

# Fixing the Leadership Mess

Why Development Programs Fail and How to Get It Right

# **Why Do Leadership Development Programs Fail**

# Why Do Leadership Development Programs Fail

There are many aspects to a Leadership Development program that involve both the Coach and a participant. The below overviews the Hurdles that leaders typically face when participating in a leadership development program.

## HURDLE #1

### Self-Awareness

Conscious Knowledge of one's own character, feelings, motives and desires

## HURDLE #2

### Ambivalence

The state of having mixed feelings or contradictory ideas about something or someone

## HURDLE #3

### Common Mistakes

Errors, misunderstandings, or missteps that occur frequently among a group of people, often in specific contexts such as work, or daily activities

## HURDLE #4

### Effort

The Exertion of physical or mental energy towards achieving a goal or completing a task

## HURDLE #5

### Durability of Reputation

The ability of an individual, organization, or entity to maintain a standing or perception over an extended period of time

# The State of Leadership

## #1 PROBLEM KEEPING CEOS AWAKE AT NIGHT?

### Attracting and retaining top talent

- This survey was not just about the workforce.
- CEOs worry about talent more than global recession, competition, uncertainty, etc.

## THE #1 REASON TOP TALENT INTEND TO QUIT?

### Ineffective Leadership

- Top Talent have even higher standards for sticking around
- HiPos who report having competent leaders are 3.3X less likely to leave

## OUR LEADERS ARE STRUGGLING

60%

of new leaders fail within the first 24 months

Source: CEB 2022

75%

derail for reasons related to poor **emotional competencies**

Source: CLL 2024

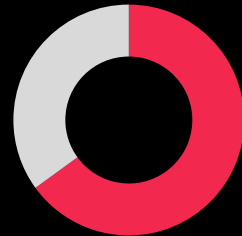
# The State of Leadership

**100%  
of the  
workforce  
say they have  
worked for an  
intolerable  
boss**



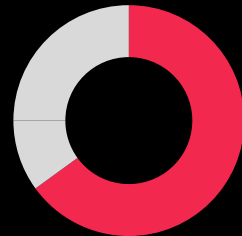
**65 to  
75%**

Employees saying the **worst, most stressful** part of work is **their boss**



**65%**

The nearly **two-thirds** of the global workforce who are **alienated and disengaged**



**65%**

Americans who would **rather fire their boss** than **receive a pay raise**

# Why Leaders Fail

# Why Leaders Fail

## In a landmark, 30-year study:

A researcher named V. Jon Bentz analyzed failed leaders

- “*to a person, each of the failed executives had an **overriding personality defect.***”
- Found 10 recurring soft skill gaps



🔍 my boss is|

🕒 my boss is

🔍 my boss is **toxic**

🔍 my boss is **a micromanager**

🔍 my boss is **incompetent**

🔍 my boss is **jealous of me**

🔍 my boss is **drunk at work**

🔍 my boss is **mad at me for resigning**

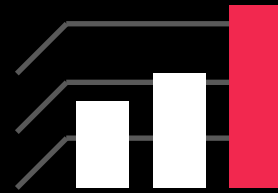
🔍 my boss is **mean**

🔍 my boss is **condescending**

🔍 my boss is **too busy for me**

# Executive Coaching Market

**Growing rapidly, with no signs of slowing**



**Coaching market growing at +12% annually**



**Organizations offering Leadership Coaching, with another 22% looking for budget to do so (CLO, 2021)**

**93,000**

**Estimated 93,000+ certified coaches by EOY 2023 (Source: ICF).**



**What role can the Coach play?**

# People are motivated to:

INCREASE

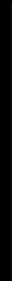


Pleasure

Reward

Gain

Safety



Pain

Threat

Loss

Fear

DECREASE



**What might get in the way of Gain & Reward  
of Self-Development?**



**HURDLE #1**

# **Self Awareness**





HURDLE #2

# Ambivalence





A black and white photograph of a baby sitting on a barbell with large weights, looking up with a determined expression. The baby is wearing a long-sleeved shirt and pants. The barbell is positioned horizontally across the frame, with the baby sitting in the center. The background is dark and textured, possibly a forest or a cave. The overall mood is one of challenge and determination.

