

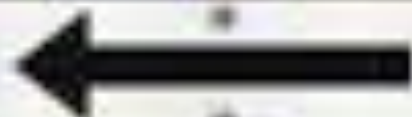
Real Time Leadership Development

*Leverage the Learning Power of Disruption to
Enhance Decision Making, Build Trust and
Stimulate Innovation*

By Sharon Confessore, PhD & Timothy J Tobin, Ed.D.

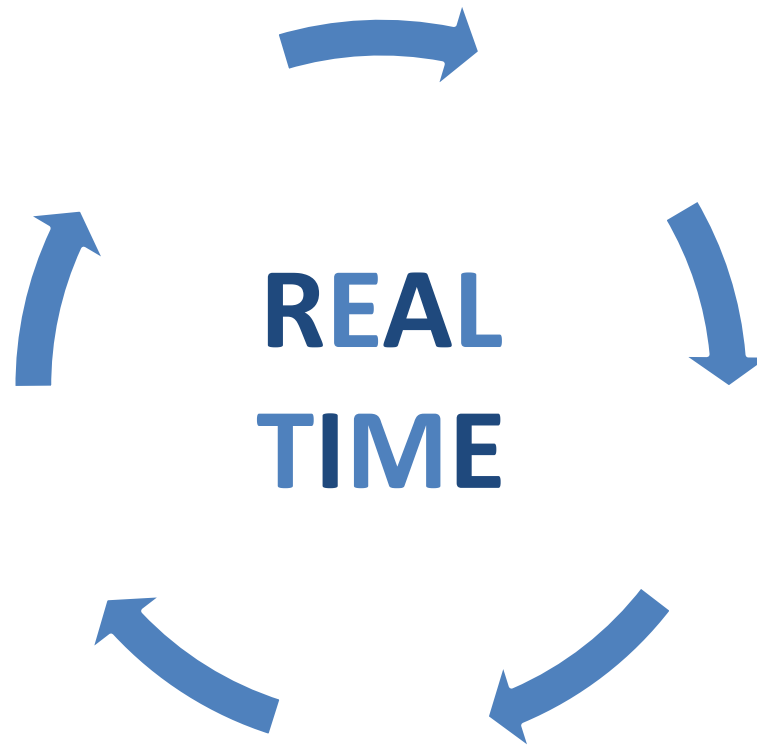


**NEW
WAY**



**OLD
WAY**





Development Goals

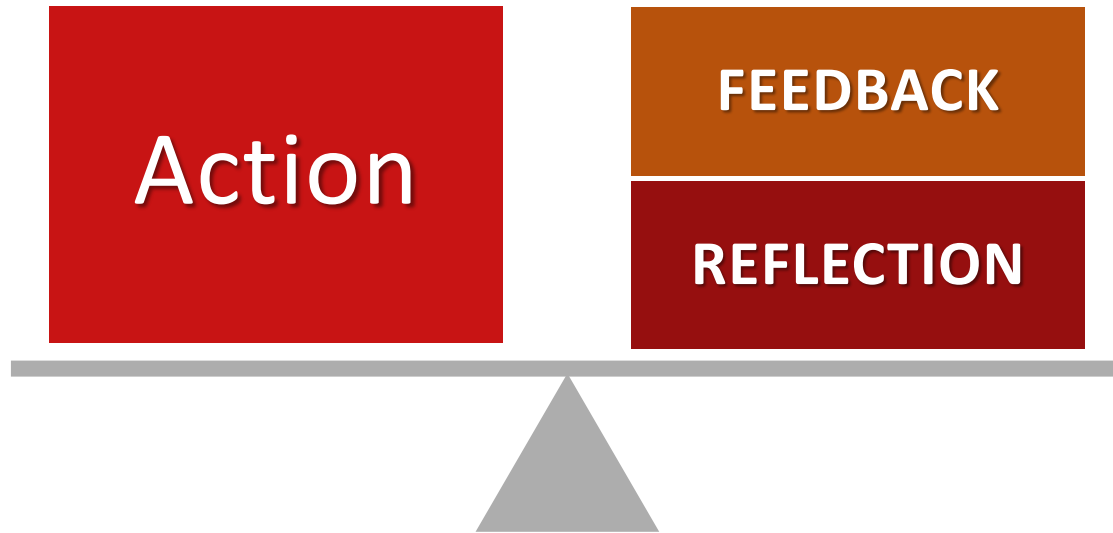
- Build new behaviors
- Develop deep business insight
- Enhance strategic execution capabilities

