



# Lead Next™ Customized: One Real Life Example

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## Discovery, Research, and Customization

We begin with an assessment of prevailing conditions in the enterprise. In order to design directly applicable programming, we must understand enterprise culture, factors contributing to local success, and pressure points. Our team will conduct in-depth interviews with key stakeholders throughout the organization, including strategic senior executives, to establish this baseline.

The results of this research and discovery are critical to customized, relevant, readily-applied programming. There is no meaningful program customization without detailed discovery. The discovery process will also help us ensure that case study work described below is completely relevant and timely. As an additional benefit, the research results often provide new and valuable insight for the senior leader team.

## Mapping the Essential Elements of Leadership™

In order to develop strong leaders, we must know exactly how strong leadership is defined in this setting. We need to create a clear and common understanding on the senior leadership team about what elements our leader development programming is being designed to build.

This is accomplished through a series of facilitated individual conversations with the most senior leaders of the enterprise. Through a focused conversational process, we gather the data from which to build a customized Essential Elements of Leadership™. This is a highly valuable tool that can underpin all future organizational development work. It will certainly underpin the leader development programming we design.

## Customized 360° Feedback Design

One of the most effective elements in leader development programming is the 360° feedback process. With properly structured feedback, leaders become more realistic about how they are operating, clearer about the impact they are having, and more open to new learnings and change. The more focused, purposeful, and credible the feedback, the bigger the impact.

The most meaningful feedback is generated from a 360° process which has been specifically designed to the customized Essential Elements of Leadership™. The feedback becomes clearly and immediately applicable. This is a significant tool for leadership development in the organization, both during and far beyond this project.

## Customized 360° Feedback Rollout

The 360° feedback process will be a prerequisite for every person participating in the leader development programming. Each leader will identify approximately 10 assessors, typically some combination of the leader's direct reports, peers, and managers. The process for each assessor will be simple and elegant, requiring about 15 minutes online. Each assessor's individual responses are anonymous, and responses are collated into a group for presentation. The analyzed feedback is presented in a clear, direct, comprehensive report for the leader's use.

We use a carefully-constructed process for delivering the feedback reports to leaders. This process is embedded in the leader development programming. Leaders require context, as well as coaching on receiving, processing, and utilizing feedback. This sets the stage for the program learning to come.

## Video Capture: Modeling the Way

The purpose here is to discover and document the behaviours and talents that define outstanding leadership / management practice in your enterprise. As we proceed with leader development, there is a great opportunity to learn from and ultimately replicate best practices already at work. In our experience, video capture is a remarkably high-impact tool, revealing new insight and powerful story to the leadership team.

Our video specialist will meet individually with several individuals, ideally including emerging, experienced, and seasoned leaders – all selected for their ability to “model the way.”

The video footage will be distilled into dynamic teaching modules which will be embedded in the leader development program. The footage is also a highly valuable, multi-purpose resource for talent recruitment and enterprise story-telling.

## Launch Event

A strong launch to the leader development initiative will significantly impact participants' willingness to fully engage, learn, and change. Participants will be introduced to ideas and tactics they can immediately apply. The launch draws participants into program design, enabling leaders to take

ownership of the program and its outcomes. The event creates enthusiasm and “buzz,” a strong platform from which to begin learning.

We recommend a one-day, two-part launch event. The event begins with a seasoned keynote presenter who will focus on strategic issues uncovered by the research described above. The day continues with an exclusive gathering of program participants, to create a framework for the program to follow. We use a facilitated process to draw forward four real-life case studies, which will be integrated throughout the program. The case studies will be specific to your strategy, structure, talent, and sustainability – and to the need to drive results in these areas. The time devoted to selecting and detailing the case studies is invaluable in assuring program relevance as well as generating active buy-in.

## Custom Program Design

At this stage, our research results are translated into custom program design. All programming will be informed by findings from the discovery process, as well as the best practices video capture. Custom design ensures directly relevant programming that is meaningful to, and readily applied by, all participants.

The design process is collaborative and co-creative. The enterprise Human Resources team is our partner and filter, ensuring programming aligns with the organization’s environment, culture, developmental needs, and desired pace of change. Our program designers are experts in adult and organizational learning and development, and innovative.

As we have promised, the programming will be intense, experiential, and applied; rich in skill development to encourage behavioural change; practical and results-oriented. Creative process will be integrated to enhance specific learning. All work will be informed by extensive, relevant experience and best practices.

## Custom Program Delivery

We are recommending custom programming based on intensive discovery. As a result, please note this caveat. What follows is a conceptual sketch for program design, based on what we know now. Actual program design will be based on what we know in the future. Please consider the following as a creative framework, and not a detailed prescription.

