

Leadership Development on a Shoestring Budget



2009 WESTERN REGION IPMA-HR
CONFERENCE
DENVER, CO

Cost-Benefit Analysis



- Average cost of a Leadership Development Program?
 - Dale Carnegie
 - ✦ 7 week program = \$1,895 per person
 - ✦ 3 day program = \$1,895 per person
 - Mountain States Employer's Council (8 month program)
 - ✦ 8 month program = \$7,900 per person
 - Center for Creative Leadership
 - ✦ 5 Day program = \$6,200 - \$6,800 per person
 - ✦ 3 Day program = \$3,700 per person
 - City of Englewood
 - ✦ 1 year program = \$2,000 per person

Cost-Benefit Analysis



- What will it cost if you don't begin an LDP?
 - Ineffective leadership at all levels of the organization or
 - Leadership skills not aligned with the organization's needs
 - Decreased organizational communication
 - Lack of trust in internal leadership
 - What are your reasons?



- **Why do it yourself?**
 - Relevance
 - Sustainability
 - Cost
 - Adaptability

Key Steps in the Design Process



1. Get a support group



2. Be clear on what you are trying to accomplish (I.D. your purpose & goals)

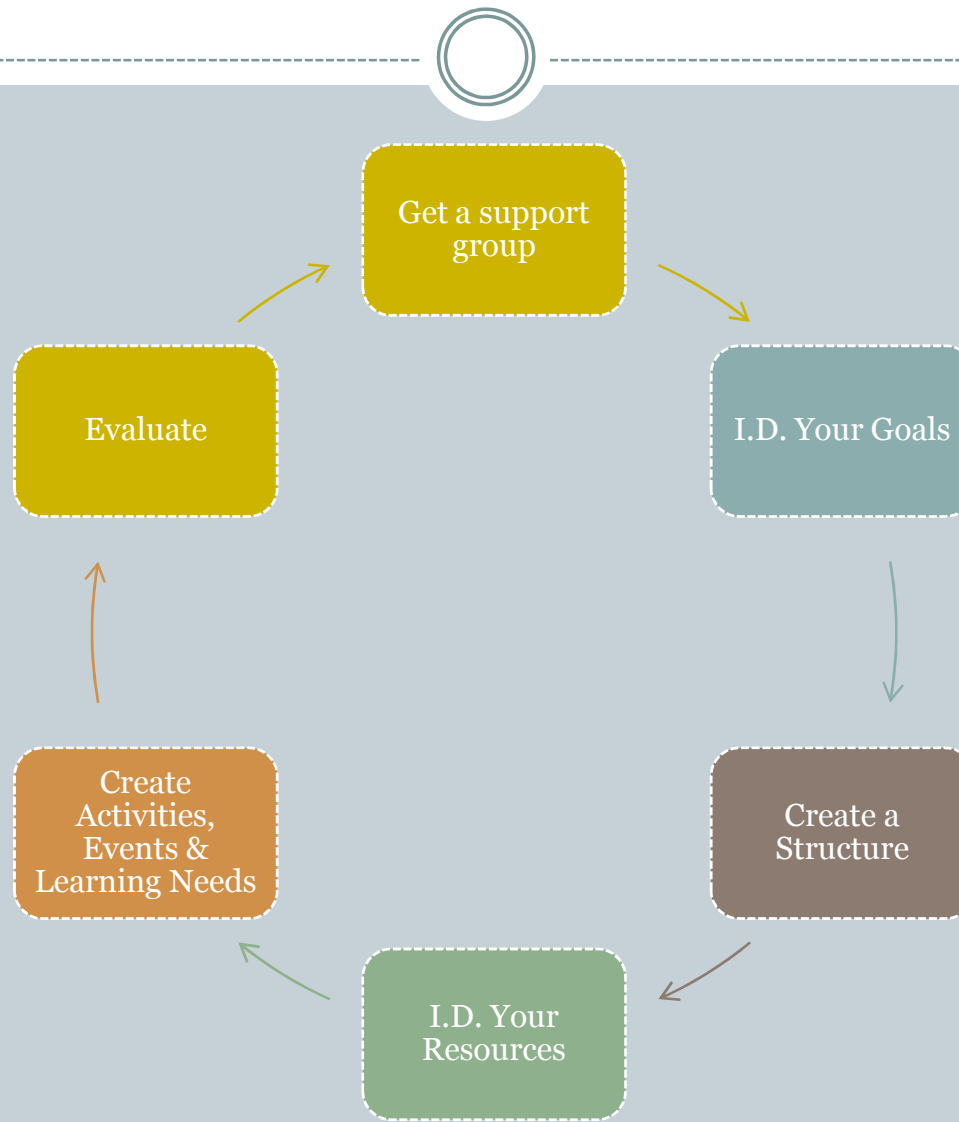


3. Create a formal structure



4. Go for the elite

A Continuous Process



Identify Purpose for your LDP



What are you trying to accomplish?

