
The Case for Leadership Development



Learning & Development

THE NEED FOR LEADERSHIP DEVELOPMENT

AMONG SUPERVISORS AND MANAGERS

Purpose:

Provide learning and development services for the business community that addresses key challenges relating to leadership development, organizational culture, recognition and rewards, succession planning, creating a talent pipeline and developing a new generation of leaders.

The Challenge:

50% OF MANAGERS ARE INEFFECTIVE

Many first time managers and supervisors have never led anyone before and have had little, if any, leadership training.

A study of first time managers and supervisors found that... (2014, Bersin by Deloitte)

- 20% of staff felt they were doing a poor job
- 26% of managers felt they weren't ready for the role
- 60% never received any training
- 50% of first time managers are ineffective
- ***First time managers/supervisors at the first-levels of management lead a majority of people in organizations*** and average about 10 direct reports, this is more than any other level of management whose leaders are more senior, seasoned, and experienced.
- In 2012, frontline supervisors got the ***least amount of money and support*** in training and development dollars and ***58% never get any training*** to help them in their new leadership role.
- In 2014, Bersin by Deloitte found that 29% of training budgets went towards first-level managers, which is the highest for any level of managers in organizations.

- Companies tend to ***spend twice as much per middle-level manager*** and anywhere between two times (small companies) to ***five times more*** (medium and large companies) ***per senior and top-level executive*** as they would a first-level manager
- A recent survey by DDI concluded that ***one in four organizations reported a loss in profit due to frontline leader failure.***
- Nearly 60% of survey respondents indicated poor frontline leadership resulted in turnover of leaders themselves or their team members, 65% reported a loss of productivity and 69% reported loss of team member engagement, all due to poor frontline leadership.
- A 2014 study by The Center for Creative Leadership asking thousands of leaders from around the world about their top three leadership challenges revealed **12 common challenges for first time managers and supervisors** when assigned to a leadership position.

The Leadership Challenges FTMs Have

Challenge	Frequency (% of FTMs that Mentioned Challenge)
Adjustment to People Management/Displaying Authority	59.3
Developing Managerial & Personal Effectiveness	46.1
Leading Team Achievement	43.4
Managing Internal Stakeholders & Politics	33.9
Motivation of Others	27.1
Performance Management & Accountability Issues	24.1
Coaching, Developing, & Mentoring Others	21.4
Communication	17.6
Delegation & Micromanagement	17.6
Conflict Management	15.3
Working With a Range of Employees	14.2
Doing More With Less	5.4

Of these 12 challenges three were mentioned by at least 40% of FTMs...

- Adjustment to People Management/ Displaying Authority (59.3%)
- Developing Managerial & Personal Effectiveness (46.1%) and
- Leading Team Achievement (43.4%)

One out of every two managers in organizations is deemed a failure.

Canadian Picture

According to a study conducted by Deloitte released in April of 2015...

- Leadership once again tops the Canadian top trends list, followed closely by concerns over culture and engagement; the latter trend has surged to the top of the list of global concerns this year.

**FIGURE 1 2015 TOP TEN SELECTED HUMAN CAPITAL TRENDS:
CANADA VS. GLOBAL**

Rank	Canada	Global
1	Leadership ⁽¹⁾	Culture and engagement ⁽²⁾
2	Culture and engagement ⁽²⁾	Leadership ⁽¹⁾
3	Learning and development ⁽⁵⁾	Learning and development ⁽⁸⁾
4	Reinventing HR ⁽¹¹⁾	Reinventing HR ⁽³⁾
5	Workforce capability ⁽³⁾	Workforce capability ⁽⁵⁾
6	HR & people analytics ⁽⁹⁾	Performance management ⁽⁹⁾
7	Performance management ⁽⁷⁾	HR & people analytics ⁽¹²⁾
8	Simplifying work ^(N/A)	Simplifying work ^(N/A)
9	Machines as talent ^(N/A)	Machines as talent ^(N/A)
10	People data everywhere ^(N/A)	People data everywhere ^(N/A)

(Based on responses of 118 Canadian leaders representing a cross-section of small, mid-sized and large organizations.)

