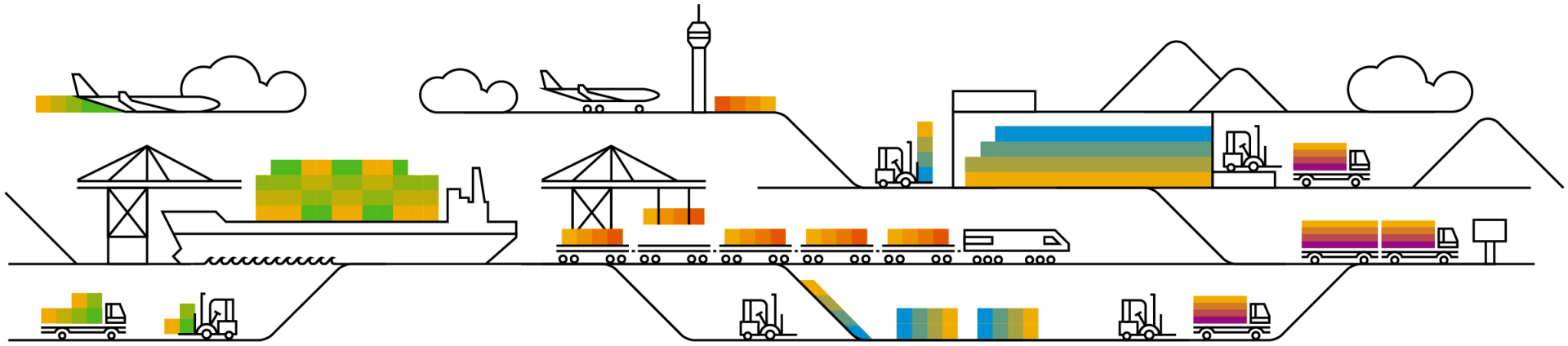

# Building a Leadership Development Mindset
## A Practical Guide

Julie Abel-Hunt,
VP, Global Learning and Development, SAP
March, 2018

SAP Run Simple

# Agenda

## Culture and Business Need

- Sponsorship
- Alignment to Strategy
- Investment

## Accountability

- Commitments
- Governance

## Development

- Ongoing, formal and experiential development
- Blend of audiences and channels

## Implementation and Measurement

- KPIs
- Other metrics to consider

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# Culture | Making Good Better

"**It's the companies with the best talent that win**," says McDermott. "Don't underestimate the important role that your people play in your organization."

**Strong leadership is distinguished by the "people part"** of what CEOs do, he says. A responsibility that should account for **80 percent of leaders' time**.

**You have to build great teams, coach people, give them direct and honest feedback, nurture them and challenge them. And you have to hold them accountable**." Responsibilities that call for a high degree of 'emotional intelligence' from senior management."

**Lessons in Resilience from Bill McDermott,** 19/11/2015
On leadership, emotional intelligence and playing the hand you're dealt

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# Business Case | Burning Platform

**Current:**

**Random** and redundant development experiences

Don't know **what's required to develop**

Not viewed as a **priority for success**

**Expensive**, externally sourced training – **not accessible**

Some investment made, but **don't see value/results** at organizational level

**Culture doesn't support application** of learning

**Readiness for next level progression not measured** and supported

**Future:**

**Competitive advantage**

**Retaining** high performing talent

**Drives organizational strategy**

Strengthens **culture change**

**Clearly defined** learning and development journey

**Supports readiness** for next level progression

What else?

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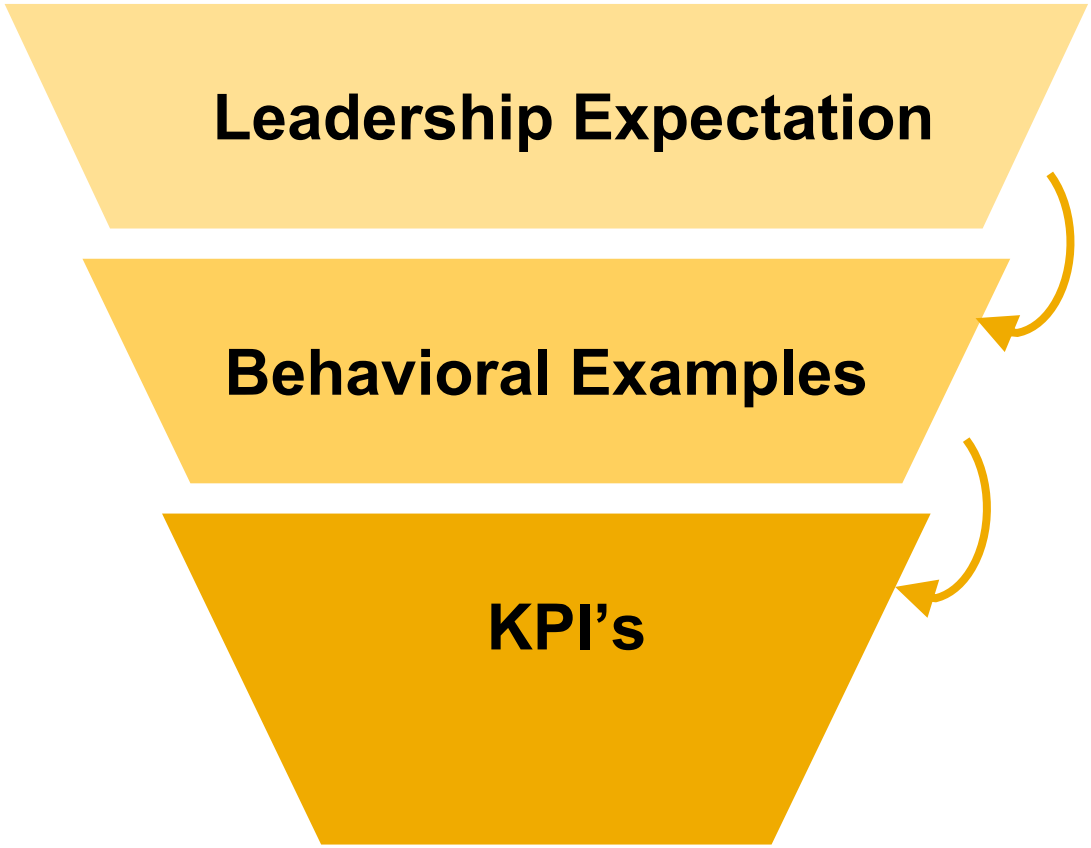
# Accountability and Continuity

