



# Leader Training Plan

## Acme Co

HOW BETTER LEADERS WILL DELIVER ON OUR BUSINESS OBJECTIVES

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## Executive Summary

The leadership training plan for Acme Co is designed to address the company's recent restructuring and the need to develop a strong leadership foundation across its operations in the USA. This comprehensive training program aims to equip operational managers and frontline supervisors with the necessary skills to drive employee engagement, innovation, and market expansion.

### Key Elements of the Training Plan:

**Strategy:** The training is necessitated by a recent restructuring and the need to invest in the remaining team members, with a focus on enhancing leadership skills across different geographical locations.

**Business Objectives:** The training supports business goals of improving employee engagement, fostering innovation, and expanding market presence.

**Learning Models and Delivery Methods:** The program will utilize blended learning, microlearning, experiential learning, and collaborative learning to ensure flexibility and effectiveness.

**Engagement and Motivation:** Strategies will include relevance, interactive content, recognition and rewards, and a supportive learning environment.

**High Quality Learning Content:** Ensuring content quality through expert contributions, continuous updates, multimedia resources, and practical tools.

**Technology in Learning:** Leveraging technology through an LMS, mobile learning, virtual classrooms, and analytics.

**Assessment and Evaluation:** Implementing regular assessments, feedback surveys, performance metrics analysis, and continuous improvement mechanisms.

**Cultural Considerations:** Addressing cultural sensitivity, localized content, an inclusive environment, and diverse perspectives.

**Building a Learning Culture:** Fostering a culture of continuous learning supported by leadership commitment, learning opportunities, and recognition.

**Change Management:** Effective change management through clear communication, stakeholder engagement, support systems, and progress monitoring.

**Calculating ROI:**

Establishing baseline performance metrics before training.

Measuring direct costs and identifying both tangible and intangible benefits.

Calculating ROI using a defined formula and reporting results to stakeholders.

### Training Program Considerations:

**Objectives:** Developing leadership skills, improving employee engagement, and supporting strategic goals.

**Target Audience:** Operational managers, frontline supervisors, and senior leaders.

**Program Structure:** Phased training approach with ongoing support.

**Content Areas:** Covering leadership fundamentals, communication, decision making, coaching, change management, and diversity.

**Delivery Methods:** Including online learning modules, coaching, peer learning groups, and on-the-job training.

**Evaluation and Feedback:** Regular evaluation through participant feedback, performance metrics, and continuous improvement.

**Timeline:** A structured timeline for development, training, and ongoing support.

The leadership training plan for Acme Co is a strategic initiative aimed at building a robust leadership framework to support the company's growth and operational excellence. By investing in the development of its leaders, Acme Co is positioning itself to achieve its business goals and foster a culture of continuous improvement and innovation.

## Overview: Acme Co

**Vision:** Acme Co is committed to building a stronger future by innovating and providing high-quality construction services. The company aims to shape the future of construction through constant innovation and collaboration with partners across various sectors.

**Values:** The company emphasizes innovation, consistency, and reliability in all its operations. Acme Co values strong partnerships, expert customer support, and the creation of tailored solutions to meet specific needs.

### *Strategy*

#### **Strategic Goals:**

- To produce industry-leading construction projects globally.
- To ensure superior quality and reliable performance through a closed-loop project management process and facilities in the USA.

### *Key Markets*

Acme Co serves various sectors including:

- **Residential Construction:** Providing high-quality residential building services.
- **Commercial Construction:** Delivering top-tier commercial construction projects.
- **Infrastructure Development:** Offering comprehensive infrastructure development solutions.

### *Customers Served*

The company partners with innovative companies and government entities to advance construction standards, including notable names in the industry.

### *Key Products and Service Offerings*

#### **Products:**

- **Custom Building Solutions:** Tailored construction services developed in collaboration with partners to meet specific project needs.
- **Sustainable Construction Solutions:** For environmentally friendly and efficient building projects.

#### **Services:**

- **One-on-One Project Management:** Providing direct access to the company's project management team for troubleshooting and streamlined processes.
- **Expert Customer Support:** Ensuring that partners have the technical support needed for their projects.

## Strategy

### a. Context

Acme Co has recently undergone a significant restructuring of its workforce, highlighting the need for enhanced leadership capabilities within the remaining team. The company operates across various locations in the USA, with operational managers reporting to senior leaders. This structure necessitates a cohesive and aligned leadership strategy to maintain consistency and drive the company towards its strategic goals.

