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Academy Design Goals

- To create leaders who can work effectively to improve performance anywhere in the organization regardless of national boundaries or cultures
- To create a strong talent pool to ensure succession and progression planning outcomes

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Design Considerations:

- Consistent design through all modules
- One day modules separated by one month
- Each module has measurable objectives
- Entire “Academy” has measurable objectives
- Each module must answer “What will I do differently as a result of this module?”
- Consistent and replicable
- Use of surveys and assessments

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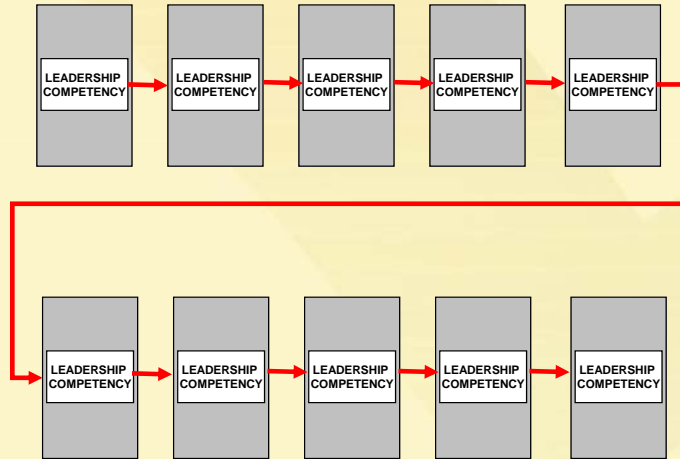
Design Considerations:

- 360 pre and post assessment to focus the learning at an individual level and provide change measures
- Prework for each module
- Each module will have an assignment to be reviewed at the beginning of next module
- Each module will have action planning, ideally to be completed prior to the next session
- Link to other organizational initiatives
- Provide performance support tools

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Academy Design

Logical Sequence of Modules



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Academy Design

Organizational Goal – Objective Alignment



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Academy Design Individual Alignment



Academy Design Link to Performance Management



Academy Design Consistent Reinforced Themes

Leadership Practices

Behavioral Impact

Cultural Impact

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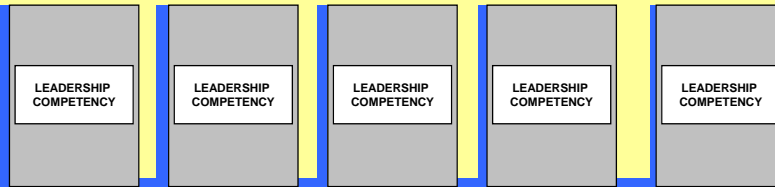
Academy Design Consistent Themes



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Academy Design Reinforcing Theme

Cultural
Dimensions

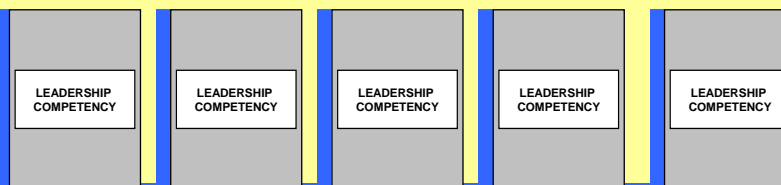


Differences in cultural perception and effectiveness

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Academy Design Reinforcing Cultural Impact

Cultural
Dimensions



Differences in cultural perception and effectiveness

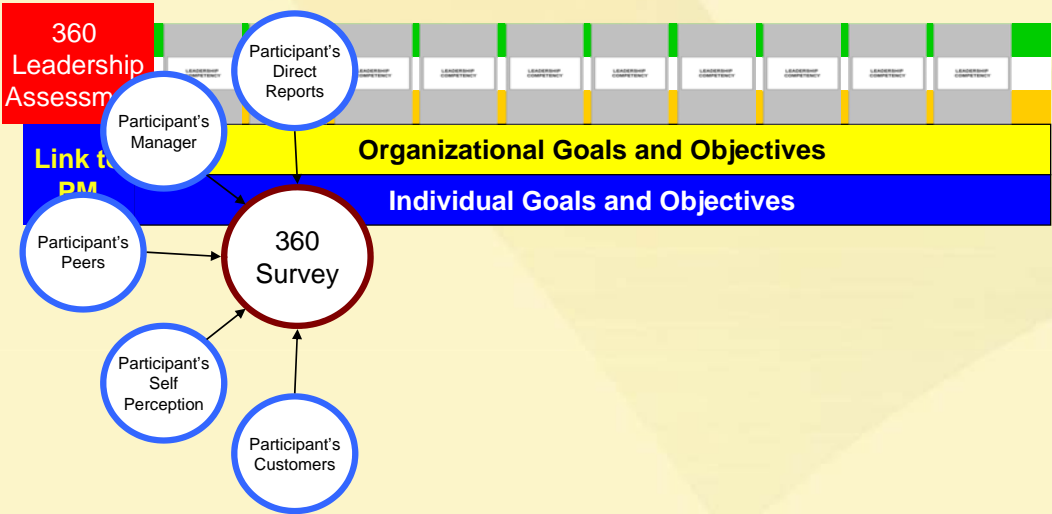
Compare and contrast global leadership styles

