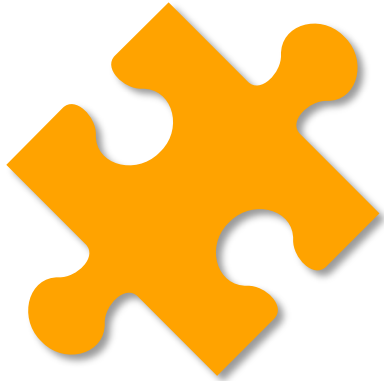





Get Ready for the New World of Frontline Leadership Development

Presenter: Janice Burns, Vice President, Product Management



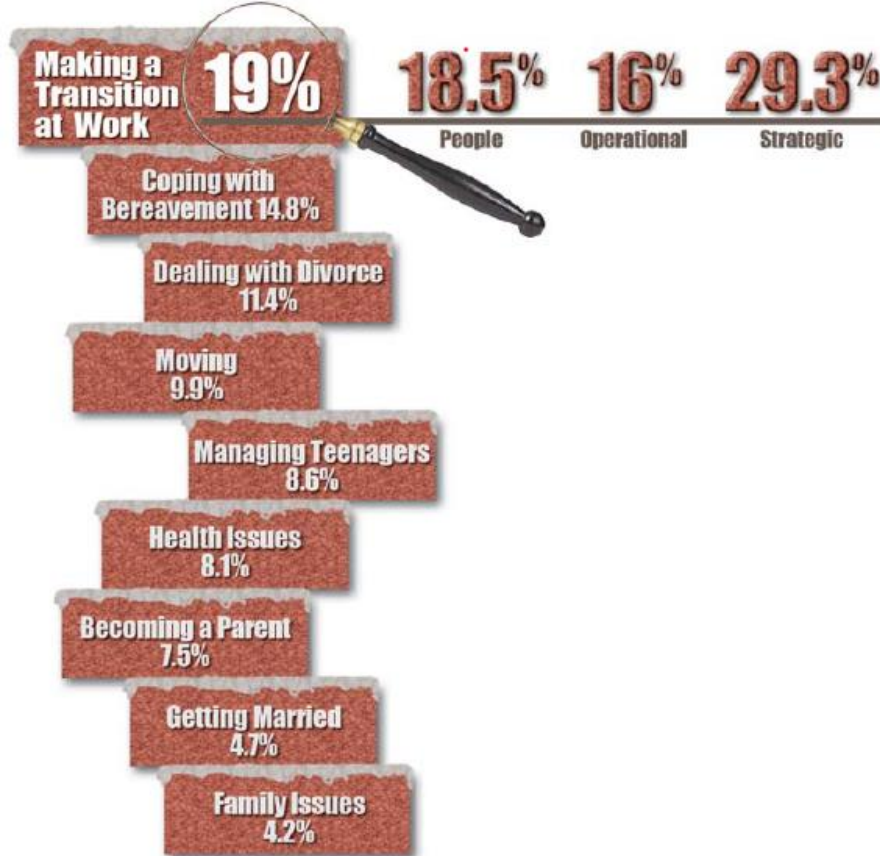
What is the one thing that everyone brings to their role as a frontline leader?



