



BOSS,

How Do You Know How to Develop Me into A Magnificent Leader?

“Welcome to Leadership” is my leadership development process for talented individuals and new leaders.

The aim is to transit people with leadership ambitions into being shareholder allies obliged to develop people, drive changes and innovate client relationships.

A key component to success is engaged bosses for:

- Whom people and talent work is in the DNA of their job,
- Who dares to be ambitious with people, and
- Who are up against stretch targets in developing people!

Simple, right?! Are you one of them?

Universally CEO's recognize human capital development as a top 3 priority. Billions are invested in corporate leadership programs, yet in a recent British survey, 92 of 100 companies acknowledged to fall short in maturing talent benches. The catalog of reasons is wide and deep.

To me, organizations do not prioritize talent work as a competitive advantage. Talents/ leadership prospects are left to shoulder much work alone instead of as a partnership with hers/his manager.

This, therefore, is my may call to managers to invest intellectual presence to capitalize on new learnings and help clear hurdles for your talents in daily operations.

A feature of "**Welcome to Leadership**" is an expected involvement of the new leader's boss during the process - starting with;

1. What do you expect/ want to be the outcome of the investment?

A simple question with significant ramifications. Because, if you don't know what constitutes a decent fulfilment;

1. How do you know what success looks like?
2. How can you expect your employee/ colleague/ participant/ talent to achieve success?
3. Which consequences will you be able to enact throughout the process?
4. How will you know how to guide and help?

Signing up for "**Welcome to Leadership**" you want to build mental models for:

1. What is the expected maturity of your talent 3-5 years from now?

2. What do you/ your company find to be compelling reasons for your talent wanting to be a leader?
3. Which values would you expect your talent to treasure – where do they start – and stop – and to which standard?
4. What would you expect your new leader to contribute to her/his future employees?

Most managers find this to be new ground to cover, yet understand that as your talent is developing, you are on a learning curve to become great at developing people. A task of yours is to elevate the perspective of your talent – make her/him see new horizons and sophisticate their human repertoire. This is a start.

Taking these questions lightly means taking your talent lightly, so please challenge yourself in articulating meaningful demands, KPI's and expectations.

Upon returning from “**Welcome to Leadership**”, you should take an active interest in;

1. Reviewing personality test – a detailed map of the person's strengths, areas of development, general capabilities. How will you:
 - a. Turbo boost strengths to become industry leading capabilities?
 - b. Build strategies to handle or make relevant untrained traits?
 - c. Incentivize for improvement of leadership characteristics
2. The person's intended contribution to the company over the coming 3 years:
 - a. Are you sufficiently comfortable with the strategy of the company to couple the trajectory with the development of your employee?
 - b. Is your acuity of talent development sufficiently honed to design a personal progression to exceed the company's strategic trajectory, ie to create a future leader better dressed than today's general standard?
 - c. Are you in tune with the general operation of the company to see other departments as opportunities for development for current employee?

3. Operationalize learnings of the training to daily life by;
 - a. Designing strategic learning requirements
 - b. Being specific about what needs trained on the job
 - c. Require the talent to commit to self-learning in specific areas
 - d. Drawing up numerous exercise(s)/ project(s) to be concluded based on the training and the person's learnings
 - e. Ensuring de-briefs to colleague's company to spread wider learnings, ideas and fresh perspectives

Insane amounts of new knowledge go unused. How many of us haven't returned to work from courses/ trainings to pack away manuals only to re-visit the topics when scribbled notes are distant memories. It's a terrible waste of time, money and opportunities to invite new thinking to the table. Steve Jobs' said, "you connect the dots backwards", but if information only sits with you, what good is it at large?

So, please invest in de-briefing, operationalize new knowledge, and spread it wide and far!

This being just the beginning, it must also be minimum requirement to subtract value from this/ any similar training:

In my book, you would definitely also want to:

1. Evaluate your new leader vs. company values - now up against stricter standards expected from management ranks. You want to detail a behavioral path over the coming 36 months to ensure the talent over-performs – become a recognized value ambassador.
2. Evaluate the talent vs the company's leadership characteristics and how they are supposed to develop long-term to ensure a designed process of success rather than on of "good luck with luck"
3. Detail requirements to jobs 1-2 levels above the talent's current thus allowing for a conscious adjustment and learning ahead of time. While this is about breaking taboos of glass ceilings, it is not a carte blanche promotion but a stipulation of minimum expectations to become a candidate for such.

During the 6 months' follow-up process leaders of participants at "Welcome to Leadership" are expected to:

1. Monthly to re-visit;
 - a. Exercise(s)/ project(s) for progress report
 - b. Which learnings have been trained and utilized since last – how can utilization be improved?
 - c. Which new perspectives can be engaged?
2. Bi-monthly;
 - a. Evaluate progress of behavioral development in respect of company values and leadership traits
 - b. Discuss decisions needed taken to flourish personal progress
3. As needed, follow up on:
 - a. Peer-mentoring sessions,
 - b. External coaching sessions.

By now you may think this is overdoing a simple 3-day training. You might even be excused for thinking; "we have never done this in our company, so why prioritize it in a busy operation"? Let me ask the other way around, how do you monitor/ follow up on any other investment? Do you leave it to itself?

At the end of the 6 months process you would want to:

1. Offer a review of observations as to how the person have taken to the training, new learnings, projects and reports, and shown willingness to progress personally and with the company
2. Numerical conclude on the collective effort. This matters both for the individual, but more so for future talents to set a standard to exceed.

Investing in leadership development have to be a serious matter and one where you take stock during and after. Multiple stakeholders must earn a return; shareholders/ the company with an upgraded talent bench, you as a mentor must add to your learning of growing talents, your talent must progress personally, and hers/his (future or current) employees must see a maturing and more sophisticated leader – otherwise what is gained?

In my book, you want to do one more thing, which is:

1. Identify your range of consequences;
 - a. How will you react to performances below, medium and above expectations?
 - b. Which process do you intend to in-act?
 - c. What will be signs you need to react on?

...and:

- d. How do ensure that your efforts don't fall short - who takes consequence from your (in)ability to develop talents?

"Boss, how do you know how to develop me into a magnificent leader"?

Good luck!

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