

# Vision Quest CONSULTING

## LEADERSHIP COACHING THOUGHT



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Vision Quest Consulting provides leadership coaching, organizational development consulting, and training to top executives and their teams.

**“DEVELOPING TODAY’S LEADERS FOR TOMORROW’S CHALLENGES!”**

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### JANUARY 2007 LEADERSHIP COACHING NEWSLETTER

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#### **This Month's Topic: Practice, Practice, Practice**

To meet the demands of today's fast-paced competitive business environment, nearly everyone is being asked to assume leadership behaviors.

**The Challenge.** Companies are investing tens of millions of dollars in leadership development training to meet this challenge, with very positive results. Studies show companies that excel at developing leaders tend to achieve higher and longer term profitability (Marc Effron and Robert Gandossy in *Leading the Way; Three Truths from the Top Companies for Leaders*, John Wiley & Sons, 2004).

There seem to be as many approaches to leadership development as there are leadership developers. An Amazon.com search for leadership development books reveals 12, 580 titles! Most leadership programs have a half-life of only a few days or weeks after sessions end. Few incorporate adequate transfer mechanisms to bring newly learned skills and behaviors back to the office.

Many companies are writing checks for leadership development without asking critical questions about program design and actual accomplishments.

**Effective Programs.** Leadership programs work well only if they use the following four types of learning components.

1. **Personal growth** where participants are provided opportunities for personal growth and reflection.
2. **Skill building** which is the most common and fastest method of learning practical behaviors.
3. **Feedback** where we gather input from others. We tend not to select the behaviors that need the most tweaking if left to our own devices.

4. **Conceptual Awareness** which teaches concepts and theory as an important first step in learning.

Leadership development programs work well if all four learning approaches are incorporated into leadership development programs in your organization. Programs must also provide participants with practice opportunities and follow up assignments for knowledge, skill and behavior transfer when returning back to the office.

### **Recommendations**

Recommended reading: "*Leading From the Inside Out*", by Bianco-Mathis, Nabors and Roman.

Recommended Corporate Leadership University training course: "*Foundations of Leadership*". A one-day course designed to help develop leadership talent and begin to create a cultural shift towards "level 5 leadership" in organizations. Conducted by Vision Quest Consulting. Call or email us for more information. 978-692-4454, [wcapland@visionquestconsulting.com](mailto:wcapland@visionquestconsulting.com)

We offer leadership and executive coaching and consulting to help organizations develop a deep talent bench. We focus on giving good managers tools to use to make them into more effective leaders. Call or email us for more information. 978-692-4454, [wcapland@visionquestconsulting.com](mailto:wcapland@visionquestconsulting.com)

**[Leadership Coaching Newsletter](#) is written by Wendy Capland.  
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