

BE BOLD, BE COURAGEOUS, BE TRUE

7 MISTAKES

WHEN BUYING L&D SOLUTIONS



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THE CASE FOR L&D



The growth mind set organisation

To face the challenges of the near future, Leaders of today need to focus on the leaders of tomorrow and adapt a growth mindset and invest in people at all levels of the organisation.

- 40% talent shortage globally
- Large scale exit of Baby Boomers over the next few years
- Too few Gen X to fill the gap, so immediate need to develop millennials
- 87% millennials want constant development from their work and will leave if they don't get it
- 60-70 year careers means life long learning and skills development
- Average time in a job 4.5 years and forecast to drop to 3 years
- Constant need for real time L&D, talent and succession planning
- 83% companies shifting to flexible, open career models
- Shift to cross functional skill development to enable job mobility
- More focus on personal responsibility for L&D, coaching, projects and mentoring

L&D is no longer a luxury, it is a key strategic decision for future business success

MISTAKE #1

It's not me it's you



So many leadership teams look at the issues in their business and point the finger at the "managers". If the managers managed, stepped up, were more strategic, took responsibility... then we would be performing.

From our experience the issue doesn't start with the management, it starts with the leadership. The leaders set the tone of the culture and behaviours and often create the negative behaviours themselves.

You may "train" managers in how to manage, but unless leaders role model the behaviours themselves, or get out of the way, your investment will not return results.

Example, an established senior leadership team complained that their managers wouldn't make decisions and passed everything back up to them. The Managers said that the leaders didn't trust them, and wouldn't delegate decisions so now they just direct everything upwards.

Before you invest in a management development programme it is critical that you get total clarity over what is it that you are lacking within your business, and what you need to do, or change to enable you to achieve your aim.

Tip #1 before you invest, diagnose the real issues and make a strategic commitment to start from the top.

MISTAKE #2

One size fits all



"We must be fair and send everyone on this course"
-wrong thinking.

In a recent Gallup survey, only 34% of Managers said they were engaged at work. Developing the 34% will deliver completely different results to developing the bottom 34%.

It feels instinctively right to give everyone the same opportunity, but the truth is not everyone wants or needs the same intervention. Investing a one size fits all approach can end up costing you a lot of money, with very little return.

Example, John and Francis were both senior leaders and sat at the same table. John was planning his retirement and would exit in the next 5 years. Francis, new in position, with plans to perform highly and take on more responsibility in years to come. Although they both needed developing in new ways of working, behaviours and cultures, their priorities were very different.

Right thinking is to identify the needs of the individual, their own aspirations and approach to development. Where similarities exist, design a programme or intervention to meet the needs of the many, and then tailor more bespoke learning for individuals. This may include mentoring, projects, courses, feedback or coaching.

Tip #2 Become experts in your organisational needs and peoples needs

MISTAKE #3



These people need training

Training is vital to enabling your people to perform their role, but it is a mistake to buy a training solution when what you really need is a learning and development solution.

Training is the right solution when you need to impart knowledge or skills to enable someone to do meet the job requirements. Short term, immediate focus.

Development is more self directed and is focused on growth, breadth and experience. It's focus is career developing, enabling people to focus on the challenges of the present and future.

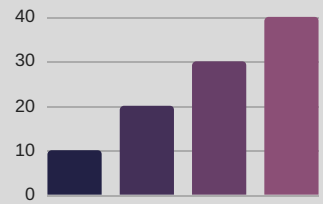
Example, Anna identified a need to increase her effectiveness in performance management. She needed training in the approaches, process and tools, but required development in her style, approach and coaching skills. Her needs were blended, ongoing learning.

Blended learning is the most successful approach to embedding change or learning. Use a range of tools, including reading, video, classroom, peer to peer. Then give your people the opportunity to apply their new knowledge and review and reflect.

Tip #3 Apply the 70/20/10 approach when embedding learning and development.

MISTAKE #4

Focus on now



The trend for horizontal development is now showing its limitations in the world of talent shortage. It's time to start focusing on vertical development too.

With baby boomers retiring and a shortage of generation X to step into roles, L&D specialists need to focus on nurturing and developing talent from the moment they recruit. Developing people in their current role ensures today's performance, but doesn't secure tomorrow's.

