



# Sustaining Development: How to Make it Stick!

**Presented by:**

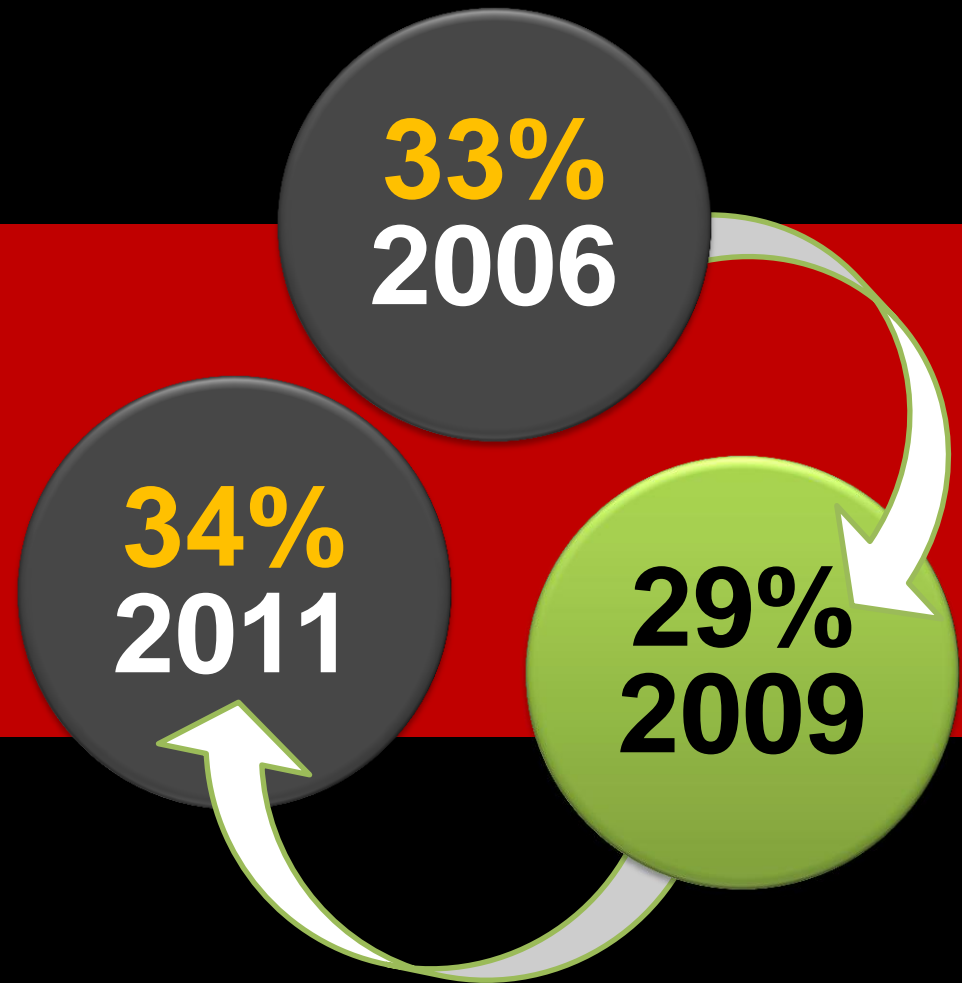


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# Leadership Development Effectiveness



## Learning “Stickiness”



## Program Sustainability



# Learning Stickiness

- Is there learning tension beyond the formal classroom?
- What are the opportunities to apply (on the job) what has been learned?
- What methods might be used to get stickiness? What are risks?



# Increase “Stickiness”

After training, only **15%** of learners **applied what they had learned** well enough to improve their performance.

**Source:** Calhoun, Pollock, & Jefferson, *The Six Disciplines of Breakthrough Learning: How to Turn Training and Development into Business Results* (2<sup>nd</sup> ed.), Pfeiffer, 2010.





# Which would you use?

- **Which of the following would you like to incorporate in addition to formal learning?**  
(Select all that apply.)
  
- **Which of the following would you like to incorporate in addition to formal learning?**  
(Select all that apply.)