#### **Scope for Leadership Development Roadmap:**

- Scope: Division
- Name of Scope: Construction Leaders

#### **Team Demographics:**

- Total People: 1200
- Senior Leaders: 12
- Mid-level Leaders: 84
- Front Line Leaders: 212
- Different Locations: 4

#### **Level of Change Sought:**

- Improvement. Developing leaders to be people leaders vs. managers.

#### **Top 3 Business Goals:**

1. Employee Engagement
2. Innovation
3. Market Expansion

#### **Key Metrics Measured:**

- Engagement
- Employer Net Promoter Score
- Retention/Turnover
- Absenteeism

## b. How Leadership Development Will Support the Business Objective

The Leadership Development initiatives at Acme Co are designed to support the company's business objectives by fostering a culture of continuous improvement and equipping leaders with the skills necessary to drive performance and innovation. By focusing on employee engagement, fostering innovation, and supporting market expansion, the Leadership Development strategy aims to develop leaders who can effectively manage change and lead their teams to success.

### Supporting Objectives:

1. **Employee Engagement:** Enhancing leadership skills to boost team morale and engagement.
2. **Innovation:** Encouraging leaders to foster an innovative mindset within their teams.
3. **Market Expansion:** Preparing leaders to navigate and drive growth in new markets.

### Leadership Development Approach:

- Training programs tailored to the unique needs of operational managers and frontline supervisors.
- One-on-one coaching and mentoring to ensure practical application of leadership skills.
- Peer learning groups to foster accountability and shared insights. Begin to develop a shared leadership language for the organization.
- Continuous feedback and assessment to track progress and make necessary adjustments.

## c. Learning Needs Assessment

An initial assessment of learning needs of Acme Co leaders has been conducted by Jane Smith. Additional insights can be achieved through the following approaches if deemed necessary by the team:



1. **Performance Data Analysis:** Reviewing performance metrics to identify areas for improvement.
2. **360-degree Competency Assessments:** Gathering feedback from peers, subordinates, and supervisors to evaluate leadership competencies.
3. **Engagement Survey Results:** Analyzing employee engagement surveys to understand the impact of leadership on team morale.
4. **In-person Interviews:** Conducting interviews with team members at all levels of the organization to gain insights into the specific challenges and development needs.

## Current Challenges

During the assessment process the following challenges were identified as relevant to the current state at Acme Co.

- People are technically skilled, but not leadership skilled
- Low engagement
- Company expectation to achieve more with less people resource
- Senior leaders bogged down dealing with operational matters they expect their team to take care of
- Constant requests for development from team members
- Learning from previous training hasn't stuck
- Many staff with long tenure who are struggling to adapt

Acme Co has a Glassdoor rating of 2.8/5, which provides some insights into employee satisfaction and company culture. Whilst this rating does not provide a full picture of the employee experience for all employees it can be assessed alongside industry benchmarks.

### Industry Comparison

The average ratings for top companies in the Construction industry generally range from 4.1 to 4.8 out of 5. Here are a few examples of companies and their ratings:

Robins & Morton: 4.8/5

Power Home Remodeling: 4.5/5

Feldco Direct: 4.7/5

Cool Sys: 4.5/5

Ergeon: 4.7/5

### Analysis

Acme Co rating of 2.8/5 is below the industry average, indicating there may be areas for improvement in employee satisfaction and overall workplace environment.

## Challenge: People are Technically Skilled, but not Leadership Skilled

### 1. Culture Impact

Organizations with technically skilled but leadership-deficient employees often struggle with poor communication, lack of team cohesion, and inefficient decision-making processes. The culture can become fragmented, with employees operating in silos rather than working collaboratively. This can lead to a lack of shared vision and goals, reducing overall organizational effectiveness.

### 2. Financial Impact

The financial impact of having technically skilled employees without leadership abilities can be substantial. Inefficiencies and poor decision-making can lead to increased operational costs. For example, a McKinsey report found that organizations with strong leadership outperform their peers by 20% on average in revenue growth [ [Why leadership-development programs fail | McKinsey](#) ] .

**3. How Effective Leader Training Can Address the Issue** Leadership training can transform technically skilled employees into well-rounded leaders. Key skills to develop include:

- **Communication Skills:** Clear and effective communication can prevent misunderstandings and promote a cohesive work environment.
- **Decision-Making:** Training in strategic thinking and decision-making can enhance operational efficiency.
- **Team Building:** Developing skills in team dynamics and conflict resolution can improve collaboration and morale.

