

Most Leadership Programs Fail

DOM MELI

The January edition of the McKinsey Quarterly, led with *‘Why Leadership Development Programs Fail’* and the proposition that investment dollars are wasted due to poorly designed programs.

People At Their Best avoid the 4 common pitfalls listed in the McKinsey article in the following ways:

1. We understand the organisational context and set defined aims to improve the business in specific areas like BD or coaching skills or communications rather than an alphabet soup of defused initiatives.
2. We make development stick by tying learnings directly to activities that people perform back on the job. All our programs are built around requirements that people face in their roles and we practice ‘live’ and real situations like upcoming difficult conversations, presentations or negotiations.
3. We understand mindsets and identify why people may not be performing – often not a skills deficit but a mindset like a lack of confidence or will or a reluctance to deal with conflict. The front-end of our programs provide participants with insights, awareness and understanding through psychometrics, 360-feedbacks and reflection exercises.
4. We measure return on our programs through feedback, evaluated behavioural change and most importantly through improved organisational performance like cost savings, increased revenue and productivity improvements.

Getting the right leadership development program in place is critical because while most companies have business strategies in place, we have found that many do not have the leadership capabilities to execute those strategies. This gap is holding organisations back. It is also where organisations will get the most return on their investment. Leadership capability gaps present massive opportunity for organisations. Development investment should be on those roles and skills that matter most in terms of an organisation achieving its goals.



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