

The New Rules of Leadership Development



By Frank DuMar
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Transcending the Adrenaline Rush of “Expert” Consulting

Over the last fifty years, Cleaver International has trained thousands of individuals in leadership development. As a result of my involvement with Cleaver tools and training in the last ten years, it has become more and more evident that getting on an airplane, bringing people together in a high-profile, event-based manner is no longer the most effective way to approach professional management and leadership development.

To be perfectly honest, this awareness created a certain level of ambivalence for me. On the one hand, I was attracted to the psychic income provided by the group atmosphere with the dynamic energy and excitement that are generated by working face to face with successful managers and leaders who are hungry to learn. What I've come to recognize and accept is that long-term effective results are NOT generated from my jokes, charismatic delivery and top consulting expertise. Effective results thrive in a more cost-effective, individualized, team-based, supportive approach that doesn't require the authority of the out-of-town "expert" consultant.

I'm not suggesting there's no longer a place for the presentation, retreat, or big training event. What I am saying is that simple, sustainable, ongoing development is best achieved through progressive strategies introduced by technology and Internet interfacing.

Finding ways to redefine our roles – and our own needs – as presenters, human resource professionals, and consultants is critical in order to advance the development of leaders overall. Facing these changes has required a fundamental reorganization of how I get my needs met professionally. This has opened the door for me to a new paradigm of leadership development that's having a tremendous impact on my development as a leader, as well as my clients.

What we hear from clients regarding our integration of the new paradigm are things like: how effective a more subtle warm-up to development is; how effectively each step prepares you for the next; how satisfying it is to have the opportunity to establish peer-based relationships on a deeper level – and how remarkably and unexpectedly rewarding that can be.

Based on my extensive field experience, research in the customer laboratory – and bruised knees – I want to share why the old rules don't work, why it's important, my definition of leadership, and **the new rules of leadership development**.

The Old Rules of Leadership Development

Managers and Human Resource professionals have attempted for half a century to help the *manager* become a *leader*, but the old style of management development is wasting huge amount of company dollars, time, efficiency, and killing profits and corporate growth. The old way means sitting for long periods of time and digesting generic educational concepts that are not designed for you. The old way often requires getting on a plane, renting a car, getting to a location, spending the majority of your time and resources before you even get started.

Is your company using these costly, outdated methods?

- ❖ Event-based learning seminars, conferences and courses that take employees off the job, out-of-town, and drive up expense reports with little return on investment;
- ❖ Training participants in isolation;
- ❖ Training without a structure for work-place application and reinforcement;
- ❖ Learning and development that's unrelated to company culture, goals and objectives;
- ❖ Generic, one-size-fits-all approaches that bore participants and fail to identify and capitalize on their unique needs;

Why You Need to Know the New Rules

Today, top human capital executives are facing leadership shortages

Executives at nearly 75% of companies agree that talent management is a strategic priority within their companies and executives at over 50% of companies face leadership shortages, many due to accelerating baby-boomer retirements. Additionally, leadership development has been identified as the number one top management concern in Ken Blanchard Group's annual survey for the past five years.¹

While most companies, managers, and human resource professionals understand the importance of training and leadership development, most do not utilize simple, ongoing, support-rich strategies. The implication of this shortcoming is dramatic in the effectiveness of individual professional development.

While corporate investment in leadership education and development in 2000 approached \$50 billion, many of these programs fail to have simple, ongoing accountability and results. This is not to suggest that these programs are ineffective, but are they most effective?

¹ Ken Blanchard Companies. 2007 Corporate Issues Survey. 2007

Everyone Can Become a Leader

A Call to Action

Everyone has untapped leadership potential. Leaders are grown, not just born. Leaders must develop over a lifetime, striving to adapt to a constantly changing business environment.

Successful leaders embrace change and learn to thrive in fast-paced, problem-rich environments.

Successful leaders create change and support others to successfully adapt to change.

Becoming a better leader does not necessarily mean a promotion (it could), nor does it mean being recognized (it could). It means growing and becoming a better person for the personal satisfaction and meaning it brings to your business environment, your life, and the lives of others - as well as bringing you professional success. Being a successful leader means living a bigger life personally and professionally.

Are you ready to learn about a sustainable, affordable, effective form of development that will honor your unique needs, behavior and values?

THEN READ ON

The Goal of 21st Century Leadership Development Is

Sustainability

Leadership Development is a *process* not an event.