Optimal Processes

- Growth Opportunities
- Action
- Collaboration
- Reflection
- Feedback

Real-time Leadership Development

- More dynamic
- Uses multiple approaches to maximize the learning opportunity
- Relevant, immediate, and situationally-focused
- Maximizes reflection and feedback loop
- Leverages others' knowledge and emphasizes collaboration across teams, colleagues and executives
- Reinforces a culture of learning and performance



Enhanced KSA

WHAT IS THE POWER OF AN
EXPERIENCE?

The background of the image is a dark, atmospheric digital space. It features several glowing, curved paths or channels of light that appear to be made of data or information. These paths are primarily blue and purple, with some white highlights, and they seem to flow or converge towards a bright, glowing point in the distance. The overall effect is one of a high-tech, futuristic environment, possibly representing a data center or a virtual world.

Five Steps to Realizing RTLD

1

Shift from Leadership to Learnership

2

Identify, Document Business & Learning Outcomes

3

Address both Company & Individual Needs

4

Ask Questions to Seek Clarity and Increase Learning

5

Leverage the Power of Community

1

Shift from Leadership to Learnership

Leaders are excellent learners. RTLD capitalizes on this by creating experiences where there is:

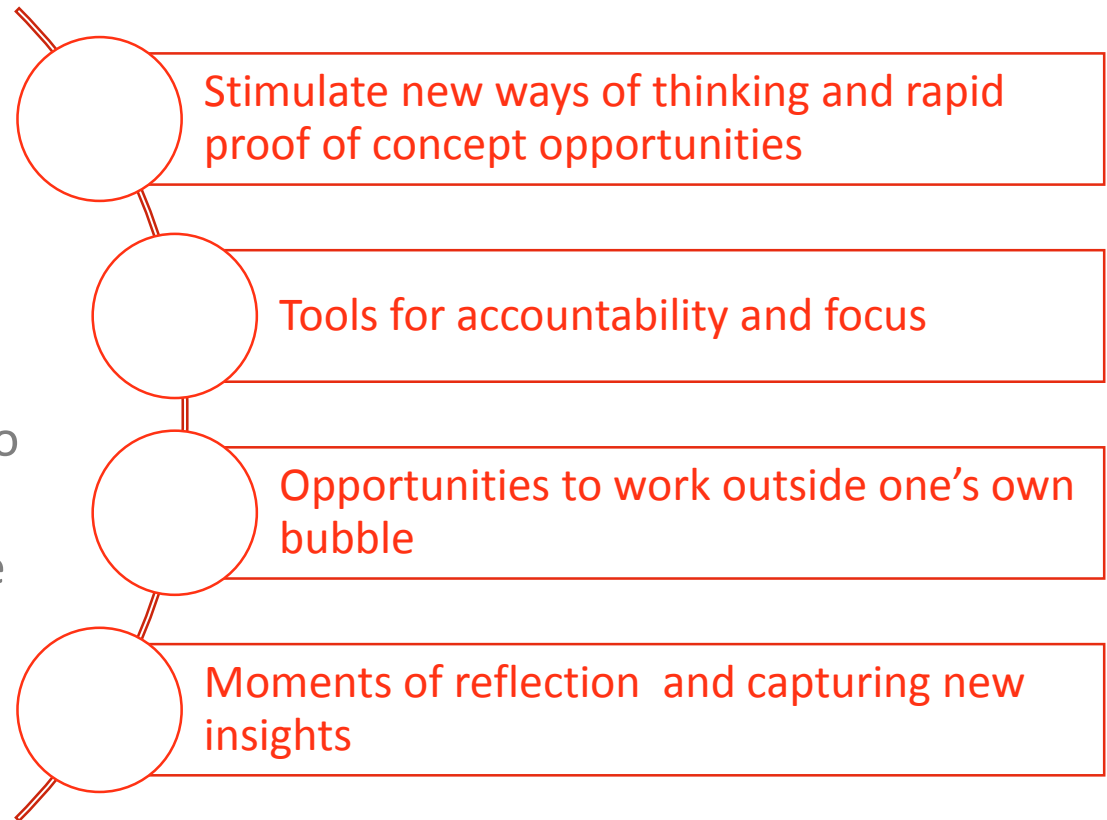
- An expedited learning cycle (action/feedback/reflection)
- Multiple support resources available
- Opportunity to learn from others with different perspectives to encourage new points of view
- Ability to actively participate in new experiences

