



## **A Guide to the Stages of Successful Leadership Development**



***Tero International, Inc.***

***Your Elite Training Team***

1840 NW 118th Street, Suite 107, Des Moines, Iowa 50325

Phone: 515-221-2318

Fax: 515-221-2369

Email: [training@tero.com](mailto:training@tero.com)

Website: [www.tero.com](http://www.tero.com)

# Why Leadership Development Fails

Imagine what would happen if you didn't do anything and your next group of leaders was unprepared to meet the challenges of the future. More and more organizations are asking the question: Do we have qualified people ready to fill key positions in the short-term and in the long-term?

According to the American Society for Training and Development, \$134 billion is invested annually in corporate training. Approximately one third of this spend is dedicated to leadership development. Is it working? Sadly, most leadership development efforts fail to achieve their desired goals, or succeed for only a short time.

## Why does leadership development fail?

### #1 Confusing Leadership Development with Leadership Training

Because training is such an important part of leadership development, it gets most, if not all of the attention. It is important to remember, it is just a part of a larger system.

### #2 Lack of Commitment

People don't become effective leaders by attending a motivating keynote or through an interesting book. Like any art, it takes time, learning, commitment, coaching, and practice.

### #3 Lack of Understanding

Before launching into any development initiative, it is important to gain a clear sense of goals, strengths and gaps.

### #4 Lack of Support

Organizations must have systems in place that ensure leaders-in-progress are given the opportunity to use their emerging skills, knowledge and abilities.

### #5 Lack of Accountability

Systems within the organization that hold leaders accountable and ensure that the desired behaviors become a part of the organizational culture are essential.

### #6 Lack of Expertise

A successful initiative demands expert facilitation by subject matter experts who know how to facilitate the process of learning.

*Tero's proven approach to leadership development works because it provides solutions to the problems described above.*

# Leadership Development Pipeline

**Leadership Development is not an event. It is a process.**

The model on the opposite page shows the nine stages involved in Tero's Leadership Development Pipeline. As with any process, one misstep can cause problems throughout. By ensuring you follow these stages, you will increase your success with this critical organizational competence.

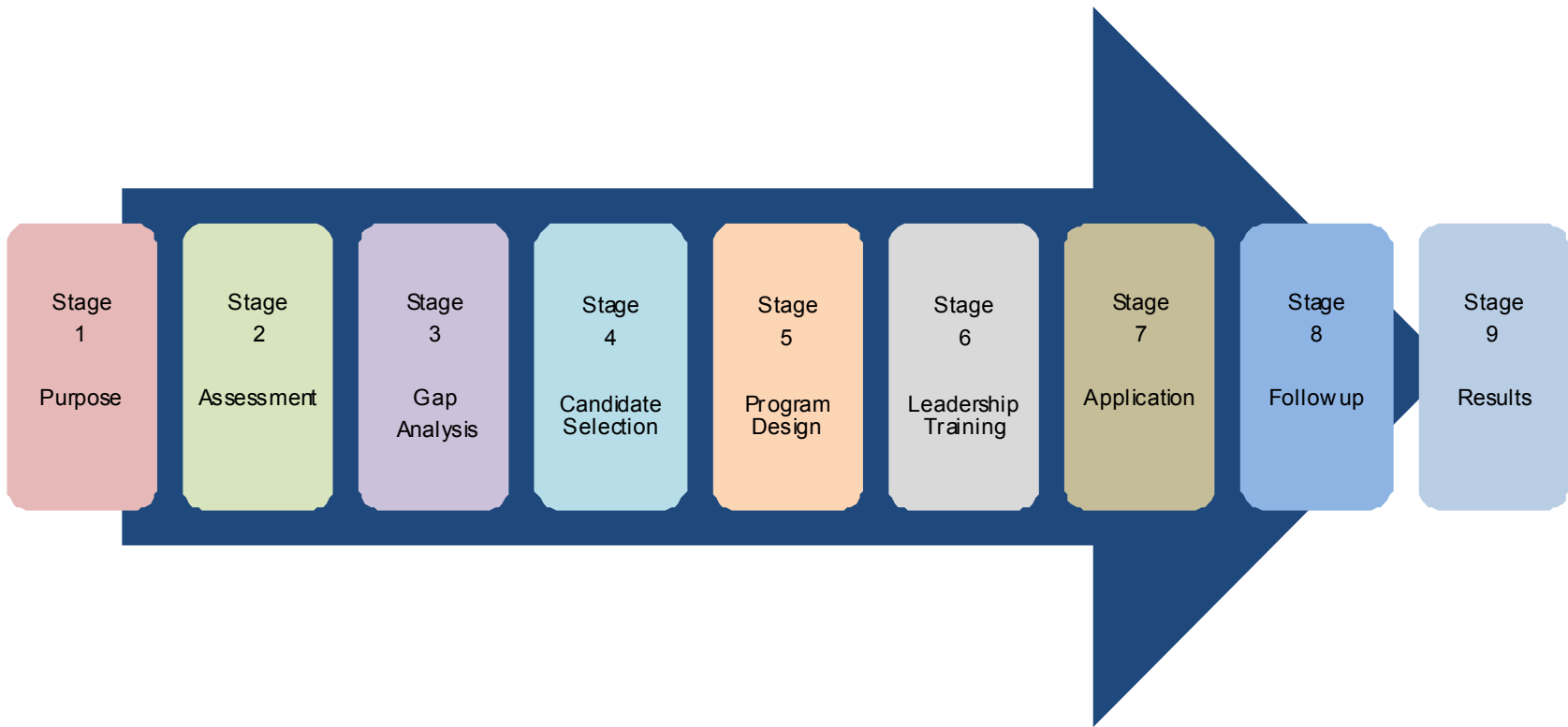
<b>Step 1: Purpose</b>	Why leadership development?
<b>Step 2: Assessment</b>	What are your greatest needs?
<b>Step 3: Gap Analysis</b>	What are your strengths? Weaknesses?
<b>Step 4: Candidate Selection</b>	Who will participate in the training?
<b>Step 5: Program Design</b>	What program is right for your organization?
<b>Step 6: Leadership Training</b>	How can you ensure an excellent learning experience?
<b>Step 7: Application</b>	How can you guarantee skill transfer to the job?
<b>Step 8: Follow up</b>	What do you need to do to keep it ongoing?
<b>Step 9: Results</b>	Did it work?

