Diploma in Leadership and Management

Lesson 8
Leaders are continuously learning

Course Educator: Chris MacNulty

shawacademy

shawacademy

Lesson 8

Leaders are continuously learning

Build a productive learning culture

Creating a growth and development mindset

How leaders develop others

The listening post

Build a productive learning culture

"A man must be big enough to admit his mistakes, smart enough to profit from them, and strong enough to correct them."

John C Maxwell

Productive Learning Culture

How we learn – failure is the perfect option !

Formative experiences

- Those that shape and influence perspectives and behaviours.

- Learning from experiencing crises.

- Personal experience of challenges monetary, poverty, climate change.

How do we deal with mistakes

- It's part of what makes us human.

- How do we learn both from the leader who made the mistake and for those whom the mistake was made.

Talent management and development

- How can these kinds of experiences be encouraged.

- Recruitment, personal development and succession planning.

Leaders take responsibility

- They build confidence and trust.

- Leaders seem to know or learn that a sense of control over our situations defines one of the most basic of human needs.

- We feel empowered and focused.

Productive Learning Culture

Leadership pathways to learn

Performance

- Perform and excel in role
- Be a risk taker
- Stretch yourself and others

Trust

- Trust in your own abilities and others
- Adapt and act appropriately
- Influencing others through coaching and mentoring.

Learn all the time

- Reflect on past event.
- Learn the lessons from failure.
- Be self aware.
- Understand your strengths and weaknesses

See the big picture

- Observe what's going on around you
- Integrate across department and boundaries

Productive Learning Culture
Build a productive learning culture

Increase participation

- Let everyone learn

- High-quality, curated learning opportunities.

- Build a supportive learning environment.

Set example

- Be a risk taker

- Learn from failure

- Share information and collaborate

- Continuously improve

- Seeing positive outcomes

Engagement

- Learners now spends 39% of his or her work time learning.

- They waste approximately 11% of their time on unproductive learning.

- Organizations that drive productive learning see a 12% improvement in employee performance.

Productive learning culture

Creating a high impact learning organization (HILO)

Teach employees how to learn

- Rather than simply creating and delivering learning content, the best organizations advance the organization's learning capability.
- Design learning programs that increase employee awareness of how to learn, not just what to learn.

Use learning technology .

- Use learning technologies and platforms that enable employees to develop their learning behaviors, not simply consume content..
- LMS/CMS/LCMS

Create personal learning environments.

- Encourage the individual and the organization as a whole—to increase knowledge, competence, and performance.
- They are 32 percent more likely to be first to market.
- They have 37 percent greater employee productivity.
- They have a 34 percent better response to customer needs.
- They have a 26 percent greater ability to deliver quality products.

Creating a growth and development mindset

"The growth and development of people is the highest calling of leadership."