1

Shift from Leadership to Learnership

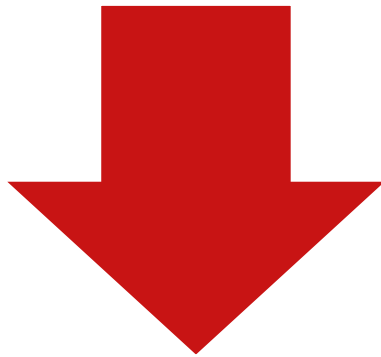
The best leaders

- have a growth mindset
- are confident and willing to undertake new learning challenges
- able to maximize resources to learn
- Will persist until they acquire the knowledge to solve the problem.



2

Identify, Document Business & Learning Outcomes



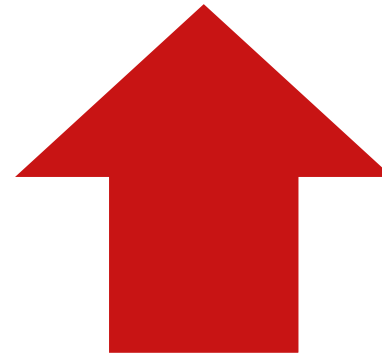
Personal Outcomes

What do I already know that will help solve the problem?
Where do I need support?
What did I learn?
What will be different going forward?



