

Futureproofing Your Leadership Development Strategy

American Structurepoint's Leadership Development Journey

Presented by:

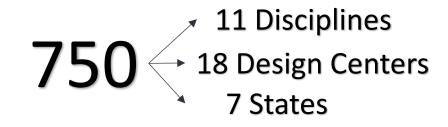
Troy Eutsler

Director, Leadership Development



About American Structurepoint





10%+ YOY Growth



Leadership Development Defined

The development and refinement of a diverse set of skills that are required for individuals to succeed in a variety of contexts.

Broadly Applicable Skills Not Limited to Management Leading Self and Leading Others



Our Leadership Development Journey

2021-2022

1st Engagement Survey

Consultancy Hired to Design Program



Our Leadership Development Journey

2023-2024

Consultant Driven Program Launches Hybrid Learning Strategy Approved 2 custom, In-House Programs Launch



Our Leadership Development Journey

2025 and Beyond Focus Expands to PM Development Continuous Improvement Talent Process Evolution

Leadership Development and Other Talent Processes



Talent Process Ecosystem



Talent Ecosystem Lessons Learned

 Build supporting processes concurrently with leadership development programming.

• Centralize ownership of talent processes, adding specialized HR staff or teams as needed.

 Ensure you have a strong HR team that can build and leverage these processes to support leadership development.



Leadership Development Strategy Poll

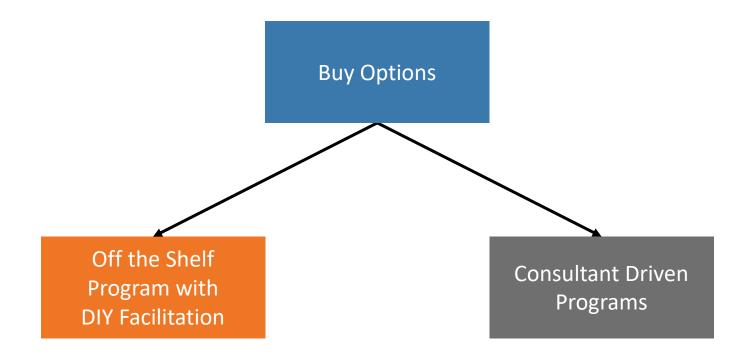
How do you approach leadership development programming today?

- 1. We use external vendors/partners.
- 2. We use programs that we have built internally.
- 3. We use a mixture of external and internal programs.
- 4. We don't currently offer leadership development programming to our staff.



Buying Leadership Development Programming

2 Types of Buy Options





Considerations for Buying Programming









Cost per Participant/Learner

Table 4				
Vendor Costs	# of Participants	Cost	Cost per Participant	
Vendor Program 1	15	\$108,750.00		
Vendor Program 2	10	\$42,000.00	\$4,821.43	
Vendor Program 3	10	\$18,000.00	\$4,021.43	
Total	35	\$168,750.00		

Table 5					
Program	# of Participants	Cost	Cost per Participant		
In-House Program_1	30				
In-House Program 2	20				
In-House Program 3	100				
Managers ¹	50	\$183,846.00	\$589.25		
Individual Contributors ¹	50				
eLearning Library Engagement t	162				
Total Participants Served	312				

¹We estimate that we will have 50 unique participants in each of these programs, accounting for the fact that participants may attend more than 1 session.

High Quality External Partnerships

Customized Content

Leadership Team
Support



Impact Measurement

Communication



Buying Programming Lessons Learned

- Ask questions. You don't know what you don't know.
- Talk to others who are buying programming.
- Be mindful of what you communicate.
- Select vendors who have experience in your field and whose staff possess business and leadership experience.
- Work with vendors who want to be true partners and want to work shoulder-to-shoulder with you.



Best Practices for Designing In-House Programming



Define Core Values and Leadership Capabilities

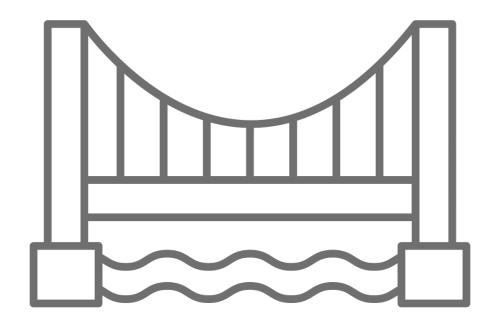


 Anchor for your program and content.

