

❖ Emerging Leader Development

❖ Leader Identity Questionnaire™ (360)

❖ Individual & Group Coaching

www.generativityllc.com

## Emerging Leader Development (ELD) Program

*An innovative and scalable solution for leader<sup>i</sup> development*

**Generativity**, as a construct in the human sciences,<sup>ii</sup> is all about the positive, practical focus on building a robust level of social-organizational sustainability. Human resource executives do that by participating in the rational-instrumental work of formulating a strategy and structure for realizing the firm's mission. But they also have a unique and vital role in ensuring a healthy infusion of new talent and a means for building the leadership capacity of their existing human organization.

**Millennials**, the Gen Y segment of the workforce, is a growing demographic that has received a lot of attention in recent years, and we designed the *Emerging Leader Development (ELD) Program* with this generation in mind. It offers a timely, innovative solution for preparing Gen Y professionals to lead in today's flatter, faster-moving, global world of commerce. This flyer makes the case for the *ELD Program*, differentiates it from conventional development strategies, and highlights its distinctive power.

### Features of the ELD Program

Five design criteria shape our approach and allow us to align the core program to the unique needs of your company's culture, business imperatives, and talent requirements:

1. **Practical Relevance.** Developmental insights, action strategies, and coaching are directly linked to the operating context and specific tasks for which the leader is *responsible* and *accountable*.<sup>iii</sup>
2. **Assessment.** Our assessment model and practices generate power by linking leader development to identity, and by heightening awareness of the leader's actual and aspirational identity.
3. **Quick-Start.** An active, intensive approach to start-up responds to yet also challenges the action bias of ambitious Gen Y professionals, ensuring richness of insight and timely progress.
4. **Tailoring.** A core sequence of a) individualized assessment & feedback, b) experiential group learning, and c) follow-up coaching & measurement is tailored to your organization.
5. **Engagement.** Guidance is offered on the roles and involvement of HR leadership, line management, and direct supervisors in the design of action learning projects and specific curricula as desired.

## The Business Case for Selecting the ELD Program

### Demographic Facts:

- More than 1 in 3 American workers today are Millennials (see Figure 1, Pew Research, 2015).
- Millennials are more diverse – more immigrants, more women, and more people of color.
- They came of age in more uncertain times, less security and greater need to be self-reliant.
- They must do more to create the security, loyalties, and opportunities they want.

### Implications for Management:

- Get real about promises, i.e., unconditional fairness versus unconditional security.<sup>iv</sup>
- Get personal, i.e., notice who they are, affirm differences, form bonds of attachment.<sup>v</sup>
- Get practical, i.e., support scalable development strategies that rely on their initiative.
- Get smart, i.e., build on what you and they learn about cultural “stickiness” in the process.

### Opportunities for HR Leadership:<sup>vi</sup>

- Innovate where it makes a difference, i.e., get line management involved, tailor solutions.
- Leverage best expert resources, i.e., a vital few external partners + one unifying strategy.
- Capture learnings and demonstrate validity, i.e., measure and report meaningful impacts.
- Be the “Convener in Chief,” i.e., less focus on procedure, more focus on insight & results.

## How the ELD Program Works

- Individuals register for an open-enrollment program or HR opts for an in-house program.
- An orientation for participants is offered via webinar (program overview, next steps, Q&A).
- Online administration of *Leader Identity Questionnaire*™ (LIQ), a multi-rater survey, 15-20 minutes.
- Joint interpretation of the LIQ feedback with an organization-savvy management psychologist.<sup>vii</sup>
- A 1.5-day workshop on practical, prospective ways to realize one’s aspirational identity:
  - + What my key themes really mean, and how they help/hinder my growth.
  - + Mapping themes to my business imperatives and aspirational leader identity.
  - + How to loosen ties to old habits and build new ways of being and acting.
  - + Taking this all home and applying it on “Monday morning.”
- Booster webinars to sustain momentum and 1:1 follow-up to broaden and build new skills.
- Measurement — early feedback on “leading indicators,” later survey on business impacts.
- Consultation to HR leadership on how to aggregate data and “tell the story” of impact.