Harvey Firestone
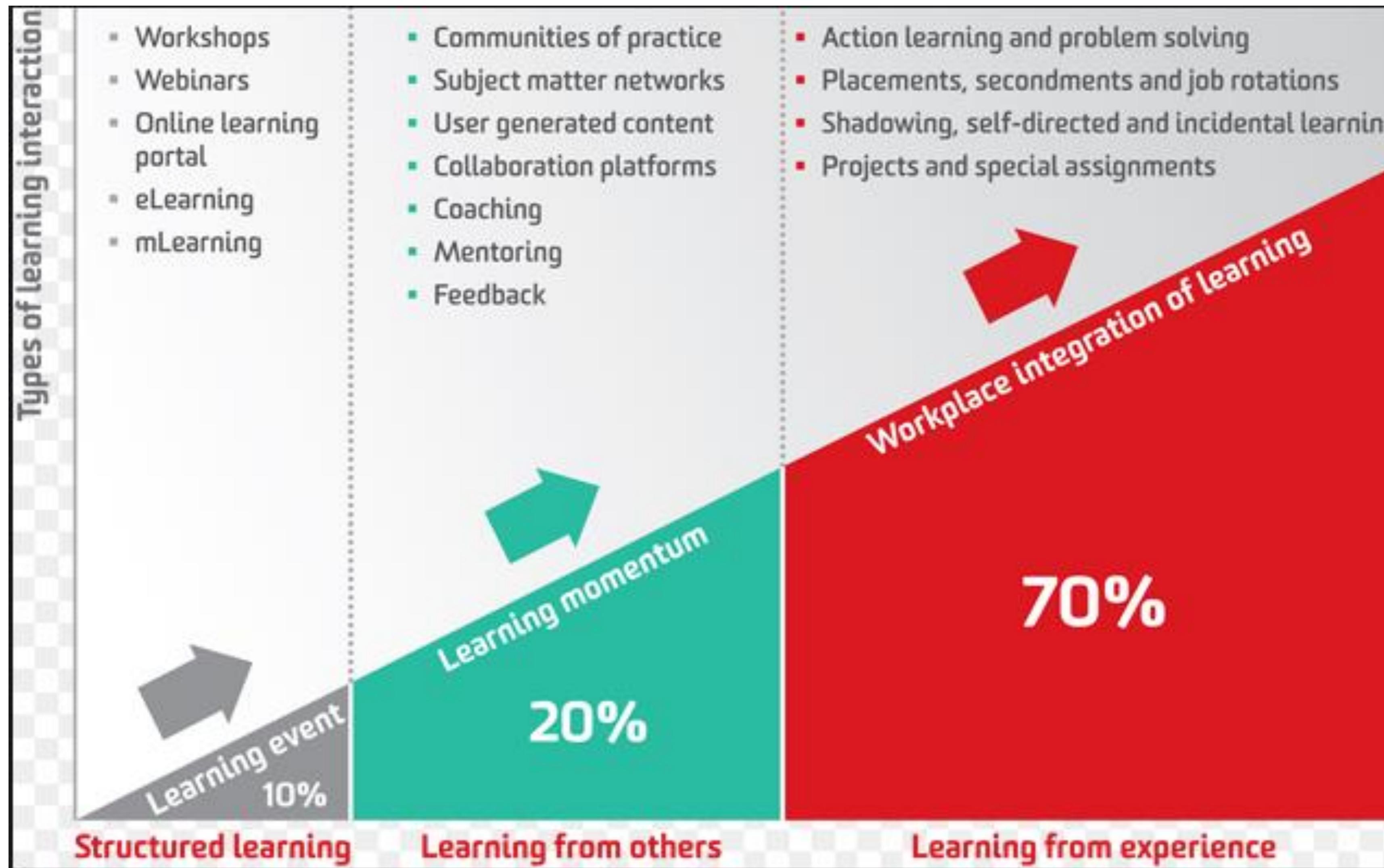
Grow happy and motivated employees

No matter what your ability is, effort is what ignites that ability and turns it into accomplishment."

1. Intelligence and abilities can be developed over time.

2. Emphasise the hard work they have accomplished.

3. Leaders are critical to team development, staff motivation, and the achievement of strategic objectives.

4. Place high value on learning, are open to feedback and are confident in their ability to cultivate their own and others' abilities.

5. Focus on continual learning and accept mistakes and failure as necessary to the overall development process.

Creating a growth and development mindset

Apply the 70, 20, 10 Model (Center for Creative Leadership)

Types of learning interaction

- Workshops
- Webinars
- Online learning portal
- eLearning
- mLearning

- Communities of practice
- Subject matter networks
- User generated content
- Collaboration platforms
- Coaching
- Mentoring
- Feedback

- Action learning and problem solving
- Placements, secondments and job rotations
- Shadowing, self-directed and incidental learning
- Projects and special assignments

Workplace integration of learning

Learning momentum

Learning event
10%

20%

70%

Structured learning | Learning from others | Learning from experience

Pushing too far the talented mindset

Who remembers the Enron scandal?

- Fortune named Enron "America's Most Innovative Company" for six consecutive years.
- Revenues of nearly $101 billion during 2000.
- *Institutionalized, systematic, and creatively planned accounting fraud*,
- Was it avoidable?