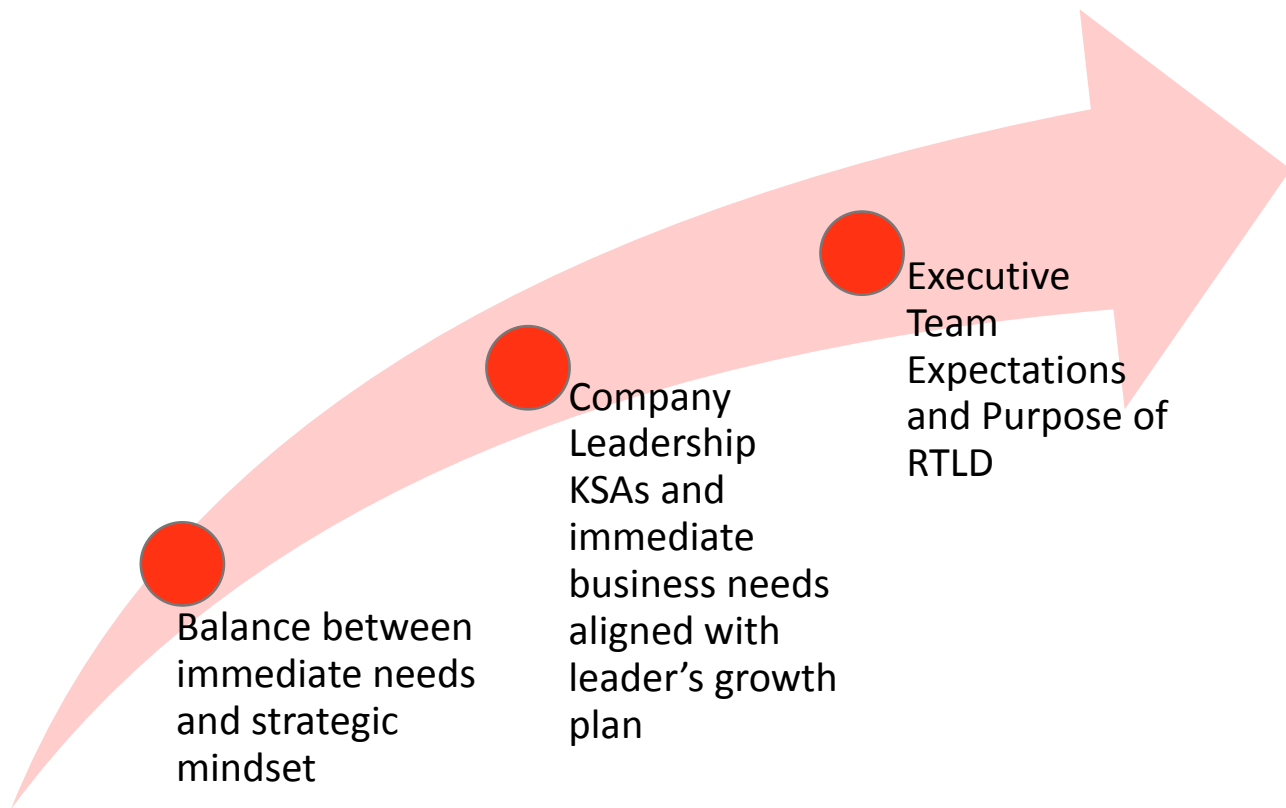
Business Outcomes

What needs to be solved ?
Are we making progress?
Is the leader showing new KSAs?
Is the learning adding value?
Are solutions aligned with business goals?



3

Address both Company & Individual Needs



Balance between immediate needs and strategic mindset

Company Leadership KSAs and immediate business needs aligned with leader's growth plan

Executive Team Expectations and Purpose of RTLD

- Comprehensive
- Aligned and Integrated with Business Demands
- Consistent across Leadership Cadre
- Results-oriented

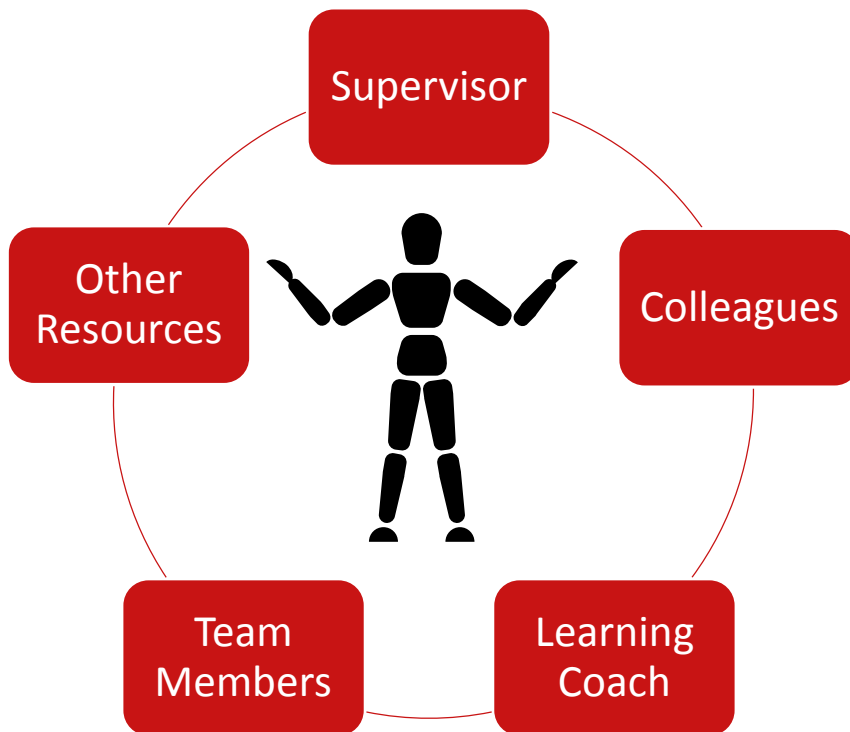
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Ask Questions to Seek Clarity and Increase Learning

- Create conditions that build engagement and stimulate learning
- Clarify language and intent, and clearly define the problem
- Use questions as a learning tool
 - Understand difference between asking questions (inquiry) and taking a position (advocacy)...and importance of knowing when to use each
 - Leverage experience and curiosity for hypothesis but avoid uninformed biases
- Be aware of biases and assumptions
- Delegate

