

THE LEADERSHIP PIPELINE INSTITUTE

Data-driven Leadership Development

Learn more: www.lp-institute.com



LPI by the numbers

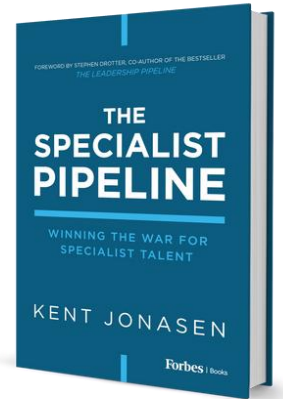
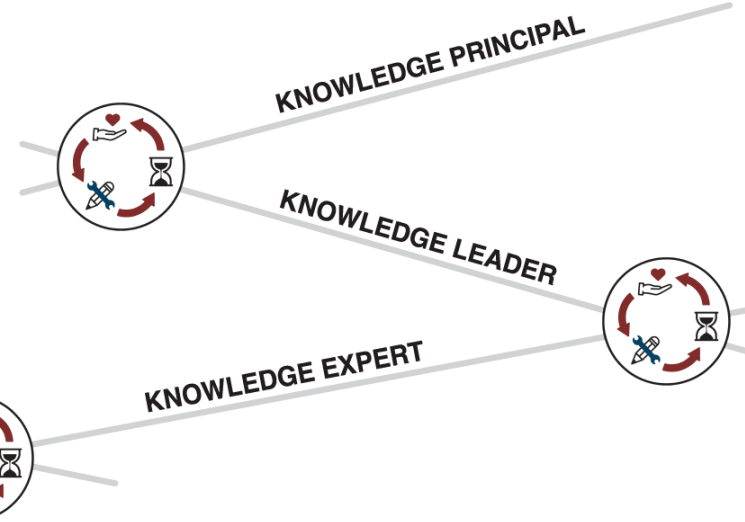
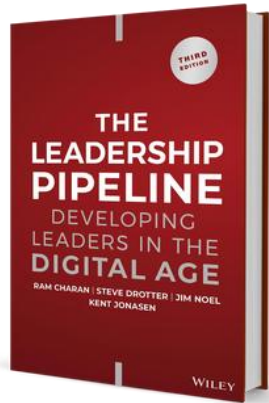
- We are represented in 30+ countries
- We have consultants in 40+ cities
- Our programs are available in 20+ languages
- We have program participants in 75+ countries
- Voluntary turnover of employees is 2% per year
- We have a client retention of 90% over a 15-year period



SOLUTIONS BASED ON CORE INTELLECTUAL PROPERTY

THE LEADERSHIP PIPELINE

THE SPECIALIST PIPELINE



Most common reasons for companies not thoroughly measuring short, medium, and long-term impact of training:

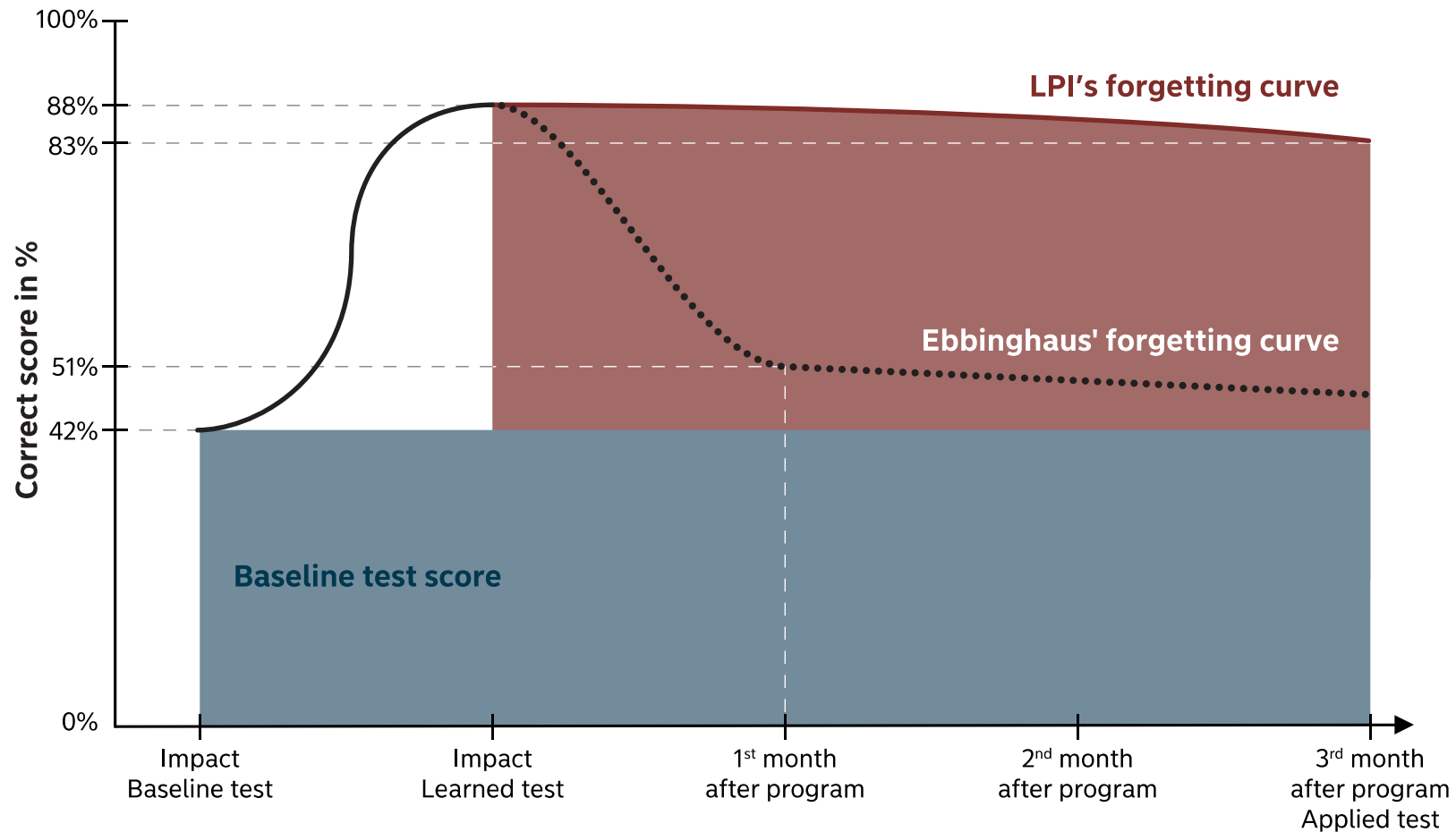
- 1) We do not know how to do it.
- 2) We do not have the system to do it.
- 3) It is not recognized as important by HR.
- 4) It is too cumbersome.
- 5) What if it turns out that our training does not deliver impact?



BENCHMARKING LPI IMPACT SCORES

Ebbinghaus' and other similar contemporary research concludes that most of what people learn during training is forgotten one month later.

Compared to Ebbinghaus' forgetting curve, LPI delivers unparalleled impact scores.



The logo for LearnAlyze features the company name in a bold, black, serif font. The text is centered and framed by two curved lines: a green arc above and a yellow arc below. The background is a light green gradient.

LearnAlyze

Your platform for data-driven development and impact measurement

What is LearnAlyze?

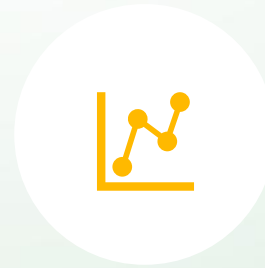
LearnAlyze is an innovative and customizable SaaS platform that helps the Learning function:



Measure impact of training



Develop and **deliver** data-driven training



Conduct learning analysis



Identify root cause to business challenges



LearnAlyze is fully owned by Leadership Pipeline Institute (LPI) and has been designed based on LPI's 15 years of in-depth experience with rigorous impact measurement of training.

