



# LEADERS-AS-TEACHERS

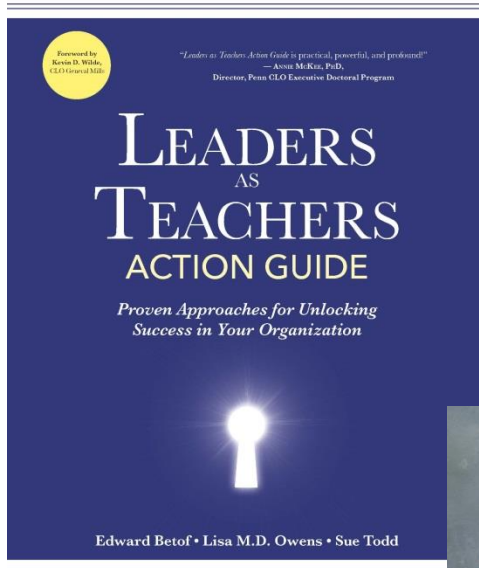
Improve Organization Foresight and Fast sight

Tuesday, June 10, 2014

**With Ed Betof, Lisa MD Owens & Sue Todd**



# Leaders As Teachers: Improving Organization Foresight & Fast Sight



## Today's Facilitators

Sue Todd,

Lisa MD Owens

Ed Betof



## Today's Moderator

Ann Parker



# What Does This Mean to You?

Type your  
ideas in Chat





“Teacher” is our umbrella term





# Foresight and Fast Sight

## A Fast-Changing World..

It's not  
unmanageable...

We need to  
learn how to  
manage  
differently.





# Leaders As Teachers:

## Improving Organization Foresight & Fast Sight

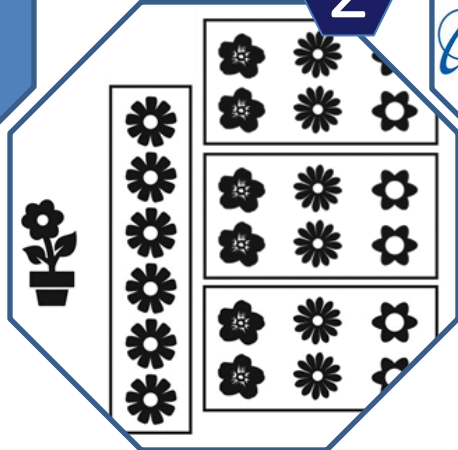


1

Build  
a case for  
LAT

LAT:  
designed  
& built for  
success

2



LAT  
beyond  
the  
classroom

3



4

Your  
Sight?



# Leaders As Teachers:

Improving Organization Foresight & Fast Sight



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**What one thing  
will help you *most*  
to gain support for a  
new or expanded  
leaders-as-teachers  
approach?**



# Leaders As Teachers:

## Improving Organization Foresight & Fast Sight

### B E N E F I T S



#### **LAT can improve:**

- Business Results
- Learning & Development
- Leadership Skills
- Culture & Communications
- Change Management
- Reduces costs by leveraging top talent





# Leaders as Teachers Poll

Where are you in the leaders-as-teachers continuum?

- Haven't started yet
- Tried it, but didn't get very far
- Doing it, and would like more results
- Doing well and want to grow
- Doing great and have a case story to share

# Evidence For LAT

A

Of the 19 exemplar companies for developing leaders, 16 utilize senior leaders and CEO's in their programs.

B

Effective LAT Implementation improves employee engagement, productivity, networking, and supply of leaders.

C

LAT was used by 76 % of top global companies for leaders.

D

Managers with trainer training transferred skills to the workplace. Employee retention increased significantly.

## Sources:

- A. DNA of Leaders: Leadership Development Secrets", The Conference Board by Rebecca Ray and David Learmond
- B. 2010 Research Report Published by the Human Capital Institute (HCI) & Lee Hecht Harrison
- C. Aon/Hewitt 2011
- D. Signature Healthcare CEO 2010 doctoral thesis, U Penn



# Evidence for LAT

## The Banner Health Case

### **New & Mid-level Managers Needed:**

- Communication Skills
- Executive Presence
- Lead Meetings

### **Solution:**

Implement a Leaders as Teachers Certification (LATC)

### **Results:**

- Metrics showed increased organizational performance

Leaders as Teachers



Unlocking Success  
in Your Organization



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In Chat

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## Improving Organization Foresight & Fast Sight