ANSWER: THEMSELVES

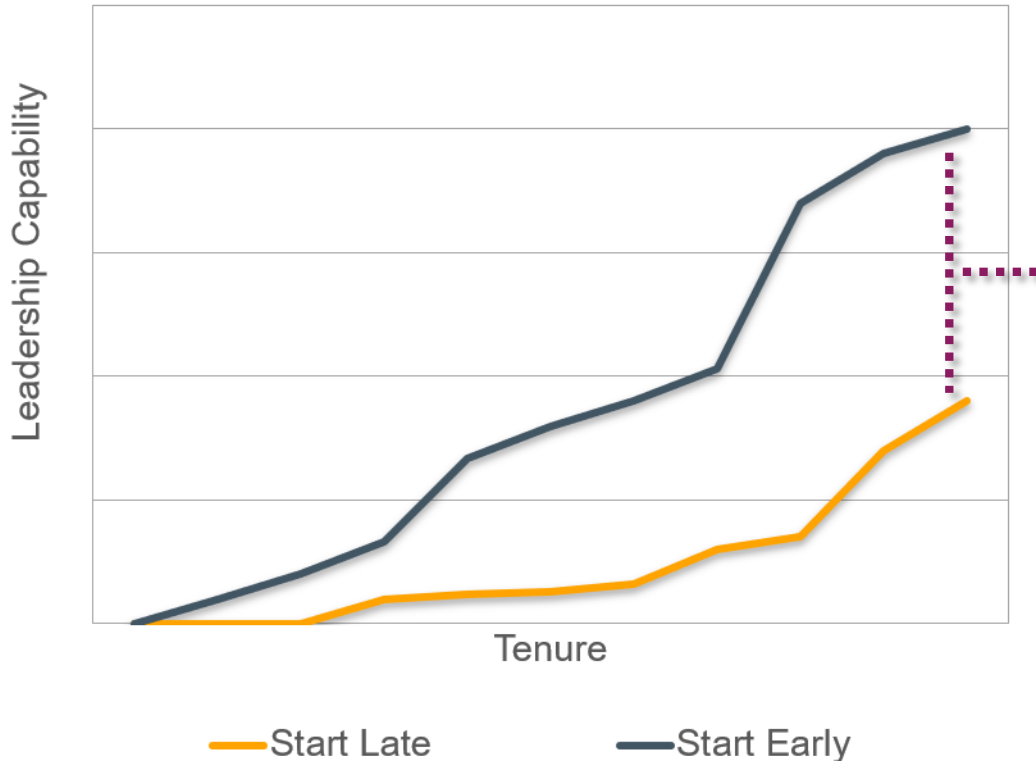
Transition to Leadership is Tough

Ranking Life's Challenges



Source: *Leaders In Transition: Stepping Up, Not Off*, DDI (2007)

Time not Timing



“Highly capable frontline leaders drive better customer/client experiences, higher productivity and, ultimately, increased profitability. These may seem like bold claims, but they are supported by research.”

Centre for Workplace leadership (2015)



Frontline Leadership

Why so important?

Ignore Frontline Leaders at Your Peril



Sources: *How did we forget frontline leaders?* Centre for Workplace leadership (2015) and *State of the American Manager: Analytics and Advice for Leaders*, Gallup (2015)

Frontline leaders feeling the impact of rapid change...