*The following pages describe each step in greater detail.*



# Tero International, Inc. Leadership Development Pipeline

Nine Stages to Successful Leadership Development



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## Stage 1: Purpose

### Why Leadership Development?

As organizations prepare to meet the challenges of the future, the ability to grow leadership capacity becomes more critical.

Do you hope for stronger leaders in your organization? What are you doing to build the skills of your leaders?

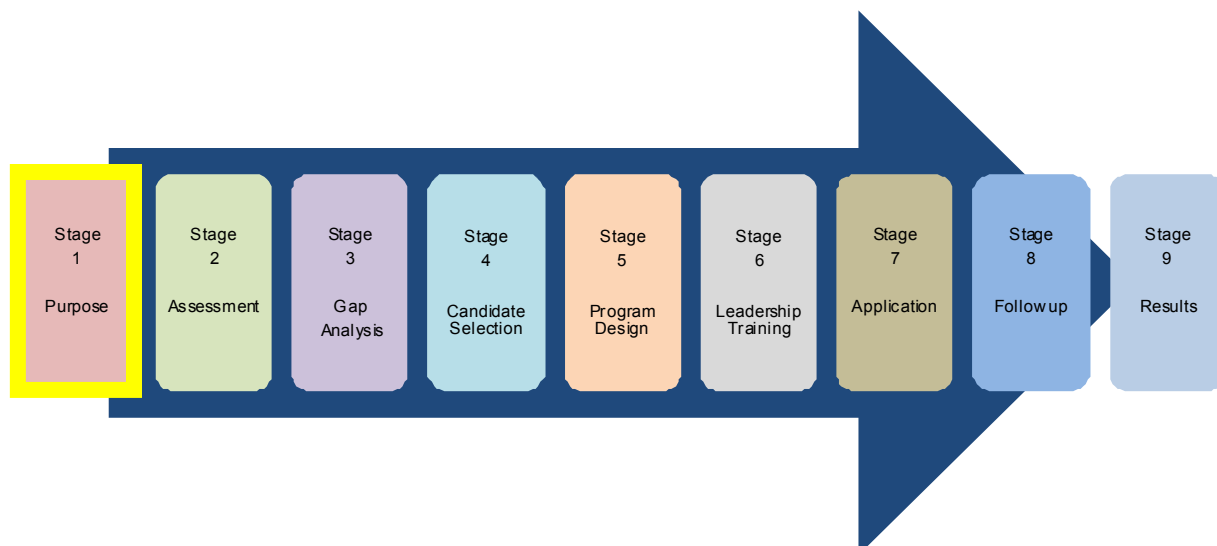
The first step to leadership development is becoming clear on your purpose.

