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Leadership Development: Why you need to consider individual differences

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Overview

- Leadership is different now, thus different leaders are needed

- Good leadership development requires a variety of methods/approaches

- Self-awareness and recognizing individual differences are accelerators for leadership development
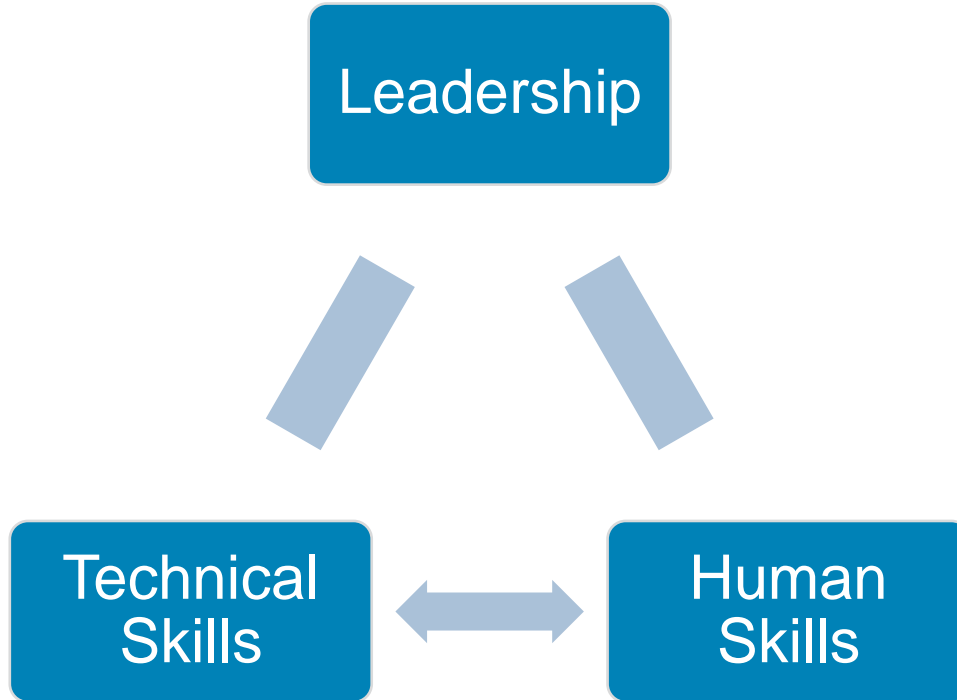
Leadership is different now, thus different leaders are needed

The shifting paradigm of leadership… and leadership development

Hierarchical Bureaucratic

Identify potential leaders (or bring them in) and tell them how to lead in the one best way, emulating others

Standardised content – identify people with the right potential and fill them with the right content

Complex Matrix

Leaders' performance is enabled by the right behavioral competencies for our organization so we develop those

Competency focused programs - identify the right competencies, train leaders in these

Agile

The VUCA world requires more self aware autonomous leaders who can guide and empower diverse others

Development journey focused – understand that each person will follow their own learning journey

Leadership Requirements are Changing

- Move from isolated behavioural competencies towards self awareness and abilities in adaptability and cognitive complexity e.g.
  - Learning agility, application agility, resilience
  - Spanning boundaries, comfort with ambiguity
  - Network thinking, collaboration
  - Broad perspective, strategic thinking

Good leadership development requires a variety of methods/approaches

Variety is the spice of life…

…and of leadership development!

- Adult learning – recognizes many ways that people learn
  - Aligning with a person's preferences is more effective and efficient
  - Stretching outside comfort zones is also part of development
- Shift in leadership development paradigm requires variety
  - Content focus requires fewer methods
  - Competency and mindset focus requires variety
- Shifting development responsibility to the individual can be supported by a variety of opportunities

Self-awareness and recognizing individual differences are accelerators for leadership development