Informal learning accounts for **70-90%** of all learning that takes place in organizations. *Source: Nik van Dam, T&D magazine , April 2012*





# Content Stickiness for Mid Level Leaders

## Leadership Role → Classroom

- Current change initiative
- Strategic networking map
- An innovation challenge



# Content Stickiness for Mid Level Leaders

## Classroom → Leadership Role

- E-mail reminders of learning highlights
- Brief video summary of key learning points
- Application tools



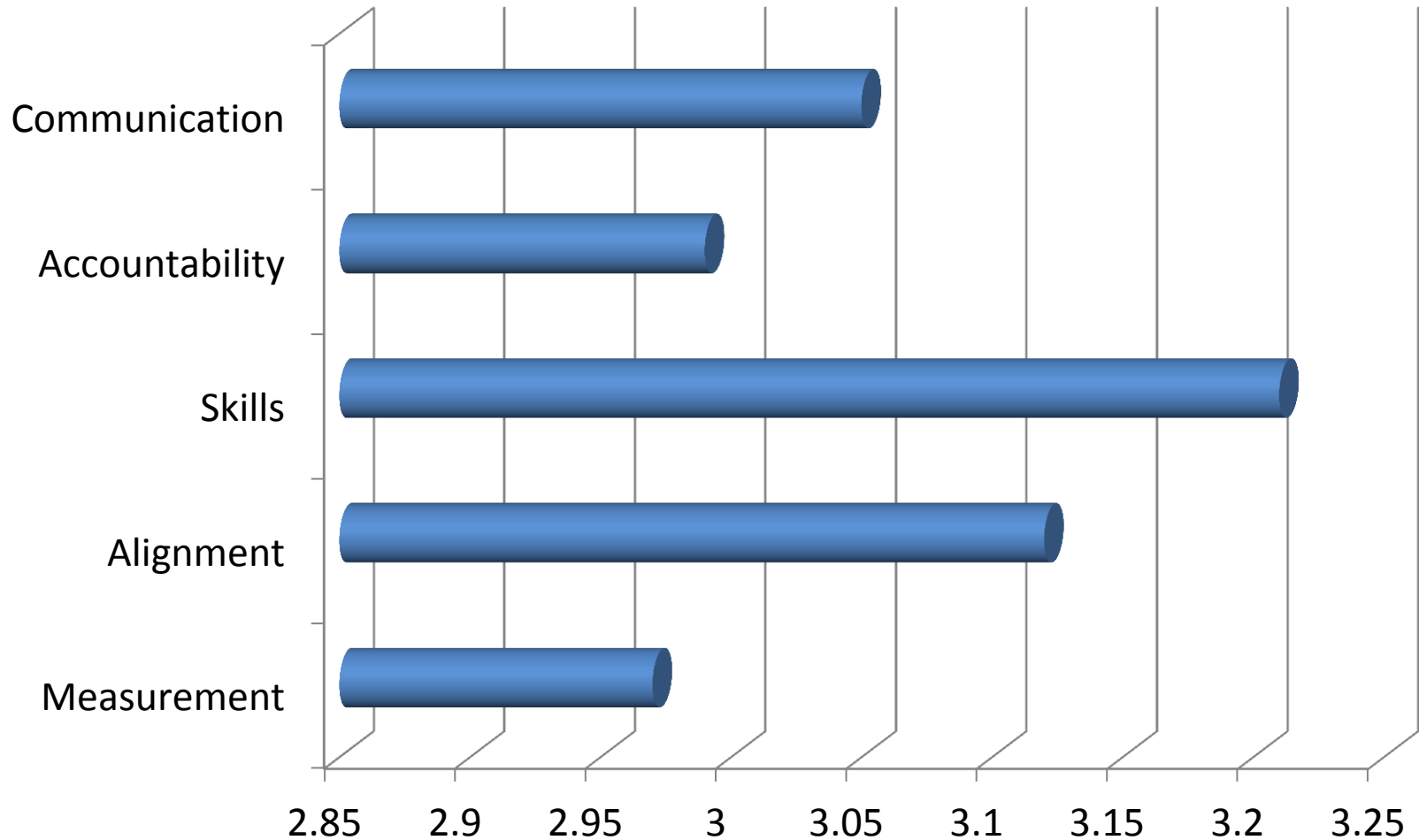


# Program Sustainability

- **Communication**
- **Alignment**
- **Skills**
- **Accountability**
- **Measurement**