- Succession Planning
- Organizational Change
- Mergers and Acquisitions
- Employee Retention/Turnover
- Anticipated Growth



are just a few of the strategic reasons organizations choose to develop their leaders.

Without a clear description of why you are developing leaders and why it matters, you are on a journey without purpose. Different goals demand different approaches to leadership development. Begin the process of developing your future leaders by being clear on the goal you are trying to achieve or the problem you are attempting to solve.



## Stage 2: Assessment

### What are Your Greatest Organizational Needs?

What are the organizational competencies that can either move your organization toward its goals or hold it back?

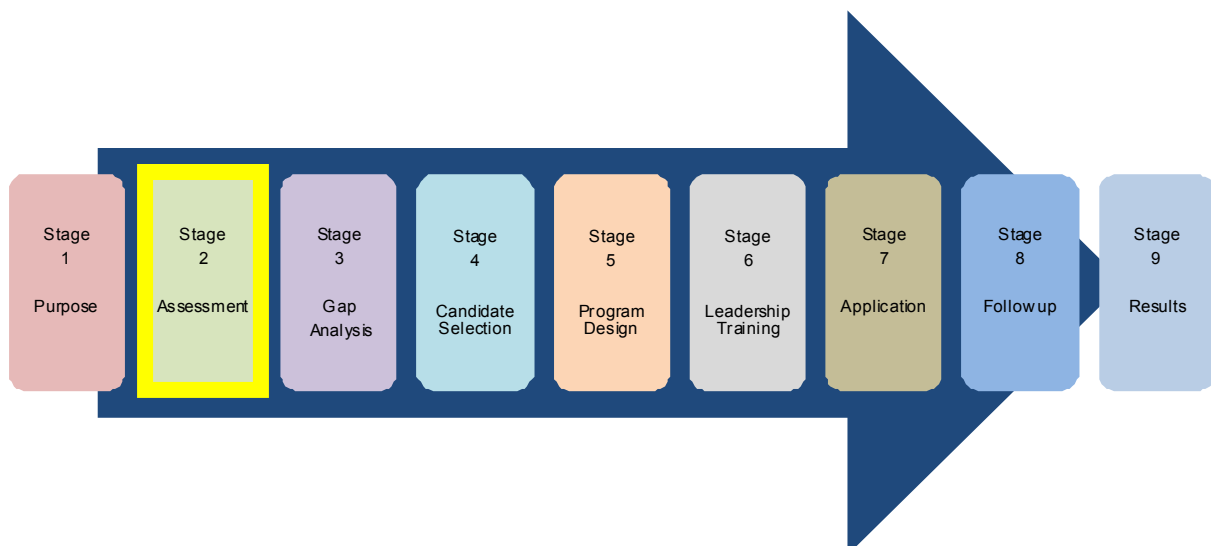


What are the future needs of the business? What talent, skills, knowledge and abilities will your future leaders need? What changes are anticipated? How do you see the role of leaders in making this change a reality? What would it mean if your next generation of leaders were prepared to lead this change?



Using **Tero Cards™**, Tero's proprietary, hands-on planning tool, your top strategic goals are expressed in cultural terms—that is, the specific competencies that future leaders must possess to successfully lead in the organization. In less time than many business meetings, you can describe the critical competencies needed for business success and evaluate the readiness of the people in the organization to meet the challenge.

During the assessment phase, Tero representatives meet with leaders and process champions within the organization and facilitate the process of gaining a clear understanding of the organization's top needs.





## Stage 3: Gap Analysis

What are your strengths?

Weaknesses?

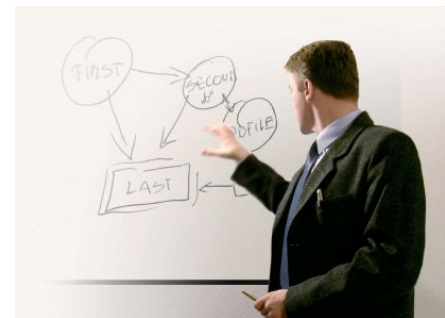
Your challenge is to bridge the gap between where you are and the goals you seek to achieve.

What makes your organization successful? What do you take pride in? What would it mean if your leaders knew how to leverage your organizational strengths?