WORK - RADICALLY COMPRESSED



STRUCTURES - NETWORKED TEAMS

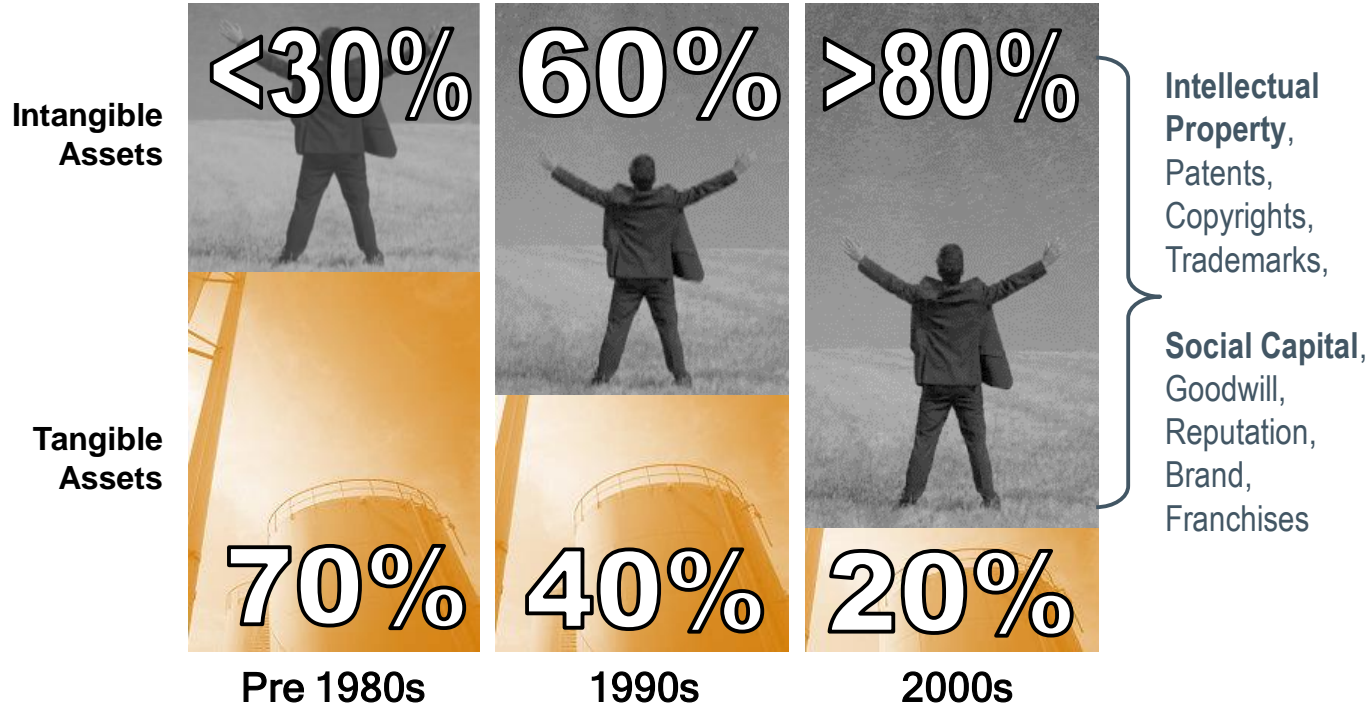


PEOPLE - CRAVING IMPACT



LEADERS - CONSTANT TRANSITION

Percentage of market value in...



PEOPLE drive the value of a company's intangible assets



So Why Do We Put a Company's Most Valued Assets in the Hands of the Least Prepared?

Which statement best describes your approach to frontline leader development?

- a) We have an extensive program of development for new frontline leaders
- b) We have some development for new frontline leaders
- c) We have no specific development initiatives targeting frontline leaders

Getting frontline leaders ready...

Two thirds of frontline leaders felt unprepared for the role

Finding the First Rung, DDI (2010)

60% of frontline leaders say they have never received any training for the role

Talent Reimagined, CCL (2018)

87% of first-time leaders feel frustrated, anxious and uncertain about their new role.

Finding the First Rung, DDI (2010)

SO IT SHOULD BE NO SURPRISE

33%

Percentage of leaders who rate quality of Frontline Leadership as high

Global Leadership Forecast, DDI, (2018)



Preparing Frontline Leaders

For the Challenges of Today

Which of the following did frontline leaders cite as their biggest transitional challenge?

- a) Thinking strategically
- b) Getting work done through others
- c) Giving up my reputation as an expert
- d) Engaging and inspiring others

Top 5 Transitional Challenges for Frontline Leaders



- 1 Thinking strategically
- 2 Creating new networks
- 3 Engaging and inspiring others
- 4 Getting work done through others
- 5 Navigating organization politics

Source: *Leaders in Transition: Progressing Along a Precarious Path*, DDI (2014)

Frontline Leader Imperatives



Mul·ti·pli·er Skills

the skills that have the power to increase impact across multiple frontline leader situations and challenges

PERSONAL MASTERY



The ability to understand, manage and leverage one's abilities, personality and motivations to maximize personal impact and effectiveness