These skills can be nurtured through practical, real-world applications which emphasizes daily practice and ongoing coaching.

### 4. Supporting Research

- Harvard Business Review highlights that companies that invest in leadership development report 114% higher sales per employee [ <https://hbr.org/2023/02/what-makes-leadership-development-programs-succeed%20%20> ].
- Gallup research shows that managers account for at least 70% of the variance in employee engagement scores across business units [ <https://www.gallup.com/workplace/236366/right-manager-difference.aspx> ] .

## Challenge: Low Engagement

### 1. Culture Impact

Low engagement leads to a disengaged workforce, characterized by lack of enthusiasm, low morale, and minimal commitment to the organization's goals. This can create a toxic work environment, reducing overall productivity and innovation.

### 2. Financial Impact

Gallup estimates that actively disengaged employees cost the U.S. economy \$450 billion to \$550 billion annually in lost productivity [ <https://www.gallup.com/workplace/236366/right-manager-difference.aspx> ] . Disengaged employees are less productive, have higher absenteeism rates, and are more likely to leave the organization.

### 3. How Effective Leader Training Can Address the Issue

Leadership training can significantly boost engagement by:

- **Enhancing Communication:** Leaders trained in clear and effective communication can better connect with their teams, ensuring everyone understands their roles and contributions.
- **Building Trust:** Training programs that focus on integrity and trust-building help leaders create a supportive environment where employees feel valued and respected.
- **Providing Recognition:** Leaders who learn to recognize and reward their team's efforts can significantly boost morale and engagement.

By focusing on these skills, leaders can foster a more engaged and motivated workforce.

### 4. Supporting Research

- According to a report by Bersin by Deloitte, companies with engaged employees outperform those without by up to 202% [ <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/press-releases/deloitte-identifies-trust-and-human-sustainability-as-top-issues.html> ] .
- SHRM's research shows that recognition programs linked to organizational values can help increase employee engagement by up to 60% ( <https://www.shrm.org/topics-tools/news/employee-relations/hr-pros-see-value-linking-recognition-programs-company-values> ).

## Challenge: Company Expectation to Achieve More with Less People Resource

### 1. Culture Impact

This challenge can lead to employee burnout, reduced morale, and increased stress levels if not managed properly. Employees may feel overwhelmed and undervalued, which can harm the overall workplace culture and productivity.

### 2. Financial Impact

The financial impact includes increased healthcare costs due to stress-related illnesses, higher turnover rates, and reduced productivity. According to the American Institute of Stress, stress costs U.S. businesses up to \$300 billion annually due to absenteeism, turnover, and reduced productivity [ [Workplace Stress](#) ] .

**3. How Effective Leader Training Can Address the Issue** Leader training can help by:

- **Prioritizing Tasks:** Training leaders in time management and prioritization can help teams focus on high-impact activities.
- **Enhancing Efficiency:** Leaders who learn to streamline processes and eliminate inefficiencies can better manage workloads.
- **Supporting Well-being:** Training in recognizing and mitigating burnout can help maintain a healthy and productive workforce.

These skills ensure that teams can achieve more with fewer resources without compromising on quality or well-being.

### 4. Supporting Research

- Harvard Business Review notes that companies with effective stress management programs can reduce healthcare costs by \$3.27 for every dollar spent [ <https://hbr.org/2010/12/whats-the-hard-return-on-employee-wellness-programs> ] .
- A Gallup report highlights that companies with high employee well-being scores see 41% lower health-related costs [ <https://news.gallup.com/businessjournal/164420/lower-health-costs-boosting-performance.aspx> ] .

## Challenge: Senior Leaders Bogged Down with Operational Matters

### 1. Culture Impact

When senior leaders are bogged down with operational tasks, strategic initiatives can suffer. This can create a culture of short-term thinking and reactive management, stifling innovation and long-term growth.

### 2. Financial Impact

The financial impact includes lost opportunities for strategic growth and innovation. According to a report by McKinsey, organizations with leaders focused on strategic initiatives are 2.5 times more likely to be high performers [ [https://www.linkedin.com/posts/mckinsey\\_companies-that-prioritize-performance-management-activity-7200209056509161472-big3/](https://www.linkedin.com/posts/mckinsey_companies-that-prioritize-performance-management-activity-7200209056509161472-big3/) ] .