Self-aware leaders

- Know their strengths and areas of improvement

- Are aware of blind spots and biases

- Understand their sense of purpose

- Understand their core values, beliefs and desires

- Are able to recognise and appreciate the impact they may have on others

Empathy for others

Continuous growth

Effective relationships

Emotional intelligence
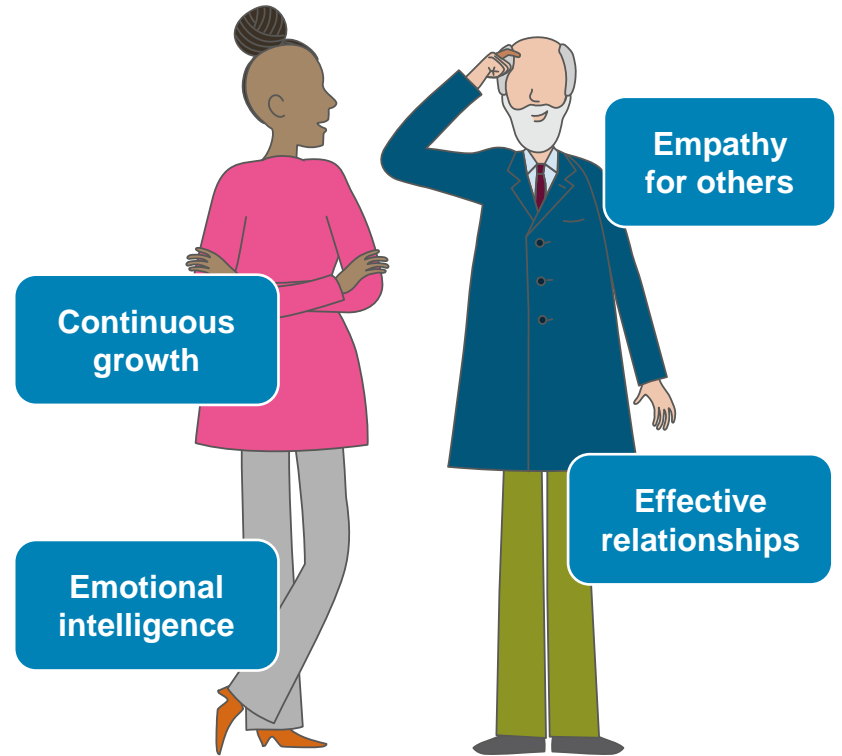
Self-awareness as the key to learning

- Ability to have personal insight and form accurate self-perceptions

- We are less self-aware than we think*
  - Internal self-awareness – understanding our own behavior
  - External self-awareness – Having a sense of how others see us

- Accelerator of leadership development
  - Guides individuals to the experiences most useful for them
  - Ensures lessons are learned

*Eurich, T. (2017)

Individual differences impacting leadership development (among many)

- Appreciate individual differences
  - Know them
  - Value them, love them
  - Support leaders to challenge selves appropriately, given their uniquenesses

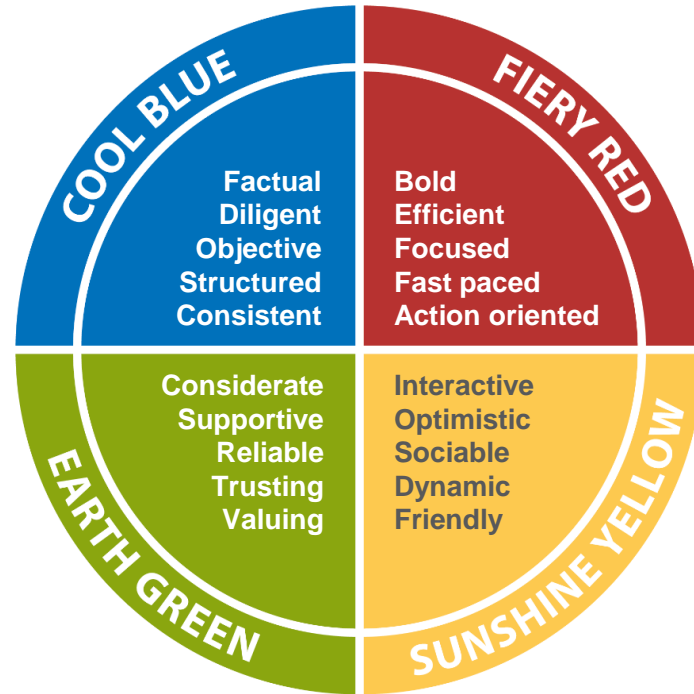|	
Learning agility	Learning mindset
Motivation	Personality

Incorporating self-awareness and individual differences into leadership development

