

# So, You Want to Be a Leader, Do You? Four Things You Must Do

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## ABSTRACT

Every company would like to be the leader in its industry. Every Learning Manager would like to be recognized as a thought leader in L&D. But leadership doesn't just happen. It takes vision, courage, and hard work to become recognized as a leader and once you are, continuous improvement to stay there. If you aren't getting better, you are falling behind.

This session presents practical steps to accomplish the four things you must do to be recognized as a true learning leader:

- Stop taking orders for training
- Eliminate learning scrap
- Involve others
- Answer: "So what? Now what?"

## INTRODUCTION

1. Why are you here?
  - a. Because you have the mindset of a leader and would like to be recognized as such.
2. But what does it mean to be a leader?
  - a. It means you are in front and that people are willing to follow you.
3. Leadership is not static:
  - a. "Don't look back, they may be gaining on you" – Stachel Paige
  - b. "The ability to learn faster than your competitors may be the only sustainable competitive advantage" – Arie de Gues:

## FOUR THINGS YOU MUST DO

You must do four things to be recognized by the business as a true leader in L&D

- 1. Stop taking orders for training:**
  - a. Your job is NOT to take and fill orders for training
  - b. Your job is to improve performance through learning
  - c. You need to push back when training is not the right solution
  - d. What You Can Do This Friday
    - i. Insist that every training program have a business case and clear business outcome objectives



**2. Eliminate learning scrap:**

- a. Learning scrap is training that employees attend and never use
  - i. Like manufacturing scrap, it wastes time, money and opportunity, etc.
- b. Reducing learning scrap creates competitive advantage
- c. What You Can Do This Friday
  - i. Don't leave learning transfer to chance
  - ii. Implement the *Six Disciplines*



**3. Involve others:**

- a. Effective training is always a partnership between the business and L&D
- b. Look outside your own organization
  - i. No learning organization has the complete complement of skills necessary in today's rapidly evolving climate
  - ii. Don't try to do it all yourself
- c. What You Can Do Right Now?
  - i. Pick as many brains as possible
    - 1. There are several hundred very smart people here
  - ii. "Steal with Pride" – do not be afraid to use a good idea just because you did not think of it.
  - iii. Find people/organizations that can help you



**4. Answer the questions: "So what? Now what?"**

- a. I spent most of my career as a business manager
- b. Always had two questions about an initiative:
  - i. So what? Were the results worth the effort?
  - ii. Now what? What should be do in the future? More of the same? Less? Something else entirely?
- c. If you want to be a trusted advisor, you have got to be able to answer those questions.
- d. To answer those questions, you must evaluate the outcomes of training in ways that are meaningful to the business

- i. Relevant, credible, and compelling
- e. What you can do Friday
  - i. Ask yourself whether you can answer “so what?” and “now what?” for your major initiatives
  - ii. If not, strengthen your evaluation
  - iii. Have a candid conversation with business leaders about how they define training success



## RECAP

1. Learning is essential to stay competitive
2. Training has an important role to play
  - a. It adds real value
  - b. But it can and should add more value than it does today
3. In most companies, the learning scrap rate is unacceptably high.
  - a. Reducing learning scrap generates competitive advantage
4. Reducing wasted training requires
  - a. Saying “no” when learning is not the right solution
  - b. Engaging others: Getting help from inside and outside your organization
  - c. Evaluating outcomes to demonstrate value and support continuous learning
5. Learn more
  - a. Attend an LTEN 6Ds Workshop - <http://www.l-ten.org/?page=6d>
    - i. Online 4-Day Workshop: September 21, 28 and October 6 & 27
    - ii. October 4-5, 2017, Cambridge, MA
  - b. Read the *Six Disciplines of Breakthrough Learning* and discuss with your team.
    - i. [https://www.amazon.com/Six-Disciplines-Breakthrough-Learning-Development/dp/1118647998/ref=sr\\_1\\_1](https://www.amazon.com/Six-Disciplines-Breakthrough-Learning-Development/dp/1118647998/ref=sr_1_1)

