

Learning Quarterly

Third Quarter 2019

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Preparing for the Future With Complementary Leadership



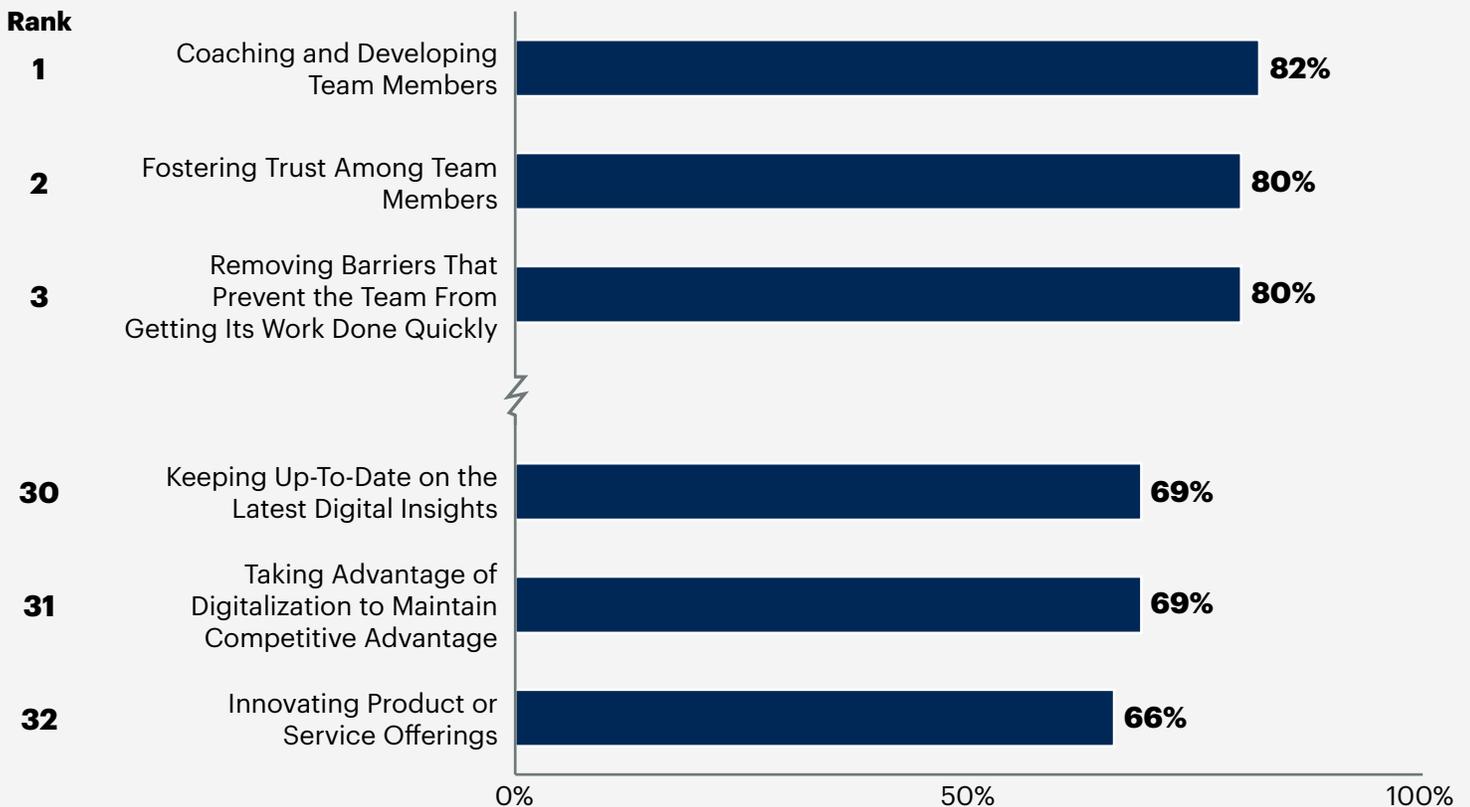
When you consider the leaders at your organization, what do you think occupies their minds day to day?

Team management? Organizational strategy? New product innovation? Their email inboxes? In most cases, it's likely all of these things and more. When we presented leaders with an exhaustive list of 32 leadership responsibilities

in a survey, most rated every responsibility as highly important to their teams' success (see Figure 1).