### 3. How Effective Leader Training Can Address the Issue

Leader training can help by:

- **Delegation Skills:** Training in smart delegation can free up senior leaders to focus on strategic priorities.
- **Time Management:** Leaders can learn to manage their time more effectively, prioritizing strategic over operational tasks.
- **Developing Middle Management:** By empowering middle managers with the necessary skills, senior leaders can delegate operational tasks confidently.

These skills help senior leaders reclaim time for strategic initiatives, driving long-term organizational success.

### 4. Supporting Research

- Deloitte research shows that companies with strong delegation practices are 33% more efficient [ <https://www2.deloitte.com/content/dam/Deloitte/de/Documents/human-capital/global-business-driven-hr-transformation.pdf> ] .

## Challenge: Constant Requests for Development from Staff

### 1. Culture Impact

When employees consistently request development opportunities, it signals a desire for growth and improvement. If these requests are unmet, it can lead to frustration, decreased morale, and a perception that the organization does not value employee growth.

### 2. Financial Impact

Ignoring development requests can lead to higher turnover rates, which are costly. According to Gallup, the cost of replacing an employee can be 1.5 to 2 times their annual salary [<https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>]. Additionally, lack of development opportunities can result in a less skilled workforce, impacting overall productivity and innovation.

**3. How Effective Leader Training Can Address the Issue** Leadership training can address this by:

- **Recognizing Talent:** Training leaders to identify and nurture talent within their teams.
- **Providing Opportunities:** Developing leaders' skills in creating and promoting development opportunities tailored to individual employee needs.
- **Mentorship Programs:** Implementing mentorship and coaching programs to provide continuous development and support.

These strategies ensure that employees feel valued and motivated, reducing turnover and increasing engagement.

### 4. Supporting Research

- A McKinsey Podcast highlights that companies with strong development programs see a 24% increase in employee satisfaction and retention [<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/building-a-learning-culture-that-drives-business-forward>].

## Challenge: Learning from Previous Training Hasn't Stuck

### 1. Culture Impact

If training doesn't stick, it can lead to a culture of continuous retraining and frustration among employees. This can reduce morale and the perceived value of development programs.

### 2. Financial Impact

The financial impact includes wasted resources on ineffective training programs and the cost of repeated training sessions. According to HBR, up to 80% of the \$160B spent on training annually is ineffective due to poor program design. [ <https://hbr.org/2016/10/why-leadership-training-fails-and-what-to-do-about-it> ] .

**3. How Effective Leader Training Can Address the Issue** Effective leader training can ensure learning sticks by:

- **Practical Application:** Incorporating real-world practice and immediate application of skills in training programs.
- **Ongoing Coaching:** Providing continuous coaching and feedback to reinforce learning.
- **Peer Learning:** Utilizing peer groups and collaborative learning to deepen understanding and accountability.

These approaches ensure that learning is retained and applied effectively

### 4. Supporting Research

- **McKinsey & Company:** A report by McKinsey found that training programs that incorporate real-world applications and continuous feedback are up to 85% more effective in ensuring skills retention [ <https://www.mckinsey.com/business-functions/organization/our-insights/why-leadership-development-programs-fail> ] .
- **Harvard Business Review:** Research indicates that 70% of employees report that they don't have mastery of the skills needed to do their jobs, highlighting the need for effective training programs [ <https://hbr.org/2019/02/making-learning-a-part-of-everyday-work> ] .



## Challenge: Many Staff with Long Tenure Struggling to Adapt

### 1. Culture Impact

Long-tenured staff struggling to adapt can create resistance to change, leading to a stagnant culture resistant to innovation. This can cause a divide between newer employees who are more adaptable and long-term employees, leading to friction and a lack of cohesion.

### 2. Financial Impact

The financial impact includes the cost of lost productivity due to resistance to change and the potential loss of valuable, experienced employees who might leave if they feel they cannot adapt. According to a study by Deloitte, organizations with high adaptability are 2.6 times more likely to outperform their peers financially [ [Learning in the flow of life: 2019 Global Human Capital Trends](#) ] .

### 3. How Effective Leader Training Can Address the Issue

Leadership training can help by:

- **Change Management:** Training leaders in change management to guide and support long-tenured employees through transitions.
- **Coaching Skills:** Developing leaders' coaching skills to help long-term employees adapt to new technologies and processes.
- **Continuous Learning:** Encouraging a culture of continuous learning and development to keep skills relevant.

