



10 Proven Practices to Kickstart Your Development Program

These 10 proven practices are a culmination of data on DDI's Interaction Management[®] leadership development system.

About This Research

42 years of research

186 unique studies, including:

- **65** business impact analyses and ROI estimates
- **143** behavior change evaluations

156 organizations

44 countries

8 major industries

18,338 IM[®] participants

12,468 observers of IM[®] participants
(managers, peers, and direct reports)

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▶ www.ddiworld.com/proofofimpact

1. Build a Business Case

Build a Business Case

Leadership development has long been viewed as a cost. It is really an investment in your leaders—and in your business!

DDI conducted 22 studies to specifically assess the **ROI** of Interaction Management[®]



The range of **ROI** was
from **147%** to **633%**
(depending on the metrics used)

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2. Determine Your Business Metrics

Determine Your Business Metrics

To target measurement efforts, talk to your key stakeholders and ask them what business metrics are most important to them.

According to a recent study by LinkedIn Learning Solutions, executives want to see data showing the business impact and ROI of L&D programs, yet only 8 percent see business impact data and just 4 percent see proof of ROI.

Source: [LinkedIn Learning, 2017 Workplace Learning Report.](#)

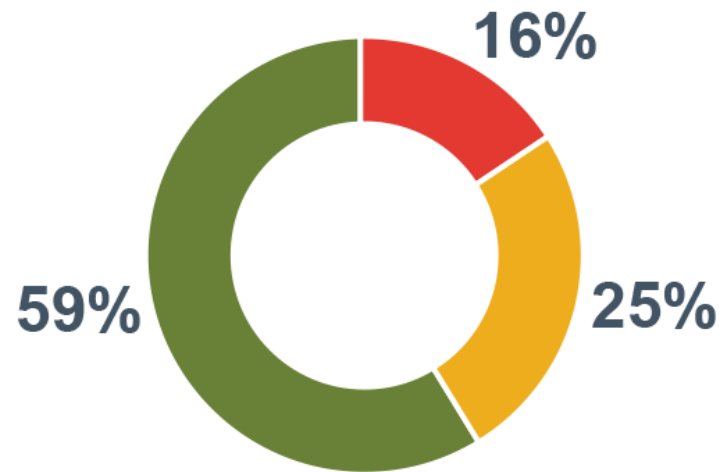
Determine Your Business Metrics

TIP!

When designing your development program, determine how you will track progress throughout implementation and measure success in critical business metrics—instead of waiting to evaluate impact only at the very end.

3. Demand Manager Support

Not enough managers are effective at providing support for development.



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■ Ineffective ■ Somewhat Effective ■ Effective

Only **59%** of leaders report that their managers are effective at supporting the application of new skills

– As rated by IM® participants –

Demand Manager Support

This is the biggest lever you can pull to increase the impact of your program. Involve the managers of leaders in supporting and reinforcing application of new skills.