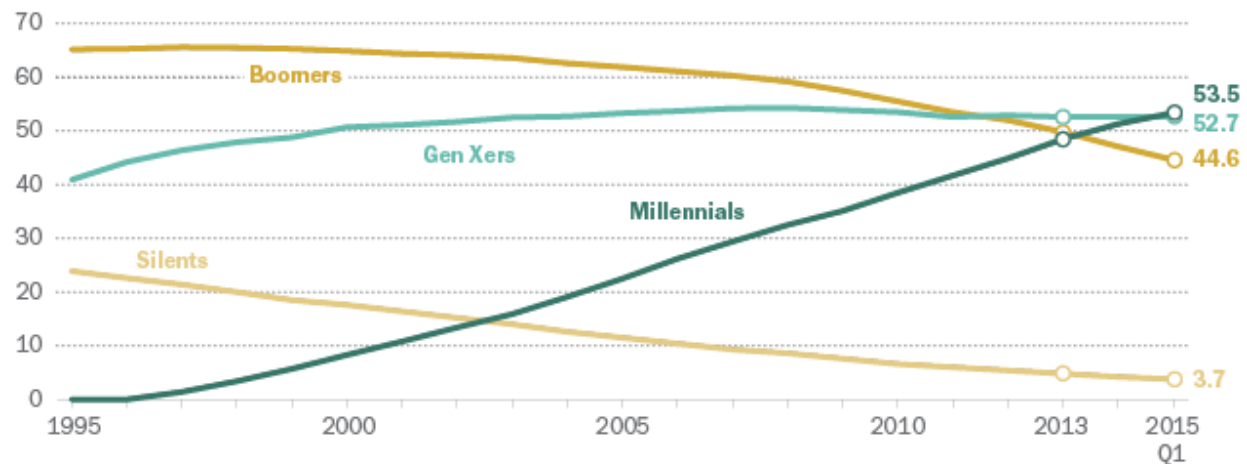
## Fee and Schedule of Services

One all-inclusive fee of \$4,500 per participant covers all services, which are provided in two phases of the *ELD Program* that are completed in six months. Phase One includes the individualized assessment, feedback, and developmental coaching provided prior to the 1.5-day workshop, as well as preparation for and completion of the workshop. Phase One is completed within the first 120 days. Phase Two is the follow-up segment (60 days), which includes booster webinars (2) and 1:1 follow-up sessions (2) to review impact measurements.

When a client organization sponsors five or more participants in the *ELD Program* within a 12-month period, they will be provided, at no additional fee, with a group-level summary of themes that have broader organizational relevance for the development of emerging leaders in their company.

## U.S. Labor Force by Generation, 1995-2015

In millions



### End Notes:

<sup>i</sup> Leader development focuses on maximizing the individual capacities of persons to learn, grow, and lead. Leadership development concerns building the firm's collective capacities (beliefs, principles, skills, and strategies) for leadership. Both are important, but with a diverse workforce, emphasis on how to help each individual learn to bring his or her best capacities to leading the shared mission is a number one priority.

<sup>ii</sup> Generativity is a normatively positive, prosocial orientation in adult psychosocial development characterized by increased concern for the next generation. It peaks in the middle years of life. At this point, we've satisfied many of the more self-focused aims of building a life, finding a life partner, and establishing a career. Our further growth then involves care for others, including next generation leaders, and making a difference that outlasts us.

<sup>iii</sup> We distinguish between the terms responsibility and accountability as follows: *Responsibility* concerns the value-based, internal norms that we identify with and that shape our work ethic and motivate our best efforts as persons and professionals. *Accountability*, by contrast, concerns what we owe to others as a function of our organizational role, fiduciary duties, and performance objectives.

<sup>iv</sup> Research indicates that fairness is fundamental to a healthy culture, organizational citizenship, and employee engagement. Gen Y workers and leaders know that the long-lost promise of "lifetime employment" that many boomers knew at the beginning of their careers is not a practical possibility today. But knowing one can rely on fairness in evaluation, compensation, promotions, and development answers an equally vital security concern.

<sup>v</sup> Recent research shows that the "think manager think white male" stereotype continues to operate in many organizations and particularly in certain sectors of our economy (e.g., technology and engineering-based firms). Most of this operates unconsciously, so it's important that we be more explicit about specifying what we are looking for and why, what we see in candidates, and how what we see indicates potential to lead.

<sup>vi</sup> We regard our HR partners as professional colleagues with whom we share experience and lessons learned. Our aim is always to leave a client engagement knowing that we've increased the capacity of developing leaders and that we have left our HR partners feeling ready to broaden the impact and build on the progress we've jointly made. A good example of this is our concern for ensuring a simple but powerful approach to measurement.

<sup>vii</sup> Our management psychologists are business savvy professionals, many with prior experience as managers and leaders in business. These Ph.D. level coaches are experts in leader development, and they are particularly capable of linking the deeper dimensions of personal identity to professional role taking and the productive assertion of leadership in an organizational context. They will help emerging leaders get further faster!