



WIPFLI

2023 ACU Annual Conference

Leadership Development: A Framework for HPET Preceptor Success

**Steve Hopkins, Director Organizational
Performance**

Kelly Rondou, Sr. Consultant

No relevant
financial
relationships
to disclose



Steve Hopkins

Director, Organizational Performance



Kelly Rondou

Sr. Consultant



**Defining
Leadership**

**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 **their people.**

What this means in practice:

01

Authenticity

We have to create the right kinds of leaders – leaders that truly want to be leaders of people

02

Behavior

We have to develop the right leadership behaviors in our leaders

03

Culture

We have to create a true culture of leadership 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


A modern office environment with large windows overlooking a city. Several people are working at desks with computers. A man in a suit is standing and talking to a woman at a desk. The office has a clean, professional look with blue accents on the chairs and floor.

The Right Outcomes of Leadership Development:

Why developing preceptor leaders is critical

Leadership outcomes



A group of four business professionals are gathered around a wooden conference table in a modern office setting. A man in a grey suit stands on the left, leaning over a laptop. A man with a beard in a grey sweater sits at the table, looking at a notebook. A woman with glasses and a dark blazer stands behind him, looking at the notebook. An older woman with grey hair and a pearl necklace sits on the right, also looking at the notebook. The table has a laptop, a white coffee cup, and some papers. Large windows are visible in the background.

If these are the outcomes, **how** do we develop a leadership program to ensure these results?

The 3 pillars of effective leadership development

1 Leading Authentically

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

2 Leading People

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

3 Leading Culture

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

Leadership Evaluation Survey

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 at this time. 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
- Engagement survey results show employees trust leaders and feel valued

The leadership evaluation survey

Pillar One

WIPFLI

Leadership Evaluation Survey

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 at this time. 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
- Engagement survey results show employees trust leaders and feel valued

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

WIPFLI

1

Leadership Evaluation Survey

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 at this time. 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
- Engagement survey results show employees trust leaders and feel valued

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

Leading Culture

- ✓ The organization has a clearly defined leadership profile that is integrated into its hiring practices
- ✓ 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

WIPFLI

Leadership Evaluation Survey

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 at this time. 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
- Engagement survey results show employees trust leaders and feel valued

Leadership Evaluation Survey

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 at this time. 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
- Engagement survey results show employees trust leaders and feel valued

The leadership evaluation survey



Steve Hopkins

Director

Steve.Hopkins@wipfli.com

859 270 4360

Kelly Rondou

Sr. Consultant

Kelly.Rondou@wipfli.com

509 232 2744

wipfli.com