



DISRUPTIVE HR LIVE TRAINING

CHANGING PEOPLE PRACTICES FOR GOOD

LEADERSHIP DEVELOPMENT



WHAT WE'LL COVER



DISRUPTIVE
HR LIVE TRAINING

1. Traditional leadership development
2. New skills and mindsets for leaders
3. Helping leaders develop
4. Leadership development technology
5. The role of HR in leadership development



TRADITIONAL APPROACHES TO LEADERSHIP DEVELOPMENT

LEADER AS SUPER HERO

ONE SIZE FITS ALL

COMPLICATED AND
CONFUSING

THEORETICAL

POLL: HOW DO YOU TACKLE LEADERSHIP DEVELOPMENT TODAY?

1. Leadership competency framework
2. Psychometric assessments
3. Leadership development programmes
4. Coaching
5. Anything else?

NEW LEADERSHIP SKILLS AND MINDSETS

LEADERS 'GOTTA HAVE FAITH'

LEAD
FLEXIBLY

LEAD FOR
AGILITY

LEADING
THROUGH
INCLUSION

LEADING WITH
IRUST

LEADING
WITH
HUMILITY

HELPING LEADERS DEVELOP THESE SKILLS AND MINDSETS

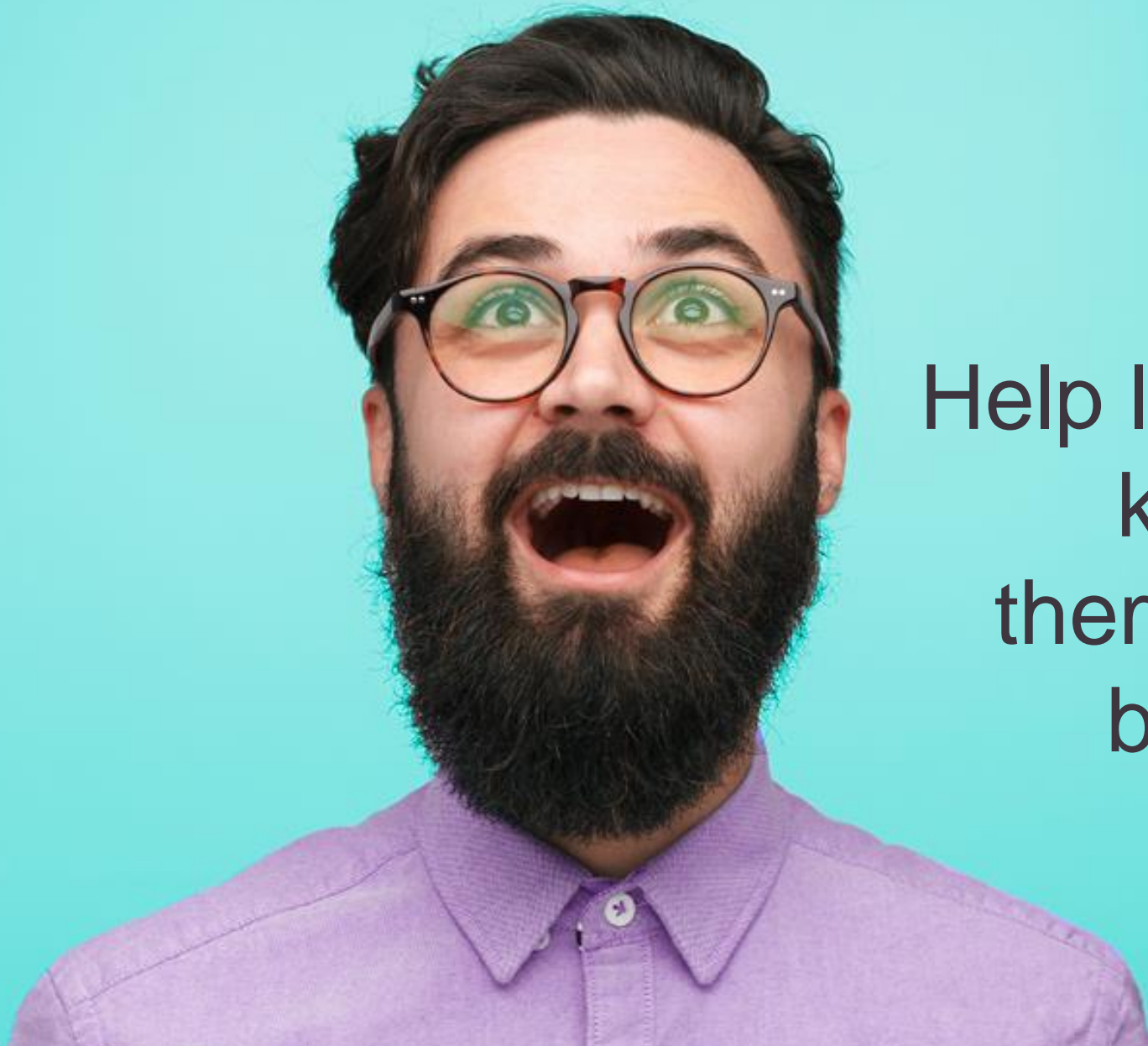
HELPING LEADERS DEVELOP THESE SKILLS AND MINDSETS

