

Your Guide + Workbook to
Developing Employees Into Leaders





of companies say they do an excellent job developing leaders at all levels.
Yikes.



The most successful companies don't recruit leaders. They grow their own.

A leadership shortage is one of the biggest barriers to growth at companies around the world. In fact, developing new leaders is the No. 1 talent challenge facing organizations worldwide, with **86 percent** of companies rating it as “urgent” or “important.”¹

Skilled leaders are in short supply, with **85 percent** of executives not confident in their leadership pipelines.²

¹ Deloitte University Press, [Leaders at All Levels](#)

² Development Dimensions International, [Global Leadership Forecast](#), 2014-2015

These challenges are particularly important as older leaders retire at accelerating rates and millennials assume leadership roles. According to Forbes, millennials will comprise **75 percent** of the workforce by 2025. millennials are no longer the leaders of tomorrow — they are rapidly becoming the leaders of today.

The data shows that many organizations are not preparing millennials for management positions. And yet, if millennials aren't promoted, there's a good chance they'll go elsewhere.



A substantial **66 percent** of companies say they're "weak" in developing millennial leaders. At the same time, employees describe opportunities to develop their own leadership skills as their No. 1 reason for staying with an organization.¹

¹ Deloitte University Press, [Leaders at all levels](#), 2014

Investing in your talent matters.

We're experiencing a training gap, not a skills gap.

Companies agree that developing leaders is critical, and yet research shows they are doing little about it. Specifically, **61 percent** of companies offer no leadership training. No wonder there is a leadership shortage.

To sustainably grow, organizations are shifting from viewing leadership development as a “nice to have” to a “need to have”. Leadership development programs are mission critical to organizational success.

Join us in developing the next generation of leaders. Use this guide to transform the way your leaders are sourced, developed, and retained.

Three dynamics that drive successful leadership development



A healthy talent pool of engaged employees



Robust training that actively develops that talent



A culture that identifies and promotes employees from within

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Why?

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This is an interactive workbook

Use the fields in this PDF to take notes, answer questions, and learn. Go ahead, give it a try!

What's your name?





Why

should you build an organization that invests heavily in its leadership?

1 The performance of your leaders has a massive impact on your bottom line.

Most executives instinctively know that strong leadership is essential for overall organizational success. However, in most organizations there is a lack of urgency to improve leadership skills driven by a belief that an organization's current leadership capacity — and subsequent performance — is good enough. *But is it?*

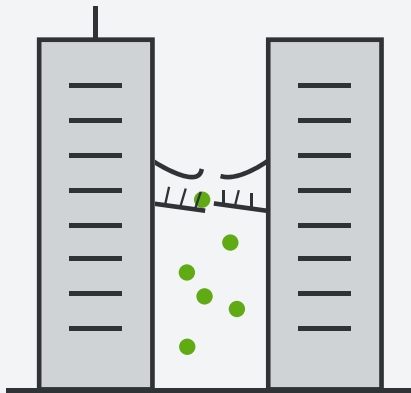
Regardless of company size, developing great leaders deserves investment. That investment serves as a competitive advantage, as it ensures your managers are getting the most out of your workforce.



Statistics show that the average organization is forfeiting over **\$1 million per year** in untapped potential and lose as much as **50 percent** productivity because of less-than-optimal leadership practices.¹

¹ The Ken Blanchard Companies, [The High Cost of Doing Nothing](#)

How much are low performing employees costing your company?



Disengaged employees cost the U.S. economy up to **\$550 billion** a year due to lost productivity.¹



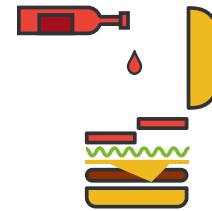
Of that, on average **\$86 billion** annually in losses results from disengaged leadership.¹

¹ Gallup, [State of the American Workplace](#)

2 Quality talent sticks around.

It's not easy to retain top talent. Research shows that **56 percent** of organizations struggle to keep top performing employees.¹ Replacing them is even more challenging, costing \$20,000 on average to replace a departed millennial employee.²

Creating an organization that develops quality talent from within is the secret sauce for retaining engaged employees and staying competitive.



The key to retaining your people is providing them with the professional development they need to advance their career. This benefits you as well, as it fills your leadership pipeline with a large pool of strong internal candidates.

78 percent of employees say they'd remain longer with an employer if they saw stronger career paths.³

Employees who don't believe they can achieve their career goals with a current employer are **12X more likely** to consider leaving.

With new employees, the number skyrockets to about **30X more likely**.⁴



¹ Willis Towers Watson, [Balancing Employer and Employee Priorities](#)

² Chicago Tribune, [The cost of millennials job hopping](#)

³ Mercer, [One in Three Employees Claim to Have a Job Rather than a Career](#)

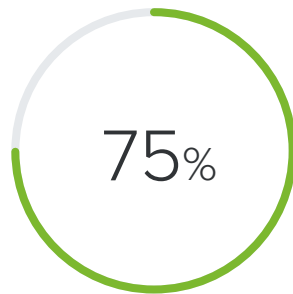
⁴ SHRM

Millennials matter.

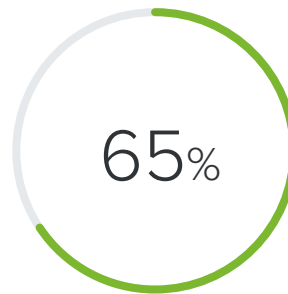
They're rapidly becoming the leaders of today,
but many are not prepared.