Survey respondents were asked to rate each issue's "importance" and their organization's "readiness" to address it on a four-point scale: "not important/ready," "somewhat important/ready," "important/ready," and "very important/ready."

The conclusion...

FIGURE 2 RELATIVE IMPORTANCE OF CANADIAN HUMAN CAPITAL TRENDS



Among Canadian respondents, 90% see leadership as an important or very important business concern—and 86% rank culture and engagement issues the same.

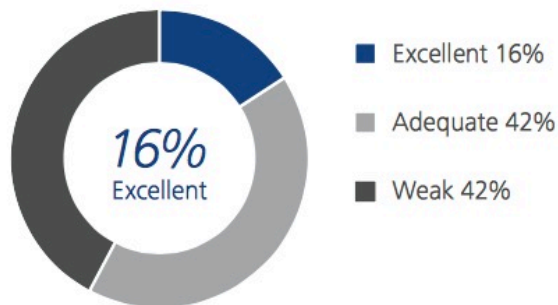
Leaders set the tone for an organization and their behaviours shape and nurture the organizational culture.

A study on “*Corporate Culture and Performance*” conducted by Kotter and Heskett’s, documented that over an 11 year period, found that organizations with performance-enhancing cultures saw a 901% growth in their stock price vs. a 74% growth for organizations that do not have performance enhancing cultures.

How prepared are organizations to provide leadership to a new generation of potential leaders?

FIGURE 3 LEADERSHIP PROGRAM OFFERINGS

Providing leadership programs for all levels
(new, next generation, senior leaders)



Providing focused leadership programs for millennials



In addition to this, “Today’s employees are under enormous pressure to balance professional and personal demands, and 44% of Canadian respondents feel they are poorly equipped to help them do so.”

Leadership drives culture. A leader’s words, actions and priorities show people what is and isn’t important to an organization. To build a strong culture, organizations must hold leaders accountable for this. In turn, organizations need to invest in leaders, enabling them to become more agile and inclusive in their thinking and to connect with and inspire their workforces in new and innovative ways.

Top two needs research has discovered employees want...

1. Meaningful work
2. Opportunities to learn and grow

The Solution:

Provide a holistic approach to leadership development that adds value both professionally and personally, while building the confidence and skill of each individual leader and addressing the issue of work life balance.

A training focus that goes beyond competency-based training and takes into consideration relational issues, psychological, emotional and thinking processes in order to adapt to a new role. Every organization must evaluate each leadership position and ask, “***What competencies/skills and development are required for success in our organization and in this position?***”

A learning and development solution needs to equip management with knowledge and competencies that provide for the following...

- Programs that address the specific needs of supervisors/managers
- Transitioning from staff to management position
- Skills and knowledge to lead alignment of vision and values to create organizational culture,
- Reduce employee turnover and increase engagement
- Resolve and constructively engage Conflict
- How to be a coaching leader
- Leading with an attitude of humility and service
- Communicate effectively
- Lead effective change
- Understand and apply various leadership styles
- Training in Social & Emotional Intelligence
- Awareness and understanding of people dynamics
- Creating team environment
- Basic leadership skills
- Dealing with difficult people
- Decision making and problem solving
- Etc....

Four competences that first time managers/supervisors struggled with most...

- Communication
- Influence
- Leading Team Achievement
- Coaching and Developing Others

There is no quick fix for effective leadership, no magic bullet and no one-day training event that will produce a competent and fully prepared manager, it is a strategic process.

Most first time managers/supervisors don't realize that the skills and work that got them promoted to management won't help them be an effective manager who successfully leads others.

**Ignoring your frontline will have negative impact
on your bottom line.**