

# WHY LEADERSHIP TRAINING FAILS – AND WHAT TO DO ABOUT IT

by Michael Beer, Magnus Finnstrom, and Derek Schrader  
HBR Article – October 2016 Issue

Presented by:

Arvind Devare - 16-H-03

Brijesh C. Goel - 16-H-05

# What is Leadership?



# Leadership Training

- Training is a process of learning
- Individuals wish to acquire knowledge and skills for their career path
- Leadership training is imparted to make the leaders and organisations more effective

# Why Leadership Training Fails?

## Organizational Systems

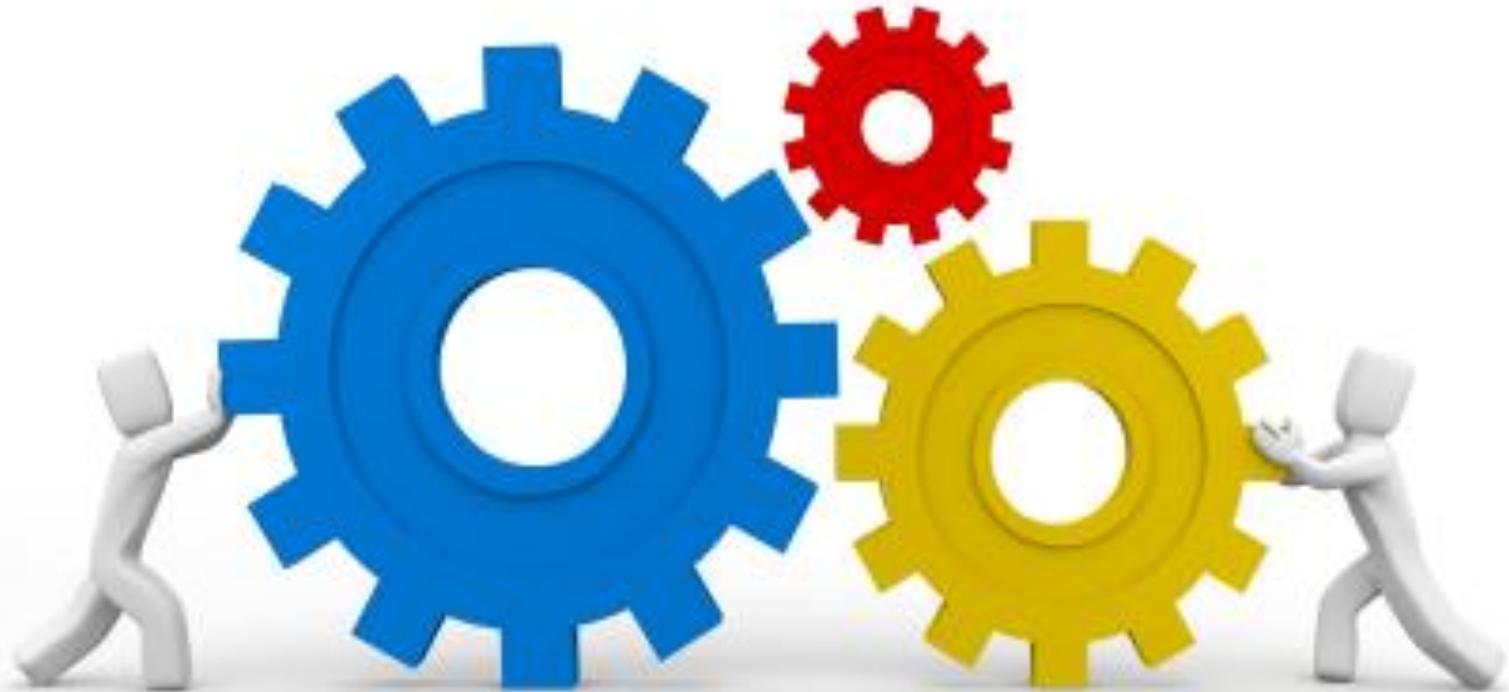


# Why Leadership Training Fails?

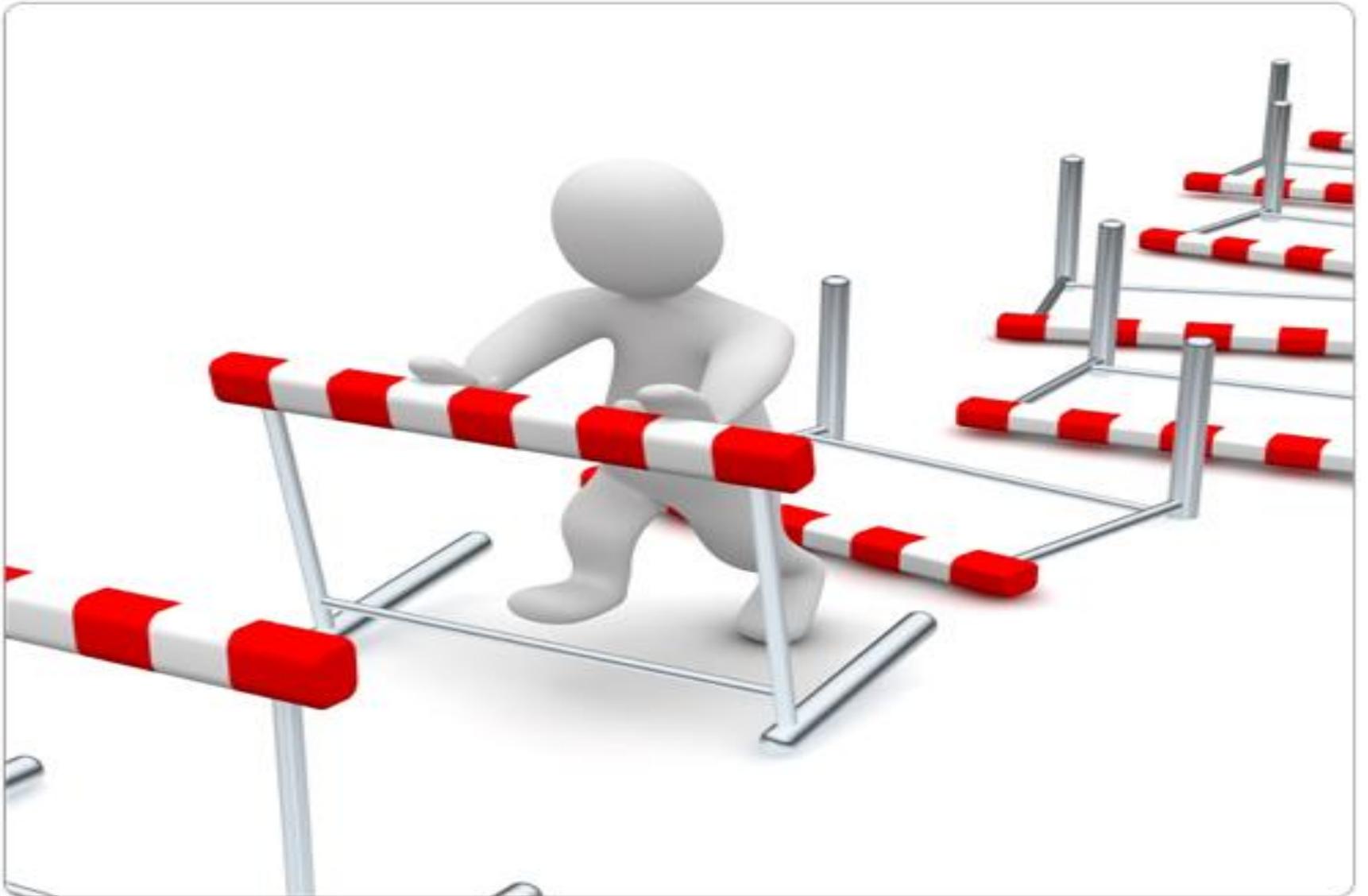
*Organizational  
Change*



**If the system does not change, it will set  
people up to fail**



# Barriers



# Barriers

There are six common barriers companies consistently struggle with about the Organization's Effectiveness :-

- (1) unclear direction on strategy and values, which often leads to conflicting priorities;
- (2) senior executives who don't work as a team and haven't committed to a new direction or acknowledged necessary changes in their own behavior;
- (3) a top-down or laissez-faire style by the leader, which prevents honest conversation about problems;
- (4) a lack of coordination across businesses, functions, or regions due to poor organizational design;
- (5) inadequate leadership time and attention given to talent issues; and
- (6) employees' fear of telling the senior team about obstacles to the organization's effectiveness

# Approach to Talent Development



# Approach to Talent Development

The approach to talent development is advocated in six basic steps :-

1. The senior team clearly defines values and an inspiring strategic direction
2. Diagnosing barriers to strategy execution and learning and then redesigning the organization's roles, responsibilities, and relationships to overcome those barriers and motivate change
3. Day-to-day coaching and process consultation help people become more effective in new design
4. Provide training where needed
5. Success in changing behavior is gauged using new metrics for individual and organizational performance
6. Systems for selecting, evaluating, developing, and promoting talent are adjusted to reflect and sustain the changes in organizational behavior

# Assumptions About Capability Development

THE USUAL LOGIC	MORE EFFECTIVE
Problems of organizational behavior and performance stem from the deficiencies of individuals	Problems of organizational behavior and performance stem from a poorly designed and ineffectively managed system
Improving employees' knowledge, skills, and attitudes will strengthen organizational effectiveness and performance	Changing that system to both support and demand new behaviors will enable learning and improve effectiveness and performance
SO...The target for change and development is the <b>individual</b>	SO... The primary target for change and development is the <b>organization</b> – followed by training for individuals



**Thank You!**