INTERACTION ESSENTIALS



The ability to facilitate high-quality interactions, through a diverse range of mediums and with a diverse range of people

BUSINESS JUDGMENT



The ability to make sound business judgments aligned to the cultural and strategic priorities of the organization

Closing the Learning and Performing Gap



Linking Learning and Performance



CONTEXT

INFORMED BY THE
GOALS AND PRIORITIES
OF THE ORGANIZATION,
TEAM, & ROLE



RELEVANCE

ADDRESSES THE REAL
SITUATIONS AND
CHALLENGES THAT A FLL
FACES



PERSONALIZATION

TAKES INTO ACCOUNT
WHO THEY ARE -
MOTIVATION,
PERSONALITY, SKILLS, &
EXPERIENCES

Learning in the (Micro) Moments





Preparing Frontline Leaders

STOP leaving development to chance

START using diagnostics to inform personalization

CONTINUE using multiple modalities

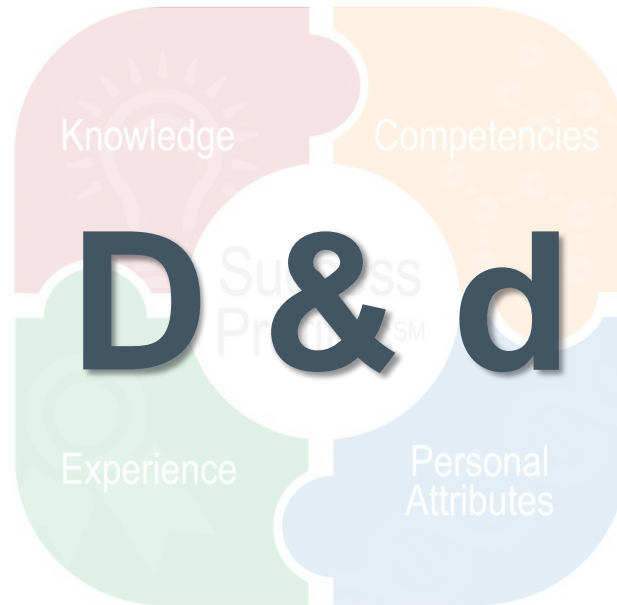
STOP Leaving FLL Development to Chance or Individual Curiosity



START Using Diagnostics to Inform Personalization

**What People
KNOW**
Knowledge Inventory

**What People
HAVE DONE**
Experience Inventory



**What People
CAN DO**
360 Degree Feedback
Simulations and
Assessment Centers

**Who People
ARE**
Personality Inventories
Self Insight Tools

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D: Manager Ready[®]

PLM

Your Tasks

- Kevin Kevin
Leading a Customer Tour
- Sam
Equipment Enhancement

✓ **Completed Tasks**

00:14:26

Kevin Kevin
Leading a Customer Tour 5:03

Morgan,

Yesterday I received a message from Laura. I'm sending it along for your review. She wants me to conduct a customer tour next week. As I explain the attached video message, I don't feel I'm the right person. (You'll see my video message after Laura's message below). Please let me know your decision as soon as possible.

-Kevin

----- Forwarded Message -----

From: Laura, Sales Associate

To: Kevin

Kevin,

I understand it's your turn to lead a tour for my customer, Holix. I'll be stopping by Monday at 9:00 a.m. with them. They're interested in learning more about new X-12 applications. This contract could have a major impact on the long-term success of X-12.

I have some information about my customer that you might want to review. Let me know if you'd like to see it. It would really help prepare you for the tour.

Holix probably will want more customizations to X-12 than usual. Given your experience with customizing, I'm glad you'll be leading the tour. We need an experienced person like you to handle this. I look forward to seeing you next

Competency Ratings Summary

Competencies are evaluated on the five-point rating scale shown below.