HURDLE #3

**Common mistakes**



A black and white photograph of a person in a business suit pushing a large, heavy boulder up a steep, rocky incline. The person is leaning forward, using their arms and back to push the rock. The sky is filled with dramatic, dark clouds, and a bright light source, possibly the sun, is visible on the right side of the frame, creating a strong backlight effect. The overall mood is one of struggle and determination.

**HURDLE #4**

**Effort**





HURDLE #5

**Durability of reputation**





# The Arc of Behavior Change



# **Practical Advice for Leadership Development**

# Practical Advice for Leadership Development

Mind the **trap** of Strengths-Based  
development

Always start with valid assessments;  
**individual differences matter**

Create **awareness**,  
combat **self-deception**,  
and explore change **ambivalence**

# Practical Advice for Leadership Development

Avoid common mistakes  
by making development  
**embarrassingly easy**

Design interventions for the *behavior*,  
**not the outcome.**

**Start small** and simple.

# Practical Advice for Leadership Development

## Change Strategies: 5 “Types”

### ENVIRONMENTAL

- Change the context or work environment
- Set reminders or use an app
- Redesign job

### SOCIAL

- Identify a trusted peer coach
- Ask others to observe you and provide feedback
- Learn from someone whose strengths you lack

### BEHAVIORAL

- Practice or start new behaviors
- Develop new habits
- Try replacement behaviors

### COGNITIVE

- Reflection, mindfulness, and introspection
- Recognize thought patterns and cognitive distortions
- Identify triggers and possible coping strategies

### MOTIVATIONAL

- Envision what successful future-state looks like
- Define “What’s in it for me?” - the burning platform
- Visualize the outcome

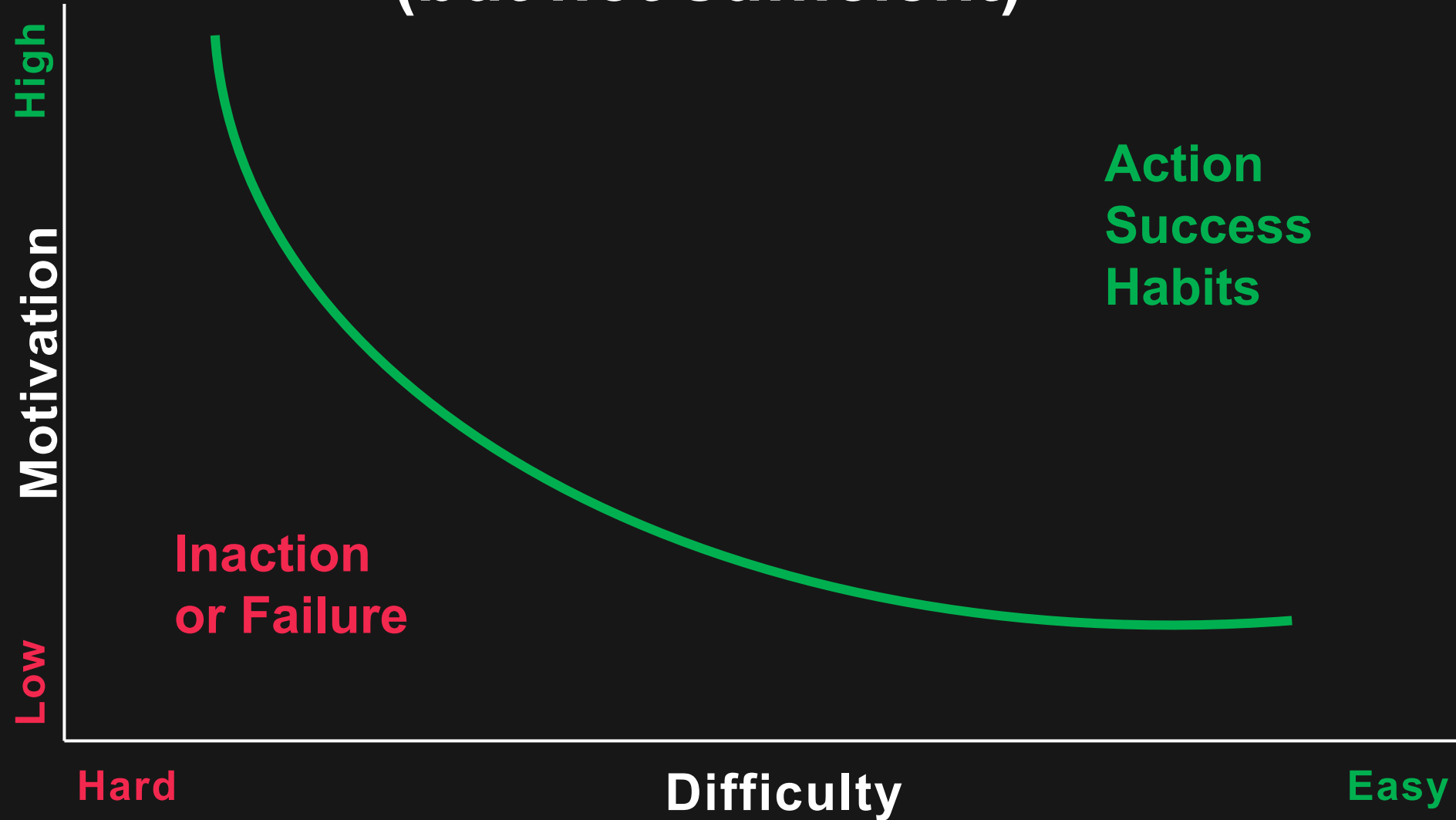
# Practical Advice for Leadership Development