# Culture of Strategy Execution





# Program Sustainability

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# Communication

- Communicate ALL expectations
- Be creative!
- Ongoing reminders





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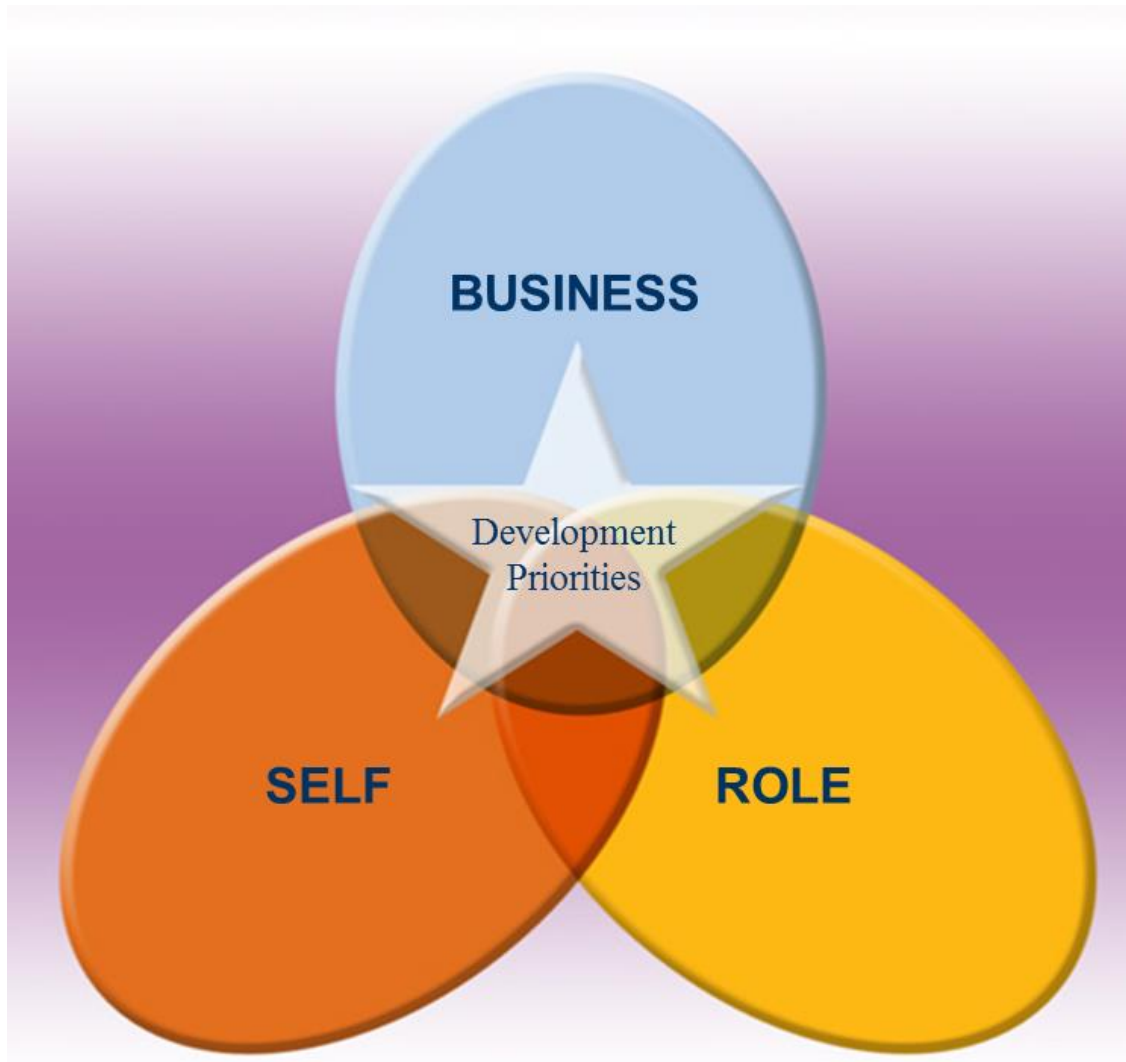
# Alignment

- For front-line leader initiatives:
  - What do you need leaders to do for the business to be successful?
  - How are they at those things?
- How can you determine what to offer front-line leaders?
  - Align to the business!
  - Use performance metric, engagement surveys, 360 data, needs analysis





# Alignment





# Program Sustainability

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# Skills

- Do all people involved in the initiative have the skill and ability to make sure it gets executed?
- Best Practices:
  - Global partners – what do they need to know?
  - HR Generalists – how can they be advocates?
  - Learning Council
  - Facilitators