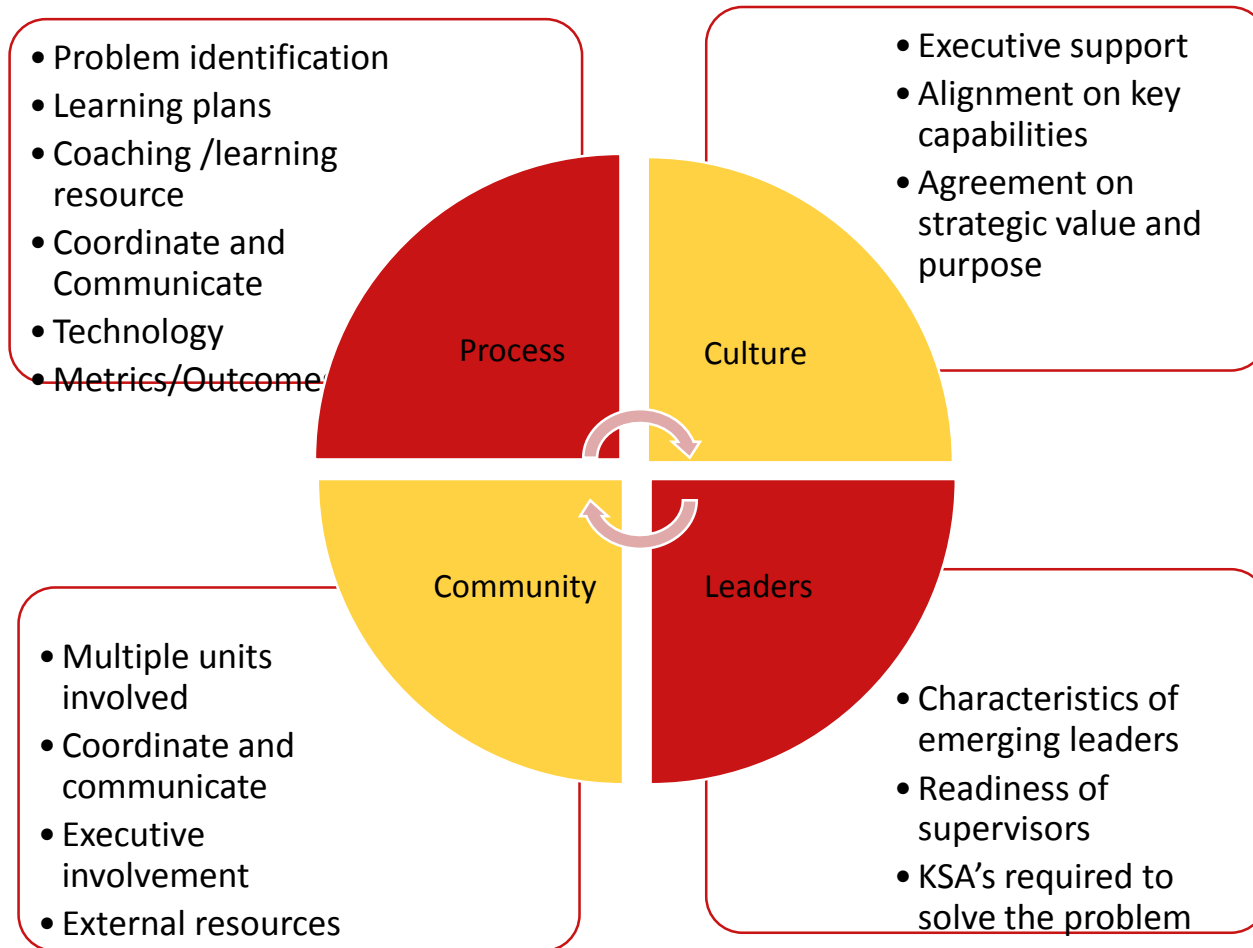
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Leverage the Power of Community