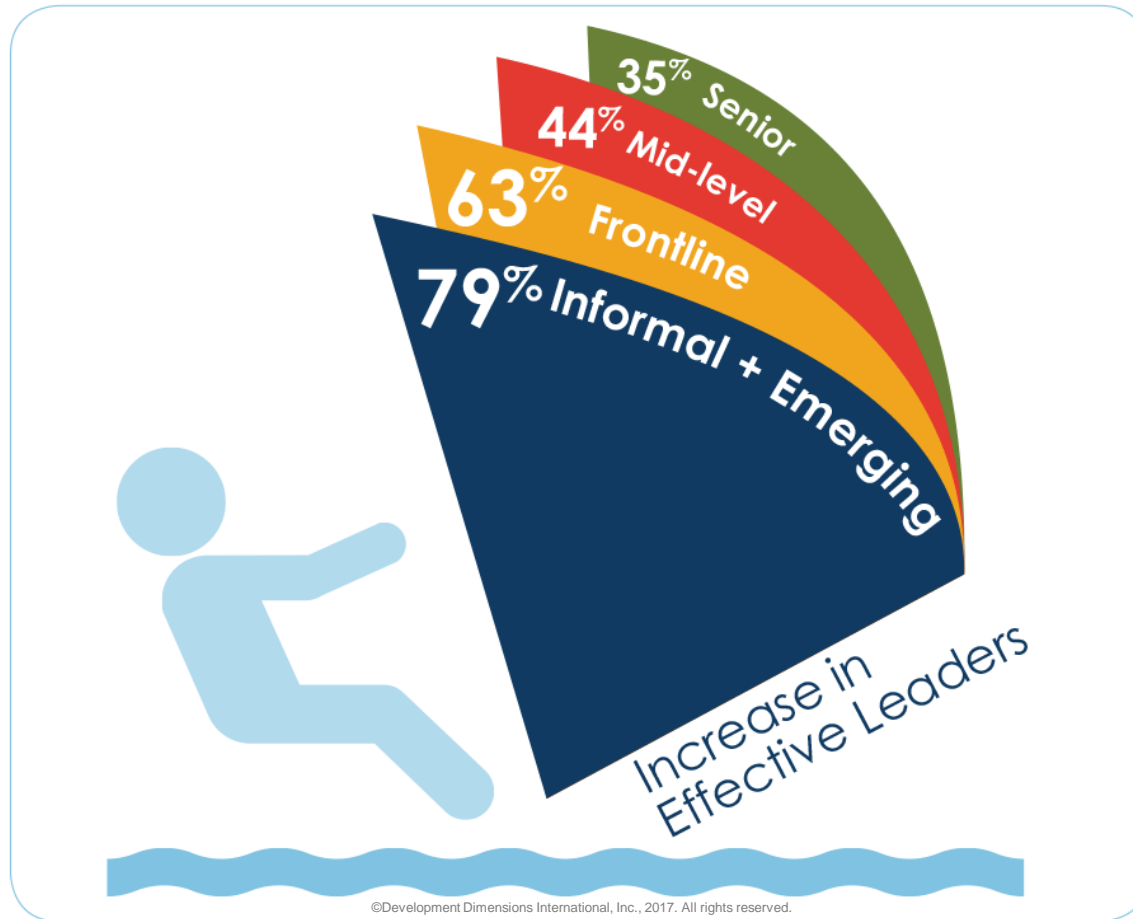
Demand Manager Support

TIP!

A proven approach to help attain this support is to provide training for managers to make them aware of the importance of their role.

4. Invest in Leaders Early in Their Careers

Leader Skill Growth Depends On When You Start



– Overall percentage increase of effective leaders as self-rated by IM[®] participants –
(comparing before and after IM[®])

Invest in Leaders Early in Their Careers

No transition is more difficult than the move to a leadership role for the first time. Newly appointed leaders, individual contributors, and informal leaders will get the most impact from development.