# Program Sustainability

- Communication
- Alignment
- Skills
- **Accountability**
- Measurement



# Accountability

October

December

January

February

Kickoff

Session 1

Session 2

Session 3

Session 4

Completion

ORIENTATIONS

Manager & Participants

ASSESSMENTS

360 Feedback  
Personality Inventories

Feedback & Coaching

Executive Coach  
(1 ½ hours)

Development Planning

Coach/Participant/Mgr  
(1 hour)

Finalize Dev Plan

Participant/Mgr

PEOPLE

(3 days)

EXECUTIVE SPEAKER

The Challenge of Transitions

Mastering Emotional Intelligence

Influencing for Organization Impact

Handling Challenging Situations with Courage

BUSINESS

(2 ½ days)

EXECUTIVE SPEAKER

Key Strategic Priorities and your Leader Role

Business Simulation: The Marriage of Driving Business and Leading People

Team and Peer Feedback

COMMUNITY EXPERIENCE

Habitat for Humanity

Pen Pals

Bikes for Kids

CULTURE

(2 days)

Cultivating Networks and Partnerships

Making Change Happen

GRADUATION

Reflection  
Recognition  
Celebration

Coaching  
(1 hour)

Measure Program Effectiveness

(45 days after program close)

Coaching  
(1 hour)

Coaching  
(1 hour)

Network Cafe

Network Cafe

Network Cafe

Peer Coaching



# Program Sustainability

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# Measurement

- What should I measure?
- Why should I measure?



# Measurement Areas





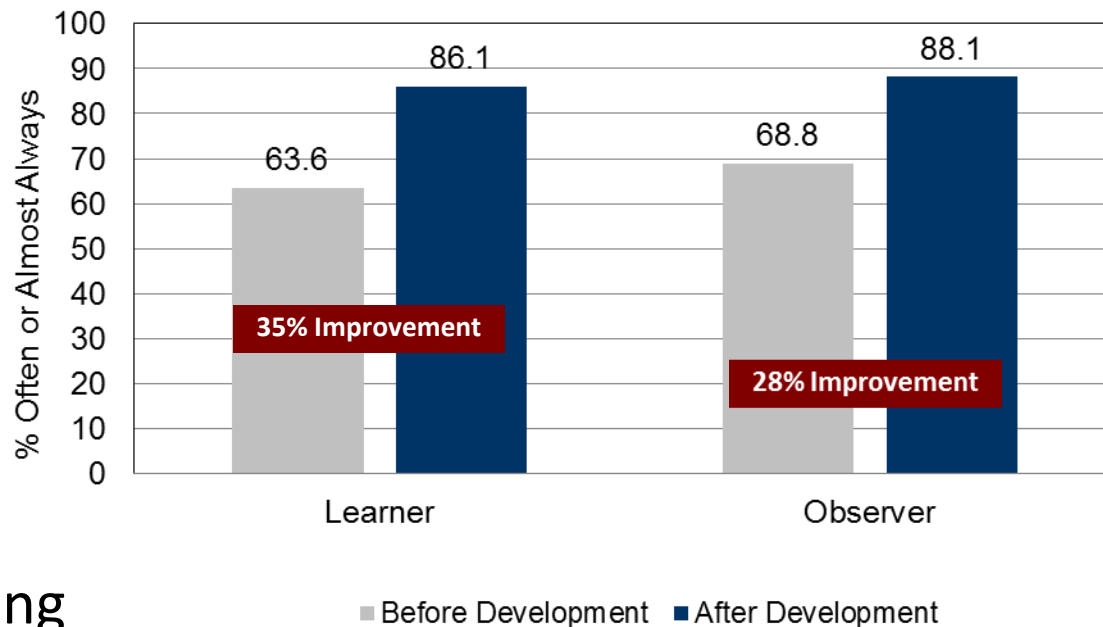
# Development Metrics Examples

INITIATIVE		RESULTS	
FOCUS	PROCESS	OUTCOMES	IMPACT
Leadership needs analysis (LNA)	Course reaction forms	Behavior change	Revenue
Custom needs analysis	Course knowledge checks	Analysis of performance metrics	Profit
Assessment/360 identified gaps	Leading Indicator survey	Engagement survey data	Customer satisfaction
		Turnover	Customized metrics

# Petroleum Exploration and Production Organization

## Learning Journey

- Two, 3-day sessions
- Action learning with executive sponsorship
- Executive coaching sessions
- Leading in a Changing World
  - ✓ Setting and executing strategy
  - ✓ Leading change
  - ✓ Emotional intelligence





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Thank you! Questions?