In fact recruitment companies are finding it harder to locate and attract great leaders and managers. If the experts can't find them, then you need to start creating them.

Example. An established manufacturing company with 40% of its workforce over 55 identified a real gap, not just in their business, but also in the industry. Knowing that no action meant imminent performance decline, they made it a strategic priority to attract, develop and retain their talent.

With the help of 3WH, they identified clear career paths for managers and specialists, and created a horizontal and vertical development programme, constantly developing their talent pipeline.

Tip #4 We learn in stages, think of talent development as career long apprenticeships.

MISTAKE #5



Focus on competencies

Google Leadership Competencies and you will find 16 million items. Having the knowledge is easy, applying them is the hard part.

Training competencies is a common mistake. Let's be clear, we are huge advocates of knowing your style, approach and strengths, it's part of our toolkit. Choosing to change as a result of the knowledge is personal and can not be forced.

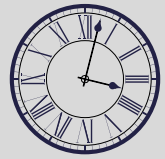
The mistake L&D specialists make is to base programmes on the assumption that "knowing" how to lead means that people will then start leading. The truth is that we all hold some resistance to change, especially when it is a behaviour.

A solution is to understand why there is resistance, or anxieties or fear to change. adopting leadership competencies. ignore the resistance, anxieties or fear of change. Development without coaching, experimentation or exploration is only delivering a partial solution.

Example. A large energy company sent all leaders on a strategic leadership course at a local University. Whilst everyone graduated with a great foundation, very little changed in the workplace. Those that worked with a coach found accelerated learning and applied methods and competencies with more success.

Tip #4 Integrate your L&D with organisational design and develop talent from the grass roots

MISTAKE #6



The quick fix

“Tell me and I forget, teach me and I may remember, involve me and I learn.”

In a world of annual business plans, fast change and quick results long term investments without direct ROI can feel against the grain.

A common mistake of L&D procurement is to go for the quick fix, sheep dipping, latest fad or gimmick. We have seen leaders give up or change direction when they don't see immediate results, but this is foolish. Behavioural change can be fast, but cultural change takes time. Quitting too soon or changing direction creates uncertainty and scepticism with your people... just another initiative mentality.

Example. James was appointed as the new MD and wanted to make a quick impact. He invested in a two day team leadership workshop and ignored the recommended best practice follow up sessions. A year later he complained that he had invested in the programme, yet got no return, nothing had changed and searched for another solution. We helped to create leadership and cultural change, by partnering, over time.

If you want real change then think long term. Successful programmes start at the top and become integrated at all levels of the organisation, in all behaviours, processes and systems.

Tip #6 Be mindful of the trilemma of fast, quick and quality. If you want quick, you may have to compromise quality or £££

MISTAKE #7



It takes a village....

It takes an organisation to create leaders

A common mistake many companies make is to delegate or outsource development and organisational change. Developing talent can't be fully outsourced. Leaders, Managers, delegates, coaches, L&D specialists and providers should work in unison, as partners in development to create successful outcomes.

Example. Amanda was the HR director and tasked with providing management training and development for the company. Before she spoke to suppliers, she was clear with the leadership team that they would need to coach, mentor and offer opportunities for growth, and it was not up for negotiation. By everyone leaning in, Amanda delivered and succeeding in meeting the needs of the business.

Before partnering with a provider, do an audit of all L&D activities you can introduce internally.

- Coaching
- Projects
- Peer to peer learning
- Mentoring
- Secondments
- Performance conversations
- Feedback Culture
- 360 feedback..... to name but a few

Tip #7 Partner with a provider who integrates with your business and adds value

We are 3WH



Founded in 2014, 3WH are a leadership and team development consultancy who specialise in helping leaders who have already made great gains in maximising performance but now want to tackle the biggest obstacles of people, behaviour and culture.

Our clients continue to refer us because we act as trusted partners in delivering long term change with immediate results. Our expertise enables us to create powerful and impactful bespoke programmes, to deliver business results, create a step change in leadership and management skills and to harness a culture of engagement, trust and fun.

Our 5 step methodology starts at the top and helps you to integrate organisational and leadership changes throughout your business.



We believe that leaders impact on peoples lives, and therefore have the responsibility to make it positive, rippling into peoples homes, communities and ultimately the world.

Our goal is to create a positive ripple effect, one leader at a time.

Contact Hello@3wh.uk.com