5. Prepare Leaders in Transition

Prepare Leaders in Transition

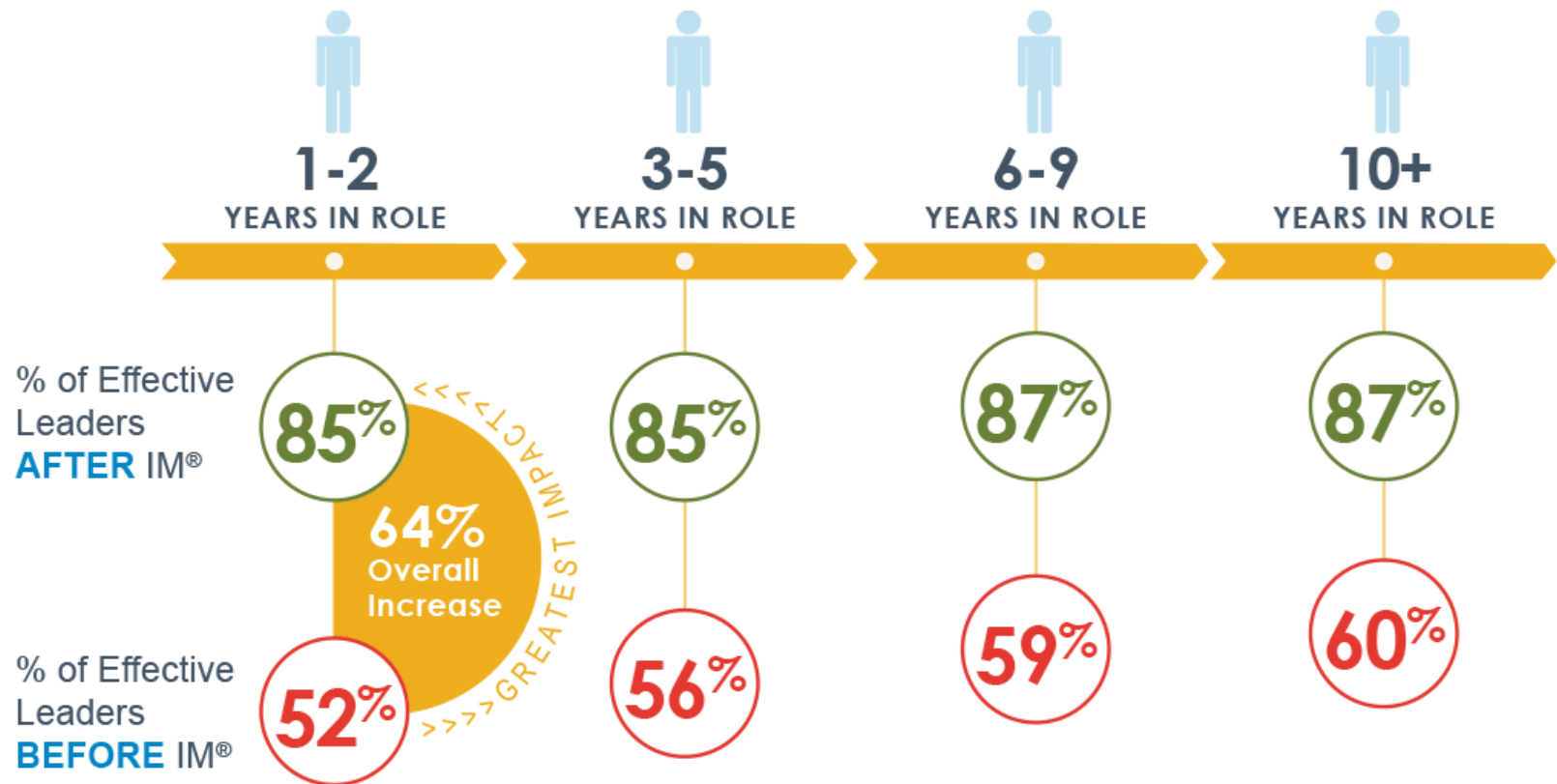
Less than 1/3 of organizations have formal programs to prepare leaders for a new role or level.

Prepare Leaders in Transition

Regardless of level, you'll see a greater return from your leadership development investment within the first 2 years a leader is in his or her new position.

Development That Makes Up for Experience

Whether leaders have been in role for less than a year or more than 10 years, IM[®] helps level the playing field.



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– As self-rated by IM[®] participants –

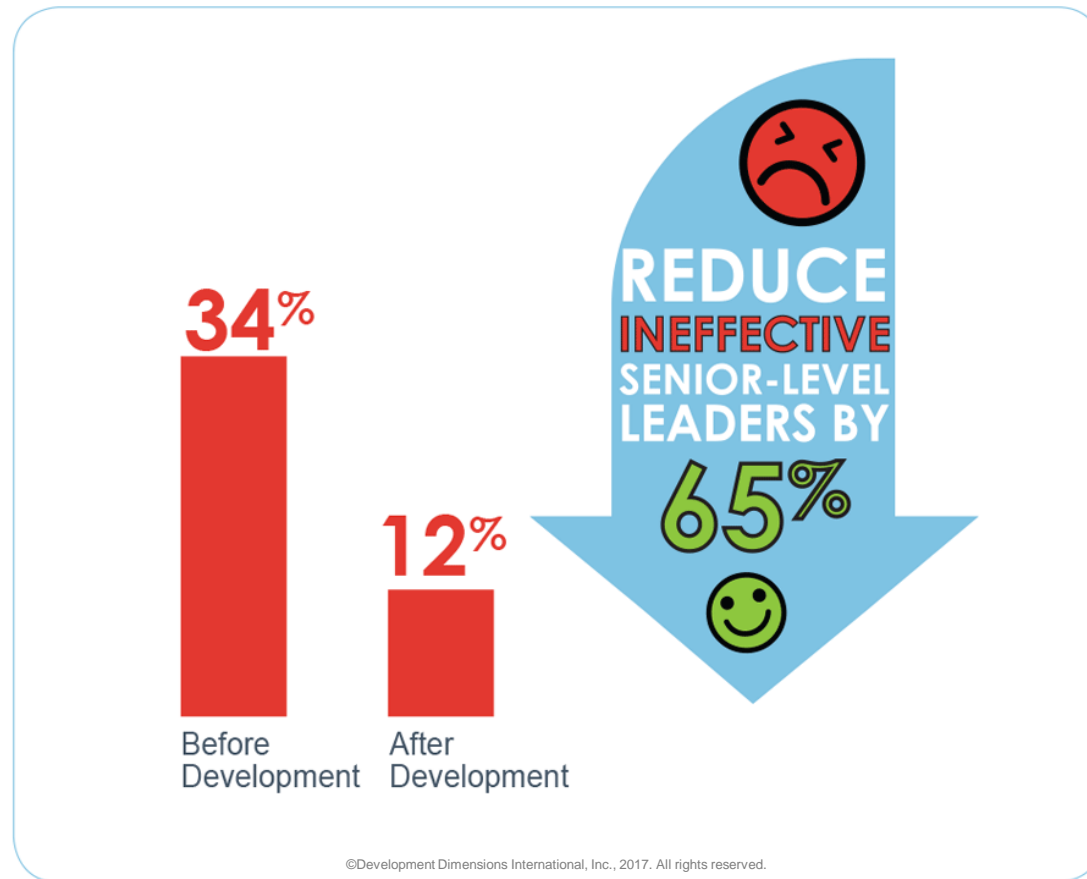
6. Don't Limit Development to Frontline Leaders—Develop All Levels