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Academy Design Pre and Post Measurement



Academy Design Pre and Post Measurement



Academy Design Pre and Post Measurement



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Academy Design Pre and Post Measurement



- Questions link directly to competencies
- Administer as a baseline before the courses begin
- Administer within a few months after courses are completed
- Compare results and address areas still requiring improvement

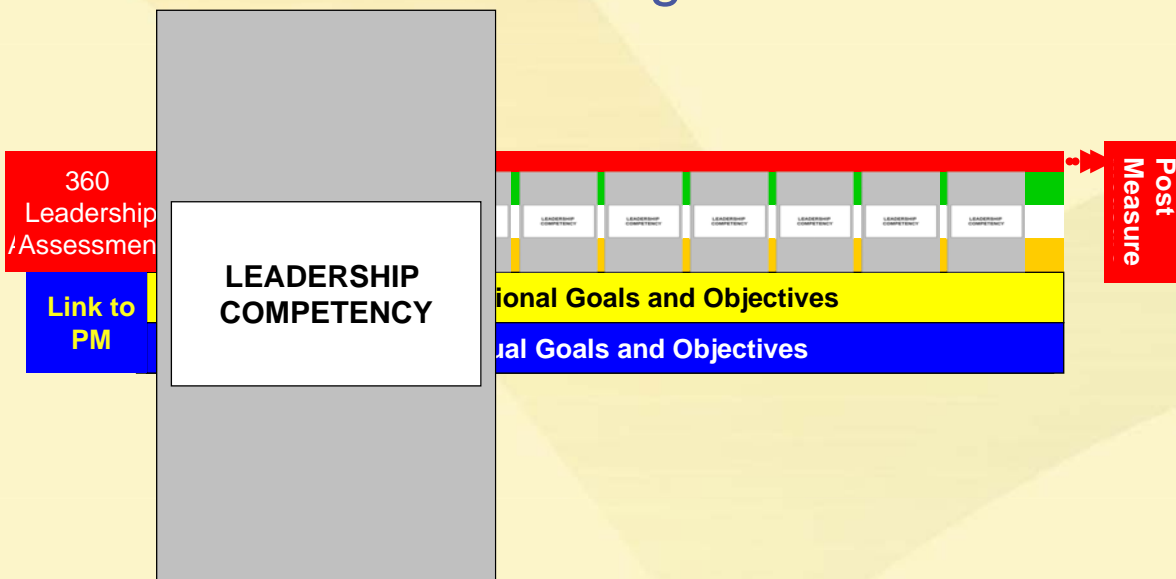
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Academy Design Learning Modules



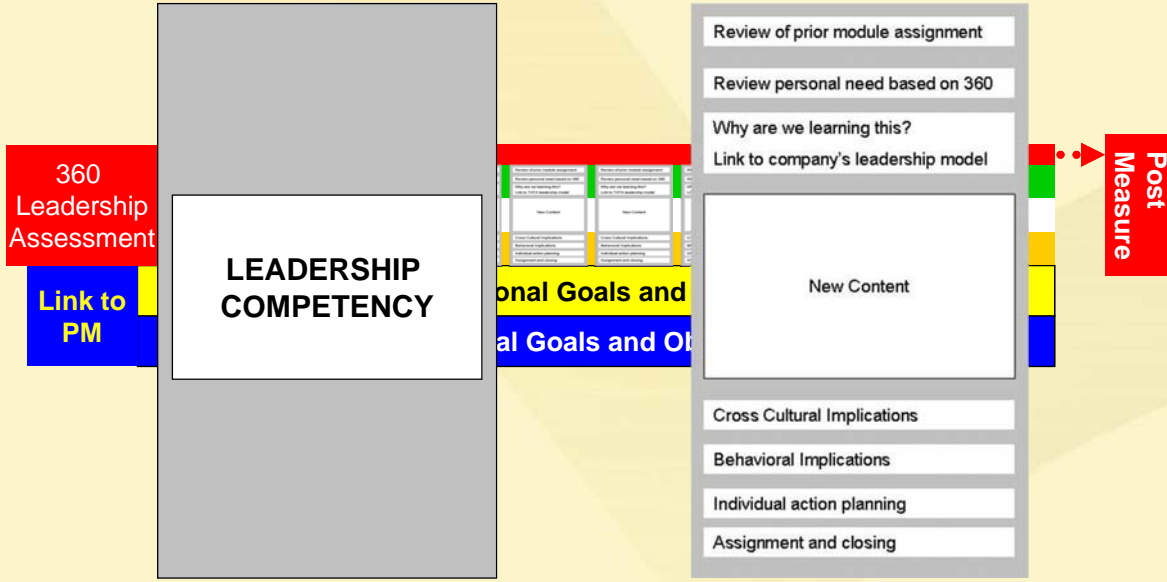
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Academy Design Basic Learning Module



