When done well, a Leadership Development Program has tangible outcomes and creates a virtuous cycle

Cost of Employee turnover: 33% of the base pay*

Innovative firms; 195% higher yearly growth in profitability*

High Performing Culture: 23% higher profitability*



Employee Engagement: 21%, 79% are less efficient*

Customer Engagement: 60% would buy more if treated right*

* Click here to reference source information

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BASICS

What are the 4 Basic Building Blocks of a Leadership Development Program?

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Basic Building Blocks of a Leadership Development Program

Ownership

Scope

Playbook

Structure

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Building Block 1: **OWNERSHIP**

WHAT

Name one person who is responsible for designing and implementing the Leadership Development Program.

WHY

When leadership development is “everyone’s job,” it’s essentially no one’s job. A consistent, overarching approach establishes a foundation to build on, avoids duplication of efforts, provides visibility, and creates accountability.

HOW

- Select and empower the right person
- Ensure the buy-in of key stakeholders and establish the program as a top priority project
- Clearly express expected outcomes and success metrics
- Provide transparency by announcing role and expectations to organization
- Review progress regularly

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Building Block 2: **SCOPE**

WHAT

Define who will be included in the program, ideally including all managers from first line to C-Suite. At a minimum, include all managers at a specified level. *(Don't limit to only top or poor performers.)*

WHY

Leadership is never mastered. It is often learned through adversity and requires awareness beyond areas of responsibility. Expanding the scope of participants included in the program results in sharing and learning from more experiences, improving overall business acumen, breaking down functional silos, and building relationships.

HOW

- Identify all managers (and supervisors) who have direct responsibility for people. (How many levels exist?)
- For each level, assign a Red|Amber|Green value of leadership capabilities, including the ability to attract, inspire, enable, and retain team members, as well as the ability to express the company purpose and execute accordingly
- Select the program participants accordingly

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Building Block 3: **PLAYBOOK**

WHAT

Define a leadership playbook that includes expectations of what great leadership looks like and why it is important, as well as the tools and processes to guide leaders to excel, i.e. behavioral assessments, performance management, etc.

WHY

Playbooks provide a documented plan for managers to reference as they grow and evolve. Setting expectations creates a foundation to build trust, measure and improve capabilities, empower leadership, facilitate feedback, align teams, drive inclusion, foster collaboration, onboard new managers quickly, and establish a culture of great leadership.

HOW

- Inventory what already exists in terms of playbook content
- Define the leadership roles, responsibilities, capabilities, and expectations
- Collectively build the leadership team's purpose, goals, values
- Create a teaming agreement which documents how the leadership team will make decisions, prioritize work, respect time, conduct meetings, manage escalations, communicate effectively, address conflict, and share resources

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Building Block 4: **STRUCTURE**

WHAT

Establish a regular cadence for ongoing leadership training and practice; mandate participation and reward success.

WHY

The regular exercise of an activity or skill improves proficiency. No one would expect a sports team to win if they did not practice, nor would someone expect to become fit without regular workouts. The same applies to leadership development. It requires the time and space to learn, practice, and gel as a team to ensure the 'day job' does not overshadow basic leadership principles.

HOW

- Define the program charter – what, why, and how
- Establish the cadence; ideally set aside 60-90 minutes once a month, block out the time and set expectations that attendance is not optional
- Build a curriculum of topics and format for the full year
- Assign ownership for each topic

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Your Next Steps …

These 4 basic building blocks are the foundational components needed to create and scale a successful leadership development program. It doesn't require any money to make it happen. But it *does* require you to leverage the E3 Methodology: EXPRESS + ENGAGE + EXECUTE, powered by EMOTIONS.

If you have questions, need help with your leadership program, or want to take a deeper dive on these concepts and other leadership best practices, here are a few useful resources:

- Join us for our upcoming WEBINAR to assess the current maturity level of your organization's leadership capabilities and learn about a company that established a high-performing leadership culture using these building blocks
- Book a free DISCOVERY CALL to discuss challenges or objections you may encounter
- Register for our monthly LEADERSHIP NEWSLETTER
- Learn more about our offerings at www.EEQUALSWHY.com

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THANK YOU

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