In today's organizations, we are asking a lot from leaders. They are integral to guiding organizations through growth and transition and are increasingly challenged to make the right decisions as business stewards. Today's leaders must continue operating the business as usual and guide their organizations through the minefield of the risks they face.

Figure 1: Percentage of Leaders Rating Responsibility as Highly Important to Their Team's Success



n = 2,819 leaders

Source: 2019 Gartner Leader Effectiveness Survey for HR Executives

Despite leaders' efforts, confidence in their ability to lead organizations into the future is low across the board. When we surveyed employees, only half believed their leaders were prepared to lead their organizations into the future (see Figure 2). This is a worrying number, considering leaders' roles mainly consist of people leadership and establishing employees' confidence in their vision.

Worse, we found leaders also lack confidence in themselves: Only 50% have confidence in their own ability to lead their organizations into the future (see Figure 3). We also found HR leaders to be the most pessimistic about leaders' prospects; only 14% agreed their organizations' leaders are prepared for the future (see Figure 4).

Turning to Leadership Models

Most HR functions have tried to help leaders keep pace by revamping and implementing new leadership models that delineate the skills, competencies and characteristics leaders need to drive their businesses into the future. By giving leaders a defined set of HR-approved skills, HR executives are offering leaders a foundation on which to ground their development, decision making and behaviors. In any situation leaders might face, they can fall back on this toolbox of skills and behaviors and find the right ones to use. More specifically, HR leaders have been looking for models that best fit their organizations' strategic goals and leadership needs.

Fortunately, HR leaders have many leadership models to choose from. We looked at seven popular models in this research. Each has experienced peaks and troughs in the last 10 years. However, no particular model stands out as more or less popular across the board (see Table 1).

Figure 2: Q — “My Team Leader Effectively Creates a Vision of the Future for the Team”



n = 3,970 employees

Source: 2019 Gartner Leader Effectiveness Survey for Employees

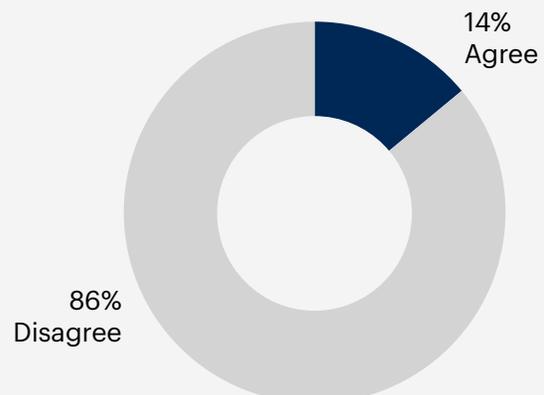
Figure 3: Q — “I Am Well Equipped to Lead My Organization in the Future”



n = 2,810 leaders

Source: 1Q19 Gartner Global Labor Market Survey

Figure 4: Q — “Leaders at My Organization Are Prepared for the Future”