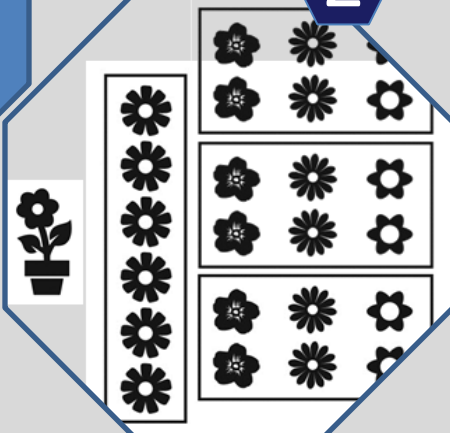


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What size LAT program

a) Do you have now

b) Do you want to have  
in a few years



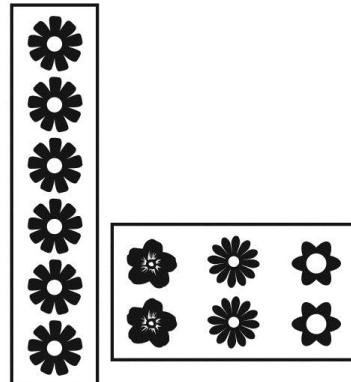
# LAT: designed & built for success

## Plant a Seed



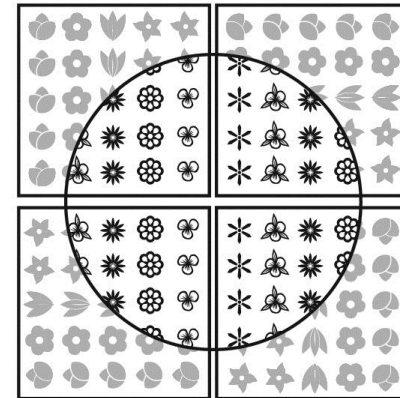
A Town Hall Meeting  
One Training Activity  
One Training Topic

## Plant a Garden Row



Series on a Crucial Topic  
Set of Topics for One Goal

## Build a Garden Plan



Most Topics, Most Places  
All Levels, Each Crucial Goal



# Size of Leaders-as-Teachers Poll

How would you characterize the size of your Current leaders-as-teachers approach?

- Looking for a place to plant some seeds
- “Plant a **Seed**” size (a few crucial topics or programs)
- “Garden **Row**” size (a series or set of topics)
- “Garden **Plan**” size (most topics at most levels)
- Other (Please describe in Chat. Thank you.)



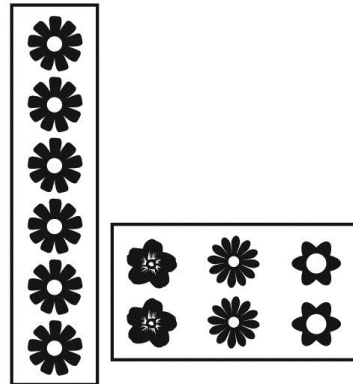
# LAT: designed & built for success

## Plant a Seed



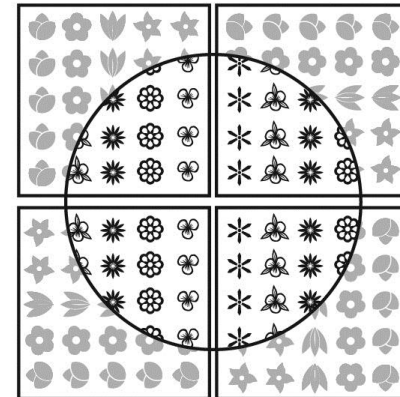
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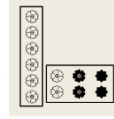
# LAT: Needs for each size

## Plant a Seed



- Leader-Teachers
- SMEs
- Learning Professional
- Logistics Manager
- A leader-teacher Coach
- A Program Champion

## Plan a Garden Row



- All in “Plant a Seed”
- Governance
- Plan to select participants
- Staffing Plan
- Score card
- Leader-teacher Skill develop plan

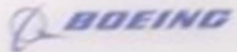
## Build a Garden Plan

- All in “Garden Row”
- Leader-teacher succession plan
- Plan to take advantage of economies of scale (LMS, suppliers, etc.)





# Boeing Builds More Than Aircraft, Boeing Builds Leaders



**LEADER:** "As leaders, we need to articulate a vision and ensure that each member of our team understands his/her role in making that vision a reality. Teams that proactively commit to a vision, rather than merely react to external forces, will come out ahead in these challenging times."

Grant Dindon  
Boeing Leader

Charts the  
Course



## Snap Shot of Boeing Wall of LTL



# Size of Leaders-as-Teachers Poll

What size LAT do you see for your company in 3-5 years?