Millennials want to develop as professionals, and while that feels like a no-brainer, it actually differentiates them from prior generations. Career progression is their top desire from a workplace.¹ But many do not feel they're prepared or receiving the necessary leadership training to effectively lead.

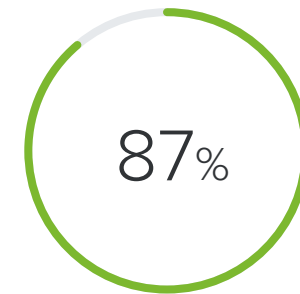
Use leadership training to develop quality, confident millennial leaders, as well as to retain them. Help steer their careers at your organization. Millennials want to work with purpose, and they want to feel that their workplace is investing in them. It's critical for organizations to recognize the correlation between leadership development opportunities and high retention rates.²



By 2025, millennials will comprise 75% of the workforce.



65% of millennial leaders feel unprepared for their leadership role.



87% of companies say they don't do an excellent job developing leaders at all levels.³

¹ PWC, [Millennial Survey](#)

² PWC, [Millennials at work: Reshaping the workplace](#)

³ Deloitte University Press, [Leaders at all levels](#), 2014

How

to develop leaders from within.

1 What are the key drivers making leadership training an organizational priority?



Your notes:

Developing leaders from within doesn't happen overnight. It can take months or years to build a pool of quality talent. To help jumpstart the process, we've put together a workbook of questions designed to get you thinking about what an effective leadership program looks like.

There's a variety of reasons why leadership training is flagged as a priority. Dig deep to identify what the key drivers are for your organization. These are a few examples that we often come across.

- **An aging workforce.** A current cohort of leaders approach retirement, and new candidates need to be ready to fill the gap.
- **First-time managers.** A workforce has C-level executives and VPs, lower level employees, and lots of first-time managers to upskill for leadership roles.
- **High attrition rates.** An organization suffers high turnover and needs to retain its current workforce.
- **Leadership skills gap.** An organization has identified a lack of leadership skills in managers and needs to course-correct.

2 What are the organization goals?

It's the role of senior leaders and key stakeholders to determine the specific leadership skills needed to successfully execute the company's strategy. Without a clear vision, it's difficult to inspire new leadership.

Identify organization goals that you're trying to accomplish through an effective leadership program.

Examples:

- Upskill individual contributors moving into management roles
- Create new products, enter new markets
- Ramp up sales operations
- Create a flatter corporate structure

Goal 1:



Goal 2:



Goal 3:



Define what success looks like. It's different for each organization. For example, a high-growth tech company may define success as the ability to quickly up-skill first time managers. Conversely, a government agency may define success as the ability to teach an aging workforce new technologies and incorporate them into their leadership style.



What does success look like for your organization?

3 How can you get executive team buy-in?

Success is more likely when senior leadership sees value. Help executives understand short and long-term pain points that occur when building leaders from within is not made a priority.



Short-term pain points:



Long-term pain points:



For tips on how to get executive buy-in, watch our Lynda.com course [Building Business Relationships](#). In this course, learn how you can build meaningful rapport, set yourself up for visibility and success, and develop executive presence.

4 What are your leadership skills gaps?

One way to discover leadership skills gaps is by surveying your employees. This gives employees, both managers and individual contributors, an opportunity to share their voice. It allows you to measure how employees feel and think about their job, leadership, and the company's culture — as well as identify what's working well and the things that can be done better.

Example questions focused on leadership and professional development:

1 Disagree 2 Somewhat Disagree 3 Neutral 4 Somewhat Agree 5 Agree

The executive team gives employees a clear picture of the direction the company is headed.

The executive team keeps employees informed about matters that affect us.

I have had a meaningful career development discussion with my manager in the last 6 months.

My manager inspires me to do my best work.

I have the opportunity to continually learn and grow at my organization.

5 How can you create a culture where learning is valued?

Learning experiences are happening daily in your workforce. Do you have a culture that celebrates learning? Are your employees empowered to make time to learn? All the training resources in the world won't make a difference if you don't build a strong learning culture that values self-transformation.



For tips and tricks on how to create a transformative learning culture, check out our [6 Steps to Create a Culture of Learning](#) guide.

Ideas for empowering employees to learn:

1.



2.



3.



6 Who are your learning champions?

To create a learning culture, you'll need learning champions to cultivate, motivate and mentor. Learning champions can be anyone in a leadership role. Often times you'll have managers that volunteer to be champions of learning.

It's important to acknowledge that part of this process is teaching managers how to effectively coach.



To ensure learning champions are setup for success, share with them our Lynda.com course, [Coaching and Developing Employees](#).



List some of your learning champions:
(Name, Department, Involvement)

1.

2.

3.

4.

5.

7 What tools will help measure success?

Once you've defined what success looks like, it's time to create a process for measuring overall performance and growth.

Providing targeted assessments at various stages of a leadership development program can help keep future leaders on track. There are a ton of different assessment types out there, which measure everything from problem-solving and decision-making styles to emotional intelligence to identifying one's approach to innovation.



PRO TIP:

If you're using a blended learning model, online training videos often include assessments at the beginning and end of each course. Use the assessment feature to measure acquired learning.

Try it yourself — use our assessment feature in the Lynda.com course, [*Body Language for Leaders*](#).

Parting thoughts

By using the tips from this guide, you're that much closer to building a culture that develops and promotes quality leaders. Whether you're designing a learning development program from scratch, or improving upon a current one, we're excited to have you join us in building the next generation of leaders.

Remember, your leadership is at the heart of organizational growth. They're worth the investment.



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