Types of Measurements



Impact Measurement

Measures the participant's Knowledge, Attitude, and Behaviour to training objectives

Baseline Impact Survey

Completed before

Learned Impact Survey

Completed immediately after

Applied Impact Survey

Completed ~3 months after



Performance Index

Completed before and potentially after the training

- LPIIndex
- SPIIndex
- PLIndex



Program Evaluation

Standard reaction questionnaire

- Satisfaction Survey



Live Surveys

Spot trainings and learning engagement indicators

- 120 Surveys
- 270 Surveys
- 360 Surveys

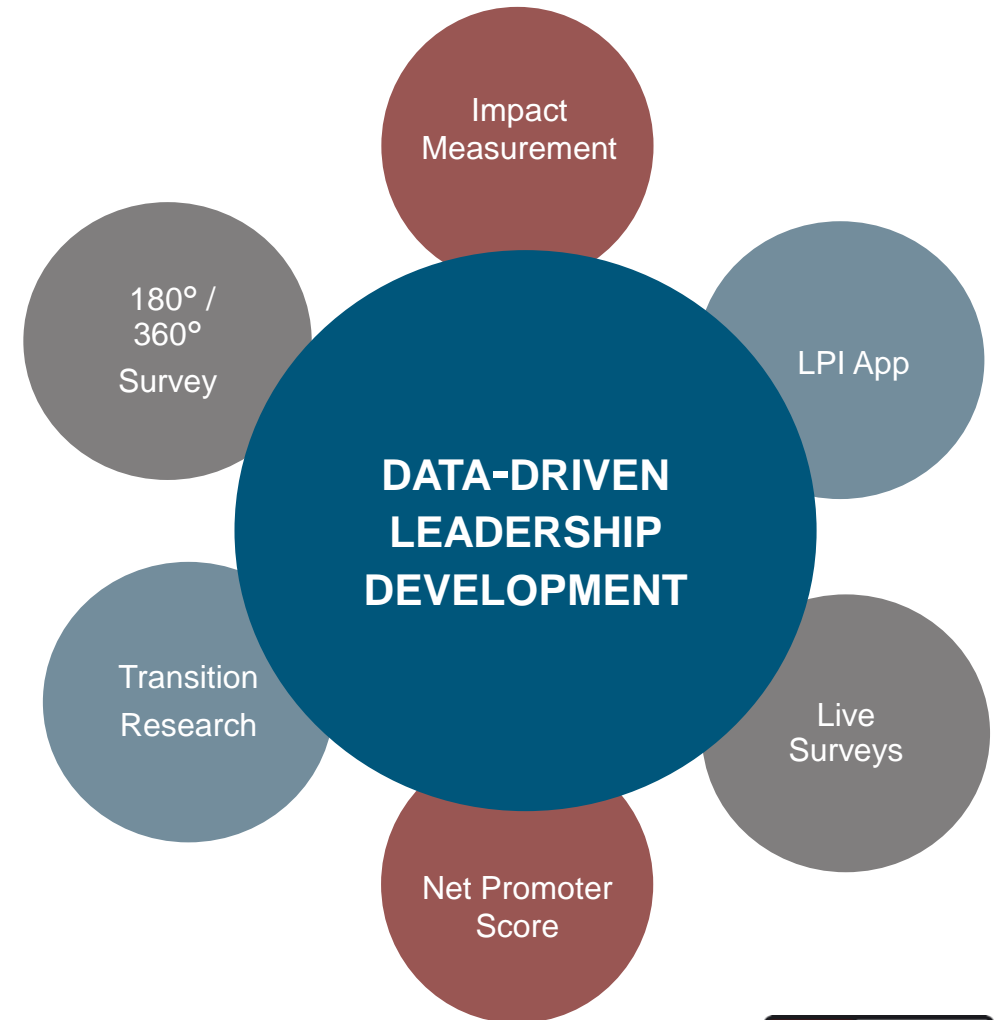
Receive Insights from Multiple Data Points

LPI has developed a **unique approach to data-driven** training and development.