- Personality inventories

- Multi-rater feedback

- Action/reflection experiences

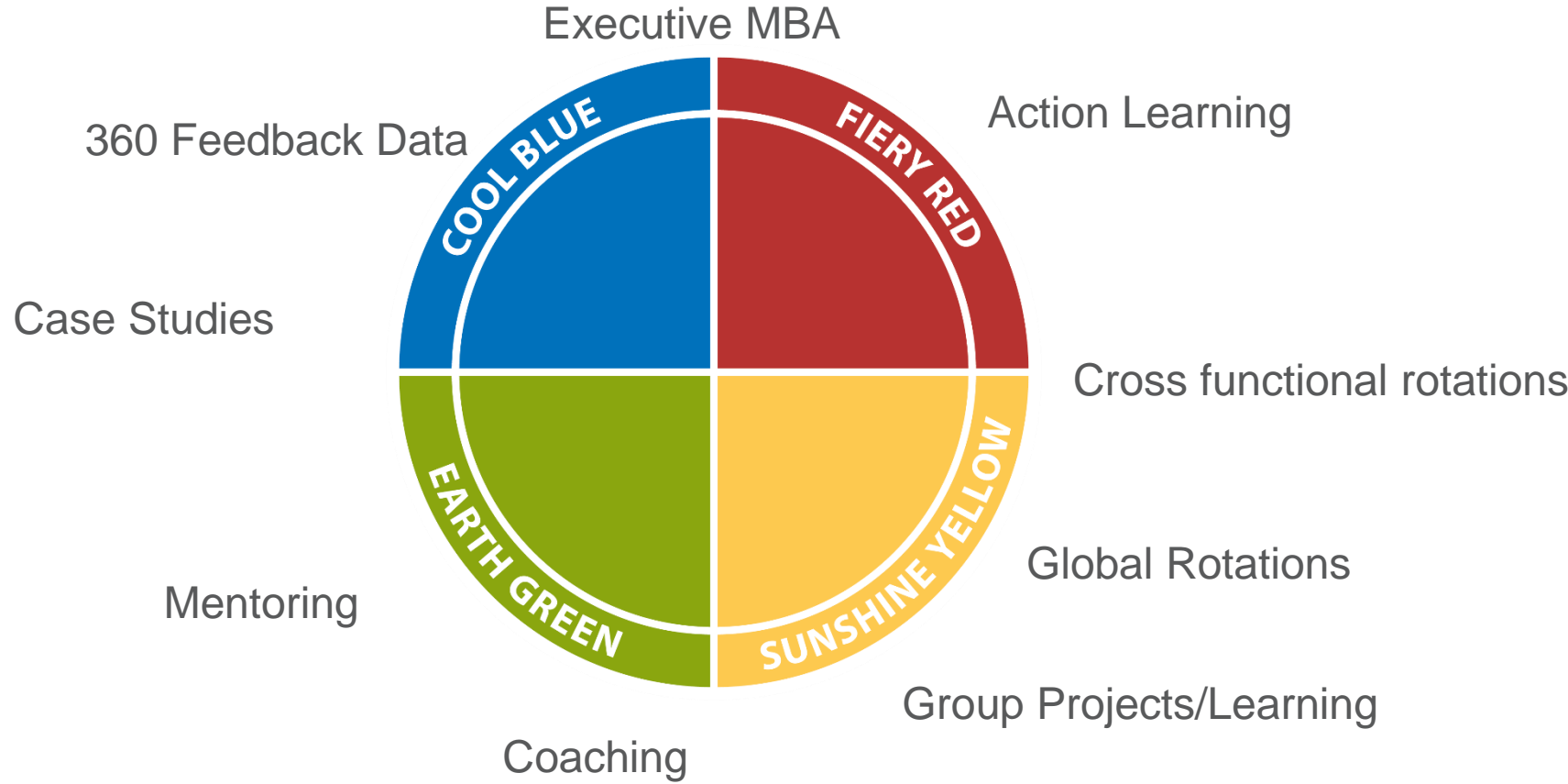- Coaching

Personality/Preference indicators

- Preference; not capability
  - Does not dictate how a person behaves all the time
  - Choice can over-rule personality
- Benefits
  - Identify most effective learning approaches
  - Identify personal gaps and growth areas to develop
  - Supports leaders to leverage their unique strengths to develop their unique growth areas