- Still looking for a place to plant some seeds
- “Plant a **Seed**” size (a few crucial topics or programs)
- “Garden **Row**” size (a series or set of topics)
- “Garden **Plan**” size (most topics at most levels)
- Other (Please describe in Chat. Thank you.)



# Leaders As Teachers:

## Improving Organization Foresight & Fast Sight

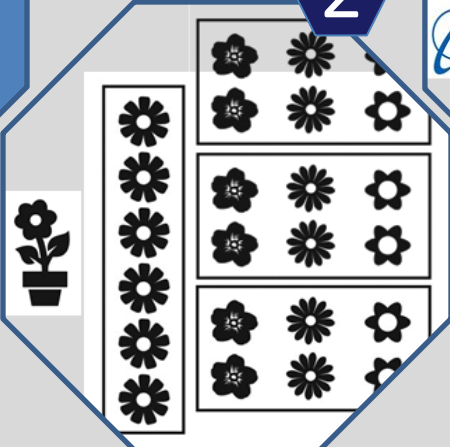


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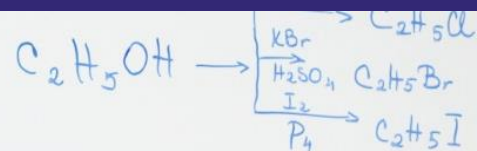
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**What must  
change to  
enable  
leader-  
teachers to  
teach far  
beyond the  
classroom?**

# LAT Beyond the Classroom

- Everyday teaching
- Teaching in-the-moment
- Developing Talent is crucial!





# LAT beyond the classroom

## New Roles for Leader-Teachers



- Network Connectors
- Explorers & Experimenters
- Aggregators of Collective Wisdom
- Jazz Makers



# LAT Beyond the Classroom

## Build Skills for Leader-Teachers

- Listen
- Facilitate
- Explore new ideas
- Teach in-the-moment





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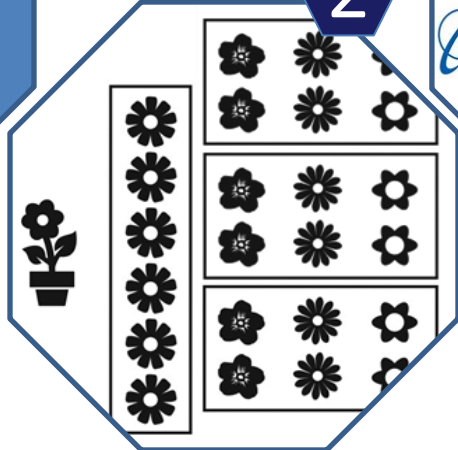


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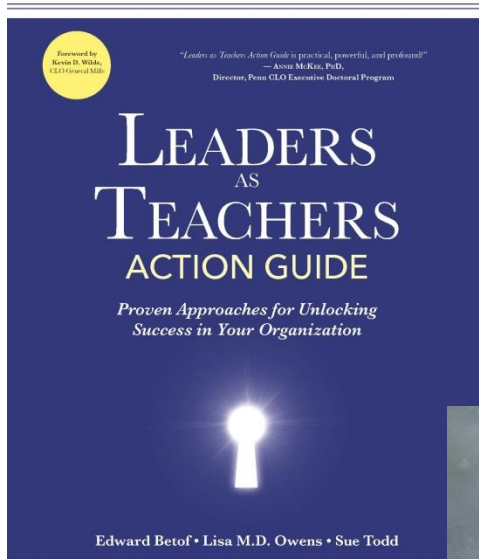
## Improving Organization Foresight & Fast Sight

In Chat

In your opinion or  
experience,  
how can LAT help  
increase foresight  
& fast sight for  
business success?



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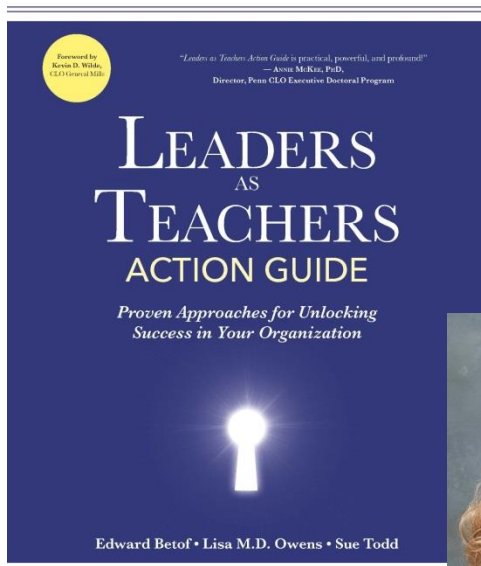
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THANK YOU



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