We capture data before, during, and after each program and use results to **improve the learning experience**. We conduct long-term analysis of the correlation between **training, leadership performance, and business results**.

Each participant provides **more than 150 unique** data points during a program. This enables us to **track, analyze, and adjust impact and value creation** together with our clients. This allows our clients to cross analyze data from the training programs with any other available HR/Business data.

Each element of the **data-driven approach** will be selected and **customized** together with our client and can be integrated into your HRIT.



Research Findings: Leaders of Others

For over 10 years, in connection with delivering our leading others transition programs, we have conducted an ongoing applied research project which includes more than 10,000 leaders of others. This has taken the form of structured discussions about the challenges they faced when first moving into a leading others role. Below are the consolidated results.

What were the 2 or 3 main challenges you faced during the first 3-6 months after moving into your leading others role?

1. Letting go of individual contributor work
2. Delegation
3. Setting objectives
4. Leading former colleagues
5. Prioritizing for team

What 2 or 3 things do you miss most about being an individual contributor?

1. Being on top of everything
2. Time for myself
3. More frequent recognition from direct manager
4. Independency
5. Feeling of delivering results myself

What 2 or 3 things would you like to spend more time on in your current position, but seem unable to find time for?

1. Coaching and developing direct reports
2. Building the team
3. "Me time"
4. "Face time" 1&1's, rather than just online
5. My own development

What are the 2 or 3 most important skills you have come to realise you need as a leader of others?

1. Delegation
2. Motivation
3. Coaching
4. Leading remote team members
5. People-manager tools

Impact Measurement: Method



KNOWLEDGE

Has the leader acquired and retained the knowledge needed to step fully into their leadership role?