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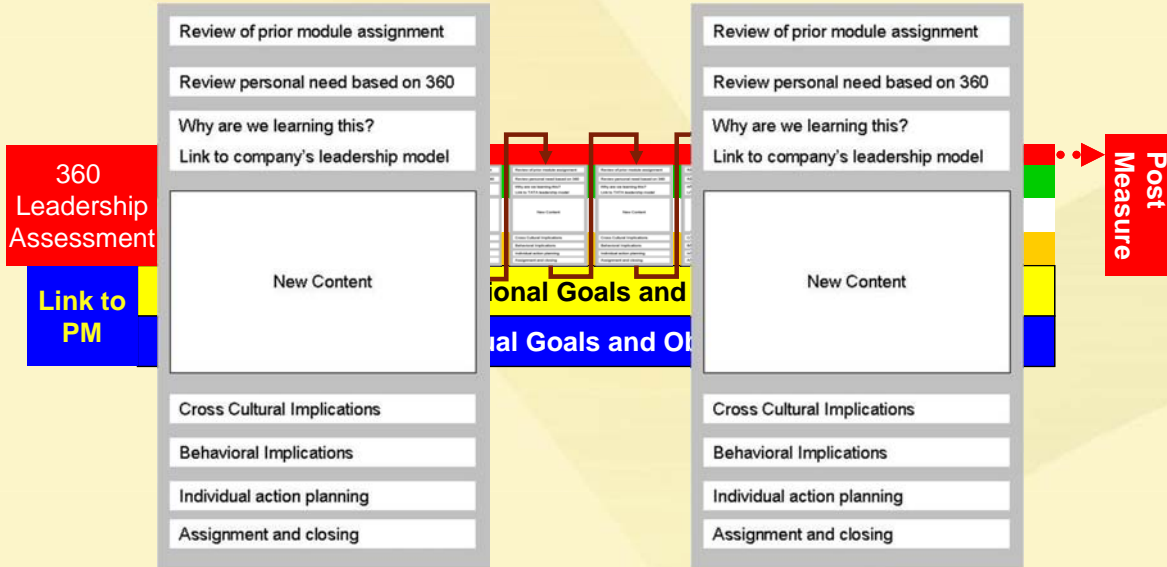
Academy Design Robust Learning Module