1. Understand how humans learn
2. Understand what would make them want to change
3. Help them know themselves and own their own learning
4. Focus on what you want them to achieve
5. Use techniques such as nudging and re-framing
6. Help them to help each other
7. Focus on the curious

THE WAY WE LEARN

- 70% of us use web searches to learn what we need for our jobs
- 91% use our phones for ideas while completing a task
- “I want to” searches on YouTube are growing 70% each year
- 70% of people watch videos for no longer than 4 minutes





Help leaders to
know
themselves
better

FOCUS ON WHAT YOU WANT THEM TO ACHIEVE

1. Create clarity
2. Generate energy
3. Deliver success



FOCUS ON WHAT YOU WANT THEM TO ACHIEVE

1. Coach your team
2. Show appreciation
3. Lead with trust



LEADERSHIP MANIFESTO

We believe..

1. In purpose-driven leadership.
2. In managers who have the willingness and courage to lead.
3. In managers who build and run healthy teams.
4. That leadership is a group sport



LEADERSHIP MANIFESTO

1. Fact-based but courageous decision making
2. Execute speedily
3. Collaborate
4. Show empathy



Reframing

REFRAMING TO HELP LEADERS THINK DIFFERENTLY



From 'I run the business' to
'I run and grow the business'



'Imagine five years from
now'

Nudging



NUDGING TO CREATE NEW BEHAVIOURS



Whisper

“This week, why not tell three people in your team why you appreciate them”



Leadership Challenge

- 1 week
- 20 minute daily task
- Community hub
- Self reflection

SHORT AND SWEET LEARNING INTERVENTIONS



Career Conversations

THE CAREER CONVERSATION

“

Conversation Starters

- Tell me about your aspirations - short and longer term?
- How have you grown in the last few months?
- How can we take advantage of opportunities in your current position to learn new skills?
- Let me tell you what I think are your biggest strengths, and how we can utilize them.
- Let's think about what we can do now to help you with your future aspirations?
- What makes you stay here and what would make you want to leave?
- I think a sideways move to... would be great for you right now.
- Let's discuss some ideas about how you might get that development.
- Is there anyone I can introduce you to who could help you?

”

Career Coaching

5. CAREER QUESTIONS

Today's flatter structures mean it's not always possible to move up the career ladder. But that doesn't mean everyone needs to stay in the same place. Career development today is about making the most of your team members' strengths, giving them the chance to learn new skills and opening doors for them.

Here are some career questions to consider. Questions you can ask at your next check-in.

1. How do you feel about your role right now?
2. What do you like most about your role now?
3. What do you need more of in your role?
4. What would you like to be really good at?
5. How can we take advantage of opportunities in your current position to learn new skills?
6. Tell me about your aspirations - short and longer term?
7. What are you going to do to reach your future aspirations?
8. Is there anything in particular you want to accomplish in the next few months?
9. What additional responsibilities would you be willing to take on?