These skills ensure that long-tenured employees can adapt to changes and continue to contribute effectively.

### 4. Supporting Research

- The Center for Creative Leadership (CCL) found that organizations that focus on adaptability in their training programs are more likely to see improved performance and retention rates [ <https://www.ccl.org/articles/leading-effectively-articles/adaptability/> ] .
- A report by Korn Ferry Institute highlights that companies with strong change management capabilities see a 35% improvement in overall performance [ <https://www.kornferry.com/insights/featured-topics/future-of-work/future-of-work-is-on-change-management> ] .

## Designing a Leader Learning Strategy

Designing an effective leadership development strategy involves several critical elements:

- a. Learning Models and Delivery Methods
- b. Engagement and Motivation in Learning
- c. High quality Learning Content
- d. Technology in Learning
- e. Assessment and Evaluation
- f. Continuous Improvement in Learning
- g. Cultural Considerations in Learning
- h. Building a Learning Culture
- i. Change Management in Learning

### a. Learning Models and Delivery Methods

Different learning models offer unique advantages and should be selected based on the specific needs of the organization:

- **Blended Learning:** Combines the strengths of e-learning and in person learning, providing a comprehensive learning experience.
- **Microlearning:** Delivers short, focused content that can be easily consumed and applied, enhancing retention and engagement.
- **E-Learning:** Provides flexibility and accessibility, allowing learners to engage with content at their own pace.
- **Peer group learning:** Facilitates interaction and hands-on practice, for socialization and contextualization.
- **Coaching and Mentoring:** Offering personalized support and guidance to develop leadership capabilities.
- **Action Learning:** Engaging leaders in real-world behavior changes to apply their skills and learn through experience.

Making training stick requires a blended learning approach, utilizing online platforms for self-paced learning in different formats, combined with interactive and collaborative sessions to reinforce knowledge and skills.

### b. Engagement and Motivation in Learning

Sustaining learner engagement and motivation is critical for the success of any training program. Techniques to achieve this include:

- **Engaging Content:** short, relevant and in adult language
- **Social Learning:** Peer learning groups (co-labs) encourage collaboration and knowledge sharing among peers.
- **Personalization:** Tailoring learning experiences to individual needs and preferences. This is done through leader coaching sessions, co-labs
- **Recognition and Rewards:** Providing incentives and acknowledging achievements to motivate learners.
- **Supportive Environment:** Creating a supportive learning environment where leaders feel encouraged to share their experiences and learn from each other

Making training stick requires easily accessed learning to keep people encouraged and engaged, peer learning to challenge and support them, and a system of recognition and rewards to keep learners motivated.

### c. High quality Learning Content

High-quality learning content is essential for effective training programs. Best practices for content include:

- **Relevance:** Ensuring that content is directly applicable to the learners' roles and responsibilities.
- **Engagement:** short, conversational, personal.
- **Clarity:** Presenting information in a clear, concise, and easy-to-understand manner.
- **Consistency:** Maintaining a consistent tone and style throughout the content to reinforce learning. Themes, build on each other, familiar structure, rhythm

Best practice involves the development of engaging and relevant content tailored to the specific needs of the organization, ensuring that learners can easily apply what they have learned in their roles.

#### d. Technology in Learning

Leveraging technology can significantly enhance learning and development programs. Standard technologies include:

- **Learning Management Systems (LMS):** Platforms that facilitate the delivery and management of training programs.
- **Mobile Learning:** Enabling access to learning content on mobile devices for greater flexibility.
- **Virtual Classrooms:** Using virtual classrooms for live training sessions and discussions.
- **Analytics:** Utilizing analytics to monitor engagement and performance, and to make data-driven improvements to the training program
- **Emerging** technologies include:
  - Artificial Intelligence (AI): Personalizing learning experiences and providing intelligent feedback.
  - Customization of content at scale
  - Virtual coaching
  - Fully interactive content – learner can have conversations with the presenter inside the course
  - Content can be sourced from client’s own chat

Virtual and Augmented Reality (VR/AR) is on a slower track – it will emerge in the near term to offer immersive learning experiences that simulate real-world scenarios at scale.

Best practice embraces and leverages AI to drive a more personalized experience with highly customized content.