INTERACTION ESSENTIALS		
Managing Relationships	Meeting the personal needs of individuals to build trust, encourage two-way communication, and strengthen relationships.	★ ★ ★
Guiding Interactions	Conducting interactions with others by clarifying the purpose, involving others in the development of ideas, and agreeing on next steps.	★ ★ ★ ★

LEADING OTHERS

Coaching
Helping individuals or teams complete work efficiently and on time by setting priorities, establishing timelines, and leveraging resources.

Planning & Organizing ★

Influencing

Delegation & Empowerment

MAKING DECISIONS

Planning & Organizing

Decision Making

Strengths
You should continue to leverage strengths in:

- Managing work time.** Consider the tasks and make sure there is enough time to complete them.

Good, but Could be Improved
You would have greater success with a more consistent focus on:

- Adjusting plans to handle urgent requests.** Avoid potential problems by responding to issues requiring an immediate response.

Needs Some Work
You need to demonstrate the following behaviors more frequently:

- Prioritizing tasks relative to the requirements.** Decide how to best arrange or sequence tasks to facilitate completion and ensure that operations and projects run smoothly and that high-impact issues are handled swiftly.
- Allocating time and resources appropriately.** Align resources and team members to complete tasks on time. Consider possible scheduling conflicts and the skills or abilities certain resources can bring to a particular task.

Leaders increase their own and others' efficiency by creating schedules and action plans to handle challenging workloads. They focus time and resources on the highest priority tasks and adjust priorities as necessary. They leverage available resources to ensure that equipment, people, and materials are accessible where and when they are needed.

When planning and organizing is done well, it can help the leader meet or beat deadlines, ease team stress, accomplish more with less effort, and increase the satisfaction level for internal or external customers.