n = 70 HR executives

Source: 2019 Gartner Leader Effectiveness Survey for HR Executives

Finding 1: No Golden Model

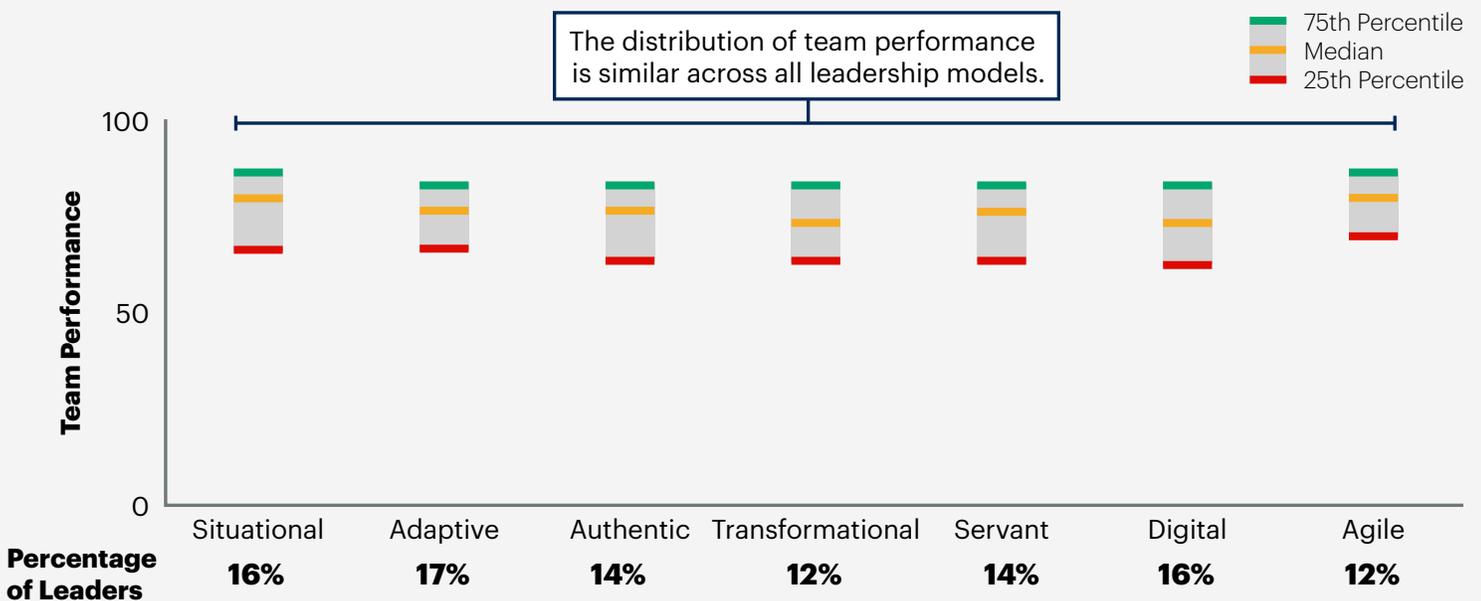
Our latest strategic research on leadership development found that no model produces better leaders than any other. Looking at the distribution of team performance across the leadership models, the results are similar for the seven major models we tested (see Figure 5). In other words, the best leaders using each model have teams that perform about as well as each other.

Table 1: Seven Popular Leadership Models

Leadership Model	Definition	Inception	Most Recent Peak	Percentage of Leaders
Adaptive	Taking on change and growth over time	2002	November 2013	17%
Agile	Leading through a range of new, often ambiguous circumstances	2006	April 2019	12%
Authentic	Building legitimacy through honest relationships	2001	March 2017	14%
Digital	Leveraging digital assets to achieve business goals	2002	October 2018	16%
Servant	Serving employees honestly and fairly	1970	October 2018	14%
Situational	Leading based on employee maturity	1969	November 2009	16%
Transformational	Executing transformational change in tandem with the team	1973	April 2017	12%

Source: Gartner

Figure 5: Team Performance Distribution by Leadership Model



n = 2,819 leaders

Source: 2019 Gartner Leader Effectiveness Survey for Leaders

Note: Percentages may not add up to 100% due to rounding.

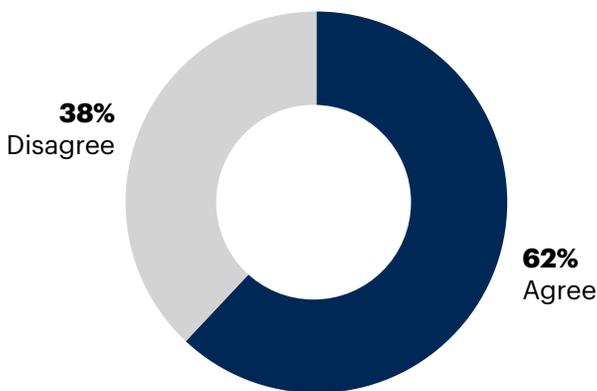


The leadership models we assessed showed a range of team performance results, which means leaders struggle to apply leadership models consistently. With so many organizations trying to create and implement leadership models, why aren't they seeing great returns on their investment? What are HR leaders overlooking?

Finding 2: Context Matters

Sixty-two percent of leaders say they face obstacles applying their organization's leadership approach (see Figure 6). Considering the myriad contexts leaders face, this isn't surprising. While leadership models include some of the core skills leaders use in any context, pinpointing a single set of skills useful in every situation is difficult.