Don't Limit Development to Frontline Leaders— Develop All Leaders

If your mid-level or senior leaders are still struggling with the essential yet critical leadership skills, it's never too late for them to grow. Senior leaders set the tone for your organization's leadership and, yes, they can still develop.

It's Never Too Late to Improve

When adapted to their experience and unique development needs, IM® helps senior-level leaders brush up on the leadership basics.



– Percentage of senior managers who rated themselves as ineffective in IM® skills –

Don't Limit Development to Frontline Leaders— Develop All Leaders

TIP!

Build options and flexibility to take into account the learning methods most valuable at each level.

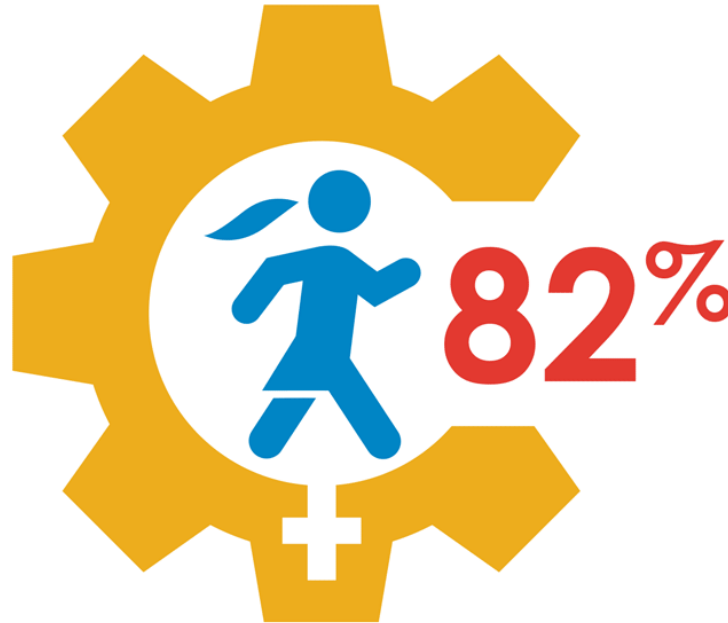
7. Build a Stronger Pipeline of Women Leaders

Build a Stronger Pipeline of Women Leaders

While men and women respond equally well to leadership development, providing development also boosts the confidence of women leaders—one of the biggest factors holding women back!

Closing the Confidence Gap

IM[®] increases womens' confidence in being a leader.



82% of women report their confidence in being a leader increased as a result of participating in IM[®] programs.

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– As self-rated by IM[®] participants –