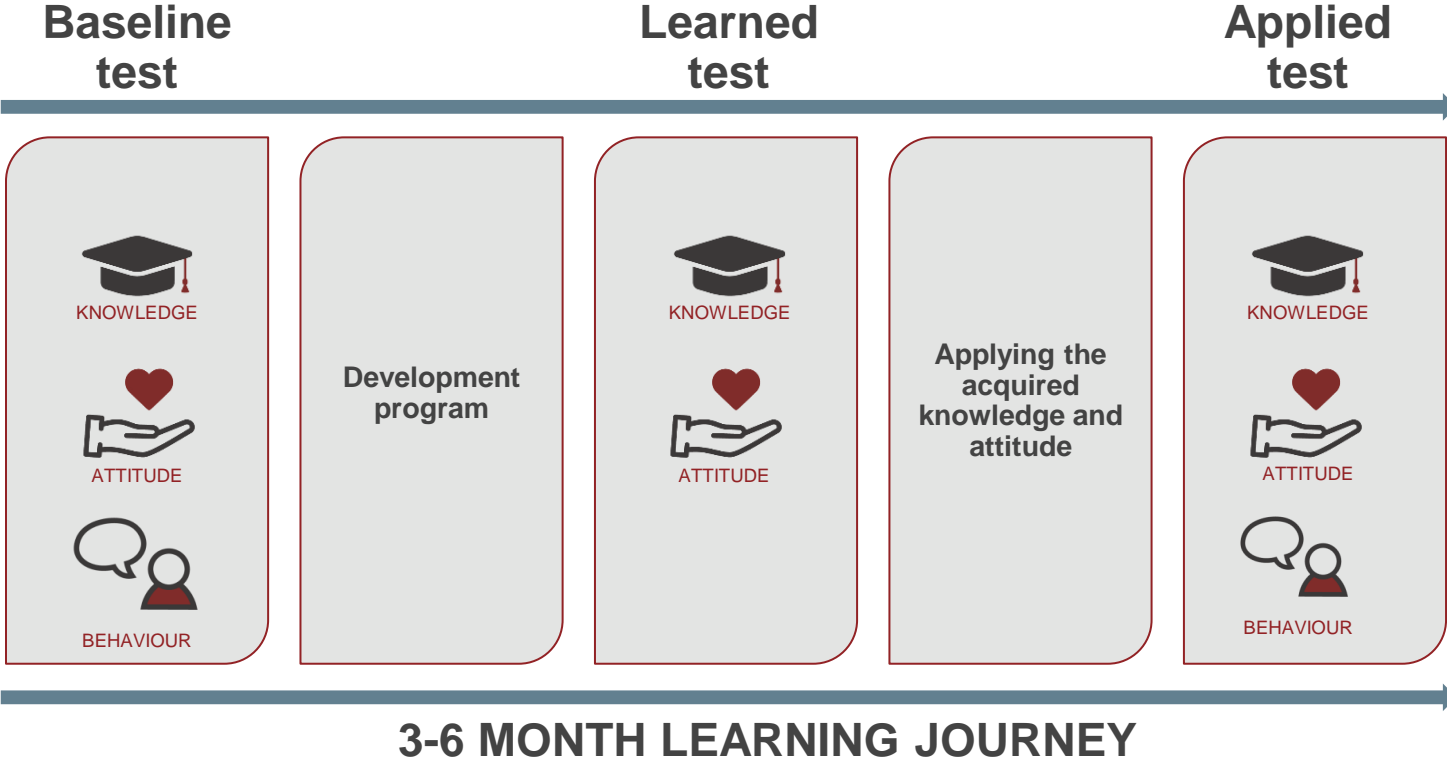
ATTITUDE

Does the leader have the essential attitude regarding work values to operate at the correct level?



BEHAVIOUR

Has the leader demonstrated the behavioural improvements required to lead at the correct level?



Sample impact question

15. What is the purpose of having a logbook?

- 1 It supports your structured reflections and observations
- 2 It tracks the challenges of your direct reports during the year
- 3 It enables you to support your development as a manager
- 4 It creates the foundation for a qualified remuneration dialogue
- 5 Don't know

Knowledge

16. Building a high performance team always requires a structured approach

- I strongly disagree 1 2 3 4 I totally agree 5

Attitude

17. Sometimes it is ok to take ownership of my direct report's work.

- I strongly Disagree 1 2 3 4 I strongly Agree 5

Attitude

18. What should be the most important work value for you as a leader of others?

- 1 Get results through direct reports
- 2 Increase engagement
- 3 Value-based leadership
- 4 Building relationships to others
- 5 Don't know

Knowledge

19. Think back on the last three situations where you were setting an objective for a direct report.

How many times did you follow the SMART criteria?

