WIPFLI

2023 ACU Annual Conference

Leadership Development: A Framework for HPET Preceptor Success

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Defining Leadership Development Pitfalls

Successful Leadership Development



A leader is charged with, and accomplishes, the execution of the organization's **strategic goals** through the supported actions and development of the people.

We have to create the right kinds of leaders – leaders that truly want to be <u>leaders of people</u>

What this means in practice:

<u>Authenticity</u>

<u>B</u>ehavior

We have to develop the right *leadership* <u>behaviors</u> in our leaders

03 <u>C</u>ulture

We have to create a true <u>culture of leadership</u> within the organization





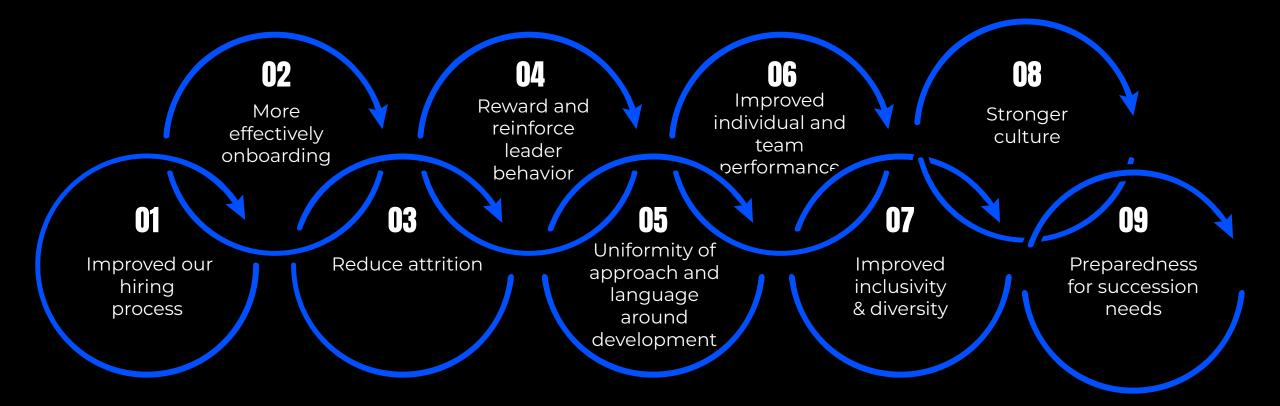
When we fail to effectively define leadership:

- Leaders fail to develop people, resulting in performance stagnation and lack of succession readiness
- Leaders may get results, but at the expense of morale and engagement
- The Leader has all the answers; doesn't listen well (if at all)
- Leader fails to engage others, does not delegate and does not leverage talent
- Organization creates a compliance culture versus a commitment culture
- There is high voluntary attrition
- Leader generates low trust from team and others

The Right Outcomes of Leadership Development:

Why developing preceptor leaders is critical

Leadership outcomes



If these are the outcomes, **how** do we develop a leadership program to ensure these results? The 3 pillars of effective leadership development

Leading Authentically

Developing our capacity to be good leaders, including a focus on self-awarenes s

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Developing the necessary skills to help our people succeed and to develop their future capabilities

Leading

People

2

3 Leading Culture

Developing a true "leader-led" culture; a culture that values and reinforces true leadership

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For the following items, please rate on a scale from 1 – 5 utilizing the following scale:

- 1: Strongly Disagree no, or very little, work has been done in this area, and we cannot point to any specific success in this area
- 2: Disagree some work is being done, but not enough to reasonably support leadership development efforts
- 3: Agree we have undertaken some work in this area but could use further improvement. We can point to some success, but it is not optimal and/or it is not being measured
- 4: Strongly Agree we are strong in this area and don't require any change <u>at this time</u>. We can point to success, and we can concretely measure it
- 5: Uncertain we are either unaware or not confident enough that this is being performed in the organization today
- The organization has a clearly defined leadership profile that is integrated into its hiring practices
- The organization's people plan is shared broadly throughout the organization
- Leaders fully understand it is their job to drive people development
- Leaders are not working on tasks their direct reports are responsible for
- Leadership development program success is measured on key company metrics
- ☑ The CEO and senior leadership team directly sponsor the leadership development program(s).
- Prior to attending leadership development, participants know the learning expectations of the program
- Leaders have access to peer support and the sharing of best practices across their peer group
- ☑ Leadership knowledge, skills and abilities are tied to leadership performance review and linked to compensation
- Leaders' successes are tied to their compensation
- A Engagement survey results show employees trust leaders and feel valued

The leadership evaluation survey

Pillar One

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Leadership Evaluation Survey

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Leading Authentically

- Leaders accept that their success is not about their *individual* results, but a measure of their ability to drive results through their direct reports
- Leaders fully understand it is their job to drive people development
- Engagement survey results show employees trust leaders and feel valued
- Each leader has a plan for their overall development as a leader

Pillar Two

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Leading People

- Leaders are not working on tasks their direct reports are responsible for
- Leaders regularly meet with their direct reports to provide feedback and opportunities for ongoing development
- Leaders actively work to translate the organization's strategic goals into the daily tactics of their direct reports; and they work with their direct reports to prioritize and create accountability around these tactics
- Leaders practice a coaching approach with their direct reports for development
- Leaders initiate and create accountability around development plans for each of their direct reports

Pillar Three

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Leading Culture

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- Leadership development program success is measured on key company metrics
- The CEO and senior leadership team directly sponsor the leadership development program(s)
- Leadership knowledge, skills and abilities are tied to leadership performance review and linked to compensation
- Leaders are asking to attend development programs
- Leaders hold one another accountable for both the practice and the outcomes of their leadership responsibilities

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The leadership evaluation survey



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