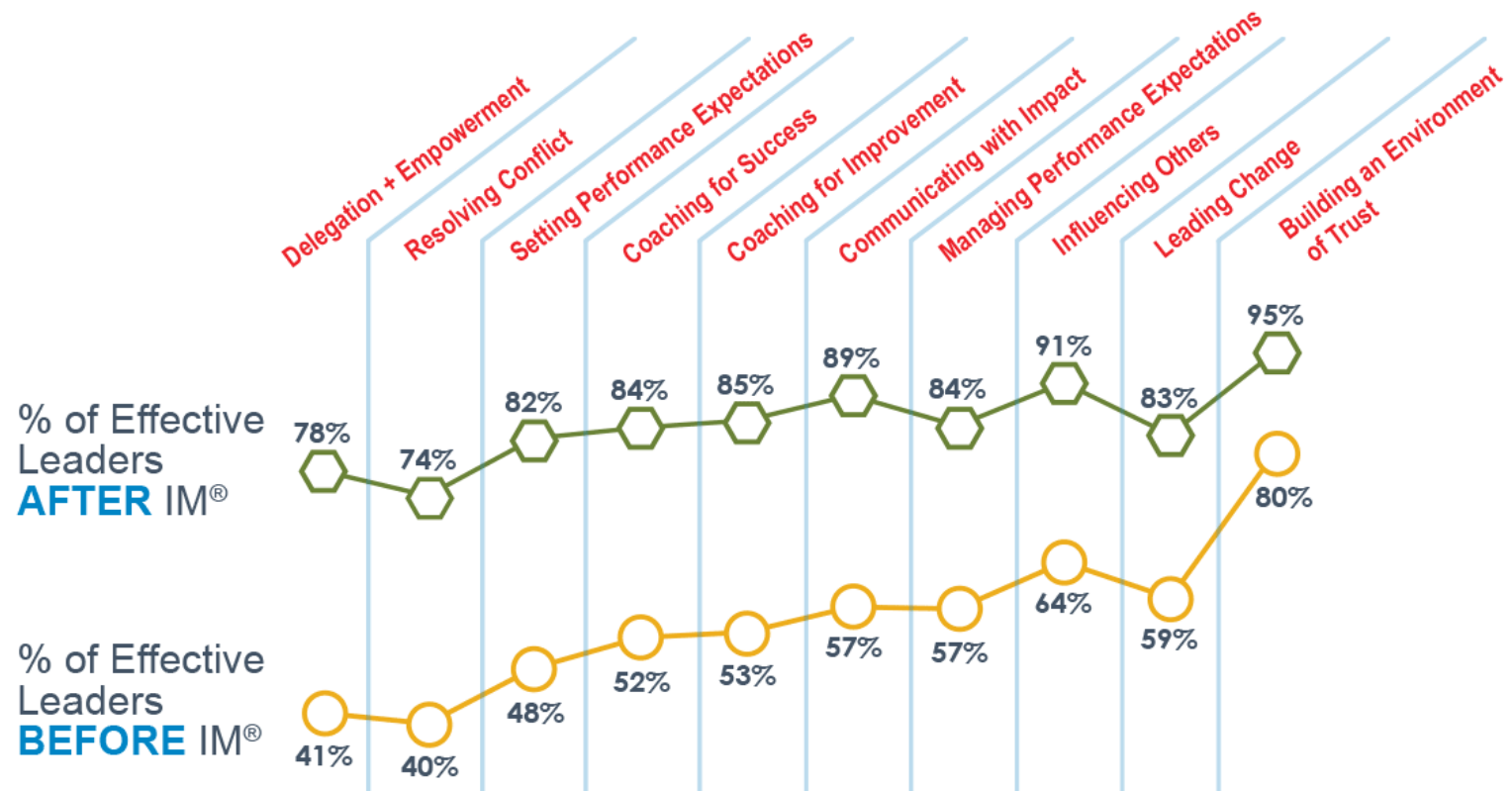
8. Discover Your Leaders' Strengths and Gaps

Discover Your Leaders' Strengths and Gaps

Others believe it's best to just focus on strengths, but leaders improve most dramatically in those skills in which they are weakest.

Making Bad Leaders Better and Good Leaders Great

The percent of effective leaders increases most dramatically where the biggest gaps exist.



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– As self-rated by IM® participants –

Discover Your Leaders' Strengths and Gaps

TIP!

Diagnose your leaders with a good assessment tool so you can identify both their strengths and gaps, and personalize their development efforts to meet their specific needs.