#### e. Assessment and Evaluation

Measuring the effectiveness of learning programs is essential for demonstrating ROI and ensuring continuous improvement. Key metrics and tools for evaluation include:

- **Pre- and Post-Training Assessments:** Evaluating knowledge and skills before and after training to measure learning gains.
- **Kirkpatrick's Four Levels of Evaluation:** Assessing reaction, learning, behavior, and results to provide a comprehensive evaluation.
- **Surveys and Feedback Forms:** Collecting learner feedback to identify areas for improvement.
- **Performance Metrics:** Analyzing changes in performance metrics to determine the impact of training.

Best practice is a combination of assessments, feedback mechanisms, and performance metrics to evaluate the effectiveness of the training programs and make data-driven improvements.

#### f. Continuous Improvement in Learning

Continuous improvement is vital for maintaining the relevance and effectiveness of Leadership Development programs. Strategies to achieve this include:

- **Regular Feedback:** Gathering input from learners and stakeholders to identify areas for enhancement.
- **Data-Driven Decisions:** Using data and analytics to inform program adjustments and improvements.
- **Iterative development:** Continuously refining and updating content and delivery methods based on feedback and outcomes.

The methodology emphasizes the importance of regular feedback and data-driven decision-making to ensure that delivery of learning programs are continuously improved and remain aligned with organizational needs.

#### g. Cultural Considerations in Learning

Designing culturally aware learning programs is essential for any organization in multicultural environments. Acme Co operates across different geographical

locations, making it essential to consider cultural differences in the design and delivery of the training program. Best practices include:

- **Diverse Content:** Incorporating diverse perspectives and examples in learning materials.
- **Cultural Awareness Training:** Educating learners about cultural differences and promoting inclusivity.
- **Generic vs Localized Content:** Learning materials have to be generic enough to apply to any cultural context in principle but customized to take account of specific local practices.

The methodology must include the development of culturally inclusive content and the incorporation of cultural awareness training to ensure that learning programs are relevant and respectful of diverse perspectives.

#### h. Building a Learning Culture

Fostering a culture of continuous learning is essential for organizational success. Strategies to build a learning culture include:

- **Leadership Support:** Ensuring that senior leaders champion and model continuous learning.
- **Learning Opportunities:** Providing diverse and accessible learning opportunities for all staff.
- **Recognition and Rewards:** Acknowledging and rewarding learning achievements to motivate employees.
- **Feedback Mechanisms:** Encouraging feedback and reflection to promote a growth mindset.

Best practice emphasizes the role of leadership in promoting continuous learning, provides diverse learning opportunities, and incorporates recognition and feedback mechanisms to build a strong learning culture.

#### i. Change Management in Learning

Effective change management is crucial when implementing new learning initiatives. Key considerations include:

- **Stakeholder Engagement:** Involving key stakeholders in the planning and implementation process.
- **Communication:** Clearly communicating the purpose, benefits, and expectations of the learning program.
- **Training and Support:** Providing adequate training and resources to support the transition.
- **Monitoring and Adjustment:** Continuously monitoring progress and making necessary adjustments to ensure successful adoption.

Best practice includes comprehensive stakeholder engagement, clear communication strategies, and robust support mechanisms to manage change effectively and ensure successful implementation of learning initiatives.

## Calculating ROI

Investing in leadership training will yield measurable returns. To calculate the ROI, several factors need to be considered:

### a. Productivity

More effective leaders drive higher productivity levels. By quantifying the productivity increase per manager and multiplying it by the number of managers trained, we can estimate the overall productivity gain. For example, if each manager improves team productivity by 1%, and this results in an additional \$50,000 in revenue per year per team, training 10 managers could generate \$500 thousand in additional revenue annually.

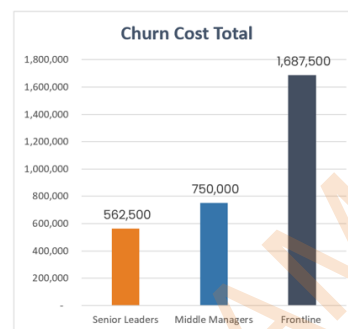
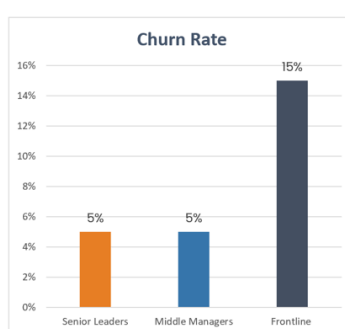
### b. Staff Retention

2. Increase Staff Retention: Enhanced leadership capabilities will lead to increased staff retention. By calculating the cost of turnover, including hiring, training, and lost productivity, we can estimate savings. If improved management reduces turnover by 10%, and the average turnover cost is \$50,000 per employee, training programs that impact 100 employees could save \$500 thousand annually. Below is a sample analysis. A precise analysis can be created for your organization.

