Understanding the Right Leadership Development Program for My Organisation

By Christine Khor, CEO and Founder of Peeplcoach

'If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask … For once I know the proper question, I could solve the problem in less than five minutes.' Albert Einstein.

You can only identify the right leadership development program for your organisation if you have clarity regarding the problem you are solving. After all, you cannot pack the right clothing for your dream holiday if you don't know where you are going. Your new swimsuit is probably not the best attire for a skiing trip!

Before you determine the solution, ensure you truly understand the problem you are trying to solve.

1. What problem are you ACTUALLY solving?

- Productivity
- Engagement
- Change management
- Talent attraction
- Employee retention
- Succession planning

Handy questions:

- Are the issues specific team or area, or with one leader?
- What are the factors that are impacting this area? (e.g. leadership, resources, technology, infrastructure, industry)
- What are the other issues impacting this situation?

2. What specifically do you need to address?

- Leadership
- Skills
- Effort
- Processes and systems
- Strategy
- Communication
- Motivation

3. What are the key objectives and KPIs?

Once you have identified your key problem and the critical obstacles, you need to define and quantify the changes you want to make. For example:

- Increased productivity could be measured by increased production, decreased hours spent, decreased mistakes or decreased cost in manufacture.
- Improved leadership could be measured by increased engagement or decreased turnover.
- Succession planning could be measured by the number of promotions.

4. Who is the cohort you need to develop?

Leadership development programs are not one-size-fits-all. And not all impacts are the same. Depending on the issue, you may get maximum impact by specifically targeting and developing three key leaders, while in other circumstances, a leadership program might need to be developed for a team at scale. Again, identify the problem and then find the solution.

The type of cohort will also determine the modality of learning. Some cohorts will need remote and virtual delivery on demand, while others will learn better in a group face-to-face setting. Some will have access to technology, while others will not.
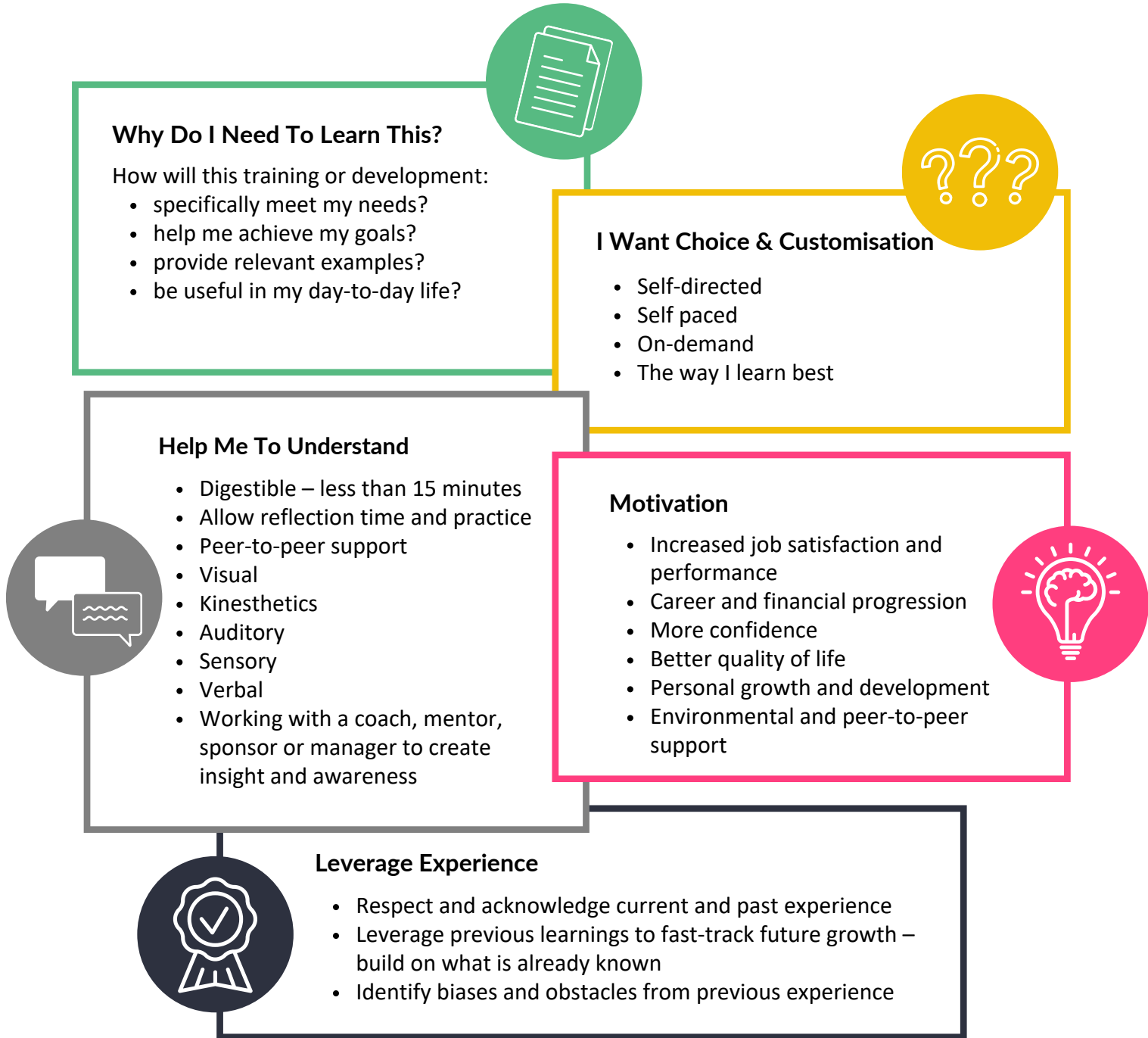
5. What parameters do you have to be aware of?

