

Conundrums: Solving Leadership Development's Biggest Riddles

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Your Presenter



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A decorative vertical panel on the left side of the slide, featuring a light gray background with numerous question marks of various colors (red, orange, teal, white) scattered throughout.

Takeaways

Today's topics

- Leadership development in 2023 and beyond.
- Overcoming the conundrums faced by leadership and learning professionals.
- How to create a strong foundation for your leadership strategy.

Chat question:

What level of employee
is your primary focus
for 2023?



Chat question:

What learning topics
are you focusing
on in 2023?



Where does learning
and development
stand?



Strong support for learning and leadership development

When asked in early 2022,

57%

of the survey respondents said their budgets increased after the COVID-19 outbreak.

76%

of employees said they would likely stay with a company that offered continuous learning.

67%

of HR managers said that L&D budgets would increase this year.

*Source: SHRM State of the Workplace Learning and Development

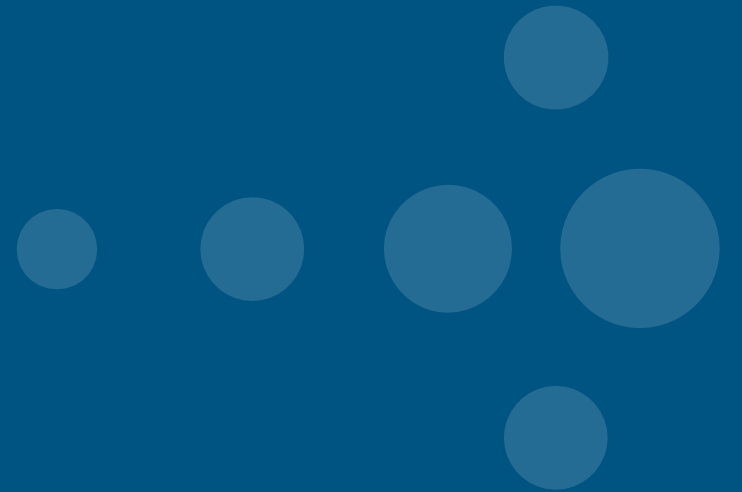
What about 2023?



Poll

Which of the following best characterizes your leadership development budget for 2023?

- A. My budget will go down.
- B. My budget will stay the same.
- C. My budget will go up.
- D. Not sure yet.



Challenges robust strategy can address

Retain and engage.

Turnover at the leadership level.

Skills gaps.

Varying needs—emotional, social, and cognitive.

Scattered teams—opportunities for connection!

The struggle
is real.





What are the conundrums faced by leadership development professionals?

Conundrum 1:
The Curveball

Conundrum 2:
The Hydra

Conundrum 3:
The Content Crunch

Conundrum 4:
The Pile-On

Conundrum 1: The Curveball



Poll

The Curveball—do you:

- A. Put the training on hold and review your contract?
- B. Spend money or time you don't have to re-do the curriculum?
- C. Pretend the email landed in the spam folder and proceed with your existing program?

How to mitigate The Curveball

Burning platform

B A S E

Burning platform

What is the primary driver behind your learning and development agenda? What are the behaviors that will drive business success?