Talent Meetings

8. TALENT DISCUSSIONS

“

Meeting Starters

- Our goal today is simply to spend an hour or so discussing our people and development.
- What key skills are you lacking in your team? How can we build those skills?
- How have you identified your team members' career aspirations?
- What has been your learning from this? Talk us through this.
- Let's look at three of your team. What would make them want to leave? How can we build this?
- And what would make them stay? How are you providing this for them?
- Do we think our people are taking responsibility for their careers?
- If not, how can we all encourage them to do so?
- Who in our teams is ready for a move or a change?
- Who in our teams are really playing to their strengths? Who are in roles that aren't?

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Succession Meetings

10. SUCCESSION PLANNING MEETING

Suggested timing: 1 hour every 3 months
Facilitated by: HR or a Senior Leader
For: clusters of Team Leaders

Why?

- Build capabilities for the future, encourage movement and the creation of opportunity.
- Creates an inclusive and diverse leadership pipeline.
- Having conversations about your people and doing something with it boosts morale, improves career confidence, presents numerous development opportunities.

Tip and Hints

- Accept that unconscious bias (gender stereotypes that are automatic, unintentional, deeply ingrained within our beliefs, unconscious, and have the ability to affect our behaviour) exists in every organisation. Discuss ways to work through our biases based on gender, race, ethnicity, sexual orientation, age or ability.
- Accept that the quest is not for the 'Spartan hero' but to identify people's strengths and help





Hold Clinics

CLINIC STYLE LEARNING

The logo for O2, featuring a large blue 'O' and a smaller blue '2' as a subscript.

Future Working

The logo for Western Union, with 'WesternUnion' in yellow and 'WU' in yellow on a black rectangular background.

Talking Talent

The logo for GoDaddy, featuring a stylized 'G' icon followed by the text 'GoDaddy' in black.

Micro-exclusions

LEARNING ON THE JOB



Leaders
community hub



AMERICAN WATER

Identify & develop
solutions for real
challenges

The background is a light brown wood-grain texture. On the left side, there are several small, flat, human-shaped figures in yellow, teal, and purple. At the bottom left, there is a large, stylized 'U' shape, also composed of yellow and teal segments.

Attract don't
force

RECAP: HELPING LEADERS DEVELOP THESE SKILLS

1. Understand how humans learn
2. Understand what would make them want to change
3. Help them know themselves and own their own learning
4. Focus on what you want them to do
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POLL: WHICH OF THESE TECHNIQUES ARE YOU USING?

1. Using leadership 'persona' to target development
2. Investing in leadership self-assessment
3. Bite-size learning at the point of need
4. Leadership development resources made available
5. Leadership 'clinics'
6. Anything else?

LEADERSHIP DEVELOPMENT TECH

ACTION PLATFORMS



15Five

COACHING



ASSESSMENT



The SCARF[®]
Assessment

STRENGTHS
FINDER 2.0



IMMERSIVE LEARNING



DO-IT-YOURSELF



Microsoft Viva



LEARNING & DEVELOPMENT



fuse

OTHER TOOLS



EACH
EMPLOYEES
ADULT CONSUMER HUMAN

ADULT

HR..

- HELPS LEADERS DEVELOP INSIGHTS ABOUT THEMSELVES
- AVOIDS MANDATORY TRAINING
- FOCUSES ON OUTPUTS NOT COMPETENCIES

CONSUMER

HR..

- PROVIDES A RANGE OF RESOURCES TO CATER FOR DIFFERENT LEARNING STYLES
- USES PERSONA TO HELP CUSTOMISE LEARNING OPTIONS AND MESSAGING

HUMAN

HR...

- HAS EXPERTISE IN HOW PEOPLE LEARN AND DEVELOP
- PROVIDES A RANGE OF LEARNING EXPERIENCES BASED ON THIS
- PROVIDES LEARNING THAT IS NUDGE BASED, JUST IN TIME AND IN THE FLOW OF WORK



DISRUPTIVE

HR LIVE TRAINING

FREE for Members of the Disruptive HR Club.
Join the Club today and get your money back
on today's webinar!

Dates for your diary!

Future of HR 24 June

Making Change Happen 7 July

Comms & Engagement 20 July

Performance Management 8 Sept

Diversity and Inclusion 7 Oct



ANY QUESTIONS?



THANK YOU AND GOOD LUCK!

www.disruptivehr.com