Have you ever committed to a plan and not been able to stick with it? Who hasn't? We make a commitment fully convinced of our intention to carry it out. We leave the seminar fully prepared and focused on executing the new strategies we've acquired. But, without adequate warm-up, accountability and ongoing support, the reality is we will fail. The breakdown may happen quickly or slowly, but it will happen. We all experience the problem of believing we're committed, and then losing our drive, and then feeling a sense of failure.

The New Rules of Leadership Development demand that developmental opportunities be supported and sustained beyond the event. How? By creating an ongoing development program, you increase your chance of success of staying on the path, or, as I like to say, staying in play. Successful development is more about tenacity than theory. It's more about continued effort than mental agility. It's more about ongoing accountability and support than self-reliance. It's about attending to your unique warm-up needs. It's about encountering your resistance, not being a victim to it.

So, as a learning and development professional you must use:

**Sustainable
Leadership Development Programs**

The New Rules of Leadership Development

Team Based

E-Coach Supported

On-Demand

Linked to Company Objectives

Individually Designed

New Rule One - Team-Based

No one is smarter than all of us.

We all have trouble identifying our developmental needs and coming up with the motivation to change let alone devising strategies we need to overcome our resistance to change and growth.

The new rules of leadership development require creating groups that are feedback-rich, pairing people for coaching and shifting the facilitation of development from the *expert* to the *peer*. Individuals who understand the company culture and roles first-hand provide a context that is (1) supportive and (2) an important filter for HONEST discussion. Best practice solutions can then be generated by people inside the company who understand company-linked issues. And they are far less vulnerable to being “snookered.” Peer-to-peer development provides greater integrity, offering feedback that’s more honest, direct, and less political than outside resources.



The enormous value of team-based development is the ability to give teammates feedback about their developmental opportunities and ways of strategizing simple solutions they can't see through their own eyes. Our developmental needs are normalized when they're reflected back to us through the behavior and feelings of others. Our defenses are lowered and we take in new points of view. Participation in a group taps into our altruistic impulses; and when we have the opportunity to work supportively with peers, we experience great feelings of satisfaction from helping others. And, it saves the company money.

***Peer relationships* based in team development create the foundation for sustainable development**

New Rule Two – e-Coach Supported

Reconsider the Myth of Being Self-Sufficient

Often managers strive to be self-sufficient. If this is a myth you've bought into, you should reconsider. Leaders who try to "go it alone" will be unnecessarily challenged and stressed in their development. The New Rules recognize that managers and leaders can and should ask for help, peer support, ongoing coaching and accountability for their growth and development. The savvy manager knows how to build a support system that is sustainable.

e-Coaching involves remote feedback, performance tracking and coaching by providing a context for support and accountability. Individuals are less likely to allow simple breakdowns in their development to turn into major breakdowns when they are mentored and guided by an e-Coach who provides a balance of support and challenge. This ability to sustain a trusted relationship with an e-Coach mentor where a leader can ask for help and receive honest, sometimes *painful*, feedback, is imperative to the success of the leader. An e-coach meets an individual's natural resistance to change and provides strategies and support to transcend it.

An e-Coach knows the curriculum and pacing, recognizes the leadership development issues, and is responsible for intervening and guiding the process if and when participants struggle.

New Rule Three – On-Demand

Leaders Need Anytime, Anywhere Development

Anywhere

With state-of-the art technology and the Internet, we can access information, coaching, and support for development 24/7 from anywhere in the world at any time.



Anytime

What the new rules demand is that we're able to approach individuals at the *right time* and in the *right way* with opportunities for development. Anytime technology makes the leadership development curriculum available in real time and at the right time.

On-demand development increases opportunities for accessing "the teachable moment" – that time when the student is most receptive to grasping the educational concept. This is the time when your educational effort is most worthwhile and rewarding, providing the highest return on investment.

When you want it, where you need it, when you're ready for it.

New Rule Four – Linked to Company Objectives

Every company has a unique culture and goals

In the Old Way of development, the strategic plan is lost on the way back from the retreat center. Managers often can't tell you how their job relates to strategic organizational goals.

Personal and organizational goals **MUST BE LINKED** for mutual success. Your company will achieve results when thought leadership (vision, purpose, mission, key objectives, values, strategy) is linked with organizational leadership (jobs, functions, responsibilities) and aligned with people leadership (individual talents, values skills).

To establish a sustainable learning and development initiative, you need to connect the core success objectives of your company, to the specific leadership requirements of the people in your program. Successful development programs are linked to the key success factors of your organization *as determined by* your organization.

