

CHALLENGE STATEMENT

How might we

Create a Burning Platform for L.A.T development in our organization?

PROPOSED SOLUTION

Come up with an unconventional way to address the challenge.

~~We~~ have all leaders present in a meeting; facilitate discussion. Evaluate performance and select skilled / Hi-po against / (un)ethics / ability to select initial group.

- Solicit for interest
- Ask around org - who's good? pitch idea

WHY THE SOLUTION WILL FAIL

Review the proposed solution, and find a reason that it will fail.

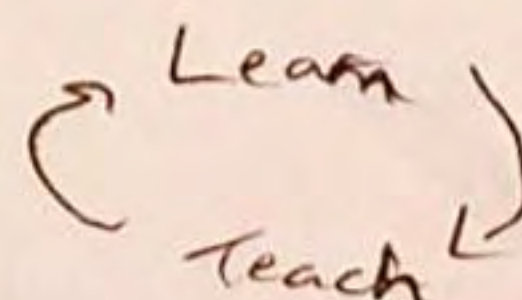
This is your chance to be the armchair critic!

without data or direction from top, possibly won't have support - soliciting for volunteers... lack of priority.

FINAL CONCEPT

Review the critique. Then, quickly generate an idea that resolves the issues raised.

Get senior exec. sponsorship / CEO providing visibility on the importance of LAT. Measure it, report it, make results visible to CEO & have <sup>exec/CEO</sup> provide recognition to those who support the direction from leadership.



### CHALLENGE STATEMENT

How might we create a burning platform for LAT development in our organizations

### PROPOSED SOLUTION

Come up with an unconventional way to address the challenge.

Stop providing centralized training for team members so that leaders have to take the responsibility for it themselves.

### WHY THE SOLUTION WILL FAIL

Review the proposed solution, and find a reason that it will fail.

This is your chance to be the armchair critic!

Not every leader will take responsibility  
But the concept is excellent  
the idea is excellent.

### FINAL CONCEPT

Review the critique. Then, quickly generate an idea that resolves the issues raised.

- 1) Make training team members part of their job objectives
- 2) Create "Learning Professionals" among the leadership team to train multiple teams or entire organization. Direct leadership will assume ongoing support responsibility

CHALLENGE STATEMENT

How can LID create a learning platform for leaders as teachers development in our organization?

PROPOSED SOLUTION

Come up with an unconventional way to address the challenge.

360 Assessments for all execs.  
review results w/ exec group  
- actually read ASI results & hold accountable. > make bigger part of their perf eval

WHY THE SOLUTION WILL FAIL

Review the proposed solution, and find a reason that it will fail.