1. Many organizations believe in natural talent and don't look for people with the potential to develop.

2. Not only are these organizations missing out on a big pool of possible leaders, but their belief in natural talent might actually squash the very people they think are the naturals.

3. It would have been better to promote a culture that accepted failure or mistakes as a way to learn more effectively and improve in those areas that clearly still needed further development.

How leaders develop others

A hundred years from now all that will matter is the people that you connected with in such a way that you added value and meaning to their lives.

This is who I am !
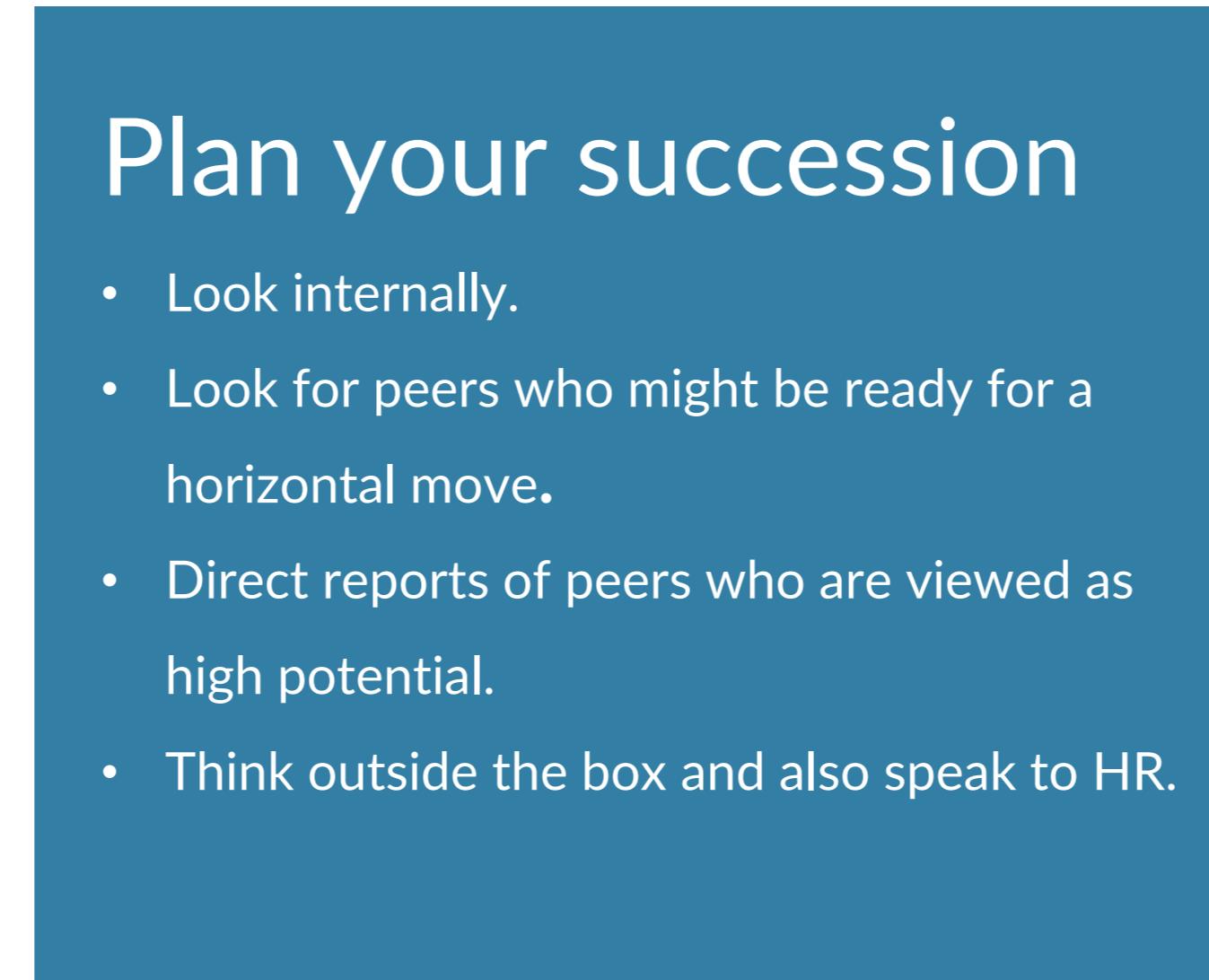
Have you identified your successor?

