

Creating a Culture of Practice

ACCELERATING ORGANIZATIONAL GROWTH WITH INDIVIDUAL APPLICATION

In the ever-evolving leadership development landscape, only a fraction of participants embrace and apply new concepts. These early adopters possess an innate innovative spirit and are not motivated to conform for the sake of safety in numbers.

To galvanize wider application, a two-pronged strategy is key:

Clear Expectations for Applying

- **Establish.** Work with your leadership development consultant to pinpoint 3 to 5 specific behaviors* that are most important to the current culture and future success of the organization.
**It's important that the behaviors are specific to the training versus the overall leadership development initiative – specific, observable, and actionable.*
- **Communicate.** Enlist HR and senior leaders to convey a consistent message ***“We are investing in you because we trust your potential. As a result of participating in this program, we anticipate that...”** Share the bulleted list of the most important behaviors identified in the previous step.
- **Align.** Ensure that every leader who has a participant in the program receives the same key message and the expectation that they will be not only holding their learning leader accountable for applying the learning but also creating the space for them to do so by modeling, mentoring, and coaching.

Creating a Culture of Practice

- **Practical Application.** Ensure that your leadership development curriculum includes the practical application of evidence-based theories. Frameworks and conceptual models are helpful for elevating thinking, but practicality fuels learning application.
- **Amplify Visibility.** Spread key concepts throughout the learner's social network. This promotes accountability while creating a secure space for experimentation.
- **Engage Senior Leadership.** Involve them with hands-on experience with the curriculum. If this isn't possible, at a minimum provide a thorough understanding of what concepts are being emphasized so they can be intentional about endorsing and modeling.
- **Visualize Desired Behaviors.** Create visible evidence of the desired mindsets and behaviors – decals on the wall, posters, and digital display boards with consistent messaging, as well as recognition, awards, and celebrations that are in alignment with the desired changes.
- **Value Alignment.** Make the alignment between the organization's values and the learning clear. It's much easier to be brave with our personal growth when we are leaning into personal and organizational values.
- **Champion Public Learning.** Encourage and recognize leaders who embrace learning publicly, fostering a courageous and open atmosphere.

We cannot achieve something different by staying the same. Becoming something new, however, is an imperfect and challenging path. It requires courage, compassion, tenacity, and the support of others.

A STRATEGIC GUIDE TO
EMPOWER HR, SENIOR
LEADERS, AND THEIR
LEADERSHIP DEVELOPMENT
PARTNERS IN CREATING A
CULTURE OF PRACTICE.