



Free Range Learning News

The best in learning-edge thinking from the St. Charles Consulting Group

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Fast track to leadership development ... get leaders to teach

Back in 2004, when Ed Betof, now at Wharton, was CLO for Becton Dickinson (BD), a medical tech company, he reported the challenge, “We needed to be faster, smarter, and more flexible. The ability of everyone to continuously learn had become a foundational skill for achieving our future goals.” Facing intense market pressures, they especially needed more effective leadership. And they got it ... in an ingenious way.

Among a number of new strategies, Ed set in motion a “leaders as teachers” initiative where BD leaders would be positioned as instructors in their live learning programs. The success extended well beyond the classroom. It set up a culture of people passing on their learning to others, and leaders now think of themselves “as leader-coaches and are coaching and teaching everyday.” In effect, “leaders as teachers” discreetly became a best-in-class leadership development program. “When leaders prepare to teach, an increased self-awareness takes place. Self-awareness is the basis of self-improvement.”

[Click here to read 'Leaders as Teachers' article](#)

Ed has since developed an excellent implementation guide, released in April, *Leaders as Teachers: Unlock the Teaching Potential of Your Company's Best and Brightest*. Definitely a recommended read for those who have serious interest.

Ed was also featured in an interview in the August issue of T+D, where he addressed the concepts of learning agility, informal learning, and leading and coaching. On the subject of learning agility, he noted, “There’s a growing body of evidence that learning agility is one of the top predictors of leadership potential.”

***When leaders master the art of teaching,
they've laid a powerful foundation for an enduring great company.***

– Jim Collins ([Good to Great](#))

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St. Charles Consulting Group consults with companies on implementing organizational and workforce strategies. We design, plan and implement programs for both formal and informal learning, workforce development (from recruiting to leadership), coaching, knowledge sharing, process simplification, and change enablement.

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St. Charles teams with Grant Thornton to stress the importance of enhancing leadership agility

Speaking of agility ... it has been found that organizations prosper when they have learning-agile leaders. These are people who, in the words of CCL president, John Ryan, “thrive in new and difficult situations – clear thinkers who ... like to learn and can quickly apply new knowledge and, most importantly and not surprisingly, who deliver results, even in new situations.”

Increasing learning agility in leaders ... that was the topic addressed by St. Charles (Rod Mebane, Michael Gaines) and Grant Thornton (Don Beeman) at the [Chicagoland Learning Leaders Conference](#), held on October 30 at the Q Center in St. Charles, Illinois.

In their view, many

St. Charles Consulting Group awarded mission-critical project to help rebuilding efforts in Iraq

The leadership of Iraq is committed to rebuilding their country. In recognition of the key role played by education in the development of any country, one of Iraq's most important and visible initiatives is to strengthen educational opportunities for Iraqi students and to recreate their education system following “western” designs and practices. The Higher Committee for Educational Development in Iraq (HCED), which is part of the office of the Prime Minister, was formed this year to manage a large new scholarship program for Iraqi university students seeking degree programs in the U.S. and in the U.K. and to revamp its K-12 education system. To

Platinum Exchange-- Women's Leadership Program. Spaces still available in the Northern California program starting on November 19

Increase your leadership skills, while networking with and learning from other successful corporate women!

Platinum Exchange consists of 9 monthly half-day workshops in the Silicon Valley 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.

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 wanted to get promotions did so.

organizations do not have enough learning agility at the top and instead face significant challenges at the leadership levels. In one way or another, their leaders are not managing as effectively as they should during these demanding times, and there are significant ripple effects on employee engagement, productivity, and bottom-line business results. So, it is vital that organizations raise the bar and commit to a leadership development program more seriously than they ever have before.

In the presentation, they pointed out some important conditions for success in the design of such a program:

- The program should be thought of as an integrated experience, not an event.
- The program should include complementary development components.
- Senior leadership needs to own (and participate in) the program.
- The selection criteria and process should ensure that strong leadership candidates are identified. The program should be regarded as selective.
- Participants need to be highly committed.
- Participants

support this initiative, the HCED engaged the Academy for Educational Development (AED) – a Washington, DC-based, not-for-profit organization that provides education, health, civil society, and economic development to countries around the world.

The St. Charles Consulting Group (StCCG) was one of several firms who were introduced to AED as being qualified to support the unique challenge of building the management systems for the HCED, which is intended to become a model organization for other ministries within Iraq, based on western management approaches. After a competitive selection process, StCCG was awarded this opportunity. AED has engaged us to create the organizational structure, job descriptions, procedural guides, policy manuals, decision-making and communication protocols, operational standards and processes for the Higher Committee for Educational Development. In addition, we are providing coaching, training and mentoring to the organization's leadership team. We feel honored to have been chosen to work on this important, critical project for AED and the Iraqis.

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should be able to develop a tightly networked cohort.

With these design principles in mind, they presented an integrated leadership development model created by St. Charles that has nine different dimensions of potential activity. And they shared a variety of success stories, including work that has been done at Grant Thornton – a leading professional services firm headquartered in Chicago.

For a number of years, Grant Thornton has sponsored a program it calls LEADS – for leadership development “from campus to partner.” Through the LEADS initiative, Grant Thornton University delivers leadership development programs at nationally sponsored conferences and promotes leadership skill development at local office learning sessions. Web-based leadership development courses and other online performance and learning resources reinforce these programs.

More advanced work has recently resulted in a partner development framework that is responsible for enhancing capabilities at Grant Thornton’s senior leadership levels. Two featured hallmark programs – the Partner Executive Program and the Partner Leadership Program – were instrumental to the selection of Grant

Thornton as a 2009
ASTD BEST award
recipient.
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***Creating something
exceptional is not a
matter of chance.
It is a matter of choice.***
– Jim Collins (Interview)

St. Charles Consulting Group partners with you to create a workforce with the right talent, with the right skills and attitudes, in the right jobs — a workforce that is motivated, satisfied and committed.

*Prepare **your** people for **your** tomorrow*

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