Strategic initiative

Retention

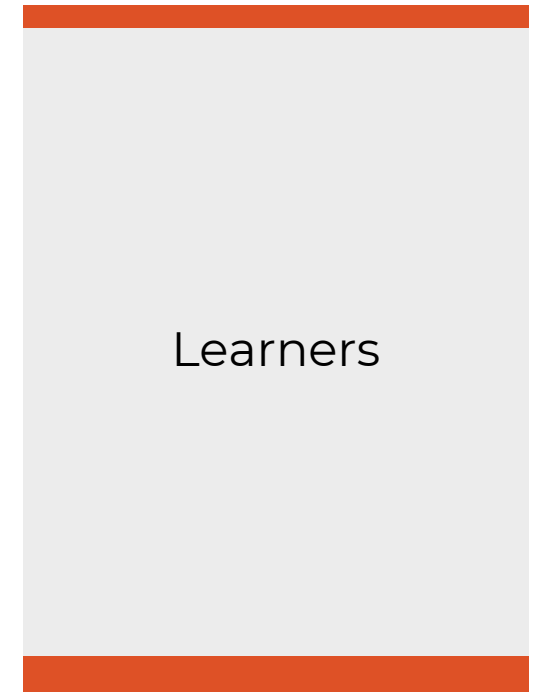
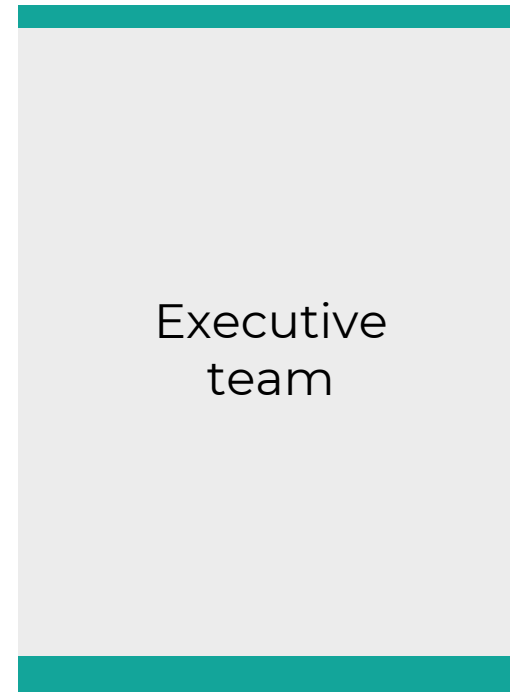
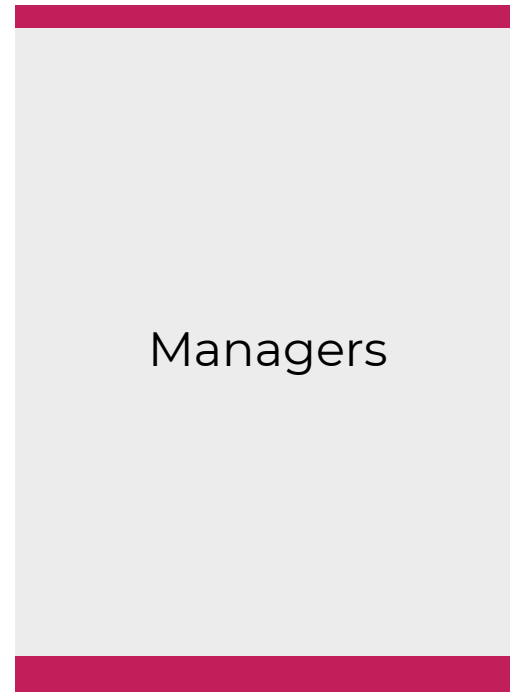
Critical skill gap

Culture change



Burning platform

Your Platform needs stakeholder buy-in:



Questions to ask yourself



Do you have the leaders you need at each level to produce the results you are projecting?



At what level are you noticing attrition and where are your leaders in the pipeline to replace those exiting?



Do you need to shift your leadership style in some way based on the talent you have?



Do you have leaders that have a digital mindset? Are flexible?

Your employees are what make your business strategy come to life. They are what enable success. Your leadership strategy needs to be in support of addressing your burning platform.

Conundrum 2: The Hydra



- **Bob:** Leadership “expert” - wants more emotional intelligence.
- **Christos:** Never led - needs basics of trust and communication.
- **Samira:** New leader - hard time with transition and giving feedback.
- **Wayne:** Longtime people leader with no formal training.
- **June:** Quietly quit.

Poll

The Hydra—do you:

- A. Deliver the topics as is. They will help some, and hopefully reinforce others.
- B. Ask your facilitator to alter the content and delivery along the way to account for differing needs.
- C. Ask Bob to teach the class. You're out of there!



How to mitigate The Hydra

Audience

B A S E

Audience

Get clear on your audience:

Level

Currently leading
people

Prior experience
leading people

Role in
organization

Cross functional
leaders

Prior learning
and development

Learner
experience

Taming the Hydra

Create cohorts

Distinguish
learning journeys
by segmentation

Set
expectations

Connect back to
your Burning
Platform


Personalized
learning plans

Conundrum 3: The Content Crunch



Poll

Content Crunch—do you:

- A. Try and pick content that covers a broad audience knowing you'll lose some?
 - B. Let them self-select content online, knowing they may access nothing?
 - C. Choose one group on which to focus; you'll catch the other groups next year, if they're still around?
- 

How to mitigate Content Crunch

Skills

B A S E

Skills

Focus on the most critical skills:

- Technical
- Emotional
- Social
- Cognitive
- Create journeys
- Blend modalities
- Don't solve everything with a workshop



What to do about Content Crunch?

Burn, borrow, buy, bend and build solutions

Don't pay for the content if you don't have to!

We ask the following questions to determine how the solution is developed:


**1
BURN**

Is the content still relevant and being used?



**2
BORROW**

Does the content exist elsewhere, either within the organization or open source?



**3
BUY**

Is there an off-the-shelf solution?




**4
BEND**

Is there a solution that can be customized to meet the business need?

