The Hidden Problem in Plain Sight

Leadership Development

Welcome

SHM™

SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

Organizational issues related to leadership

- Turnover / attrition

- Employee engagement

- Lack of job progression

- Performance gaps

- What do you see that you attribute?

…according to some estimates, it can cost up to 150% of the employee's annual salary for high-level employees -- for example, as much as $150,000 for a worker with an annual salary of $100,000.

--Gallup Business Journal

Misguided treatments

- Engagement surveys
- Training
- Hiring practices
- Incentive programs and bonuses
- Corrective action

Clues that point to leadership

- ER issues
- Lack of job progression within a job family
- Exit interviews

Poll

- How many of you suspect that there's opportunity to think differently about leadership development in your org?

Why do leaders need development?

- Hired due to individual contributor performance

- Interpersonal issues change
  - Peer relationships
  - Competitive resentment

- Senior leadership blind spots

- New change paradigms

Barriers to development

- Workload / time in production
- Conflict resolution
- Inadequate tools and resources

What to do about it, easily!

- Leverage the "signs" to target root cause

- Establish feedback loops

- Conduct an audit on manager time constraints, look to free up where possible

- Invest in resources – Mentorship is "free"

- Make it a safe culture of improvement that establishes trust

This is hard, we can help
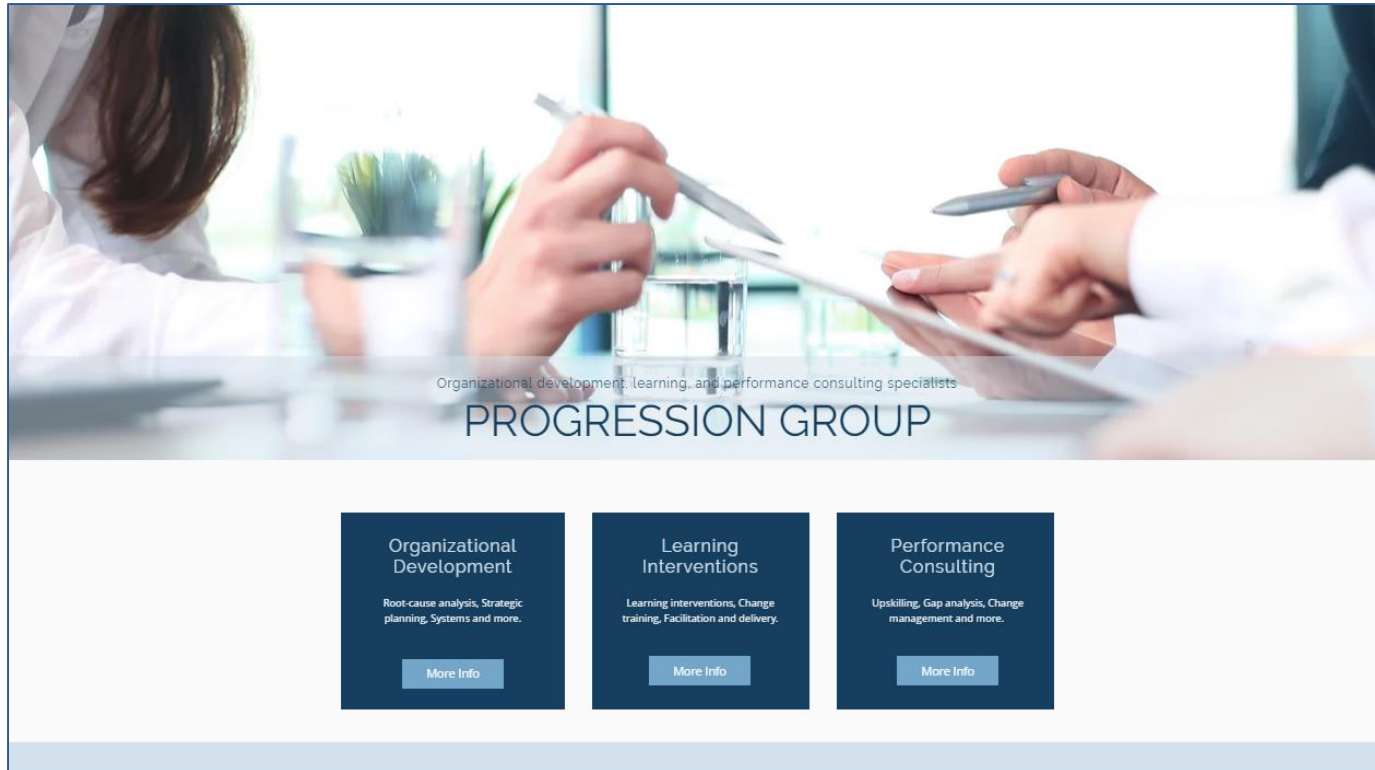
Q&A

Thank you!

Kenna Marple
Charlynne Roach-Green
Masters of Science in
Leadership Development

www.progressiongroupdsm.com
info@progressiongroupdsm.com

Drake
UNIVERSITY

Thank you!

Dai, G., Tang, K.Y. and De Meuse, K.P. (2011). "Leadership competencies across organizational levels: a test of the pipeline model", Journal of Management Development, Vol. 30 No. 4, pp. 366-380.

Rigoni, B., Nelson, B. (2015). "When making career moves, Americans switch companies", Gallup Business Journal.

Drake
UNIVERSITY