Academy Design Continuity

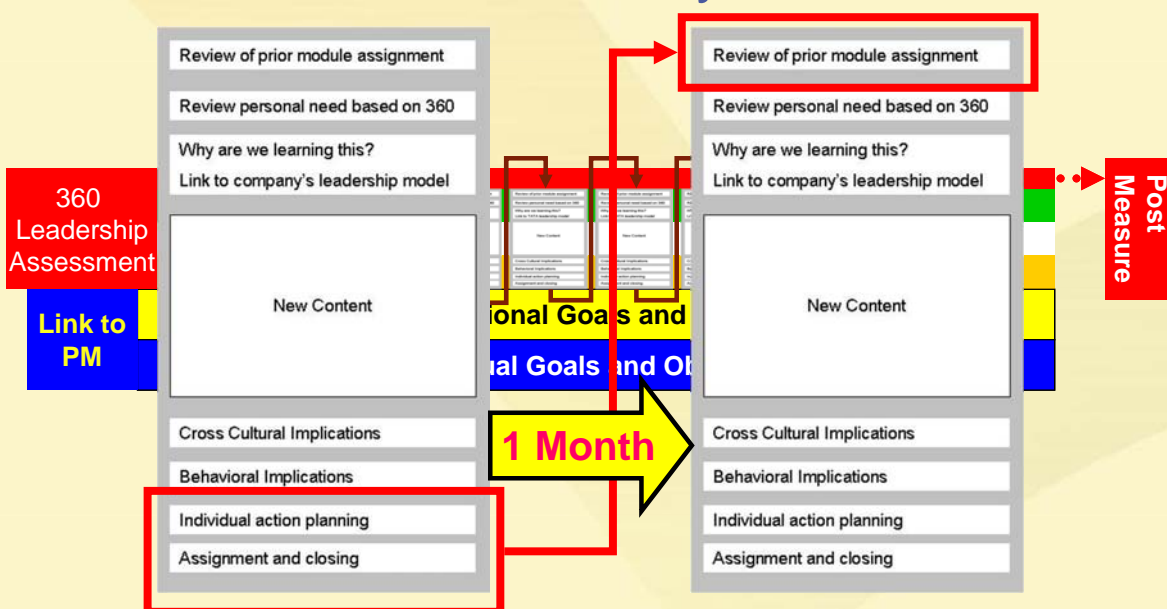


Academy Design Robust Learning Module



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Academy Design Continuity



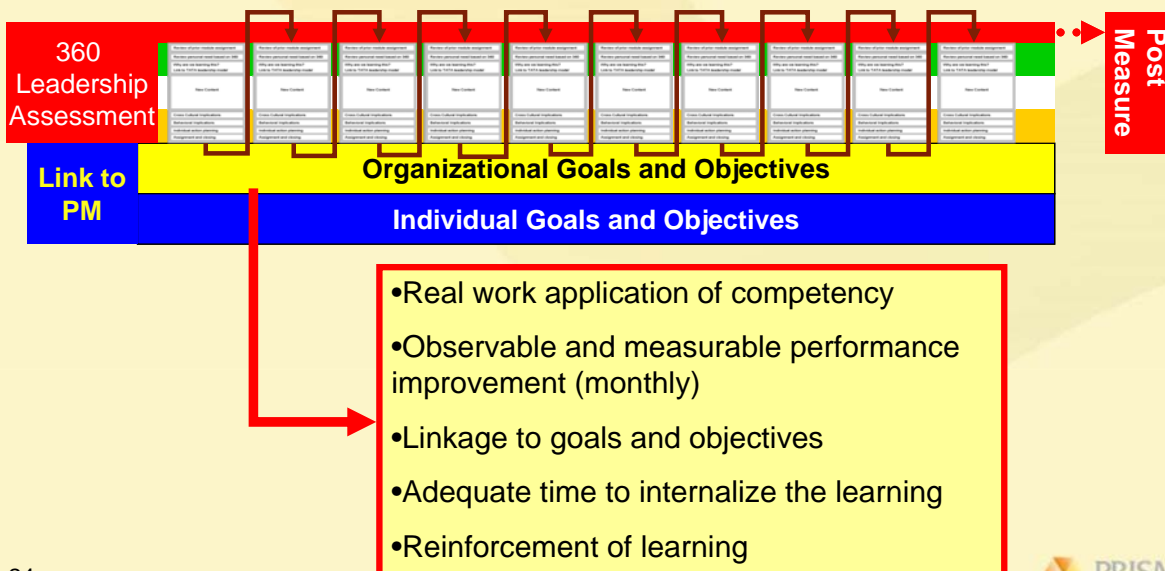
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Spaced Workshops with Linkages, Applications and Structured Debriefs

- Provides opportunities to apply what has been learned
- Subsequent sessions provide opportunity for debrief – reinforce prior learning
- Sequence training for logical segues
- Cumulative effect of reinforced learning

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Academy Design Power of Continuity



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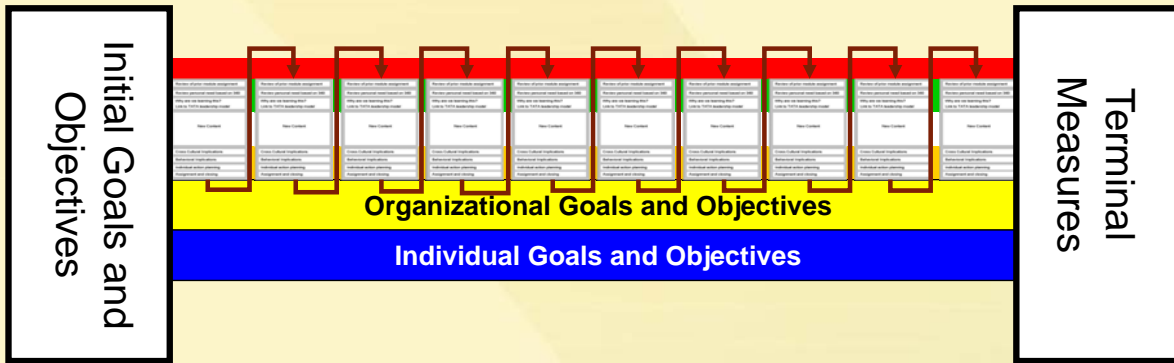
Keys to Success