All organisations, no matter the size or industry, have budget, time, talent, and infrastructure restrictions. But what are the additional barriers and obstacles you need to be aware of?

- Culture – do you have a culture of learning and development or not?
- Commitment – is the executive team truly committed to development and learning, or is it just lip service?
- Language – do you have different languages and cultures to manage? How will these differences impact your learning and development solution?
- What have you learnt from past programs?

When choosing the right program for your needs, remember:

The Principles of Adult Learning

Why Do I Need To Learn This?

How will this training or development:
- specifically meet my needs?
- help me achieve my goals?
- provide relevant examples?
- be useful in my day-to-day life?

I Want Choice & Customisation

- Self-directed
- Self paced
- On-demand
- The way I learn best

Help Me To Understand

- Digestible – less than 15 minutes
- Allow reflection time and practice
- Peer-to-peer support
- Visual
- Kinesthetics
- Auditory
- Sensory
- Verbal
- Working with a coach, mentor, sponsor or manager to create insight and awareness

Motivation

- Increased job satisfaction and performance
- Career and financial progression
- More confidence
- Better quality of life
- Personal growth and development
- Environmental and peer-to-peer support

Leverage Experience

- Respect and acknowledge current and past experience
- Leverage previous learnings to fast-track future growth – build on what is already known
- Identify biases and obstacles from previous experience

There are so many options, from in-house programs to global suppliers, online and virtual to face-to-face intensives. All modalities and programs can be effective for the right problem at the right time.

Things to avoid include:

- implementing a program because 'that is what we have always done'.
- repeating a program, without objectively evaluating its effectiveness and impact.
- implementing a program based on the subjective influence of the opinion of a few without considering the needs of the many.
- assuming one size fits all.

Always consider all the pros and cons of each option.

Modality	Pro	Con
In-house (versus external)	Keep expertise and IP in-house Cost effective Team development	Limited resources Limited expertise/best practice Reduced cross-industry experience and learnings
Online (versus face to face)	Cost Physical accessibility beyond head office Utilisation of budget – on delivery versus travel Time effective On demand – meet business needs	Reduced engagement and commitment Reduced connection Distraction Reduced effectiveness and impact Reduced compliance Requires access to technology Requires technical expertise
Individual (versus group)	Bespoke and customisable Deep learning Increased embedding of learning	Small numbers Can be expensive No shared learnings, collaboration
Off the shelf (versus bespoke)	Cost Speed to implement Best practice/researched	Not matched to company competencies and needs Too generic

Finally, evaluation and assessment against the original objectives is essential.

•What has worked?
•What has not?
•What would you stop, start or continue next time?
•What is the return on investment? Feel free to **download the Peeplcoach ROLD Calculator** to help.
•To find out more about what program might suit your team, feel free to take our **Coaching Preparedness Quiz here**.

About Christine

Christine Khor is CEO and Founder of Peeplcoach who, over the last 20+ years as both an executive coach and executive recruiter, has partnered with hundreds of organisations and thousands of individual leaders to accelerate their personal, professional and business impact and success.

Christine is the author of the book *Hire Love* and has been named a finalist for the Telstra Business Women of the Year Awards, the *CEO Magazine* Entrepreneur of the Year Awards and the B&T Women in Tech Awards. Peeplcoach was also named among the Top 100 Fast Starters in *the Australian Financial Review* for 2023.

At Peeplcoach we have embedded all these learnings into our programs for maximum impact.

We offer:
• bite-sized content and exercises
• modular and customisable programs
• 1:1 and group coaching
• accessible pricing and accessible concepts
• development over six to twelve months.

If you would like to find out how we are delivering impact and embedding learning, please contact us here.

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