#### True Cost of Employee Churn

Total Number of Employees   
Variables in green can be edited

Employee Level	% Total Employees	Number	Avg Salary	Annual \$	Churn Rate	Churn Cost % of Salary*	Churn Cost per employee	Total Churn Cost
Senior Leaders	5%	50	150,000	7,500,000	5%	150%	225,000	562,500
Middle Managers	20%	200	75,000	15,000,000	5%	100%	75,000	750,000
Frontline	75%	750	30,000	22,500,000	15%	50%	15,000	1,687,500
<b>Total</b>	<b>100%</b>			<b>45,000,000</b>				<b>3,000,000</b>



\* True churn cost 50% to 200% of salary. Includes hard and soft costs. Source Gallup (<https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>)

### c. High Performance Culture & Innovation

Improved communication and leadership skills will foster innovation and enhance employee engagement. The positive impact to company performance and



returns of fostering a high performance culture was proven in the 10 Year Research project by Kotter and Heskett.

## ROI from performance culture focus?

	With	Without
Revenue growth	682%	166%
Employment growth	282%	36%
Stock price growth	901%	74%
Net income growth	756%	1%

Research: Corporate Culture – Kotter & Heskett  
Study of 24 companies over a 10-year period. 12 with a performance culture focus and 12 without

# Training Program Considerations

## a. Program Objectives

The objectives of the leadership training program at Acme Co are to:

- Develop leadership skills among operational managers and frontline supervisors.
- Enhance the ability of leaders to manage teams effectively across different locations.
- Foster a culture of continuous improvement and innovation.
- Improve employee engagement and retention.
- Support the company's strategic goals of market expansion and operational excellence.

## b. Risk Mitigation:

Training is risky: learners may not engage, the content might not be relevant, the learners' managers may not support the learner or the program. The biggest risk is that the training doesn't achieve the required behavior changes/skill uplifts, or that the changes don't last – people revert to their previous behaviors.

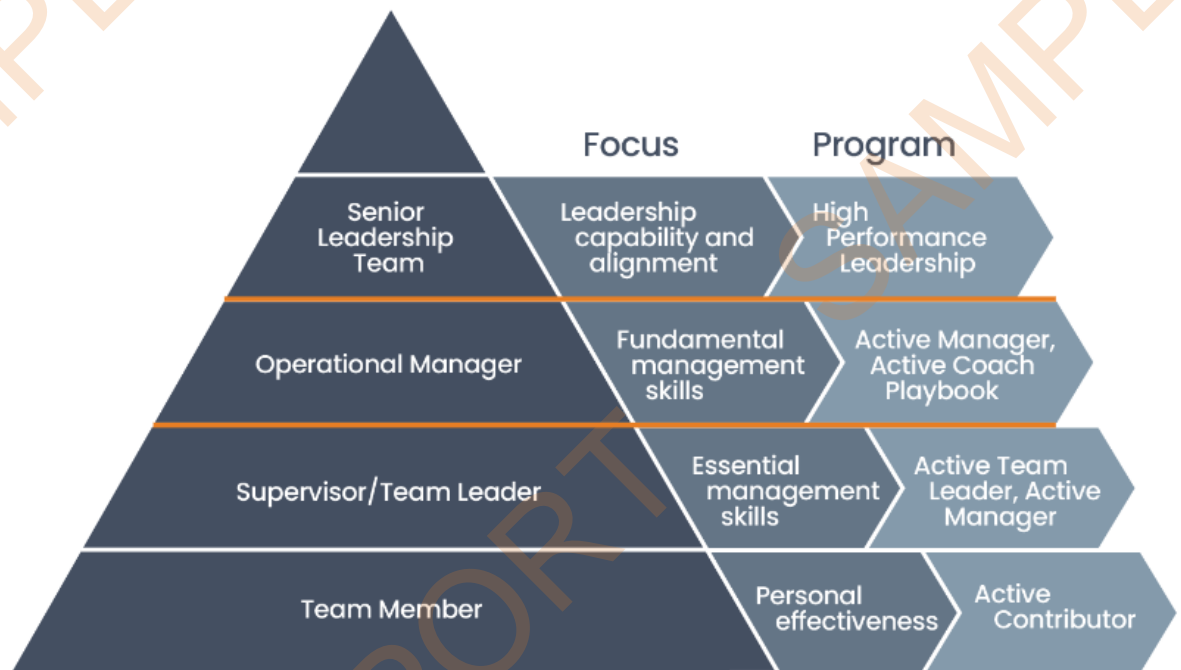
A Learning program should contain risk mitigation measures. For example, avoiding a 'big bang' approach and instead opting for a phased rollout would allow us to monitor progress and make necessary adjustments. Continuous feedback loops are required to ensure that a program remains aligned with organizational needs and delivers the intended outcomes. Additionally, robust reporting mechanisms should track uptake, engagement, and impact, allowing for data-driven decision-making and timely interventions.