Figure 6: Q — “I Face Obstacles to Applying the New Leadership Approach”



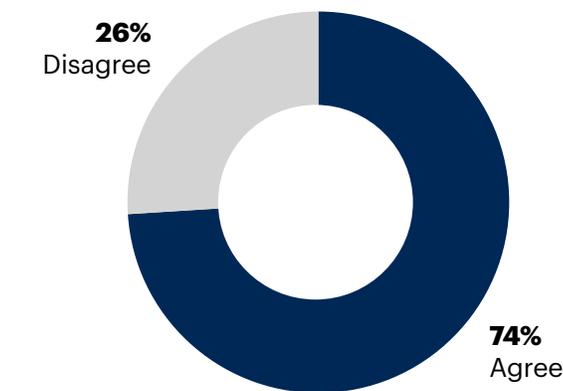
n = 1,626
Source: 2018 Gartner Asia Leadership Effectiveness Survey

Finding 3: Leaders Are Spiky

Though organizations are asking leaders to take on more responsibilities, most fail to account for the fact that everyone has strengths and weaknesses, leaders included. Identifying a single leader at any organization who has all the skills and characteristics called for in the leadership model would be challenging. The data on this is clear: 74% of HR executives agree leaders at their organizations are experts in their specific fields (see Figure 7).

This shouldn't be a surprise considering how leaders have succeeded in their careers to get where they are today. Most successful employees try to excel in a few areas of strength,

Figure 7: Q — “Leaders at My Organization Are Experts in Their Specific Fields”



n = 1,626
Source: 2018 Gartner Asia Leadership Effectiveness Survey

rather than dabbling in many areas where they're average (see Figure 8). Limiting employees' development focus to areas of strength feeds into a virtuous cycle of building expertise rather than broad capabilities, which creates "spiky" leader skill sets.

Broadening the Approach to Leadership

Although leadership models are a good source of directional guidance, HR leaders can't just create and develop leaders who adhere to certain leadership models. Models fail to fit leaders' realities and are difficult for leaders to apply on the job. We refer to the solution HR leaders are pursuing as the **individual leader approach** — leaders striving to apply their organization's leadership model to their work. Our research showed that this is not enough. HR leaders should also consider how to help the leaders at their organizations succeed within their real work

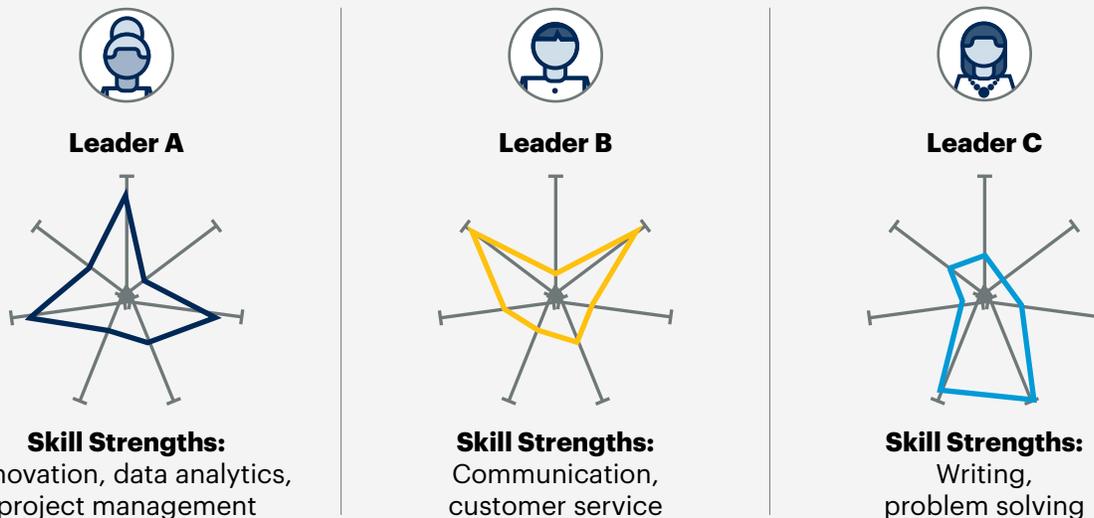
contexts. They need to take a contextualized approach that puts leaders' realities — whether their current work situations and priorities or their actual skill sets — front and center.

We realized leaders are not always best-positioned to manage every responsibility they are tasked with. Instead, the best leaders identify others who have a stronger grasp of skills at which they are weak and share responsibilities with them. Rather than deploying all HR resources to ensure leaders follow a particular leadership model, HR leaders should help them find colleagues with complementary skill sets so they can share their responsibilities — what we call **complementary leadership**.

