

Free-Range Learning News™

SPOTLIGHT ON EXPERIENCES IN INNOVATIVE LEARNING

The best in learning-edge thinking

St. Charles Consulting Group – StCCG.
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You are receiving this inaugural edition of the Free-Range Learning News because you have a professional colleague in the St. Charles Consulting Group. We hope that you find this e-zine of value and encourage you to forward it on to others in your network.

The Free-Range Learning News

Knowledge workers today are free-range learners. They are on the move and active and hungry for information. And, let's face it, they get it where they can – from the web, their company intranets, their mobile devices, in collaborative work spaces, in conversation with others, and in many other informal ways. While most training & development professionals recognize that 80% of learning occurs outside the formal channels and while many are beginning to sense that they should be doing something about it, few have cogent strategies for leveraging the power of informal learning channels.

The Free-Range Learning News, planned for monthly distribution, will showcase best practices and success stories about innovative learning programs and experiences that are happening largely outside of the classroom, offline from a webcast, and outside of an e-learning course. Our primary interest is to stimulate fresh, creative thinking about how new forms of learning can advance the leadership agenda through more effective execution and improved business results.

In this inaugural issue of the Free-Range Learning News, we showcase a paper that we have just released on the subject of leadership development. In our view, leaders themselves need to step up and acknowledge that there is an investment to be made in their ability to lead effectively during these especially challenging times.

And the solution is not to be found in a week-long retreat with distinguished thought leaders in Napa. It is to be found in a well-designed multi-dimensional experience that for the most part puts learning in context of the work. There's a place for the classroom, but there's a whole lot more room for complementary activities that work in concert to build truly capable leaders who, with agility and

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The Free Range Learning News

The Leadership Dilemma - Convincing Executives to Invest in Their Own Professional Development

Increasing Success for Women in Corporate America - Platinum Exchange

Our New Revamped Website -www.stccg.com

inspiration, get the job done.

We welcome feedback and newsletter contributions – please contact Kerrie Halmi at khalmi@stccg.com.

The Leadership Dilemma—Convincing Executives to Invest in Their Own Professional Development

Leaders need to become much more committed to their own leadership development or else business results will suffer—and, in many cases, disastrously so. This is the contention of a new white paper written by the St. Charles Consulting Group ([click here to download](#)).

Based on a recent study that we conducted of leadership attributes, we found that some of the lowest scores were in areas where leadership actions tend to have the biggest impact in tough times, such as “managing conflict,” “driving change and innovation,” and “managing others through times of change.” In our view, until leadership skills are elevated to meet today’s unprecedented pressures and challenges, long-term operating results are likely to be lackluster.

From a talent management perspective, there are four steps to resolve this issue: 1) acknowledge the compelling need, 2) adopt a leadership framework, 3) evaluate the current environment, and 4) commit to a leadership development investment strategy.

Each of these four is briefly summarized here and can be read in depth by downloading the white paper ([click here to download](#)).

Acknowledge the compelling need—

There is an indisputable leadership crisis in this country, and one of the primary reasons is that too many individuals in leadership positions do not exhibit “learning agility” – or, in other words, they do not seem able “to learn from experiences and apply what they have learned to new, different, and often, unmapped situations.” (Ed Betof)

To turn this around, our leaders need to become more agile. They need to become better learners ... and it will not happen by chance. It will happen through deliberate development initiatives.

Adopt a leadership framework—

It is important to have a consistent framework to understand leadership, evaluate your current leaders, and develop solutions. St. Charles uses a model we call The Leadership Portfolio™. We named it that for 2 reasons: 1) it reflects the fact that leadership assets, as in an investment portfolio, offer a potentially high ROI, and 2) leadership skills are like an artist’s portfolio—holding the best elements of your work that you carry with you wherever you go.

The Leadership Portfolio has 4 main categories (with 6 competency areas under each that can be seen in the white paper):

1. Lead Self
2. Lead Teams

3. Lead Business
4. Lead Forward



Evaluate the current environment—

We applied The Leadership Portfolio to a benchmarking study of various senior human resources and learning professionals in a variety of industries. Our overall findings are:

- Leaders are under-investing in their own professional development.
- Leaders are often not recognizing and leveraging the talents of their people.
- Leaders are failing to set performance expectations of others as well as they could and should.
- Leaders are failing in their ability to manage conflict well.
- Leaders are generally not providing the on-the-job coaching support that is needed.

Commit to a leadership development investment—

In order to be successful, leadership development programs should have the following characteristics:

- The program is an integrated experience, not an event.
- The program is based on complementary development components.
- Senior leadership owns (and participates in) the program.
- Selection criteria and process identify strong leadership candidates.
- Participants are highly committed.
- Participants become a tightly networked cohort.

Our integrated leadership development model combines these aspects with nine potential lines of activity, including leadership shadowing, peer coaching, and action leadership. See the white paper for a full description of all nine. ([click here to download](#))

In sum, following a disciplined process, organizations can design a learning experience that will dramatically improve leadership skills and develop much greater bench strength in the leadership ranks, leading to significantly better business results over the long term.

<i>Increasing Success for Women in Corporate America—Platinum Exchange</i>	<i>Our New Revamped Website—StCCG.com</i>	<i>Your Involvement and Terms of Reprint</i>
<p>One of the most underutilized assets in Corporate America continues to be women. St. Charles has developed a leadership development program for women—Platinum Exchange—that addresses that need. Starting in October in the San Francisco Bay Area, Platinum Exchange increases leadership skills, while giving participants an opportunity to network with and learn from other successful corporate women.</p> <p>Platinum Exchange consists of 9 monthly half-day workshops in the Silicon Valley (Northern California) and 9 sessions of one-on-one executive coaching to reinforce the learning. Key topics include: leadership presence, political savvy, delegation, finding a mentor and much more.</p> <p>In terms of results, 95% of participants from past workshops achieved the career goals they set for themselves at the beginning of the program, and 100% of those who</p>	<p>See our new website—www.StCCG.com to read about case studies, our people and our services.</p>	<p>Your involvement: We welcome feedback and newsletter contributions--please contact Kerrie Halmi at khalmi@stccg.com</p> <p>Terms of Reprint: You have permission to publish Free Range Learning News articles in your newsletter, e-zine or on your website as long as you print articles in their entirety, unchanged, include the copyright, the “About St. Charles” information (see Resource Box), and all links.</p> <p>Please e-mail khalmi@stccg.com to let us know where and when any articles will appear.</p>

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