



## How important is the influence of leadership on the success of an organisation?

This question can be answered best by a few examples:

- 🌟 **What would i.e. Swatch be without Hayek or EMS without Blocher?**
- 🌟 **When would Manchester City have become leader in the Premier League without Pep Guardiola?**
- 🌟 **Where would Apple be without Steve Jobs, Starbucks without Howard Schultz or Tesla without Elon Musk?**

If Elon Musk would leave Tesla from one day to another, the impact on the shares would most probably be dramatic.

In summary it can be said, that without leadership these organisations would not be where they are today.

At this stage the “why” is a question with a lower priority, because all the people listed are working in different industries or areas and the circumstances are varying. We don’t focus here on what is right or wrong in leadership.

Leadership is essential for any company. If there is a lack in leadership, it can become very critical or even worse without promising junior executives.

## Why did leadership development not reach its full potential?

No matter how good interventions i.e. coaching or feedback in the context of leadership development are, the potential to fall back into old habits is enormous. Most people have experienced how hard it is i.e. to apply New Year resolutions.

If we transfer this to leadership development, it becomes obvious why the following headlines are mirroring the inconvenient truth:

- 🌟 **McKinsey** – Why leadership-development programs fail  
**Most of the 500 executives identified leadership development as their # 1 concern**
- 🌟 **Harvard** - Why leadership trainings fail  
**Corporations are victims of the great training robbery**
- 🌟 **Boston Consulting Group** – 3 reasons why **leadership training is a huge waste**
- 🌟 **Korn Ferry** – More than 4,000 executives **rank their return on leadership development as only “fair” to “very poor**
- 🌟 **Bersin by Deloitte** - Unfortunately, they may be **throwing about half of that money away**

The success of leadership development has been shown in the past with happy sheets. The impact on the organizational success could not be shown.

## What can the LDPI do for you, your team and your business?

Regardless what kind of leadership style or climate can be observed or experienced in your organisation, the **LDPI supports you in:**

- 🌟 **Protecting your investments in leadership development**
- 🌟 **Ensuring performance and success of the entire organization**
- 🌟 **Strengthening the innovative power of the organization**

Companies like Nokia or Kodak demonstrate why these points are so important. When Steven Sasson developed the first working digital camera at Kodak, the climate was not given to further invest in this idea.

The climate is strongly influenced by the top management, as they are the role models. Often the top management is not aware of all the potential innovation in the organisation. Some decisions need to be made on an other level.

What if managers at Kodak would have had the courage to present ideas and to support their team members in front of the top management?

The impact of leadership development on success becomes obvious and the application of learning content in practice will be intensified.

# LDPI – LEADERSHIP DEVELOPMENT PROCESS INVENTORY



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HUMAN CAPITAL - ORGANISATION TRANSFORMATION

## Structure and function of the LDPI

The LDPI is based on 16 factors (diagram), which are representing the **forces of influence** on a **successful learning transfer**. These were **validated by independent scientific studies**.

The **evaluation** ranges along the entire **development process**. The main **advantage** of this is only the LDPI **covers all areas** of a sustainable leadership development and is able to show detailed results for each area.

By only focussing on the end result (impact), it is not yet clear how the result is achieved. **This knowledge is essential**. Only with this method it becomes obvious what **works well** and what can be **improved**, and with what priority and **how**. Through the detailed results of the LDPI, the leadership development can be consciously **directed to improve the organisational results**.

In order to get a **ROE** (Return on expectation) the expectations will be defined and with the help of the **LDPI** the actual/target performance will be evaluated and analysed.

For the **ROL** (Return on leadership) the **5 leadership competencies** with the **biggest impact** on organic and inorganic **revenue growth** will be used. These leadership competencies originate from an extensive ana-

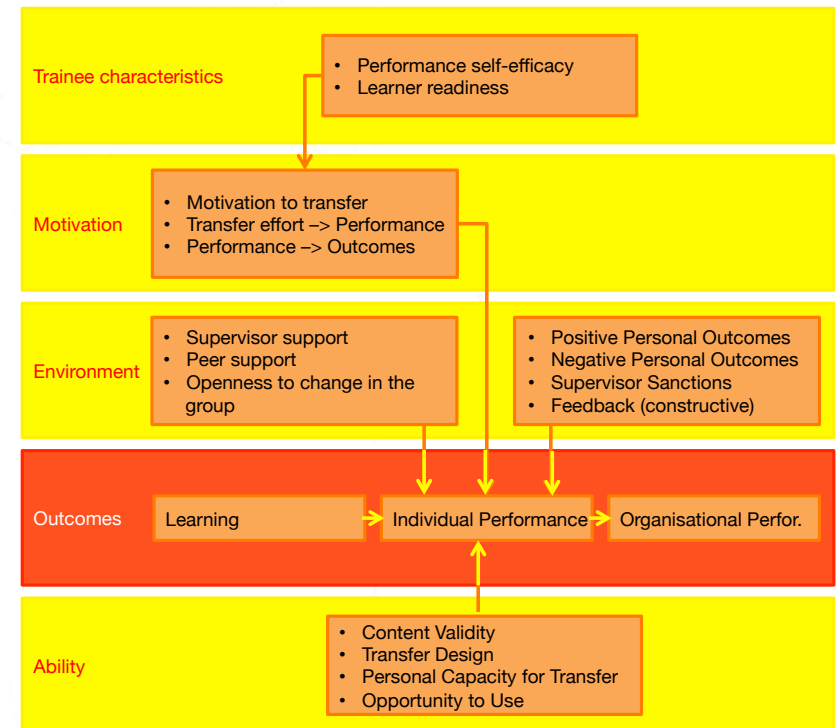
lysis of more than 750 leading companies worldwide made by McKinsey.

- 🌟 **Developing Organizational Capability** – a systematic focus on developing critical skills throughout the organisation
- 🌟 **Team Leadership** – the ability to focus, align and build high-performing teams
- 🌟 **Change Leadership** – the ability to drive large-scale, coordinated change across the entire organization
- 🌟 **Market Insight** – the ability to look beyond the company’s current context to understand future growth opportunities
- 🌟 **Results Orientation** – the ability to lead and transform a business for high performance

The use of the **LDPI provides valuable information** on how to **improve** the individual factors influencing the learning and knowledge transfer in **leadership development**.

**Leadership development** can be made sustainable by means of the LDPI and can become a **significant driver of performance**.

Leadership development is becoming **cheaper** as it becomes more **target oriented, effective and efficient**. Based on this a **ROI** can be calculated.



To cover the “**why**” which has been rated with a lower priority in the beginning and in order to get more **accurate results**, a pre-setting of the LDPI is recommended. The pre-setting is done through an **organisational climate evaluation**. Technology, globalisation and new forms of working like i.e. part time, home office and the **digitalisation** need to be taken in to consideration as they strongly influence the organisational culture and climate.

With all this **knowledge**, you will get the most beneficial results for a **sustainable leadership development**.