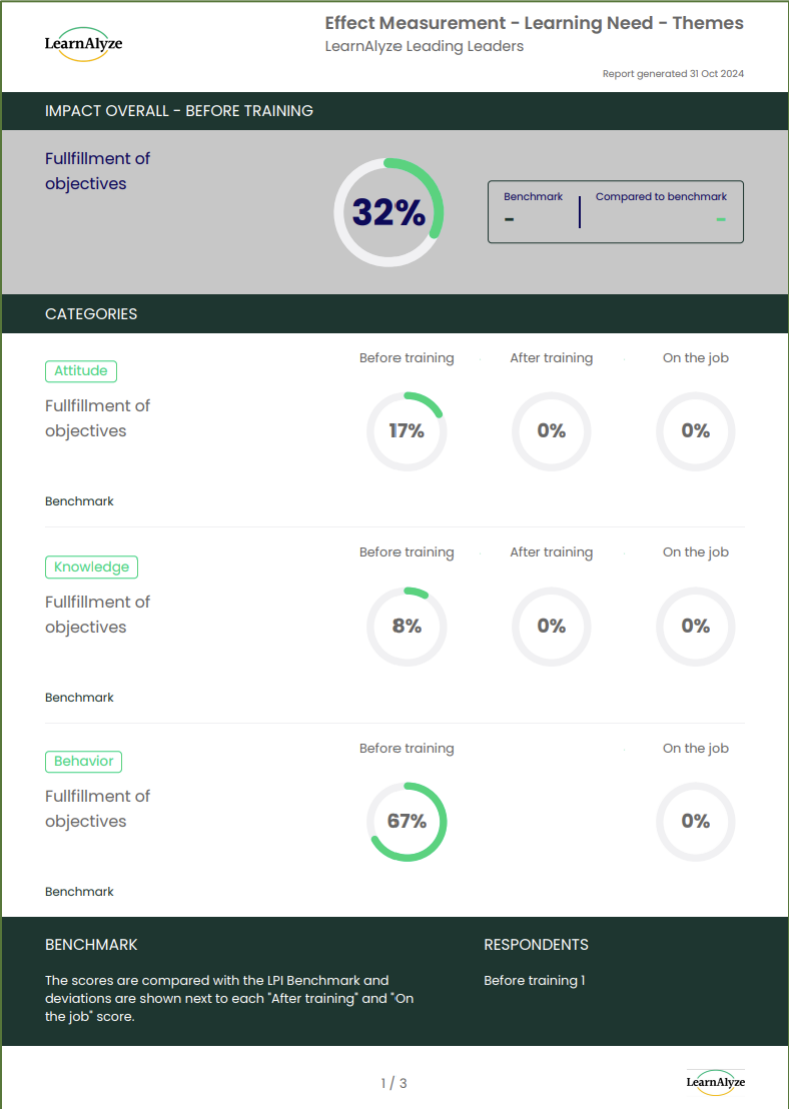
Approximately _____ out of 3

- Not relevant

Target: [2 - 3]

Behaviour

Participant / L&D report



LPI IMPACT SCORES

LPI consistently delivers significant impact on knowledge, attitude, and behaviour.

Most notable is the retention of learning and the behavioural change after three months: the applied test.

We deliver equally high impact scores for both on-site and virtual programs.

TYPE	LPI ON-SITE	LPI VIRTUAL
Baseline test Before training	42%	42%
Learned test Immediately after training	87%	89%
Applied test Three months after training	82%	84%



Live survey during the program

- Think back on the last five times you got feedback from your direct manager: How many were related to something you had done really well versus something the manager had identified as an area for improvement?
- What percentage of your direct reports would you re-hire if they were not here?
- To what extent (0-100%) are leaders reporting to you leading at the right level?



Live survey during re-enforcement session

- How many hours per week have you been able to free up for leadership work?
- How many fact-based observations on behaviour do you have per direct report?
- How many conversations per week have you managed to turn into a coaching conversation?



Leadership Performance Index – 360 survey

Specific surveys for each leadership layer



FUNCTIONAL LEADER Leadership portrait

WORK VALUES

- Taking what you own home
- Being involved in the business
- Long-term results
- Multifunctional thinking
- True business results

TIME APPLICATION

- Planning for the future
- Building personal brand & reputation
- Spending time with functional team

SKILLS

- Organizational design
- Building functional knowledge advantage
- Functional change management and innovation
- Functional team engagement
- Functional KPIs
- Managing functional budget
- Creating work culture that supports functional
- Engaging functional customer base

FUNCTIONAL LEADER: The job to be done

The Work

- Prioritize activities in setting and executing the business strategy
- Take ownership for your own role in collaboration in discussions and decision-making rather than being reactive
- Drive the functional team's performance
- Knowledge the value of your function

Help the business

- Develop a customer-oriented business strategy that supports the overall business strategy
- Lead the functional team to ensure the business strategy is effectively executed
- Support functional KPIs that support the execution of the business strategy across the organization

