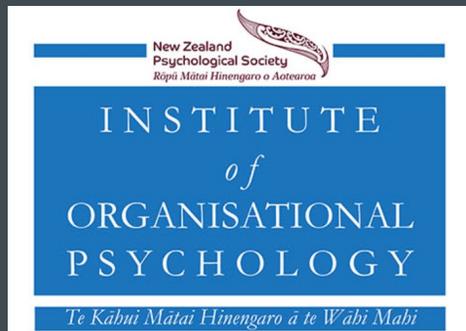


Design of Leadership Development Programmes

Mark L. Poteet, Ph.D.

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Our Roadmap

- Professional Background
- Leadership Development Programme Experience
- Lessons Learned
 - What to Include
 - How to Structure
- Potential Watch-Outs
- Final Thoughts
- Question & Discussion

Professional Background

- BA, Psychology, University of Tennessee: Knoxville
- PhD, Industrial-Organizational Psychology, University of Tennessee: Knoxville
- Founder & Owner, Organizational Research & Solutions, 1999 – present
 - Executive coaching, leadership development, training & development, competency modeling
 - Part of consortium of independent practitioners: **CJM Advisory Group**
- APA, SIOP, IAAP Div 1, EAWOP
- Service:
 - SIOP United Nations Committee
 - Alliance for Organizational Psychology
 - CARE Leadership Institute



Carolyn L. Facteau, PhD
Facteau & Associates, LLC



Jeffrey D. Kudisch, PhD
Personnel Assessment Systems

Leadership Development Programme Experience

- Types
 - Stand-Alone Training & Development Workshop
 - Competency Assessment & Feedback Programme
 - Action Learning Programme
 - Strategic Leadership Coaching Programme
 - Multi-Week High Potential Programme
 - Long-term Leadership Development Supporting Organizational Change
- Industries
 - Healthcare; Aerospace; Manufacturing (e.g., pharmaceuticals; chemicals, automotive glass, electronics); Education; Consumer Packaged Goods; Construction
- Scope
 - Emerging / Entry-Level >>> Senior / C- Suite

Lessons-Learned

- ❖ Helps to start with a good needs analysis and research
 - ❖ Organizational needs, context, experience, support
 - ❖ Purpose, goals, and audience
 - ❖ Existing resources
- ❖ Review the pros and cons of the components and types to make decisions
- ❖ Use multiple types of learning components that complement one another
- ❖ Align/tailor content and components to program purpose, desired outcomes, organizational context, time and budget
- ❖ Including assessment and reflection helps with learning
- ❖ ROT: assessment – knowledge – practice - transfer

Multi-year Workshop Design and Delivery to Support Change in Leadership and People Culture

Assessment and Coaching Program to Equip Leaders to Support New Business Strategy

Leading Change Training Program for an Organization Undergoing Tremendous Change

Example of Component Design

<p><i>High Potential Leadership Development Programme</i></p>	<ul style="list-style-type: none">• Two week-long workshops, separated by ~ 5-6 months• Long days, 0800 – 2000• Multiple very distinct businesses represented (culture; T&D support)• Emerging/entry-level leaders, most new to one another• Varying learning and development experience	<ul style="list-style-type: none">• Focus on fundamental concepts (e.g., coaching, accountability, communication, psychological safety)• Multiple teaching/instructional components (readings; lecture; case students; expert speakers)• Content aligned to a standard competency model• Upfront assessment to build awareness of where their current performance stands against the model• Multiple opportunities for relationship-based learning (e.g., networking; group discussion; team projects; fun activities)• Between-workshop support to reinforce practice and transfer (e.g., 1:1 coaching; peer coaching)• Reinforced need for organizational support (managers; HR)
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Lessons-Learned about Structuring the Programme

<i>Ground the programme in real challenges, goals, and opportunities</i>	<ul style="list-style-type: none"> • Action Learning Programme • Individual Development Planning
<i>Align content to the organizational context, strategy, roles, etc.</i>	<ul style="list-style-type: none"> • Day in the Life Assessment and Feedback Programme • Multi-Year Workshops to Support Organizational Change
<i>Make science practical</i>	<ul style="list-style-type: none"> • Link practical tools to underlying theory (e.g., JCM > Results & Engagement) • Align science with practical frameworks (e.g., Five Dysfunctions)
<i>Leverage wisdom and experience within the classroom and organization</i>	<ul style="list-style-type: none"> • Team-Based Activities • Opportunities to work with, present to, and learn from executive sponsors (e.g., Q&A with senior exercises) • Use organizational experts to develop with content (e.g., sales training)
<i>Plan for support and sustained transfer of training</i>	<ul style="list-style-type: none"> • Coaching support between workshops • Team check-ins during Action Learning Programme • Commitments and follow-up at successive workshops
<i>Try to evaluate progress and success</i>	<ul style="list-style-type: none"> • Coaching Program – post assessment of behavior change • Action Learning – implementation and impact of projects

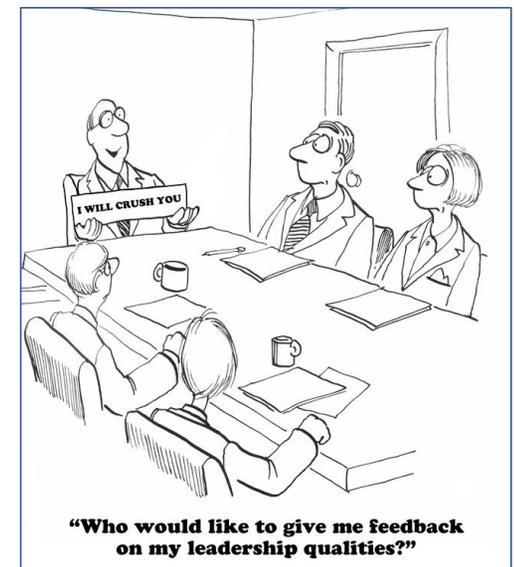
Example of Programme Design

Action Learning Process



Potential Watch-Outs

1. Overly focusing on concepts and theory without enough practice or application guidance
2. Trying to cover everything vs. the right/most important things
3. Making materials, role plays, simulations, and exercises overly complicated
4. Over-estimating how much content and activities can be covered within a given time slot
5. Assuming participants are similarly motivated/ready to learn
6. Overlooking the need to create a learning culture conducive to learning; overlooking relationship influence on learning
7. Lack of organizational support for learning



Final Thoughts

- Don't overcomplicate things – streamline and simplify
- At the same time, scale the programme to your audience
 1. Executives – in person assessment, feedback, planning, and coaching
 2. Managers – virtual assessment, feedback, planning, and coaching
 3. Entry-level leaders – highly structured 3-day workshop
- Activity, variety, and "movement" helps
- Reinforce learning concepts with program design and activities
- Be willing to adapt based on feedback, how the program is received, etc.
- "Learn in Layers" – revisit, build upon, reinforce with practice, previous content – repetition helps

Leadership Development Programme Design

QUESTIONS?