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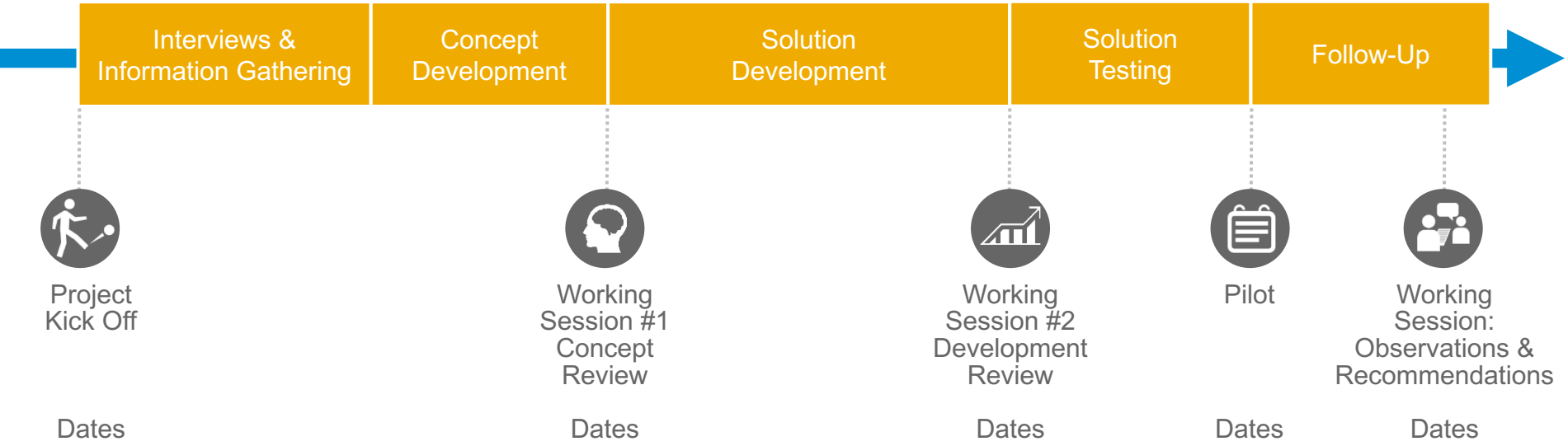
# Development

# Implementation and Communication



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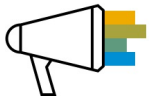
# LEADERSHIP PROGRAM KPIs



**€ Impact***

Cumulative financial impact of all leadership programs through …

**##% increase**

Overall Leader Trust Index increase from this year to that year

**+% increase**

In Leadership Trust Index across all leadership programs from this year to that year

**#% NPS**

Across all leadership programs

**33% of target**

Completed or enrolled across all Leadership Flagship programs

**+% increase**

In Employee Engagement for X level leader participants

**+% increase**

In Employee Engagement Index for x-level leader participants

**###+ trained**

Leaders trained since 2018

**###+ training**

# of training locations / cities

**##% Increase**

Retention for Coaching participants

**#% Retention**

For Coaches and Mentors

**##+ Classes**

Delivered for leaders in 20##

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# Key Learnings

## What Works Well

All levels of leadership aligned

Look at best practices

Partnering on co-creation with knowledgeable vendor

Upskilling our own internal facilitation capability

Centrally funded learning

## Even Better!

Diversity and regional considerations

Recoup late cancellation and no show fees

Strong sponsorship

Clearly communicate requirements and optional experiences

Use positive feedback and business impact to keep the momentum going

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# Thank you.

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