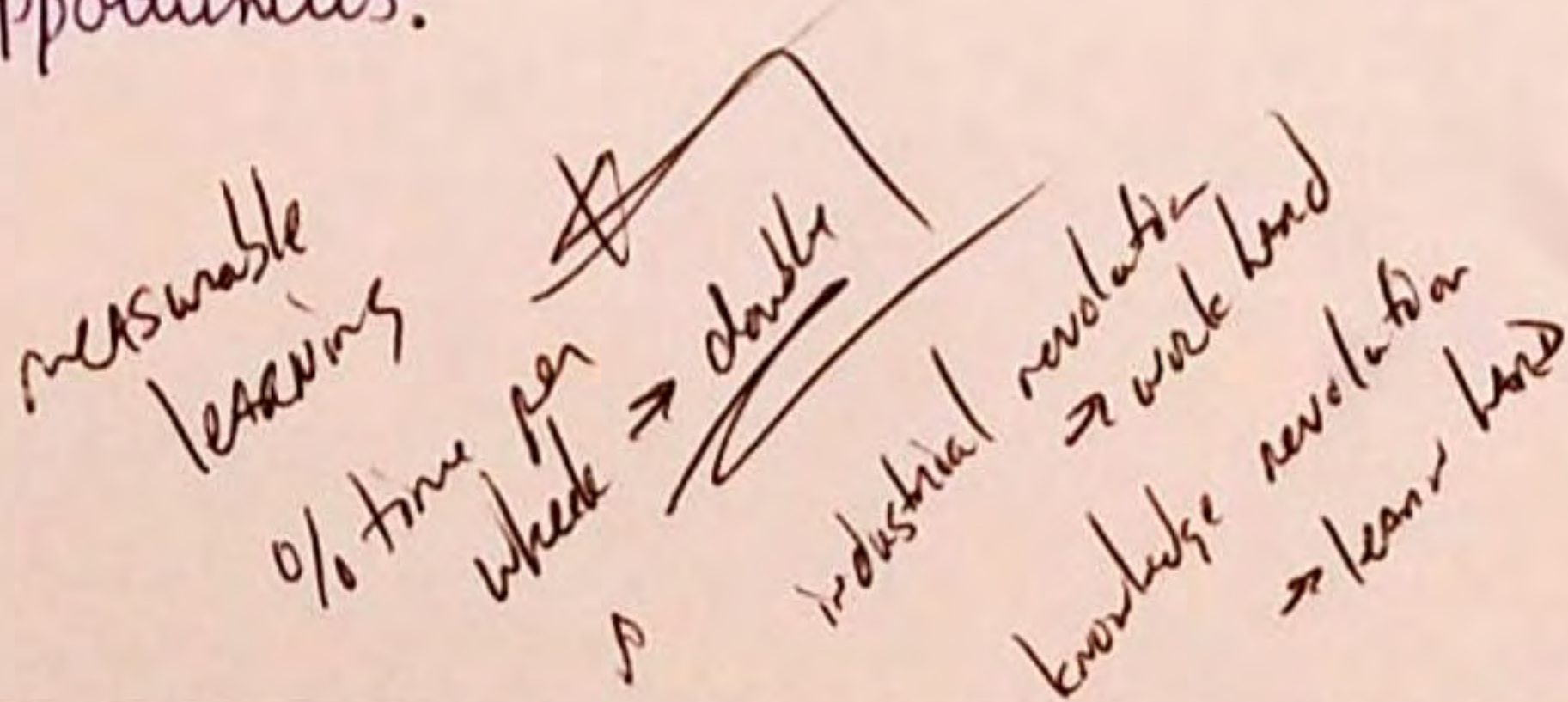
This is your chance to be the armchair critic!

<sup>360 assessment</sup>  
How will this connect to LAT?  
How is Teaching viewed by leaders today in your company? What is the culture of Learning?  
What is the level of engagement by leaders today in Learning & Development?  
Will exec leadership agree/support trying to perf. Award?

FINAL CONCEPT

Review the critique. Then, quickly generate an idea that resolves the issues raised.

use results to narrow down areas of opportunity for execs<sup>3</sup> allow for peer to peer teaching / development opportunities.



CHALLENGE STATEMENT

Create a burning platform for LAT development in Our Organization

PROPOSED SOLUTION

Come up with an unconventional way to address the challenge.

Develop A leader Boot Camp that will promote Leaders to Teach certain classes and develop out of the Box methods to teach those same topics. (Make IT Fun)  
LAT Toolkit  
 Goal to challenge the culture - Make it Fun to teach

WHY THE SOLUTION WILL FAIL

Review the proposed solution, and find a reason that it will fail.

This is your chance to be the armchair critic!

- Leaders won't take the Boot Camp seriously.
- They won't follow the methods provided to them or use the toolkit the way they are supposed to.
- They'll just keep doing things the same way they always have and teach people to do it "their" way.

FINAL CONCEPT

Review the critique. Then, quickly generate an idea that resolves the issues raised.

Make this mandatory  
 Part of Job description  
 Give Leader Guidelines  
 Leverage  
 Encourage this change -  
 change for the better.

CHALLENGE STATEMENT

How might we create a burning platform for LAT (Leaders as Teachers) development in our organizations?

PROPOSED SOLUTION

Come up with an unconventional way to address the challenge.

Look at business needs <sup>- processes etc.</sup> from perspective of those that do it (not top down)

WHY THE SOLUTION WILL FAIL

Review the proposed solution, and find a reason that it will fail.

This is your chance to be the armchair critic!

This method might fail because leaders may want to outsource the cost of external business to teach the classes.

FINAL CONCEPT

Review the critique. Then, quickly generate an idea that resolves the issues raised.

Put the budget for training + responsibility for outcomes into their ~~objective~~ business unit objectives. If they succeed, they get bonuses; if they fail, they lose both bonus + budget.