- Cultivate skills or traits important to the organization?
- Learn the ropes? Policies, Rules, Processes?
- Create collaborative networks of leaders?

Key Components



- Selection
- Structure
- Assessment
- Learning that Matters/
- Experiences
- Evaluation
- Recognition
- Continuous Involvement

Key Components



- Selection
 - Application
 - ✦ Make this a hoop that requires some effort
 - Establish criteria for selection*
 - Establish expectations for participation*
 - Evaluation & Selection
 - ✦ By Committee
 - Are all selected or other method?
 - By organization, or occupational group, etc.
 - How are participants notified if selected?
 - How are participants notified if not selected?

Selling the program



- Promote, market, inform, excite, educate, inspire...
 - Use internal technology
 - ✦ Email
 - ✦ Intranet sites
 - Traditional methods**
 - ✦ Brochures
 - ✦ Formal invitations
 - ✦ Flyers
 - ✦ Personal pitch

Key Components



- **Structure**
 - Short programs are not as effective
 - Continuous interaction over longer periods of time more effective
 - ✦ Consider creating a continuous loop of learning
 - Different ways to participate after the core program is completed
 - Book clubs
 - Speaker series
 - Project leads
 - Mentoring/Coaching

Key Components



- **Assessment**
 - How to identify learning & development needs?
 - Formal systems
 - Myer's-Briggs
 - Emergenetics
 - Informal
 - Peer/Supervisor recommendations
 - Self-Assessment
 - The issue of 360°
 - Assessment Centers

Key Components



- **Learning that Matters**
 - Answer the W.I.I.F.M?
 - Provide diverse learning opportunities
 - Don't spoon-feed your learners
 - Create practical learning that stretches participants

Key Components



- **Experiences**
 - Learning through the program must be related to leadership in your organization
 - ✦ Research projects
 - ✦ Problem-Solving projects
 - ✦ Team Challenges
 - ✦ Puzzles, games
 - ✦ Assignments

Learning Projects



- Align with organizational need/interest
- Provide a framework & desired outcomes
- Then back off!

Evaluation



- **Personal evaluation**
 - Participants
 - Facilitator
 - Management
- **Organizational impact**
 - Productivity changes ( or )
 - Project Implementation
 - Program participation

Key Components



- **Evaluation**
 - Happy Sheets
 - Online Surveys
 - Observation
 - Participation

Evaluation



Keep it:

- Simple
- Ongoing & consistent
- Easy to access & complete
- Relevant measurables

How will you know if your program is effective?

Key Components



- Recognize the effort
 - Graduation
 - Luncheon
 - Awards
 - Additional development opportunities
 - ✦ Board participation
 - ✦ Coaching/Mentoring
 - ✦ Job Shadowing



Create recognition for graduates & new program participants.
Invite their supervisors. And their supervisor's supervisor. And
City leadership. Make it a big deal.



Simple things make the difference – a journal, a book, individualized & wrapped to give to participants at the Orientation



Resources



- Internal
- External
- Community

Who/what are your Internal Resources?



- **Internal**
 - People
 - ✦ Subject Matter Experts***
 - Finance
 - Directors/Executives
 - Legislative Process
 - Public Speaking
 - Places or Events
 - ✦ Library
 - ✦ Parks
 - Technology
 - ✦ Survey software
 - ✦ Computer Labs
 - ✦ Books

Exploring the organization



Use your City facilities and show the group around. Chances are some of your participants have never seen places other than their own workplace!



Educational Laboratories



Who/What are your External Resources?



- **External**
 - People
 - ✦ **Consultants*****
 - Only 25-30% of your budget!
 - Places or Events
 - ✦ **Experiential workshops**
 - Technology





What/Who are your Community Resources?



- **Community**
 - People (Organizations)
 - ✦ High School students
 - ✦ Seniors
 - ✦ Habitat for Humanity
 - Places or Events
 - ✦ Senior Center
 - ✦ Museums
 - ✦ Parks
 - ✦ Schools
 - Technology



Just Do It!



- Don't wait for perfection.
 - Put your best plan forward and then make changes as needed

In Short



- Work with what you have
 - And you have a lot if you look around!
- Keep it simple, but structured
- Focus on internal resources
 - Look for ways to stretch people
- Use external resources wisely

Keys to Success



- Strong, consistent facilitation
- Experiential learning that creates an imprint
- Structure
- Simplicity
- Ongoing participation by graduates
- A philosophy that “learning happens”

Questions, Comments, Concerns

