

Welcome to



Developing Your Next Generation of Leaders



Presented by
Daniel R. Tobin, Ph.D.

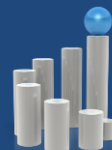


From the head of a business unit:

“9 of the top 11 people in this business unit, including me, are eligible to retire in the next 3 years.

“I have no idea who is going to replace them.”

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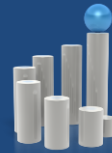
How Are You Developing Leaders?

Q: Have you thought about building a leadership development program?

A: "I sent one bright young guy to a *very expensive* leadership program at [blank]. It cost me a small fortune.

Nothing changed. A total waste!"

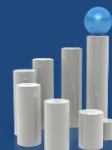
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Poll: What Steps Has Your Company Taken Thus Far

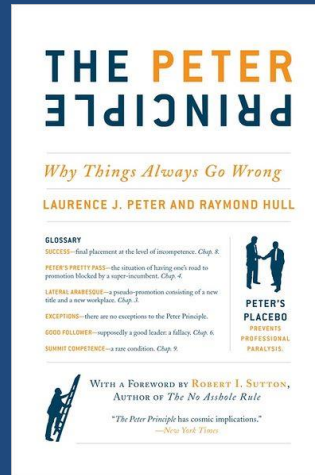
- Identifying high potential employees
- Developing succession plans for key positions
- Sending candidates to external leadership development programs
- Instituting an internal Leadership Development Program

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The Peter Principle

“In a hierarchy, every employee tends to rise to his level of incompetence.”



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What company do you think of as the paradigm for leadership development?



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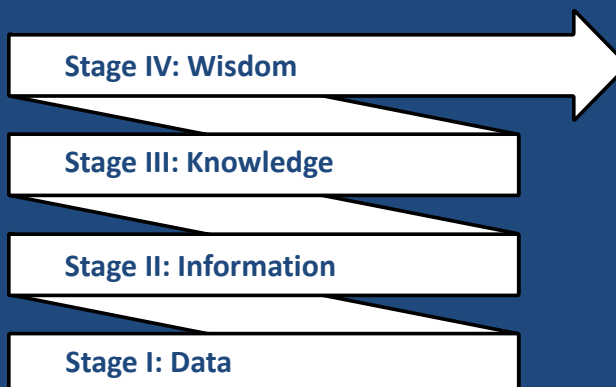
Small to Mid-Sized Companies

- Don't have large leadership development staffs or budgets
- Don't have a leadership development center like GE's Crotonville
- Do have an immediate need to develop their next generation of leaders

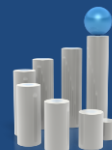
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The Four Stages of Learning



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Basic LDP Learning Model



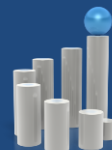
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LDP Program Elements



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Poll: What Topics Would You Include in Your Company's LDP?

- Please write in one or two topics you would want to include in your company's LDP?

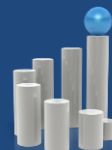
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LDP Education Sessions

- A series of instructor-led programs on a variety of leadership, business acumen, and execution topics
- Faculty may include business school professors, consultants, training vendors, and company executives
- Select topics needed by the participants and focus on company business challenges

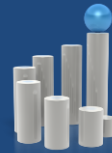
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Action Learning Projects

- Each education session is followed by an action learning project
- Participants report results at beginning of next session to a panel of executives
- Can help solve some longstanding company challenges

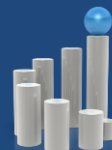
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Individual Development Plans

- Conduct a 360° assessment on each participant
- Develop an individual development plan (IDP) for each participant
- Overall results may suggest topics for future LDP education sessions

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Coaching and Mentoring

- **Coaching** focuses on job-related skills and competencies
- **Mentoring** focuses on company history and culture, knowledge of the industry, and career paths

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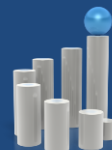


Coaching and Mentoring

Does your company have:

- A formal mentoring program?
- A formal coaching program?
- Both coaching and mentoring
- Neither

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Priorities for LDP Program Elements

Education
Programs

Action
Learning
Projects

Individual
Development
Plans

Mentoring
and Coaching

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Executives' Roles in your LDP

- Selecting participants
- Selecting topics for education sessions and/or action learning projects
- Teaching or co-teaching education sessions
- After-dinner presentations and discussions with the LDP participants
- Sitting on evaluation panels for action-learning projects
- Acting as coaches and mentors

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Background for this Model

- Developed within a 1500-employee high-tech company – 70% of employees were engineers
- Company had not been doing well for several years:
 - Several rounds of layoffs
 - Salary reductions and forced furloughs
 - Attrition of >15% per year

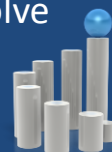
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Setting Expectations for Your LDP - 1

1. LDP participants will develop the leadership, business acumen, and execution skills they will need for future leadership roles in your company.
2. You will expand your company's pool of talent for use in succession planning.
3. You will retain some top talent you might otherwise have lost.
4. Through action learning projects, you will solve some longstanding company challenges.

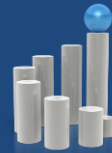
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Setting Expectations for Your LDP - 2

5. You will make your top talent more visible to company executives.
6. LDP participants will improve their performance in their current jobs.
7. You will weed out some high-potentials who fail to perform in the LDP.
8. You will help company executives feel more connected to many parts of the business.

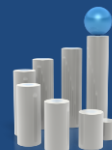
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LDP Implementation Steps

1. Identify your high-potentials
2. Choose program design
3. Select topics and faculty
4. Select action learning projects
5. Set up a mentoring program
6. Find coaches
7. Write individual development plans
8. Involve company executives in the program
9. Do it all on a modest budget

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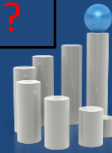


LDP Program Costs

- There are higher and lower cost alternatives
- Depends on the number of sessions in your program
- The total cost of your LDP will be less than making a single poor promotional decision!

What is the cost to your company of NOT developing the next generation of leaders???

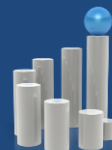
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Alternative LDP Models

- Sending key high potential employees to an external LDP
- Working with a business school or other LDP vendor to provide an intensive week-long LDP program
- Letting the cream rise to the top
- Hiring leadership talent from the outside

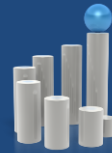
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Sending an Employee to an External Leadership Program

1. Assess the employee's learning needs
2. Find an appropriate program
3. Set expectations *before* the program
4. Debrief employee after the program
5. Set up goals and a reporting mechanism for the employee
6. Follow-through

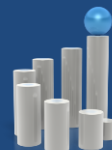
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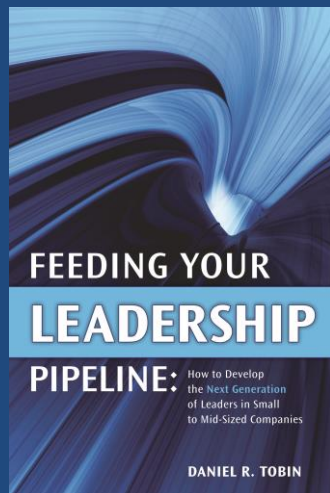


Questions???



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- “Feeding Your Leadership Pipeline is the most comprehensive, practical, and inviting book on the fundamentals of leadership development that I have had the pleasure of reading. ... It’s an extraordinary achievement, and you don’t need to look any further than Feeding Your Leadership Pipeline for all the expert advice and counsel you need to build the leadership muscle in your organization.”

Jim Kouzes, bestselling coauthor of The Leadership Challenge

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