



# Leadership development in the Professions

A workshop for leaders in Practice,  
Learning and Development roles

January 2010

# Concept

## Leadership development in the professions

- Why should it be different?
- What tells us that it is?
- What are the implications?
- What is the driver for change?



# Some Definitions

- Training – what someone does to you (a % improvement)
- Learning – what you take from training (a % retained)
- Development – how well you apply what you have learnt
- Mastery – Knowledge of when and how to best apply learned skills
- Embedded change in behaviour – the thoughtful and thoughtless application of knowledge and skills in what we do - always
- Reasonable application – doing what we know and have learned is the right thing to do based on past experience
- Becoming unreasonable - (J Cotter a sense of urgency) how much you make a difference applying mastered skills and behaviours (leadership) in pursuit of opportunities and the management of risks to achieve a different outcome in the future



# Key Questions - Issues

- Why is the development of leadership and business management skills important?
- Why now?
- What fundamental changes in the business model for professional firms need to be addressed?
- What needs to change in the way CPD is undertaken and soft business skills are acquired?



# Key Questions - Issues

- What is the cost of ineffectual investment in training?
- What is the income directly attributable to the desired skills?
- What is the potential indirect or opportunity income?
- What are the associated resource implications?
- What impact might improved effectiveness of leadership development have on brand and customer service?
- What opportunities might be missed?
- What other issues do you need to consider?
- Why should any of the above points be more or less relevant to the professional leadership development market?



# Considerations - Insights

- The difference you will make to your practice is a function of what you know, what you do and how well (often) you do it.
  - How do you measure this?
  - How important is this as a partner or senior associate in a professional firm?
  - How does this differ from the case were you a director of a limited company?
- The key factors determining how well you meet challenges of leadership are related to how you think and how you develop adaptable characteristics like perseverance and resilience?
  - How are you developing these characteristics in a way that is balanced and consistent with your training programme?
- Is your personal or practice development programme as it stands the only option?



# Considerations - Insights

- What has changed in the learning and development market place?
- What developing trends point the way to best practice?



# Reality Check

- What has worked in the past?
- What has not worked in the past?
- How valid is it to plan what you do now on the above factors?
- What options do you have?
- What outcome do you need?



# Reality Check - Questions

If your aim is to develop key leadership and business skills

- What will happen when you do this?
- What will happen if you do not do this?
- What won't happen when you do this?
- What won't happen if you don't do this?

Cartesian coordinates



# Choices

- Now list two or three choices and the implications for your personal leadership development or that of your firm

1.

2.

3.



# Decision - Commitment

- Then make the choice
- Plan the changes that are necessary
- Make someone responsible



# Actions & Accountability

- Communicate it
- Make the changes that are necessary
- Measure the result
- Review the decision