d: Growth Mindset Insight Tool

Bonsai



Score 10–38

Blossom



Score 39–43

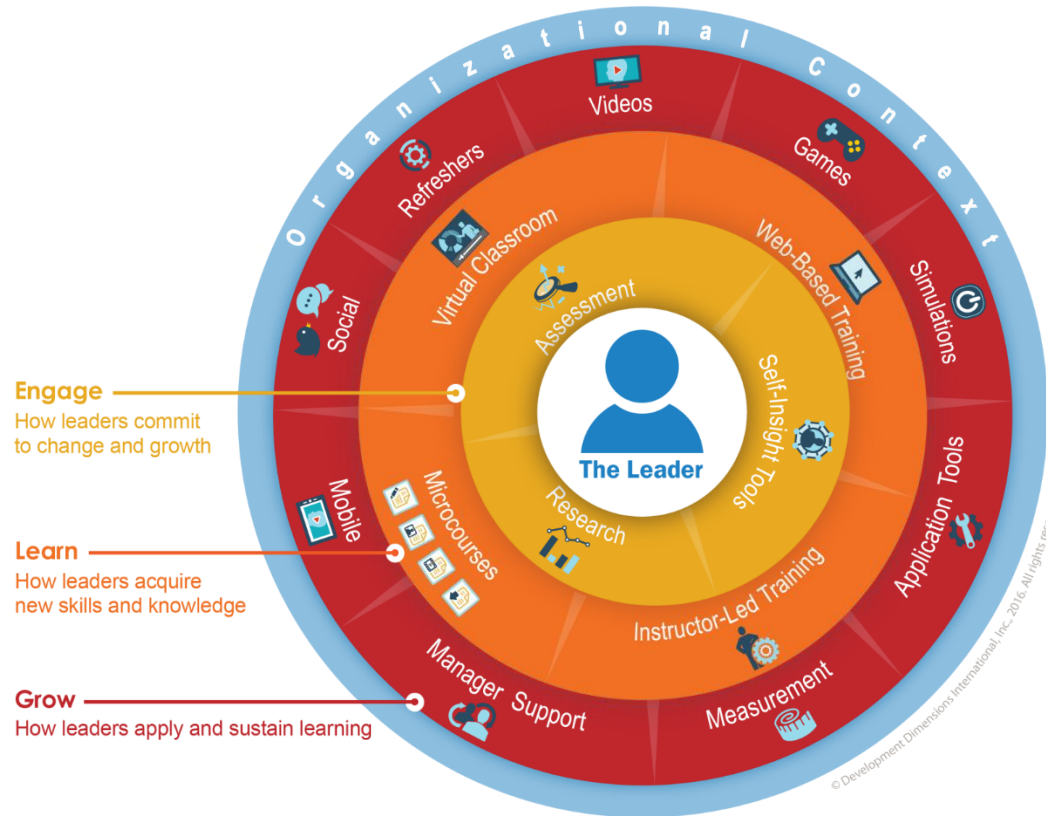
Bamboo



Score 44–50

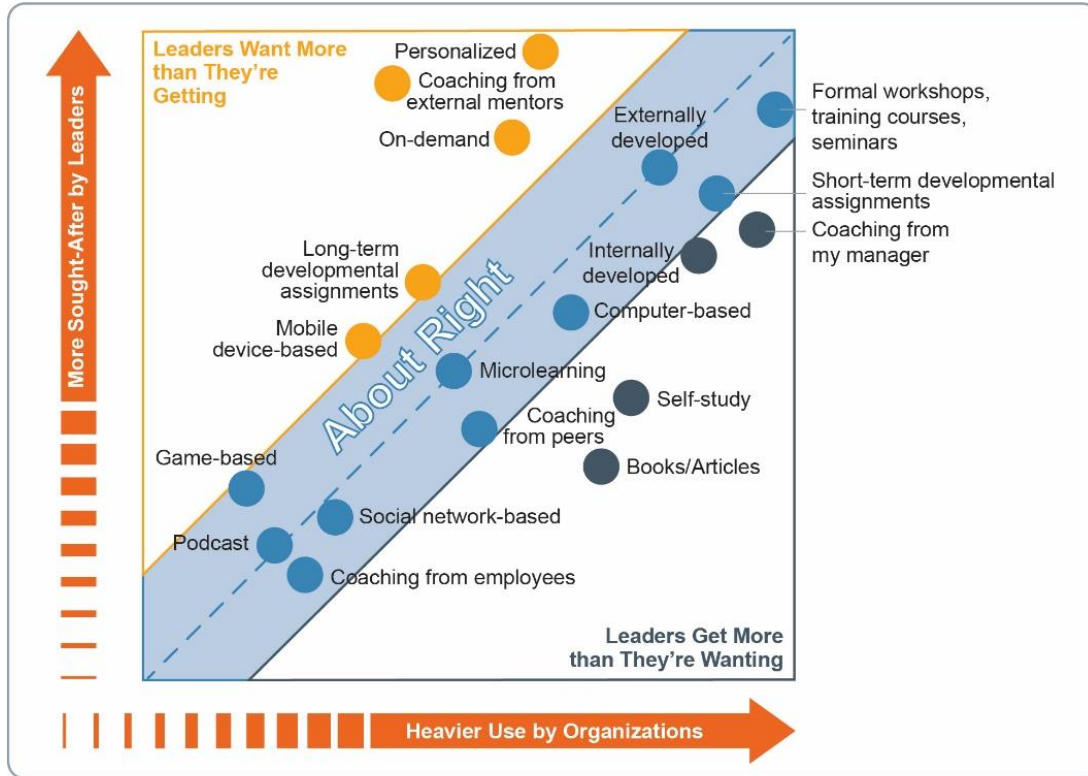


CONTINUE Leveraging Different Modalities and Approaches



Meeting the Needs of the Modern Learner

Technology Gains Its Footing, but It's a Slippery Slope



BUT beware of “build it and they will come”

What Frontline Leaders Want...

64% Formal workshops, training courses, and seminars

Source: *Global Leadership Forecast*, DDI (2018)

How this comes together to support real change...