## c. Target Audience

The primary target audience for the leadership training program includes:

- **Operational Managers:** Responsible for overseeing frontline supervisors and ensuring smooth operations.
- **Frontline Supervisors:** Directly managing team members and responsible for day-to-day operational tasks.
- **Senior Leaders:** Providing strategic direction and support to operational managers and supervisors.

- Leaders exist across all levels of the organization. Rapid impact can be achieved by initially upskilling the operational managers as they are connected to many of the team. They can also begin coaching other leaders in the organization to magnify the impact.



#### d. Program Structure

The leadership training program will be structured as follows:

- Phase 1:** Training for operational managers to equip them with the skills needed to become more efficient with their time, more effective with the people and more proactive in their roles.
- Phase 2:** Separate training program for frontline supervisors to develop their team leadership capabilities.
- Ongoing Support:** Continuous coaching and mentoring for both operational managers and frontline supervisors.

#### e. Skills to be Developed

The training program will cover a variety of skills essential for Managers, including:

- **Active vs Reactive Management:** Understanding how you currently operate and learning how to trigger and apply an active mindset to be more effective with less effort.
- **Manage Your Capacity:** Strategies to manage your time and energy better, including setting limits, planning your day, and creating space for important tasks.
- **Working With Your Team:** Enhancing team collaboration by understanding different work styles and adapting your approach to get the best out of everyone.
- **Meeting Magic:** Techniques for running efficient and effective meetings that engage participants and achieve desired outcomes.
- **Lift Your Game:** Implementing practices that help you focus on important tasks, drive new initiatives, and move your team forward.
- **Clear Communication:** Developing skills for accurate and effective communication to ensure your messages are understood and that you understand others.
- **Difficult Conversations:** Learning techniques to handle challenging discussions constructively and productively.
- **Smart Delegation:** Mastering the art of delegation to free up your time for higher-value tasks and build a capable team.
- **Coaching:** Becoming a confident coach who motivates and enables team members to do and be more, adapting your style to individuals' needs.
- **Better Decisions:** Improving problem-solving skills to make better decisions, build confidence, and develop your team's ability to solve problems independently.

#### f. Delivery Methods

A combination of delivery methods will be used to ensure effective learning, including:

- **Online Learning Modules:** Self-paced online courses to provide flexibility for participants.
- **Coaching:** 1:1 Coaching sessions between the "learner" and their direct leader. The leaders will be trained in effective coaching
- **Peer Learning Groups:** Facilitated group discussions to share experiences and best practices.
- **On-the-Job Training:** Practical application of skills in the workplace with support from mentors.

These are best applied in a monthly learning cycle where each skills is learned, practiced, coached and reviewed in the peer group environment.

### g. Evaluation and Feedback

The effectiveness of the training program will be evaluated through:

- **Participant Feedback:** Surveys and interviews to gather feedback from participants on the training experience.
- **Performance Metrics:** Analysis of key performance indicators to measure the impact of the training.
- **Continuous Improvement:** Regular reviews and updates to the training content and delivery methods based on feedback and performance data.

### h. Expected Outcomes:

**1. Managerial Competence:** Managers should emerge more competent and confident, able to leverage greater contributions from their teams.

**2. Cultural Alignment:** A unified approach to management behaviors and language should be established across the organization.

**3. Employee Wellbeing:** Improved work environment and wellbeing goals should be met without substantial additional resource commitments.

**4. Self-Sustaining Programs:** Productivity and efficiency gains should fund ongoing learning programs, ensuring their sustainability and continued impact.

**5. Low HR footprint:** The program should not impose a heavy admin burden on the HR team