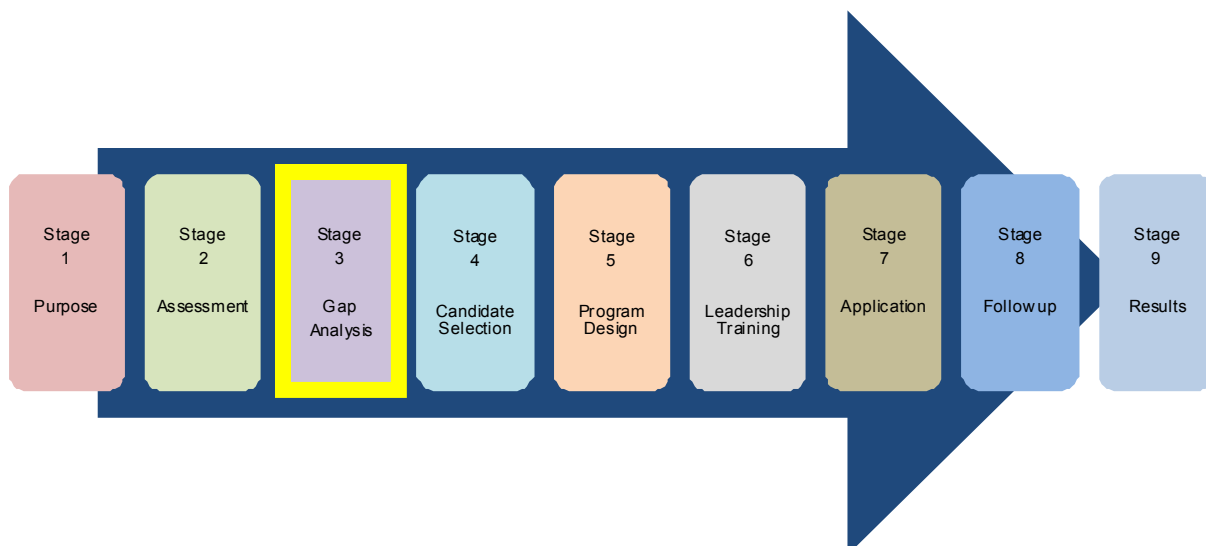
Will your leadership training build upon those strengths?

Tero skillfully guides you through a process that helps you:

- Assess organizational strengths
- Assess skill gaps
- Prepare development plans



The insights from this useful phase help you accurately connect business strategy to leadership development needs, guide decisions about which candidates should be targeted for training, and determine how priorities are established in the development plan.



## Stage 4: Selection

Who are the promising future leaders in your organization?

Leadership training is recommended for emerging, established and promising future leaders.



You can't train your way out of a bad hire. What are the strengths and weaknesses of the existing workforce? Which individuals are most likely to occupy a seat at your leadership table? Who should be targeted to participate in training?



The candidate selection phase involves the development of a selection methodology followed by a targeted candidate selection process. When Tero is engaged in this phase, the following criteria is evaluated:

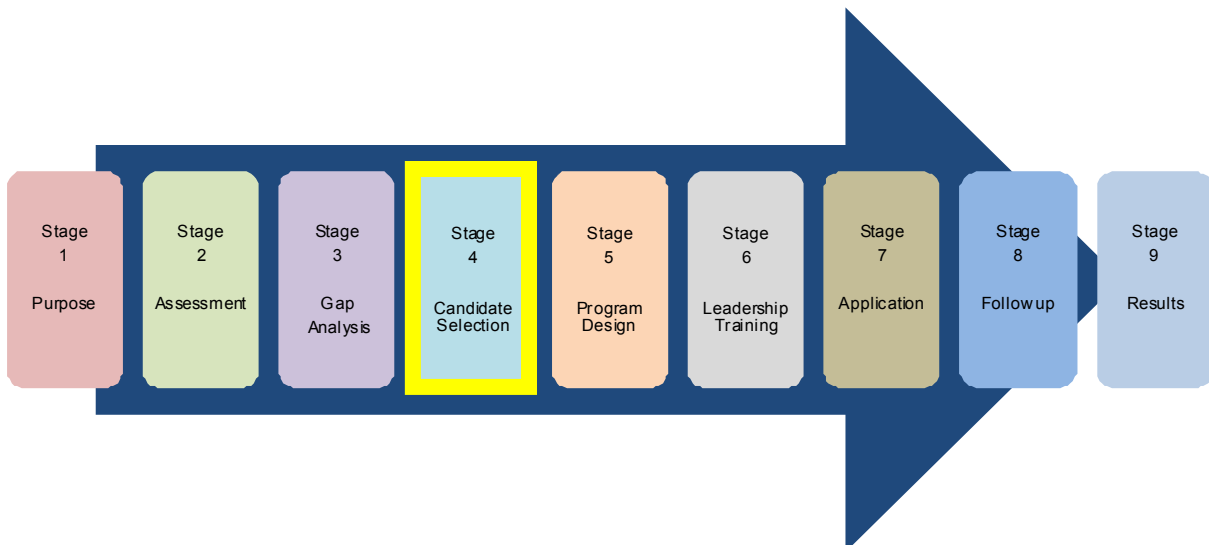
Who are the leaders and future leaders?

