Role of Leaders in Leadership development

3 rd February 2023 Shiv

Lessons from companies I worked in and grooming at least 100 + CEOs/CXOs

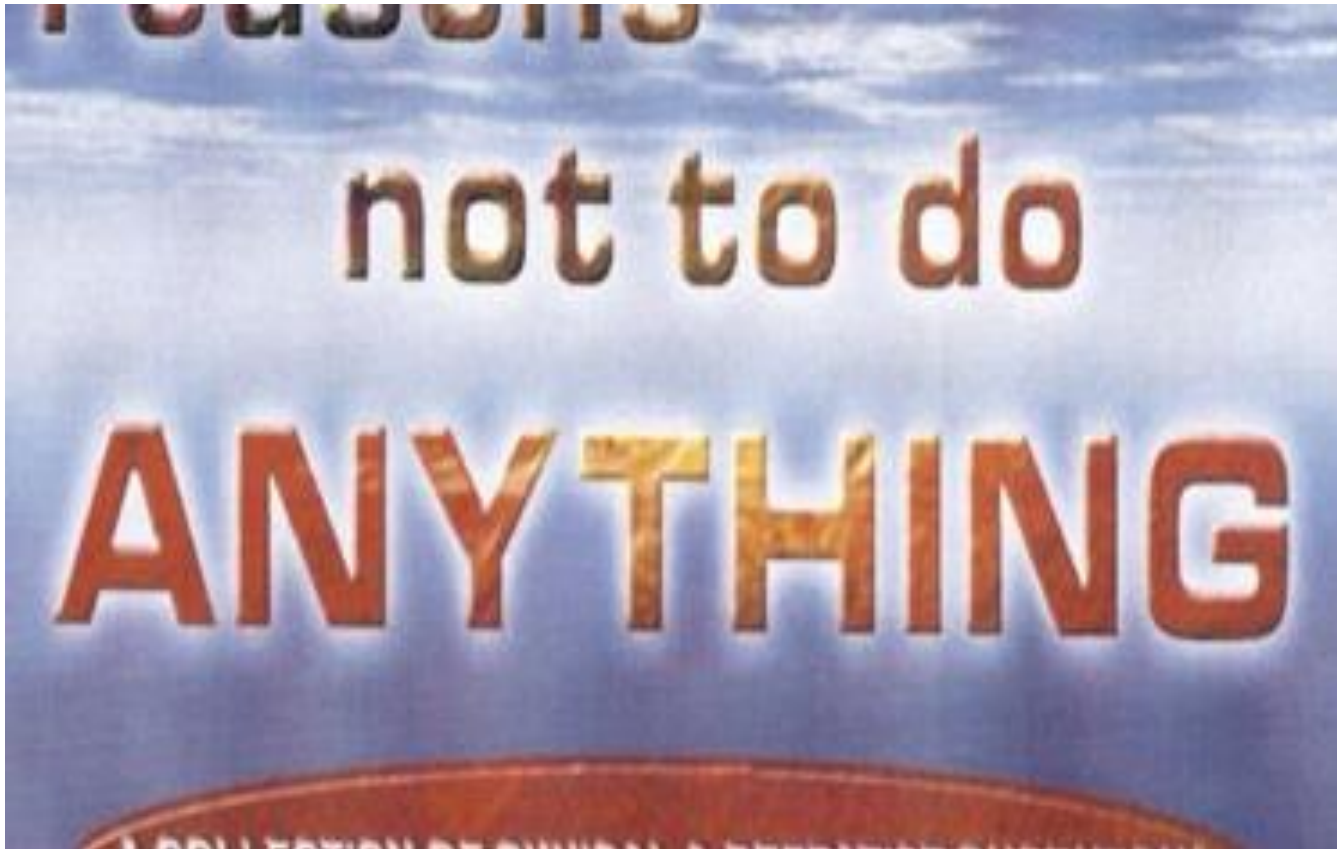Why should leaders develop others and what do they get from developing others?

Reasons why leaders develop others

- **Improve team capability**
- **Help grow others**
- **Help institution groom next gen leaders**
- **Leave a legacy as a coach**
- **They have a teachable pov**

Reasons why leaders don't develop others

- **Incompetent**
- **Insecure**
- **Give up on poor subordinates**
- **Don't think its worthwhile**
- **Don't have the time for it**

Traditional assessment tools

- **MBTI**
- **Firo B**
- **360**
- **Appraisal**

Two types of development

The tailwind subordinate

- **Willing to be challenged**
- **Puts up his/her hand for more responsibility**
- **Seeks feedback**
- **Loyal to institution**
- **Stretches for the team**

The problem subordinate

- **Shies away from hard work**
- **Hates feedback**
- **Externalizes everything**
- **The know it all syndrome**
- **Loyal to person**
- **Naysaying tending on cynical**

How your subordinate rates his/her people is a good indicator of balance.