- Reinforcement
 - On-going support and measurement
 - Job Aids/performance support tools
 - Integration of learning into daily work
 - Direct linkage to performance management process

Academy Design Measurement



Academy Design Measurement



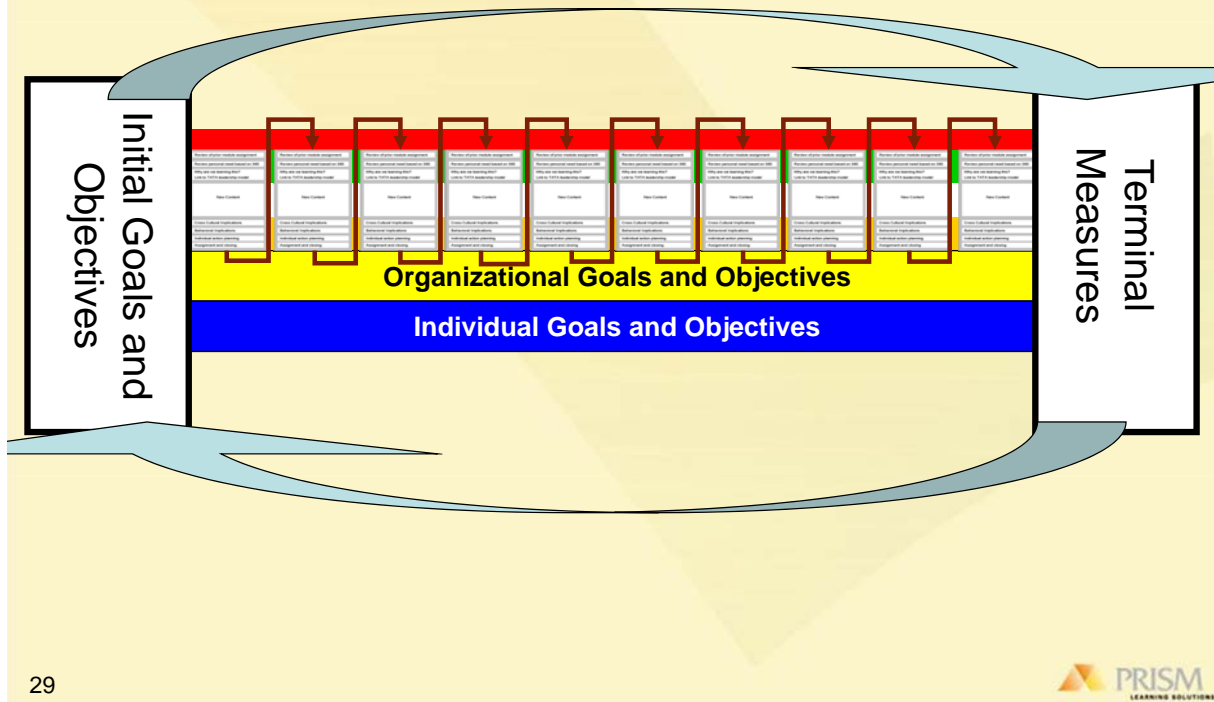
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Academy Design Measurement



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Academy Design Closed Loop



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Sample Competencies

Principles of Management	Prioritizing, Delegating and Managing Work
Cross Cultural Understanding	Project Management
DISC Introduction	Interpersonal Skills
Conflict Resolution	Presentation Skills
Change Management	Project Management
Performance Management	Managing Customer Expectations

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Summary

- Why the Leadership Academy works:
 - Standardizes the instructional design of all the learning modules
 - Links individual modules into an integrated learning process
 - Integrates the unique processes, systems, values and principals of the organization into the learning process
 - Real life, real time application of learning between module deliveries
 - Effective pre, post and process measures

Summary

The Leadership Academy will provide measurable improvement in the performance of developing leaders