• Perpetuates organizational culture.

 Paints a picture of success for program participants.

Design Business Relevant Content



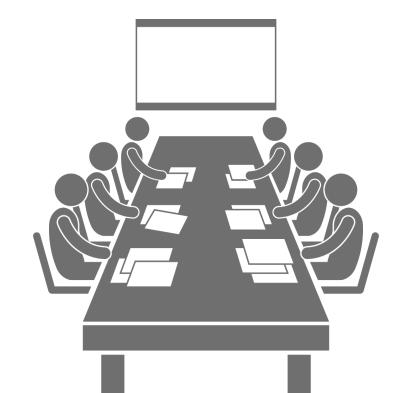
Bridge the gap between theories, models, and best practices and the current realities and future needs of the organization.



Leadership Involvement

Quality Assurance

Key Competencies and Skills



Buy-In and Support

Business Relevancy

Current and Future Challenges

Building In-House Programs Lessons Learned

- Building is hard. Hire methodically.
- Excellence over ego.
- Include stakeholders in the process early and often.
- Bring your core values to life. Culture scales through your values.
- Continue to leverage industry programs to provide networking opportunities for your organization.

Scaling Leadership Development Programs



3 Strategies for Scaling Programs



eLearning Library Access



Offer Multiple Modalities and Take Your Show on the Road



Asynchronous Learning Programs



Scaling Lessons Learned

 Be intentional about your eLearning launch and support strategies.

Virtual training options increase participation significantly.

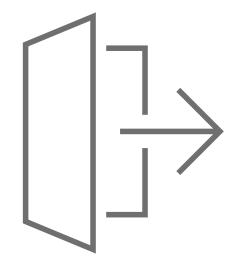
Support managers so they can support your learners, too.



Measuring the ROI of Leadership Development

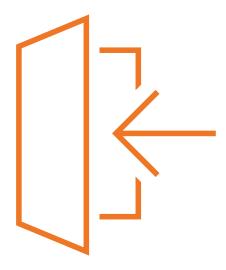


Quantifying Impact



Output Goals

- Describes the overall outcome that you are trying to achieve.
- Tend to be big and need to be broken into smaller steps.
- The outcomes you get out.



Input Goals

- Sub-goals that, if achieved, lead to the achievement of the output goal.
- Smaller more achievable steps.
- The work you put in.

Output Metrics for Leadership Development

- 1. Retention/Attrition
- 2. Internal Talent Mobility
- 3. Promotion Velocity
- 4. Productivity
- 5. Engagement

Input Metrics for Leadership Development

- 1. Program Engagement
- 2. Pre and Post Assessments
- 3. Participant Satisfaction
- 4. Cost per Learner



Reaction Evaluation Results Example

Reaction Survey Results

Evaluation Question	Score (5 Point Scale)	% Change	
How would you rate the overall effectiveness of this module?	4.8	N/A	
How would you rate the content of this module?	4.6	N/A	
I had the opportunity to interact with other participants.	4.8	N/A	
The facilitator communicated the content clearly.	4.7	N/A	
The facilitator provided contextual examples that highlighted how the content connects back to your role at American Structurepoint.	4.6	N/A	
The facilitator kept the class engaged and on track by actively managing the environment, discussions, and activities.	4.7	N/A	
Before attending this session, how would you rate your ability to proactively identify roadblocks?	2.9	+51.7%	
After attending this session, how would you rate your ability to proactively identify roadblocks?	4.4	+51.7%	
Before this course, how would you rate your ability to resolve roadblocks?	3.1	+38.7%	
After this course, how would you rate your ability to resolve roadblocks?	4.3	+38.7%	
Before this course, how would you rate your comfort escalating roadblocks?	3.7	+24.3%	
After this course, how would you rate your comfort escalating roadblocks?	4.6	+24.5%	

Net Promoter Score (10 Point Scale)				
Q: How likely are you to recommend this course to a colleague?				
% Detractors	0%			
% Neutrals	8%			
% Promoters	92%			
NPS (% Promoters - % Detractors)	92			



Questions



Feedback + Connection



