

MERRILL@MOMENTACOACH.COM

Leading Leadership Development: Insights From ROI Research

Merrill C. Anderson, Ph. D,
Momenta
www.momentacoach.com
merrill@momentacoach.com

Intentions for the Session

- ▶ *Discover how to maximize the impact of leadership development initiatives drawn from 17 years of applied research*
- ▶ *What makes initiatives successful and where do they derail from creating value?*
- ▶ *Case studies will reveal value creation in terms of intangibles and monetary return on investment.*
- ▶ *Learn what you can do to increase the impact and business value of your leadership development efforts.*

Research Base

- ▶ *Over 80 studies from 30+ organizations*
- ▶ *Research presented in over 70 publications and professional conference speeches*
- ▶ *Books: Bottom-Line Organization Development and Coaching that Counts*
- ▶ *Recognized with numerous awards from ATD, IQPC, Training Magazine, etc.*

ROI Research Case Study Examples

Company	Initiative	ROI	Date
Nortel Networks	Leadership coaching of top 75 leaders; high potentials	700%	2001
Booz Allen Hamilton	Leadership coaching of selected partners; high potentials	700%	2005
Caterpillar	Culture change within a business unit	160%	2012
Medical device manufacture	Blended learning coaching skills; on-line and application workshops	140%	2018

Intangible Sources of Value

***1. Increased team work and collaboration;
networking***

***2. Improved vertical communication; setting
expectations for subordinates and managing
boss's perceptions***

***3. Giving and receiving feedback; coaching
performance***

Key Areas of Learning

- ▶ *Leadership development is human development and tends to follow a pattern*
- ▶ *Leadership development succeeds or derails based on how closely this pattern is followed*
- ▶ *Organization leaders enable success by*
 - fostering a culture of development; evolving culture one conversation at a time*
 - ▶ *Micro-cultures are the building blocks for organization transformation*

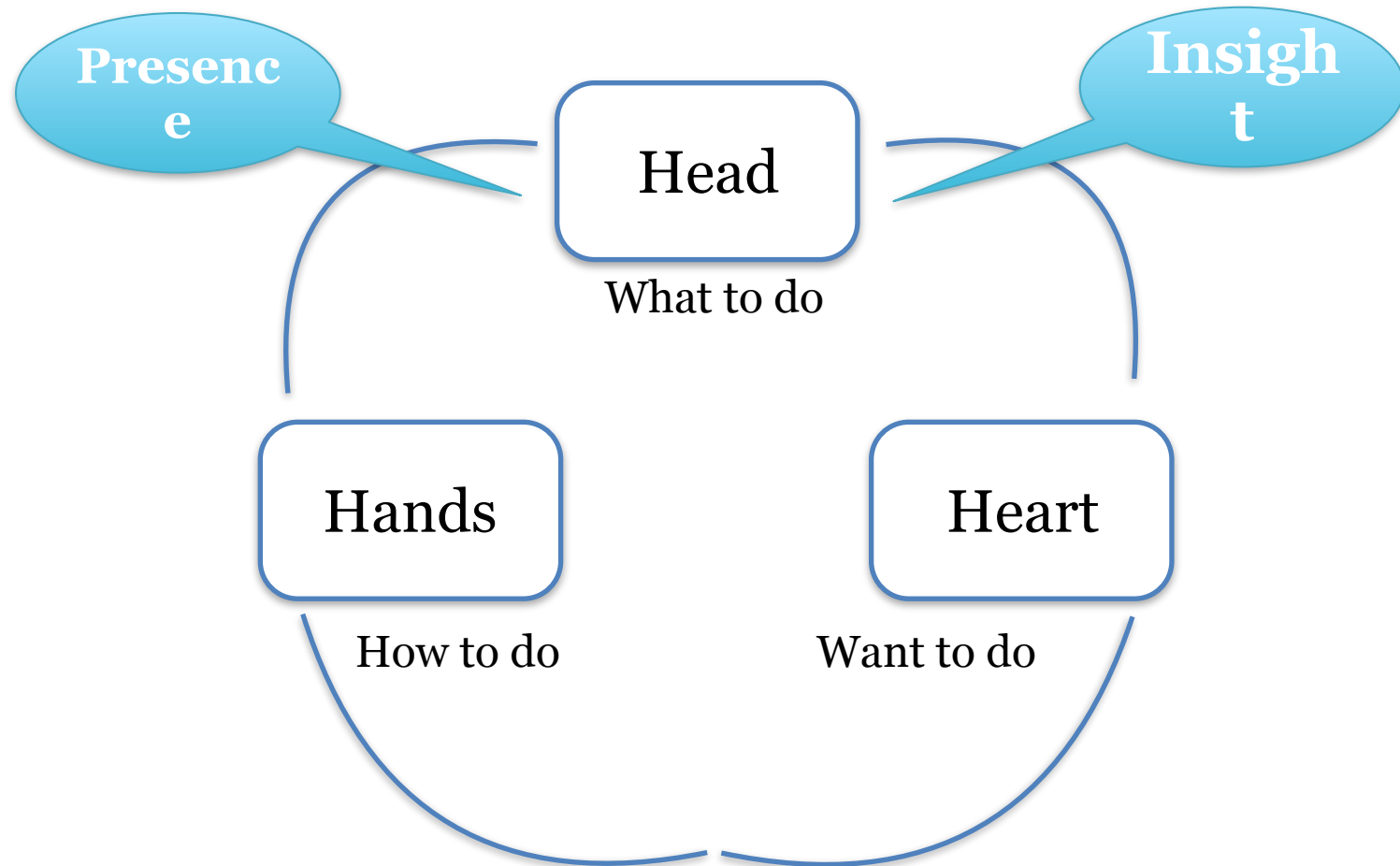
Coaching Cultures

- ▶ *Think big, start small, scale quickly*
- ▶ *Work with the willing*
- ▶ *Build momentum*
- ▶ *Leverage micro-cultures*
- ▶ *Share success*
- ▶ *“Take the chiefs”*

Pattern of Successful Human Development

Leading with Insight(R)	Finding Focus	Building Bridges	Creating Alignment
Key activities	Getting centered	Strengthening relationships	Transforming organizations
Sources of value	Personal productivity	Team productivity	Organization impact (quality, revenue, etc.)
Key enablers	Insight into personal growth	Dealing with fear	Taking actions aligned with values
Symbols	Head	Heart	Hands

How Leaders — People — Develop



Insightful Questions

Head

How are you getting in your own way?

How are you contributing to this situation?

Heart

What is the worst that can happen?

What will it take for you to be at peace?

Hands

How will you make this happen?

What help do you need?

Successful Leadership Development Initiatives

Deraillers

Enablers

Manager commitment

Context for learning

Link to organization goals

Peer support

Follow-up Opportunities

Focusing Questions

- 1. What is a key take-away for you in your role of developing leaders?**

- 2. What will you do differently as a result of what you learned?**