How does each individual measure up against the Organization's Mission Critical Competencies?

What is the interest level and commitment of each candidate under consideration?

Which group of individuals is most likely to come together as a cohesive learning community?

How can hardship to the organization be minimized while individuals are engaged in learning?





## Stage 5: Program Design

What are your program goals?

Preferred learning approach?

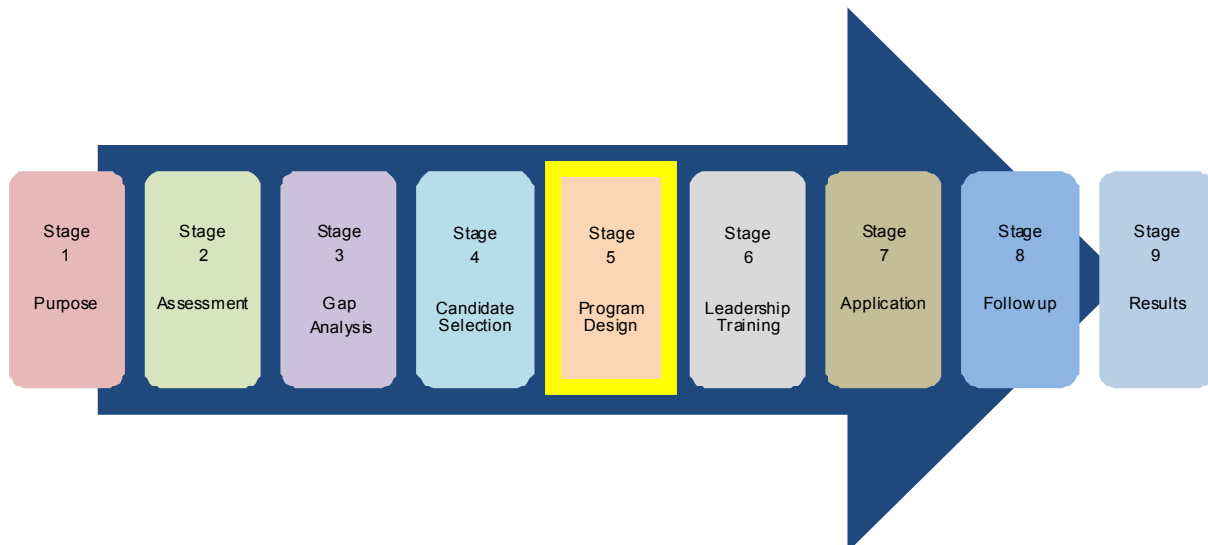
Leadership training should be an integrated part of your organizational culture, rather than a random offering of classes. Customization is essential.

What are your learning priorities? How much time do you have available to devote to leadership training? Every organization is unique and each training experience must be customized to meet your unique goals.

The Tero Team takes instructional design very seriously and invests between 50 – 60 hours of research, program design and development for every one hour of proprietary curriculum that is delivered in a workshop – an investment that is significantly greater than average. Valid and reliable assessment inventories and customized participant resources complement the coursework. Tero has more than 140 hours of proven, tested curriculum available to draw from to customize your leadership training experience. Topics include:



- Communicating • Listening • Presenting • Recruiting • Interviewing • Leading Change • Setting Priorities and Goals • Working Cross-culturally • Bringing Out the Best in Others • Coaching • Tapping Internal Motivation • Teambuilding • Personal Effectiveness • Building Credibility • Etiquette and Protocol • Professional Image • Giving and Receiving Feedback • Negotiating Solutions • Resolving Conflict



## Stage 6: Leadership Training

### How Can You Guarantee an Excellent Training Experience?

The ultimate success of training depends on two separate yet equally important things: the message AND the messenger.