Develop and execute functional strategy

- Understand and optimize key functional processes timely and thoroughly
- Create an inclusive environment that engages cross-dept. planning
- Establish relevant key performance indicators for the function
- Develop functional KPIs that support the execution of the business strategy across the organization

Drive functional excellence

- Build the function to meet short-term and long-term business needs
- Develop functional capabilities
- Create an inclusive environment for specific cross-dept. planning
- Implement processes for strategic capacity building

Build the function

- Identify strengths and resources necessary to meet the needs of the function
- Create space within the function for teams to develop
- Create an inclusive environment for specific cross-dept. planning

Take ownership of developing functional capability

- Take a holistic approach to support your functional business strategy
- Build a functional team of talent that serves "today's" needs but all capabilities
- Support your specific cross-dept. functional expertise
- Develop and execute cross-dept. functional strategy

Develop leaders

- Hold your direct reports accountable for their performance as leaders
- Hold direct reports accountable for their personal business objectives
- Develop conversations about leadership performance in ongoing check-in conversations
- Engage in a timely manner to individual performance challenges and do not let performance challenges escalate
- Select new team members based on leadership potential – not just functional expertise
- Hold your direct reports accountable for their performance as leaders
- Hold your direct reports accountable for their personal business objectives

Improve great performance of leaders

- Hold your direct reports accountable for their performance as leaders
- Hold your direct reports accountable for their personal business objectives
- Develop conversations about leadership performance in ongoing check-in conversations
- Engage in a timely manner to individual performance challenges and do not let performance challenges escalate
- Select new team members based on leadership potential – not just functional expertise
- Hold your direct reports accountable for their performance as leaders
- Hold your direct reports accountable for their personal business objectives

Select leaders

- Hold your direct reports accountable for their performance as leaders
- Hold your direct reports accountable for their personal business objectives
- Develop conversations about leadership performance in ongoing check-in conversations
- Engage in a timely manner to individual performance challenges and do not let performance challenges escalate
- Select new team members based on leadership potential – not just functional expertise
- Hold your direct reports accountable for their performance as leaders
- Hold your direct reports accountable for their personal business objectives

LEADING OTHERS Leadership Portrait

WORK VALUES

- Achieving results through others
- Success of direct reports and unit
- Set as leader

TIME APPLICATION

- Allow you spend your time
- A social planning (design, projects)
- Making time available for direct reports
- Management work

SKILLS

- All design
- Performance management
- Coaching
- Communicational and direct setting
- Delegating
- Building the team
- Coaching
- Building psychological safety
- Driving feedback

LEADING OTHERS: The Job to Be Done

THE WORK	REQUIRED ACTIVITIES
Set Direction	
Empower	
Develop Direct Reports	
Follow Through on Performance of Direct Reports	
Select Team Members	
Build the Team	
Integrate Upwards & Sideways	

LEADING LEADERS Leadership Portrait

WORK VALUES

- Achieving results through others
- Success of direct reports and unit
- Set as leader

TIME APPLICATION

- Allow you spend your time
- A social planning (design, projects)
- Making time available for direct reports
- Management work

SKILLS

- All design
- Performance management
- Coaching
- Communicational and direct setting
- Delegating
- Building the team
- Coaching
- Building psychological safety
- Driving feedback

LEADING LEADERS: The Job to Be Done

THE WORK	REQUIRED ACTIVITIES
Transmit Strategy Into Operating Plans	
Develop Leaders	
Follow Through on Performance of Leaders	
Select Leaders	
Build the Organization	
Lead Across the Organization	