Find the “**burning platform**”  
for change

Identify or create **triggers** to spark  
behavioral modification or change

Leverage the **domino** effect  
of **success momentum**

# Motivation is Necessary (but not sufficient)



# Practical Advice for Leadership Development

Make development **social**

Define success – then **reward it**  
and measure it

Don't leave leaders after the “event” –  
provide tools and **extended support**



# **Why Are Tools and Extended Support Necessary?**

# ...a Parallel in Fitness Coaching...

1.

## Fitness Assessment

- Strength
- Flexibility
- VO2 Max



Assessment

2.

## Education

- Proper form
- Nutrition
- Hydration
- Sleep



Learning

3.

## Apply Knowledge

- Create exercise plan
- Execute the plan
- Coaching from trainer
- Track progress



Development

# Assessment & Coaching

## An Analogy

**Assessments are to Coaching  
as  
Diagnostics are to Medicine**



**If only we had tools  
to make change easier.....**

**Oh Wait.**  
**We Do!**

# Who is Hogan Assessment?

## Research



**30+ years** of independent research

—

Full **in-house research team** staffed with I/O professionals

## Reputation



Hogan assessments measure personality in terms of a person's **reputation**

—

How **others** will likely describe and experience a leader

## Prediction



Identification of behaviors that will drive **performance** and fit with the organization

—

Bottom-line results like **improved performance** and reduced turnover

## Context



Framed for workplace **selection & development**

—

**Developed & validated** using adults in the workplace

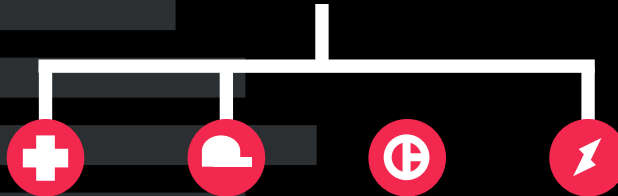


## By the Numbers

**11**  
Million  
Assessments

**974**

Job Solutions



**1.5k**  
Research Studies

More than  
**55k**  
Certified

**53**  
Languages

More than  
**500**

Journal  
Articles

&

Book chapters

# Hogan Assessments Measure