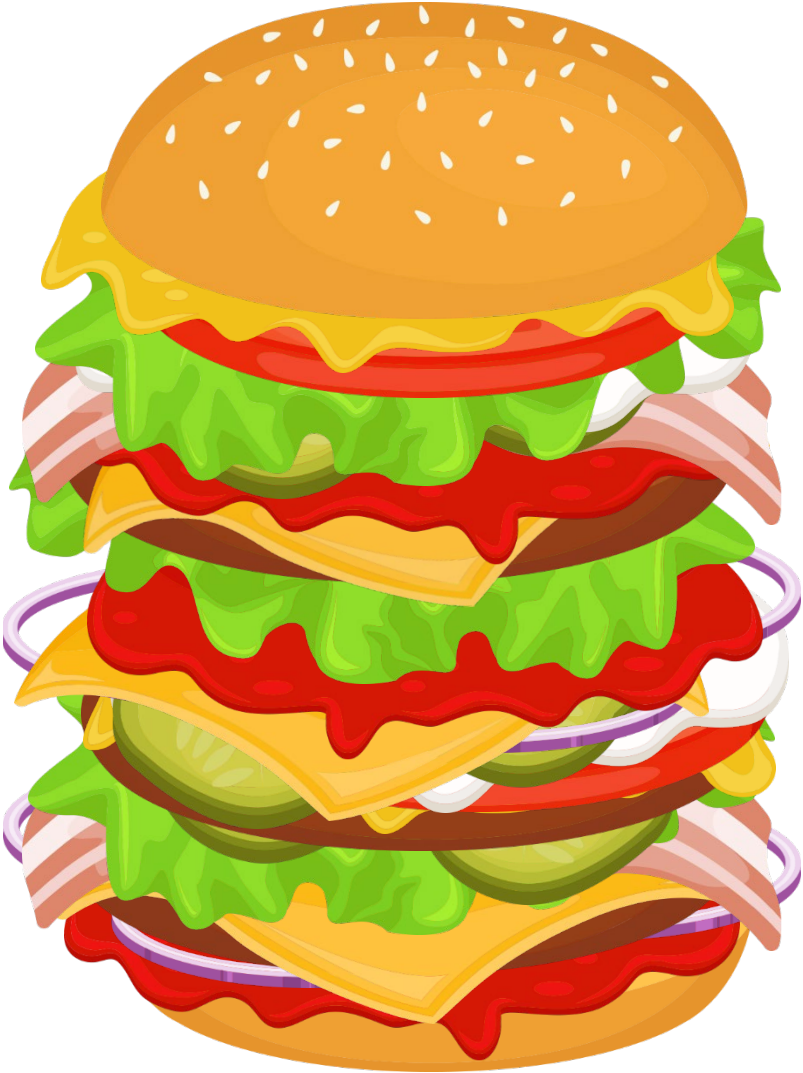


**5
BUILD**

The solution will be custom built by you or a supplier if the prior questions do not fit.



Conundrum 4: The Pile-On



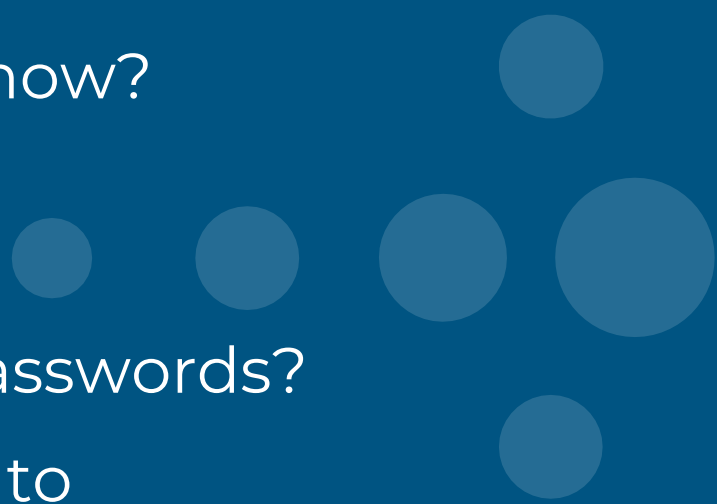
CFO: One-shot experience, with no travel, and no time away from “real work.”

Sales: Read an article about artificial intelligence—wants all simulation. Even for the reflection parts!

HR Partner: Bring them together to forge connection! Except for all those who work remote.

Poll

The Pile-On—do you:

- A. Go with instructor-led training; it's what you know?
 - B. Add another virtual call to calendars; it's the safest way to cover everyone?
 - C. Go digital and hope people remember their passwords?
 - D. Quietly quit—for real—because there's no way to satisfy everyone?
- 

How to mitigate the Pile-On

Experience

B A S E

Experience considerations

Learner centric

Budget

Technology

Blend

Layer, don't pile

Take one
thing off

Pilot

Personalized
learning plans

Chat question:

What conundrum
did we miss?



Chat question:

Which part of BASE is hardest to address?



Create the BASE, then assess



Wrap-up

Build a base for your learning and leadership strategy.

Minimize the conundrums.

Maximize the alignment with the business.

Deliver results for your people and for the organization.



Thank you