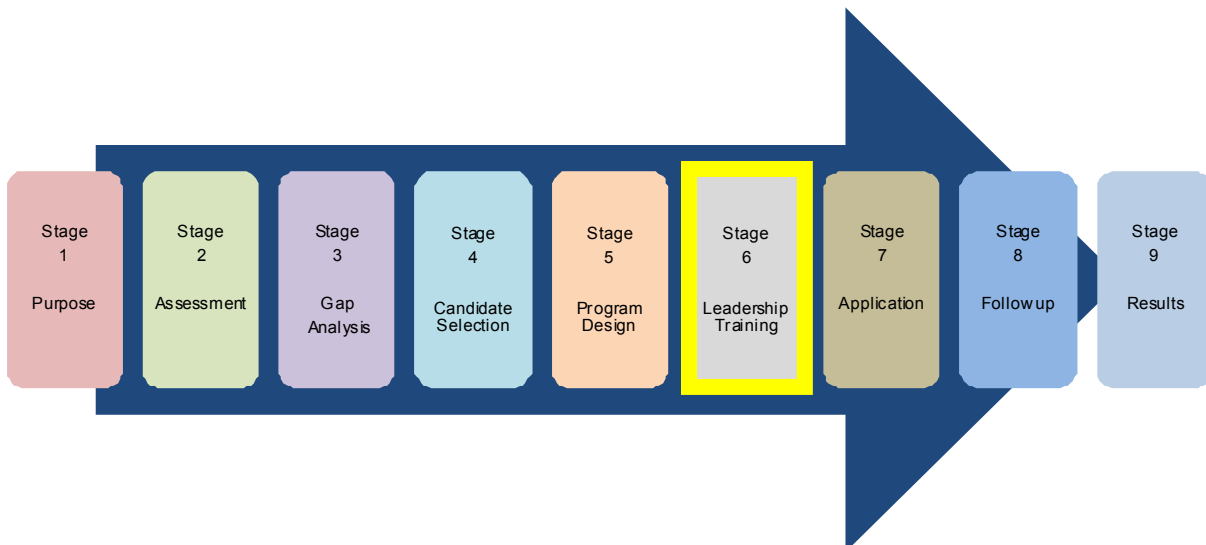


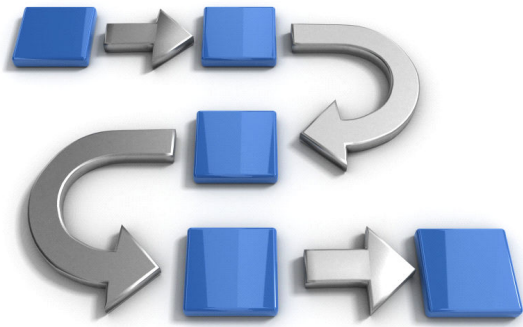
What do you believe to be true about training success? Have you ever seen an excellent training program fail because of poor facilitation? Have you ever seen a training program of less merit get accepted because of great delivery?



Well designed training programs are only part of the solution. Great content in the hands of an average trainer does not produce desired results. Certified Tero facilitators, who themselves have received hundreds of hours of training to become skilled in the nuances of effective presentation skills, facilitation skills and experts in learning, lead these state-of-the-art, highly interactive training programs.

The standards for training and facilitation set by Tero are high. So high, that fewer than 20% of the individuals who begin the process are ever certified. Also rare in its field, Tero uses a co-facilitation strategy for all leadership training guaranteeing a diversity of trainers, a variety of certifications, personal attention, a small facilitator to participant ratio and results!





## Stage 7: Application

### How Will You Bridge the Knowing-Doing Gap?

Research reveals that for every one hour invested in training, seven hours should be spent in applying the skills and knowledge in the real world.

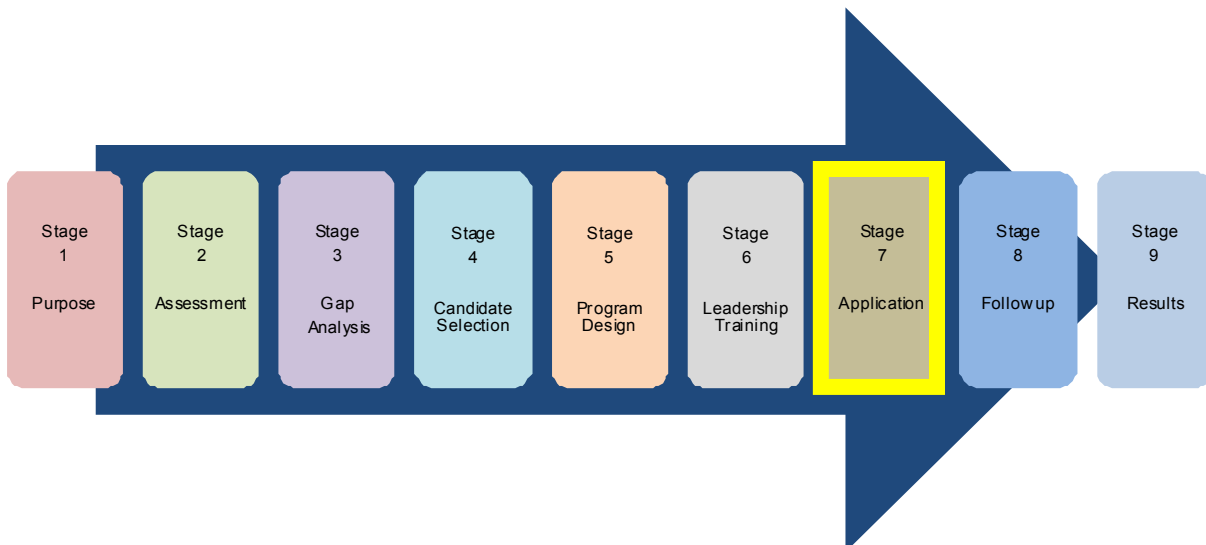
How many of us have learned something but failed to turn it into action? Because training is such an important part of leadership development, it gets most, if not all of the attention. It is important to remember, it is just a part of a larger system.

