

Leadership Development Design Ideas

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Open Enrollment

Ideas for developing leaders in an open enrollment setting such as e-learning, brown bags, business book clubs, or university classes

- Join Toastmasters
- Register for a leadership class with DDI, CCL, ASTD
- Register for an advanced degree or certification classes
- Integrate leadership values into training for new supervisors
- Expand the 70-20-10 model by getting people engaged through categorized blogs, 2-minute YouTube videos, social networking, or other ways to expand the content
- Hold mentoring workshops for mentors and protégés
- Conduct 360s paired with coaching
- Conduct peer-to-peer feedback sessions teaching how to provide feedback
- Introduce graphic facilitation
- Initiate a business book club, varying it with competitive book reports, everyone reading a different book on the same topic and discussing
- Form a Managers' Club bringing in monthly guest speakers (sports coach, trainer) to discuss how to transfer knowledge to the leader's own business environment
- Create and review YouTube videos (RSA Animate) then have a discussion
- Hold manager networking sessions once a month; could be for coffee or after work
- Conduct a program for young leaders during their first two months to align their focus and to coach knowledge and/or skills
- Keep local universities and community colleges in mind for single-need classes such as learning to be politically savvy or speaking skills
- All courses should be preceded and followed by a supervisory discussion about what to learn, what to change and then how to implement
- Review external executive education programs
- Create an internal executive development program
- Consider podcasts, blogs, and other e-learning events such as webinars
- Hold lunch and learn events; have leadership candidates design and deliver them for others
- Take classes about global leadership
- Review corporate competencies and help leaders compare themselves and create a plan for improvement
- All leaders should complete and use a current Individual Learning Plan (IDP)
- Benchmark another company in a similar product market or industry to imagine future needs and requirements; compare the readiness of the organization and or the department
- Complete a review of all industry journals to identify current issues or upcoming opportunities
- Form an internal group to review the organization's balanced scorecard, comparing financial measurement and the strategic direction to goal accomplishment
- Work with community colleges and continuing education perhaps trading instructor time for course time

- Define what is available to all employees
- Identify technical skill training for everyone
- Find multiple outlets for building teams
- Provide intake training (team based)
- Ensure a balance of personal and professional development
- Deliver Success Skills (aka Soft Skills)
- Facilitate leadership retreats
- Identify assistance for career development (current and future)
- Hold a variety of lunch and learns
- Schedule vendor training paid for by the organization
- Encourage leaders to join professional organizations
- Offer college prep courses
- Build a reflection structure into all training
- Enhance online qualifications
- Partner with other schools (IMD, Harvard)
- Find ways to learn off the job, e-learning or books 24X7
- Subscribe to HBR
- Explore HarvardManageMentor®, an online learning and performance support resource that delivers critical management skills at the time and place needed
- Encourage corporate membership with global or business associations
- Leverage online learning such as Coursera (an education company that partners with the top universities and organizations in the world to offer courses online for anyone to take, for free)
- Encourage listening to TED talks; create a list of the best and form discussion groups around them
- Identify team topics and expand them to others: Go and learn/come and train
- Attend conferences
- Share vignette apps
- Offer STAR Coaching - HIPO's
- Identify internal experts who leaders can call just-in-time
- Identify leaders' specific or targeted topics for your organization
- Hold a Skills Fair: different booths on specific skills
- Encourage the company to provide tuition assistance or reimbursement; partnership with a University and waive or reduce tuition
- Hold brown bag sessions with leadership topics every month, VTC to other sites. Then upload on ePortal for others to watch
- Share best practices with key leaders among different divisions; HIPOs are a part of the discussions
- Hold breakfast with leaders (open forum) to discuss leadership topics in an informal way; this could be open to anyone who wants to attend from various companies, nonprofits, etc.
- Ask various business unit leaders to present information about their unit, explaining to attendees what they do at a monthly brown bag
- Host industry Power Hour sessions that are open to customers and competitors, invite industry speakers to present; for fun include topics related to hobbies, such as like `jewelry making`

- Host a live Q&A webinar with leaders so employees at all levels can have access to senior leaders
- Work with local community colleges to customize programs; clarify which skills each class targets
- Use TED talks as a platform to watch for presentation skills, charisma, presence
- Assign budding executives to coach non-high potential employees
- Interview executives at company events for everyone in the organization around topics such as culture, collaboration, business acumen, business challenges
- Organize a book club where the company purchases books and lunches so employees can discuss hot new topics
- Encourage departments to provide cross-training, especially in customer/supplier relationships
- Provide tactical knowledge experiences
- Create sustainment activities for mentors and protégés, discussion starters, short self-assessments, mini case studies
- Host a breakfast with the CEO, limiting the number each time
- Start a "1 Chapter Club" where everyone reads one chapter of a book and then discuss the entire book
- Design mini modules that are targeted to just-in-time topics of interest
- Determine how leadership competencies can be described, weighted, and evaluated via assessments
- Organize improvisation groups around topics to help future leaders think on their feet
- Arrange for a speed mentoring event
- Provide team training
- Schedule discussion breakfasts with catchy names such as "muffins with Melanie"
- Implement a planned program, "A day in the life"
- Many organizations utilize team building or individual coaching; instead implement team coaching
- Create Learning Dyads where employees attend a conference; when they return the partners work together to reinforce what they learned.
- Coaches send leaders a scenario or case study and ask them to respond; ideas are shared online
- Outside education is linked with internal internships, e.g., two half days a week are spend in an education related job assignment outside regular assignment
- Disney uses an open enrollment forum for courses where participants can offer a "like" or "dislike" rating and how they used the information
- Monthly Lunch and Learn series. Each department give a one-hour presentation about something relevant to the overall business, but specific to their job function