Insights Discovery Colour Energies

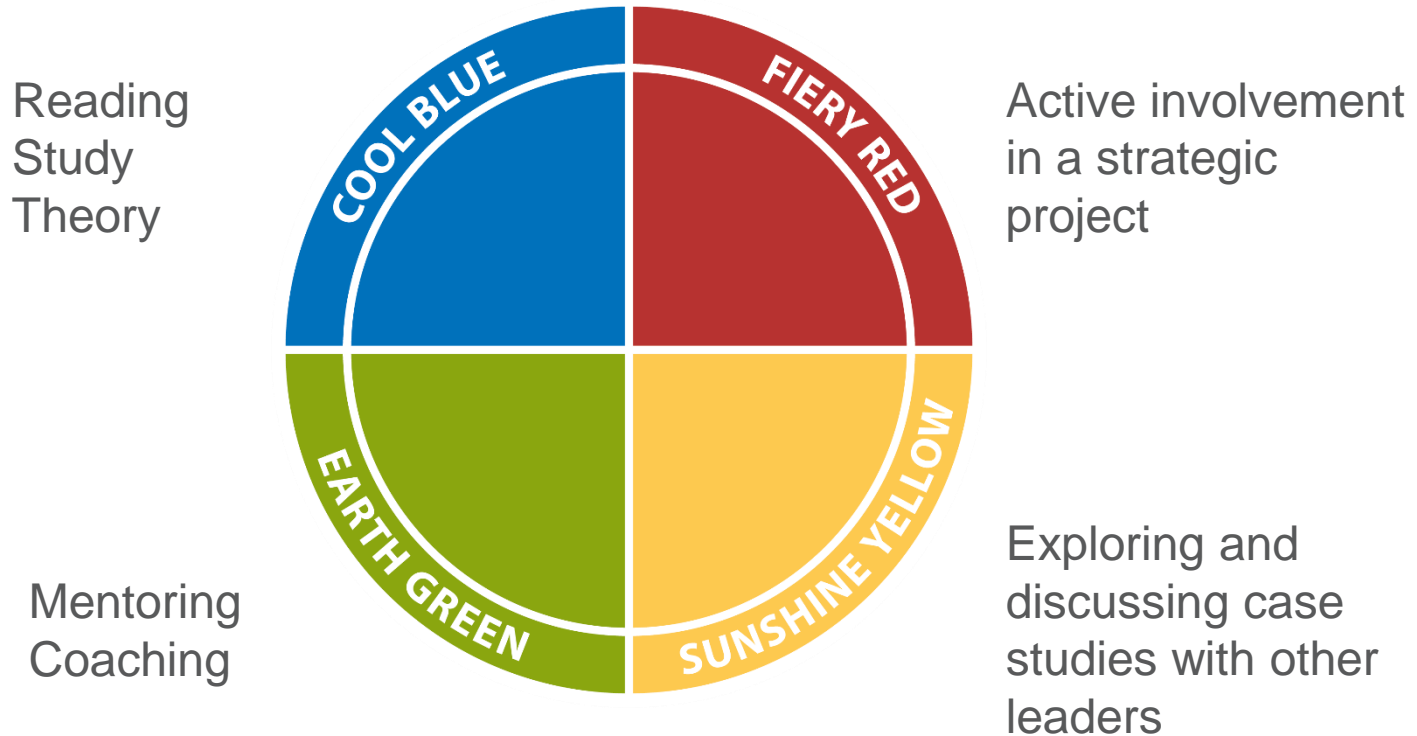# Common leadership development components

Executive MBA

Action Learning

360 Feedback Data

COOL BLUE

FIERY RED

Case Studies

Cross functional rotations

EARTH GREEN

SUNSHINE YELLOW

Mentoring

Global Rotations

Coaching

Group Projects/Learning

Example: Developing Business Acumen

Reading
Study
Theory

COOL BLUE

FIERY RED

Active involvement in a strategic project

Mentoring
Coaching

EARTH GREEN

SUNSHINE YELLOW

Exploring and discussing case studies with other leaders

Takeaways

1. Include opportunities to increase and leverage self-awareness
    - Identify personal strengths, preferences, gaps
    - Leverage these in building an individualized approach to development
2. Leadership development is not an event – It is a process over time with multiple interventions and levers
    - What projects and opportunities are we offering?
    - How are we supporting leaders to apply the learning?
3. Consider horizontal **and** vertical development to meet today's needs
    - Recognize individual differences in current state of leaders in your organization
    - Begin with self-awareness to determine the appropriate mix of horizontal and vertical development

Questions?