Effective training helps people develop new skills and acquire new knowledge. However, simply knowing information is not enough to compel someone to act on it. How many of us have learned about the importance of regular exercise and healthy diet but fail to act on this information, or act for only a short period of time? Knowledge is important but it must be followed by action.



Without application, up to 75% of the new information can be lost.

You want to receive the most from your training investment. Tero partners with you to ensure that your leadership training program becomes a systemic part of your organizational culture. Mentor programs, action learning communities and leadership projects are three examples of how Tero works with you to construct a framework that facilitates transfer of the skills in the



## Stage 8: Follow up

### What's Next?

Markets and competitors are dynamic. New threats and opportunities emerge that were not predicted. Making the process of leadership development ongoing is critical.

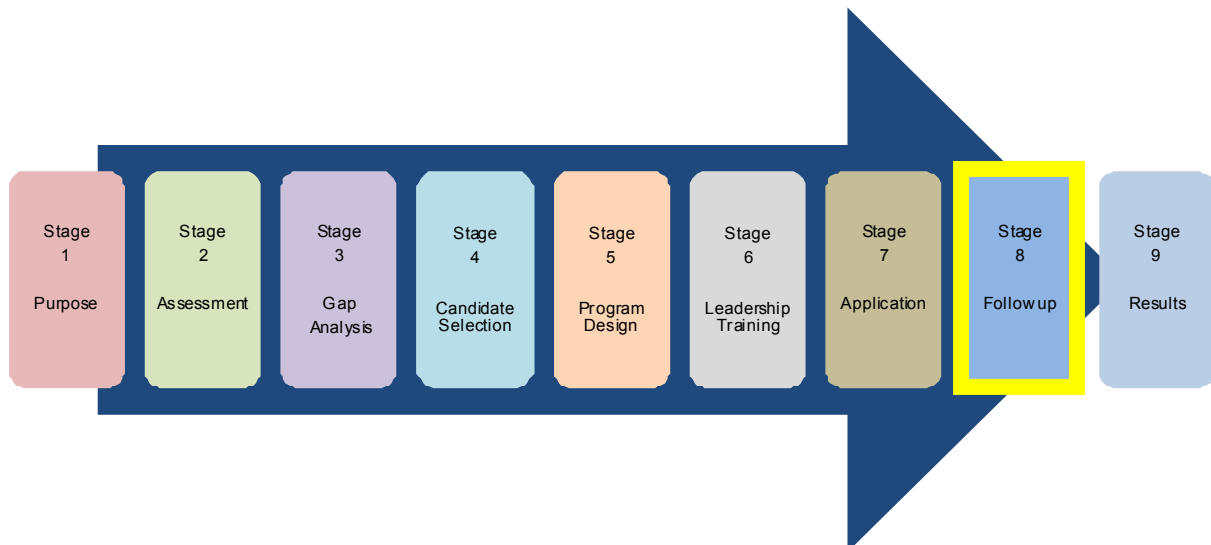


Think of how proud you'll be when this program is successfully implemented. What's next?



Your commitment to learning and development does not end at the conclusion of class. Tero is pleased to customize an appropriate follow-up program to complement the learning experience and provide your workshop graduates with ongoing resources and support. Examples include:

- Congratulatory letters and certificates for program graduates
- Monthly eZine with useful articles and resources
- On-call availability for questions
- On-line facilitated leadership forum
- Professional coaching
- Electronic follow-up activities
- Client debrief
- Additional training



Many of these resources are provided at no cost to you, as a follow-up to Tero training.