★★★★★ Excellent
★★★★★ Above Average
★★★★★ Average
★★★★★ Below Average
★★★★★ Poor

Focus on the issue and behavior, not the person.

Is accountability a red word or a green word?

HELLO I AM... ACCOUNTABLE

Leaders should be good learners but great teachers.
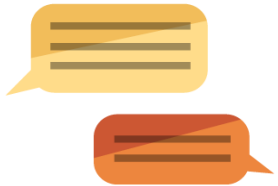
To be a great teacher, you should simplify complexity.

The Power of Commitment

As a leader value commitment to institution more than loyalty.
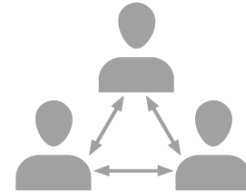
The Top 10 Soft Skills

Communication

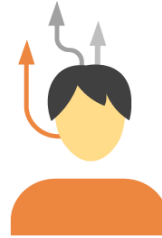**Self-motivation**

Leadership

Responsibility

Teamwork

Problem solving

Decisiveness

Ability to Work Under Pressure and Time Management

Flexibility

Negotiation and Conflict Resolution

More people falling short on soft skills, not hard skills.

Steps to Build An Effective On-The-Job Training Program

On the Job training is the best way to develop people.
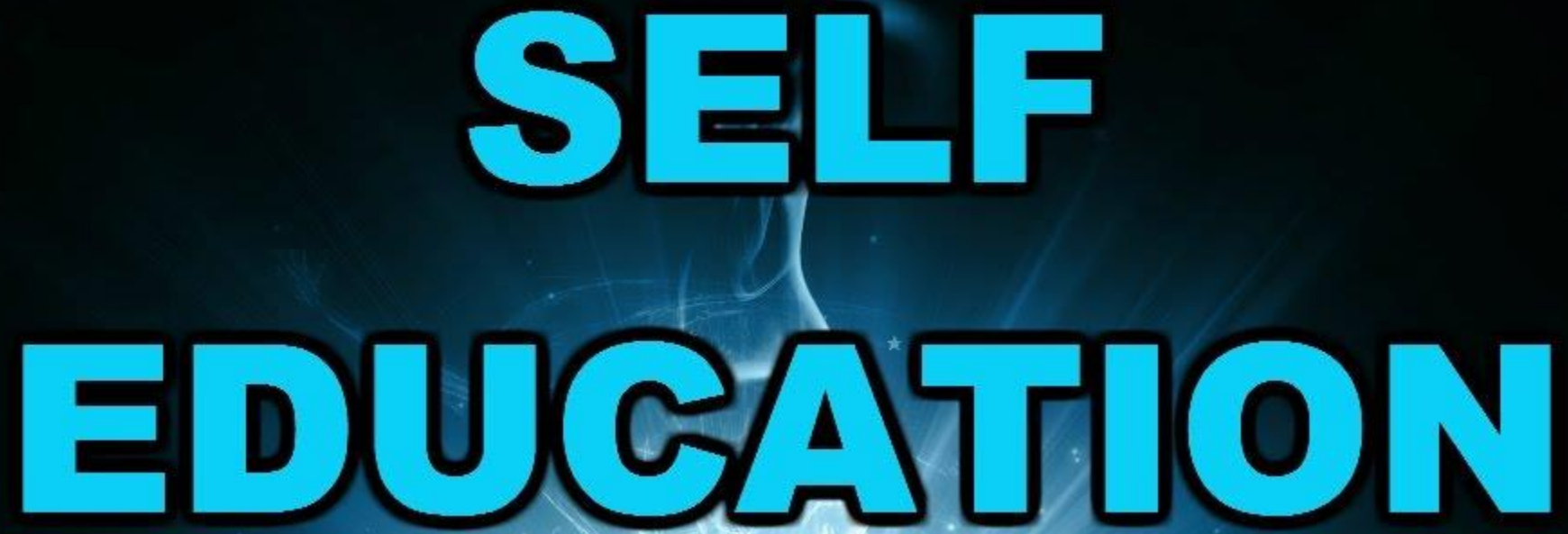
Meetings are a great way to demonstrate mastery.

Shadow programs help build leadership pipeline in a non threatening way.

SELF EDUCATION

Formal education and self education are important.

Good is the enemy of great.

Good

Great

How will you measure your leadership impact on the pipeline?

Summary

Thank You