

The 1-2-3s of LDPS

Leadership Development Programs

FRANKLIN UNIVERSITY
LEADERSHIP
CENTER

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1. COMMIT to an LDP.

“The decision for us to commit to a Leadership Development Program was easy because of our partnership with Franklin University’s Leadership Center. Our people today are creating COTA’s future, and the quality of our leadership is critical to that future. COTA’s LDP has been a huge success.”

- Bill Lhota, CEO, COTA

Nearly every organization says they are committed to the development of their leaders. Unfortunately, most struggle with committing to a thorough and thoughtful Leadership Development Program (LDP). Why is that? They tell us they lack the expertise to develop such programs, as well as the resources required to make them successful.

Fortunately, both the *expertise* and the *resources* are readily available if you are willing to partner with the Franklin University's Leadership Center. Our expertise affords you access to the “best practices” of those who have implemented successful LDPs. And access to our robust resources significantly reduces the time, effort, and money needed to create and implement your own LDP.

Observing and studying the outcomes of other organizations have taught us there are seven success factors in creating a successful LDP:

1. Commitment: The higher the level of commitment, the more successful the LDP. The best programs have the commitment and participation of the CEO. The hours organizations commit to leadership development varies, but most range from 20 to 40 hours, per participant, per year.

2. Sponsor: Like any project, an LDP needs a sponsor: someone other than the CEO who will lead it. In the initial year, this often is an individual from the HR department with successful LDP graduates frequently taking the lead in subsequent years.

3. Selection: Successful LDPs select individuals from all areas and all levels within the organization who show leadership potential. Committing to a multiple year LDP will provide all individuals with leadership potential the opportunity to participate.

4. Team: Often, participants learn more from each other than from any one speaker or facilitator. Successful LDPs frequently incorporate some “final project” that builds on the bonds created.

5. Voluntary: Participants should be informed that they have been selected based on their leadership potential, but attendance in program events should be considered voluntary. Based on our experiences, 10% to 20% of those selected will exceed your leadership expectations and 10% to 20% will not fully participate (thus identifying those who may not be fully committed to taking a leadership role).

6. Applied: Successful LDPs incorporate an applied component to every program event that emphasizes, “How can you apply what you have learned to your role within the organization?”

7. Leader: Program events and activities should be led by leaders within the organization (including the CEO and other higher level leaders) whenever possible. Outside trainers are not only costly, but lack the knowledge needed to discuss pertinent topics and apply them to your organization in a significant way.

2. BUILD your LDP with our Leadership Center resources.

“Building an LDP based on the resources available from Franklin’s Leadership Center drastically reduces the effort and expertise that are normally required.

You can have a high-quality LDP up and running quickly with a very low initial – and continuing – investment.”

- Cathy Ellwood, Director of Organization Development, State Auto Insurance Companies

It frequently surprises people that it takes, on average, approximately 20 hours of development and preparation time for every hour spent in presenting materials. Our experience has shown this to be true for both credit coursework (offered at the university level) and for quality leadership development coursework. In other words, it is extremely time consuming to prepare an LDP ... especially the first time.

Add to that the time required for developing materials and the costs associated with outside presenters, and it's easy to see why many organizations do not commit to a Leadership Development Program. As already noted, these costs can be reduced drastically by relying on the resources available through the Franklin University Leadership Center.

WHAT DO WE OFFER?

First is the **Mason Leadership Symposium** held annually on the last Thursday in April. The Leadership Center brings together nationally-known and locally-recognized leaders to discuss with the participants their views on leadership. While Franklin spends close to a \$100,000 to present this day of leadership development, you and your leadership team can attend at a fraction of the cost — as low as \$250 per participant if you have a group of four or more.

Second is the monthly **Hall Leadership Lessons**. On the second Thursday of the month in Franklin

University's Ross Auditorium, local leaders present their personal leadership philosophy before a live audience while we record the session for our online library. There is no cost to attend for those partnering with the Leadership Center in their LDP efforts. Those who cannot attend, or who wish to listen to the Hall Leadership Lessons in a group setting, can do so through our online library at leadership.franklin.edu. This Internet resource offers access to all speakers who have shared their insight through the Symposium and to authors who have contributed articles to our valuable collection.

All that's needed to turn these leadership resources into your organization's Leadership Development Program is to **identify** a sponsor, to select your team of participants and invite them to attend the Mason Leadership Symposium and to listen to (or attend) the Hall Leadership Lessons.

The Leadership Center also can train your **leaders** in how to lead the participants in **applying** what they learn.

Together these events can provide more than 20 hours of leadership development opportunities a year — for a cost as low as \$250 per participant. Why wait to get started! Your LDP can begin with the Mason Leadership Symposium in April, or at any Hall Leadership Lesson. All you need to do is to **commit** to a program and you are on your way to meeting the seven factors of a successful LDP.

3. Add to your LDP based on your organization's needs.

“Working with the Leadership Center, we have created an expanded LDP based on the leadership topics that are important to our institution.

For us, it needed to be easily implemented, monitored, and evaluated, as well as be relevant for all levels of people. We have been very pleased with our results.”

- Randi Moldovan, Human Resource Generalist, Franklin University

While the amount of hours organizations typically commit to their LDP differs, 1% to 2% of a participant's working hours is common. For a 2,000-hour work year, that means committing 20 to 40 hours per year to leadership development.

An LDP provides an organization the opportunity to observe an individual's leadership potential. The alternative is often to promote someone based on the skills demonstrated in a non-leadership position only to find they lack leadership ability or interest. To invest 20 to 40 hours in advance of a promotion is a reasonable and cost-effective alternative to the losses associated with an ineffective leader. Those costs are increased by creating unwanted turnover, poor morale, disengagement, loss of productivity, and ruined careers.

Once you make your commitment and begin your LDP, you may decide to go beyond the 20-hour program outlined above, or you may want to alter the 20 hours to include topics based on your organization's needs. In either case, the Leadership Center offers additional affordable resources for helping meet your objectives:

HLLI: The Higher Levels of Leadership Indicator was developed by the Leadership Center in collaboration with Sequent, an HR consulting and services organization, to assess an individual's potential to reach the Higher Levels of Leadership. Here is how we define those higher levels: 1) seeing the possible over the probable, 2) staying

focused despite uncertainty, 3) remaining conceptual, 4) having commitment, and 5) having a sense of presence.

MBTI Step II Interpretive Report: The Franklin University Leadership Center has trained facilitators available to guide LDP participants through the Myers-Briggs Type Indicator® — a highly effective tool for leadership development. The MBTI Step II offers expanded insight into an individual's personality preferences.

Leadership Development Modules: The Leadership Center has an expanding inventory of leadership development resources. Many exercises and activities have been developed as part of Franklin University's undergraduate and MBA curriculum. Other modules have been (or can be) developed by the Leadership Center in response a specific LDP need.

Leadership Books: The Franklin University Press publishes books on leadership. Several have been effectively incorporated into LDPs, including books by Bob Bailey, John H. McConnell, General Al Gray, and Paul Otte.

LDP Design Services: If you need further assistance in identifying leadership resources or incorporating them into your LDP, the Leadership Center can help in designing, implementing, monitoring, and evaluating your program.

contact us: leader@franklin.edu or 614.947.6888