Emerging Leaders

ENGAGE:

How leaders commit to change and growth

Kick-Off and Orientation
Manager Ready[®] Virtual Assessment and Feedback



Reinforcing Leadership Development and Manager's Guides
(For Managers of Leaders)

Building Focus and Context:
Meet with Manager

LEARN: How leaders acquire new skills and knowledge

Leading Self

Your Leadership Journey*

Communicating for Leadership Success*

Networking for Enhanced Collaboration



Interpersonal Skills Simulation

Microcourses



Leading Others

Coaching for Peak Performance*

Delegating with Purpose*

Driving Change*

Feedback Skills Simulation

Microcourses



*Available in Traditional Classroom, Virtual Classroom, and Web-Based Training

GROW: How leaders apply and sustain learning



Reflection and Recognition



Your First Leadership Job



Refresher Activities
(virtual or in-person)



Games to Practice Skills



Microcourses
(based on Individual Development Plan)



Mobile Support

Impact is possible...

3/4

After completing DDI's programs 3 out of 4 leaders "often" or "almost always" display effective leadership behaviors

82%

82% of women report their confidence in being a leader increased as a result of participating in DDI programs

11%-105%

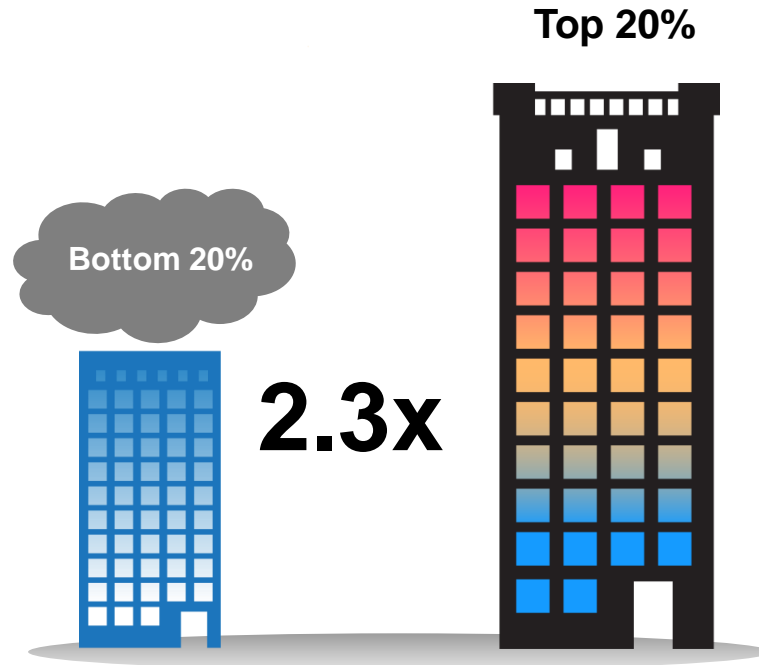
The average decrease in key business metrics such as turnover (77%), grievances (105%), and accidents (60%)



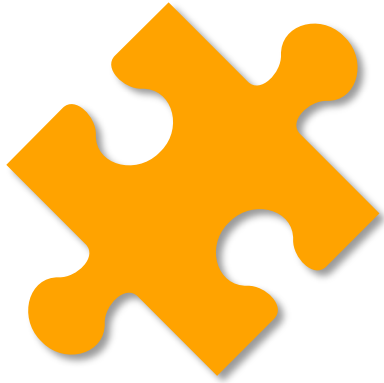
More than 140 studies have shown that DDI Programs successfully grows leaders in 44 countries.

Source: *Proof that DDI's Leadership Development Pays Off*, DDI (2017)

Organizations with Transition Programs



Source:
Global Leadership Forecast 2014-2015,
DDI and The Conference Board



What is the one thing that
can change the current state
of frontline leader
development?



**ANSWER:
CHANGE.
ARE YOU READY?**

DDI[®]  > By Your Side.