## Stage 9: Results

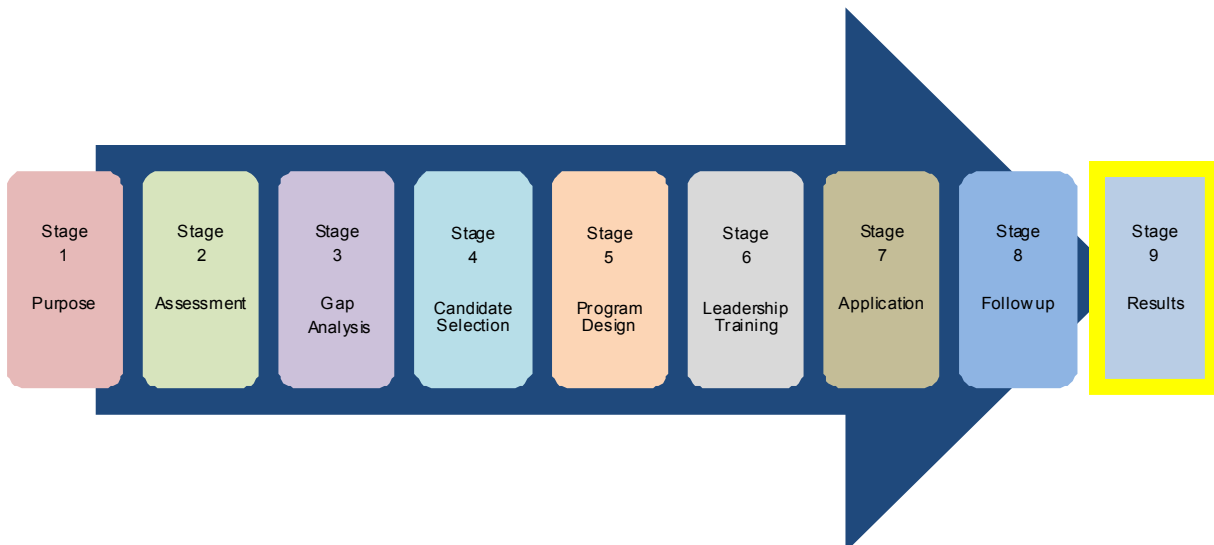
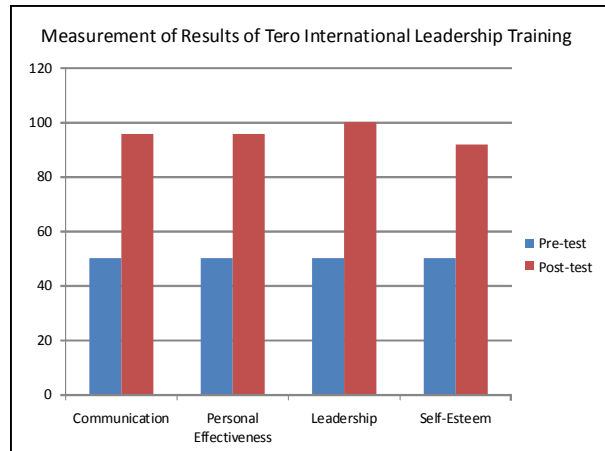
### Did it work?

Measurement of results is important to validate the actions taken and to justify resources invested.

How was the training received? What did the participants learn? Are they using the new skills and knowledge on the job? Was it worth the investment?

Tero has been measuring the effectiveness of training for many years employing the services of third party statisticians and learning experts—even before it was popular to do so.

Results show that Tero training could expect to move the typical person from the 50<sup>th</sup> to the 96<sup>th</sup> percentile on the Communication Skills Scale; from the 50<sup>th</sup> to the 96<sup>th</sup> percentile on the Personal Effectiveness Scale; and from the 50<sup>th</sup> to the 100<sup>th</sup> percentile on the Leadership Scale. Although elevating self-esteem is not a specific objective of Tero training, studies report that participants in Tero training show an improvement in the Self-esteem Scale from the 50<sup>th</sup> to the 92<sup>nd</sup> percentile. These results are especially impressive given that statisticians report that a mere 3% increase is meaningful.





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To begin the process of leadership development planning in your organization  
to re-energize your leadership development effort,  
or for a customized proposal, including investment information, contact:

Ann Block,

Director of Client Relations

Tero International, Inc.

1840 NW 118th Street, Suite 107

Des Moines, Iowa 50325

[www.tero.com](http://www.tero.com)

[ablock@tero.com](mailto:ablock@tero.com)

515-221-2318 (ext. 204)

[www.tero.com](http://www.tero.com)



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Fax: 515-221-2369

Email: [training@tero.com](mailto:training@tero.com)

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