We suggest a program framework of 4 two-day learning events spread over several months, designed to build strong leadership capacity and practice. We begin at the core, with the individual leader, and then move outwards to team and then enterprise levels.

*Learning Experience 1* focuses on self-mastery, the foundational component of leader development. Applied learning includes feedback, values, coaching, knowing self, and understanding one's impact. We debrief the 360° feedback and other assessment tools.

*Learning Experience 2* focuses on leading others. Applied learning includes communication, accountability, difficult conversations, conflict, and team. Two major experiential learning processes significantly accelerate understanding of leading and working in team.

*Learning Experience 3* focuses on leading the enterprise. Applied learning includes creating strategic value, and mapping / creating / shifting divisional or enterprise culture. Participants move from working *in the business* to working *on the business*. The Creating Strategic Value™ process is a powerful take-away that can be applied immediately.

*Learning Experience 4* focuses on innovation and sustainability. This is an advanced learning experience, by invitation only, for which participants will need to qualify. Applied learning includes a model for innovation, translating innovation from a strategy to a "how to" for the entire enterprise. Sustainability is addressed on two levels: what is required to ensure enterprise sustainability; and what is required to support environmental sustainability.

Every learning event is rich in skill development, fully practical, and integrated with creative process to foster behavioural change.

## Cohort Teleconference Coaching

Our intention is to produce the highest possible return on investment; therefore we strongly recommend the inclusion of a coaching process during program delivery. Ongoing, direct-feedback, group coaching stimulates peer learning, answers questions, and helps participants stay focused.

The coaching sessions will happen 3 weeks following each learning event, and again 3 weeks prior to the next learning event (dependent upon the scheduling of the learning events). Our coaches are experienced learning leaders with deep understanding of the change process. Coaching ensures all possible support to the participants in applying the learning, and building business results, from this leadership development initiative.

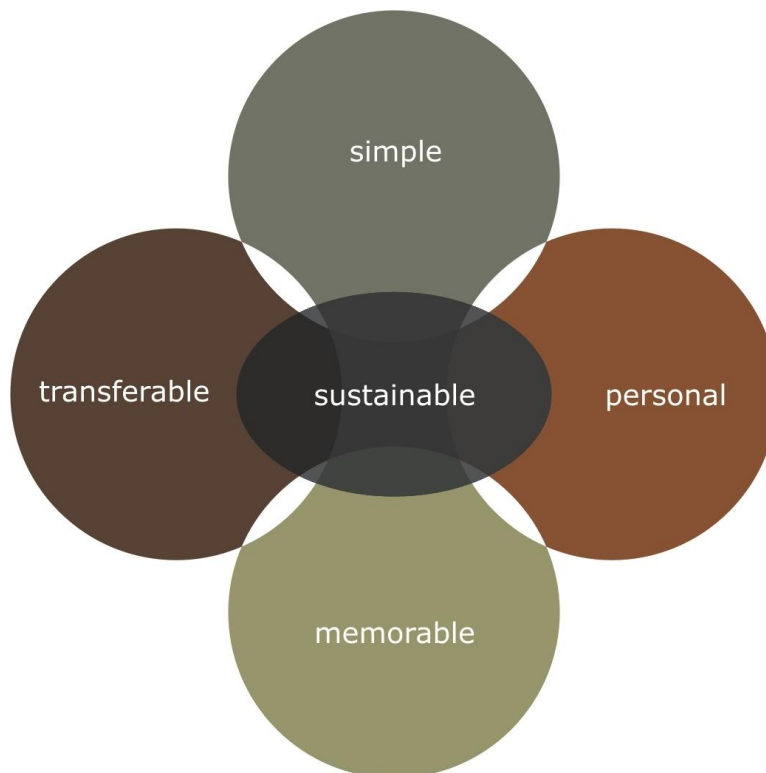
## Executive Case Presentations

Real-life case study work will be an ongoing program theme, as mentioned earlier. Four major business case studies, in the areas of strategy, structure, talent, and sustainability, will receive

consistent focus. Participants will apply processes from each learning event to their case study, creating an excellent opportunity to experience immediate results from program learning.

We recommend that the case study work culminate in a presentation event, in which the program participants present their case study results to members of the executive team. Participants will be required to choose a creative medium to animate their presentations, such as video, story-board, multi-media, and / or web-based technology.

Executive presentation “closes the loop” in learning, ensuring that participants thoroughly understand their case, create a meaningful solution, and animate that solution. High-potential talent starts to emerge and become evident as a result of the group learning process. The cases are an exceptional opportunity to apply learning, and at the same time generate creative new options for the enterprise.



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