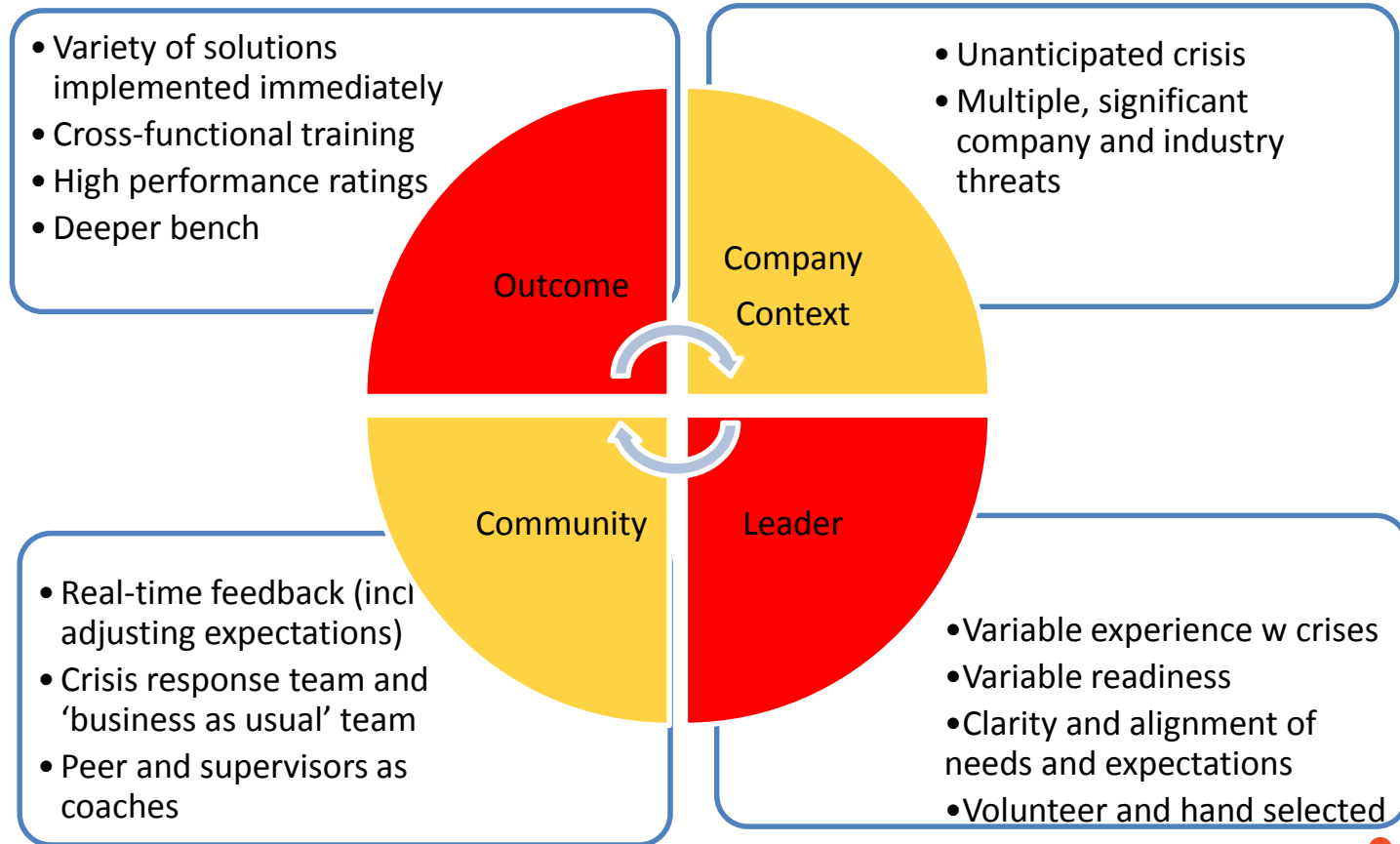


- Supervisors set expectations and provide feedback
- A colleague-partner with ongoing and regular connection to share challenges, seek advice and give and receive feedback
- Ideal for executive involvement and external resources connection
- Learning coach to provide expertise, coordination and coaching

Roadmap for Implementation



Real Time Leadership Development in Action: Case #1



Real Time Leadership Development in Action: Case #2



Ready For Real Time Leadership?

Questions to Get You Started

- Do you have leadership support and/or an executive sponsor? If not, what is needed to obtain this?
- How will RTLD fit with existing leadership development strategy?
 - If no existing strategy what's essential to launch RTLD?
- What are your desired outcomes?
 - What is the immediate problem(s)/issue(s) your organization is trying to solve?
 - How will you measure success
 - What process will you use to implement new learning about RTLD going forward?
- How ready are your supervisors, and their supervisors to take on learning coach/mentor role? What KSAs do you want them to demonstrate? What resources are available to support them?
- Who will have responsibility for coordination and integration across business units?
- Do you have resources who can support, document and communicate learning goals, progress and corporate wide impact?