Leadership Performance Index



LEADING OTHERS Leadership portrait

LEADING OTHERS: The job to be done	
The work	Required activities
Set direction	<ul style="list-style-type: none"> Clearly define the roles and priorities of direct reports Create a clear understanding of how direct reports' individual business objectives contribute to overall business goals Engage direct reports in establishing personal business objectives Create a clear understanding of how direct reports' business objectives create value for our customers
Empower direct reports	<ul style="list-style-type: none"> Enable direct reports to deal effectively with their responsibilities Delegate necessary authority to enable direct reports to achieve their individual business objectives Support direct reports in their work without taking direct ownership of their specific work Help direct reports get access to the people, information, and resources they need to deliver on their business objectives
Develop direct reports	<ul style="list-style-type: none"> Set specific development objectives for direct reports Provide recurring fact-based feedback Help direct reports to get better at their job Continuously include coaching as part of their leadership style
Inspire great performance	<ul style="list-style-type: none"> Regularly initiate check-in conversations to support the direct reports in their work Frequently review work progress and performance of direct reports Conduct fact-based assessments while being mindful of biases Respond in a timely manner to individual performance challenges and do not let performance challenges escalate
Select team members	<ul style="list-style-type: none"> Select qualified team members who contribute well to overall team performance Take proper and timely action on direct reports who consistently fall short of fulfilling their role Select team members who hold potential to develop into other roles too Select team members in a way that ensures diversity and mitigates unconscious bias
Build the team	<ul style="list-style-type: none"> Create an inclusive environment where teamwork and collaboration are valued Build a high level of engagement and a sense of belonging Create an open and trusting environment that encourages people to speak up Ensure that team members understand how they collectively contribute to the overall team success
Integrate upwards and sideways	<ul style="list-style-type: none"> Keep the direct manager informed about progress Share anticipated obstacles in due course Coordinate work with relevant colleagues proactively Solicit input on their team's performance and the team members' performance from relevant colleagues proactively

LEADERSHIP TRANSITION PROGRAMME®
© Leadership Pipeline Institute



LEADING LEADERS Leadership portrait

LEADING LEADERS: The job to be done	
The work	Required activities
Translate strategy into operating plans	<ul style="list-style-type: none"> Align activities across their organisation with the overall business strategy and customer expectations Support direct reports in bringing the business strategy and company purpose to life, making it meaningful for all Assign work and delegate necessary decision-making authority to direct reports Take ownership of organisational change initiatives
Develop leaders	<ul style="list-style-type: none"> Take a structured approach to support your leaders becoming better leaders Regularly coach and enable your direct reports on their leadership capabilities Support direct reports in developing their functional expertise Set clear and specific development objectives for your direct reports
Inspire great performance of leaders	<ul style="list-style-type: none"> Hold direct reports accountable for their performance as leaders Hold direct reports accountable for their personal business objectives Include conversations about leadership performance in ongoing check-in conversations Respond in a timely manner to individual performance challenges and do not let performance challenges escalate
Select leaders	<ul style="list-style-type: none"> Select new leaders based on leadership potential – not just functional expertise Select direct reports for tomorrow – not just today Take proper and timely action on direct reports who consistently fall short of fulfilling their leadership role Select in a way that ensures diversity and mitigates unconscious bias
Build the organisation	<ul style="list-style-type: none"> Align organisational capabilities with both the current and long-term needs of the business Build a diverse organisation Maintain reliable succession plans Nurture an innovation mindset in their organisation
Lead across the organisation	<ul style="list-style-type: none"> Take a holistic approach in driving value across the organisation Break down silos and facilitate a free flow of information and ideas across teams Stimulate collaboration across the value chain Put the goals of the company before the interest of your own organisation or business objectives

LEADERSHIP TRANSITION PROGRAMME®
© Leadership Pipeline Institute



Turning 360 Questions into Impact Questions

First:

To what extent have your leaders of leaders taken a structured approach to support their leaders becoming better leaders?

Second:

To what extent has your leader, over the past six months, become better at taking a structured approach to support you in becoming a better leader?



BENCHMARKING LPI IMPACT SCORES

Ebbinghaus' and other similar contemporary research concludes that most of what people learn during training is forgotten one month later.

Compared to Ebbinghaus' forgetting curve, LPI delivers unparalleled impact scores.