Individual development plans need to be linked to the roles and responsibilities of jobs needed to execute the thought leadership of the organization. Each individual's human factors need to be measured and evaluated against the success factors of specific job requirements.

Your challenge is how to **communicate** simply the key strategies and goals, **link** those to jobs, and **show** managers where they stand against those job requirements. By linking your company's objectives into your learning and development program, you are creating a bipartisan approach.

Good for the people, good for the company

New Rule Five – Individually Designed Matched to the Individual’s Unique Style

For the first time in history, the computer, learning technology, and personal Internet use have come together to afford the individual access to revolutionary, state-of-the art applications that can uniquely develop our human leadership potential. Your leadership program should translate learning and insights into a development plan that integrates your unique behavior, values, learning style, thinking style, and the kind of environment you will thrive in.

Traditional methods of teaching and learning assume we all learn in the same way. For instance, in school I was always in trouble for talking too much, not sitting still, and asking difficult questions. Ironically, the qualities I was criticized for in school are the foundation of my success in business today. Our public educational institutions have been limited in their capacity to profile, design and distribute education that serves and inspires us. Most learning and development programs fail not in what they *attempt* to do, but how they go about it. To be alert, engaged, and motivated, each of us needs to be approached differently, in voice, tone, reflection, pace, context and framework. If you’re a parent, you may instinctively recognize this in your children - each one needs to be dealt with differently for effective communication and results.

When developmental methodology is designed according to our unique style, learning, development, any activity becomes easier and more motivating. When we match development programs to the individual’s Developmental Style, natural “lift” occurs.

Your Developmental Style consists of, but is not limited to, your behavioral style, learning style, personality, and values -- just to name a few. These factors, when strategically accommodated, make learning and development simpler, easier, more exciting, and much more sustainable.

**Successful development happens when your development program
matches your learning style.**

Are you ready to develop your leaders?

The New Rules of Leadership Development support change. Sustainable, affordable, effective solutions are possible now. Your leadership is required to apply and advance a business solution to blend the unique needs of the individual with that of your organization.

Billions of dollars are wasted annually on complex, event-based, short-term, non-sustainable development methods that are met with resistance and non-compliance by individuals. It's your job – your opportunity - to define, declare and commit how YOU will bring these new rules into your business in a simple and sustainable way to develop your managers and leaders for success.

Our willingness and ability to grow in leadership is one of life's great opportunities and highest callings. It's calling me. Is it calling you?

About the Author

Frank DuMar

Frank DuMar has more than 10 years of leadership development experience as the CEO of Cleaver International, a recognized leadership consulting firm. In the past decade, Frank has professionally consulted with hundreds of companies and countless CEOs, managers and employees. He has taught Sales Management, Creative Marketing, and Strategic Planning Courses in industries from manufacturing to service and health care, financial services and insurance, athletes, entertainers, and sports franchises.

Frank's professional career began with an educational consulting firm where he built a solid reputation as a highly talented, charismatic substance abuse prevention specialist. He lectured to students and parents and consulted with faculty and administrators at some of the most prestigious prep schools nationally and internationally, helping countless individuals and organizations develop strategies for overcoming substance abuse.

In 1986, Frank opened his first entrepreneurial business, Vantage Point, Inc., a Substance Abuse Prevention Program & Counseling Center and was honored as Counselor of the Year for his work helping individuals and families recover from substance abuse. Additionally, he developed state-of-the art Employee Assistance Programs for businesses to intervene with substance abusing employees.

Frank's meeting in 1987 with John "Clipper" Cleaver, pioneering industrial psychologist and visionary and founder of Cleaver International, was a watershed in his own development as a leader. Fascinated and inspired by the power of Cleaver's instruments and tools, Frank gained insight into the unique strengths of his own behavioral profile and values and how to capitalize on his talents in the business world. Completing Cleaver's Professional Management Program I and II and becoming a certified Cleaver Analyst gave Frank the conceptual understanding of how to develop human resources in business.



Frank joined Cleaver International in 1994 and soon after became CEO, purchasing the company from John Cleaver. Frank's extensive experience with Cleaver International tools and customers led to his vision for creating LeadershipTools and an affordable solution for simple, sustainable leadership development.

To learn more about Frank DuMar and LeadershipTools, go to:

Site: www.leadershiptools.com

Site: www.cleavercompany.com

Blog: <http://frankblog.leadershiptools.com>

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