Plan your succession

- Look internally.
- Look for peers who might be ready for a horizontal move.
- Direct reports of peers who are viewed as high potential.
- Think outside the box and also speak to HR.

Develop everyone

- 30% of a leaders time should be devoted to development.
- Have a visible strategy for development that people participate in every day.
- Spend more time in the classroom teaching leaders than in the boardroom.

Development plans

- Target projects that will hone the desired skills.
- Expand their network to build relationships.
- Appoint a mentor.

"How leaders develop others

Developing full potential – too often we fail

I have an open door policy

- Go out and actively look for problems, don't just wait for them to come to you.

I expect you to be accountable

- When demanded, its purpose it to absolve the person demanding it.

Re-organization

- Managers rarely solve the problems through a re-org.

The busy fool

- A manager should not be constantly busy doing stuff.

I want "the right person".

- The problem was that we had the "wrong" people.

Gallup poll in 2014 found that companies make the wrong choice in selecting managers 82 percent of the time

How leaders develop talent

What do you wish to accomplish

- Celebrate both the outcome and the learning.

Link values to work

- People need to understand why what they do is important.

| Be a role model | Reinforce the Value of Learning | Build sustainable processes | Reinforce shared values | Leverage problems as opportunities |

Show your willingness to learn

- Embrace vulnerability: leaders are never more powerful than when they are shown to be learning.
- Collaborate more.

Coach & Mentor

- Career tracks are developed that give them a sense of where they can go inside the organization.

.

Acceptable failure

- Incorporating stretch assignments.
- Develop without feeling like mistakes will set them back in their career

.

Steps to assist in developing others

shawacademy

Start by owning the process

- State your purpose: to maximize the performance of all.
- Uncover hidden talent.
- Matching talent to new projects.

Development conversation

- Set the development tone and be positive.
- Given your self-assessment, what goals will you set for yourself?
- What resources will you need to accomplish these goals?
- How and when will we jointly assess progress?
- What do you need from me to be successful in accomplishing these goals?

Strengths and opportunities

- Start with feedback, managers peers, 360s.
- Acknowledge strengths and uncover developmental opportunities.
- Have the team carry out a self-assessment exercise.

Document the Plan

- Commit to a vital few goals (no more than 3 areas for improvement.
- You, the team, the organization.
- Select specific strategies to accomplish each goal.

Monitor progress, provide feedback and recognize success

How leaders develop other

What leaders leave behind – a development legacy

Develop other leaders

- Empowering them.
- Be clear: invest in those who actively teach and coach the values and principles that align with your purpose.

Invest in people

- Encourage them to lead.
- **Prioritize people over results**.
- They can change the culture.

Invest time and resources

- Invest in your team's professional growth
- They will make an even bigger impact.

Communicate in person

- Less email
- Can also be on the phone
- Using body language
- Bring to bear to full force of your personality

You may not be remembered very long for your results as a leader, because next year there's always another goal to reach--whether you're there or not.

What leaders leave behind

"The final test of a leader is that he leaves behind in others the conviction and will to carry on."

Walt Lippmann

shawacademy

shawacademy

Lesson 8 Summary

Why leaders are continuously learning

Build a productive learning culture

Create a growth and development mindset

How leaders develop others

The listening post

- Congratulations you have just completed the final lesson is this Diploma in Leadership and Management.

- We're here to help, so contact us anytime!

Course Review

Well done !

☑ **Lead with purpose, vision and values**

- Leaders lead from their most deeply held values
- Your behaviour, choices and actions are guided by those values.

☑ **Communicate, Communicate.**

- Share knowledge
- Break down siloes.

☑ **Build relationships and collaborate**

- Respect everyone
- Seek feedback and adjust accordingly
- Build your network

☑ **Grow yourself and others**

- The best leaders are always learning: read, listen, engage.
- They scan/observe their environment for insight.
- They grow talent.