9. Develop a Global Leadership Language

Develop a Global Leadership Language

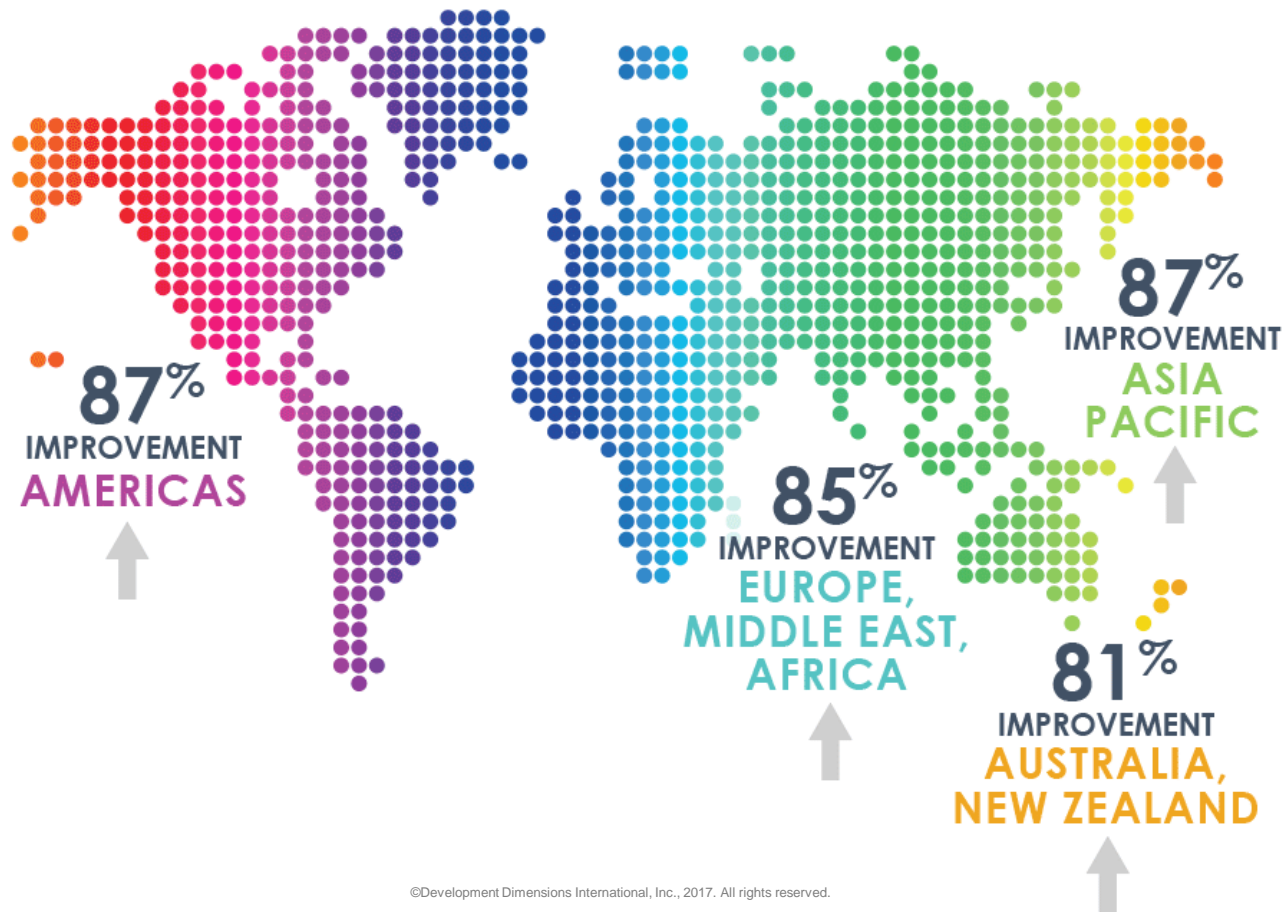
Your leaders and HR team don't need the complexity of learning 101 different models for interpersonal skills, effective communication, or great coaching.

Develop a Global Leadership Language

A global leadership development program can bring focus and clarity to help establish a common language across levels and geographies.

Development That Works Worldwide

IM[®] improves leaders across 44 countries.



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– Percentage of effective leaders after IM[®] as self-rated by participants –

10. Reinforce Learning and Sustain the Momentum

Reinforce Learning and Sustain the Momentum

For true behavior change, development can't be seen as just a series of training events. Invest energy and resources in what happens before and after formal learning.

Reinforce Learning and Sustain the Momentum

TIP!

Options for reinforcing learning and promoting sustainability include:

- A kick-off by your executive sponsor
- Self-assessments
- Peer-networking
- Ongoing coaching from managers
- Application projects back on the job

Contact us!

For more data on kick-starting your development program, read [PROOF That DDI's Leadership Development Pays Off.](#)

For more information on how to get started, contact us at info@ddiworld.com or +1 (800) 933-4463.



THANK YOU!