Looking at the relative impact of the individual leader approach (applying the organization's leadership model consistently) and complementary leadership on team performance, we found the individual leadership approach accounts for 52% of the leader's

Figure 8: Individuals' Skill Proficiencies

Illustrative



Source: Gartner

impact on team performance. However, organizations that stop there are missing half the puzzle. Forty-eight percent of the impact a leader has on team performance can be attributed to sharing responsibilities with others who have complementary skills sets — what we call leader partners (see Figure 9). Nearly half the variance in the impact a leader can make on team performance can be attributed to complementary leadership.

Organizations that enable complementary leadership realize a leadership model's structure is insufficient to help leaders perform best. To drive business growth, HR leaders need to help their leaders share their responsibilities with others who are more skilled in certain areas of the leadership role.

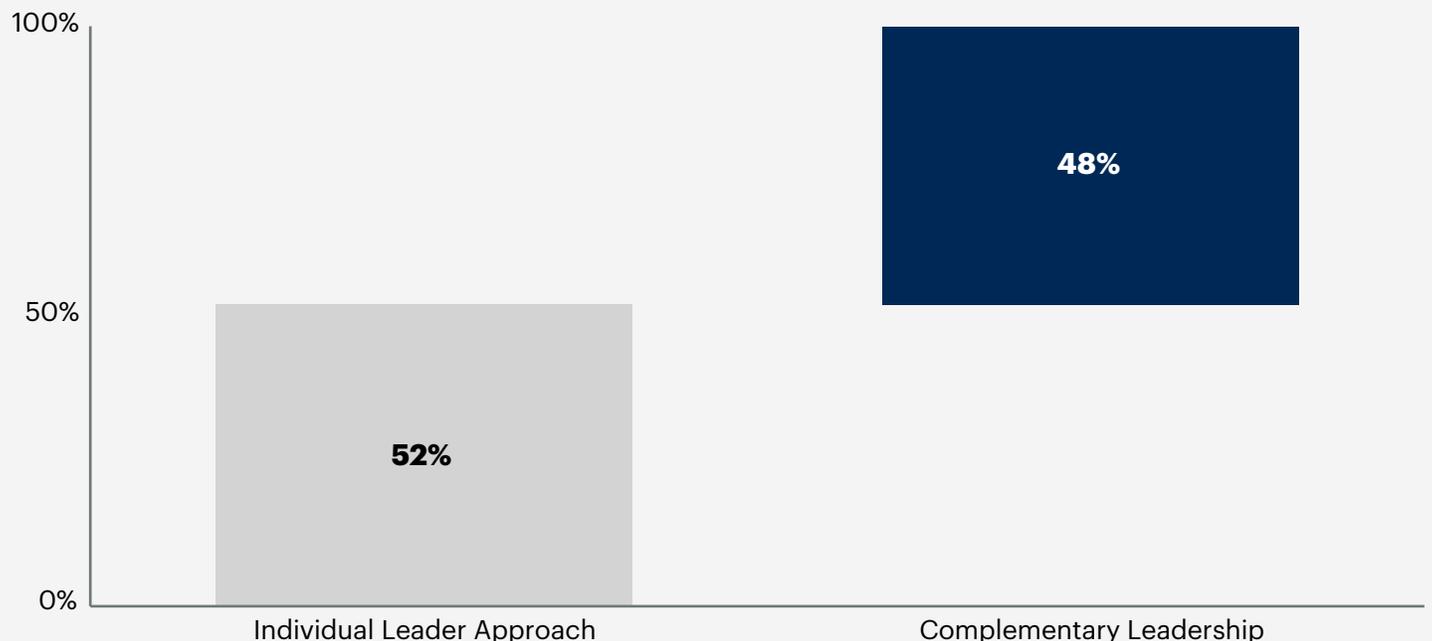
Complementary Leadership Defined

Complementary leadership is the intentional partnership between one leader and one or many leader partners to share leadership responsibilities based on complementary skill sets.

Complementary leadership can take these forms:

- A formal partnership forged through HR or an organic leader-initiated partnership
- A relationship between one leader and one or many leader partners
- A relationship between close coworkers or distant colleagues across the business (at any level)
- A relationship of short or long duration

Figure 9: Relative Impact of Individual Leader Approach and Complementary Leadership
Percentage of Variance in Team Performance Explained



n = 2,819 leaders

Source: 2019 Gartner Leader Effectiveness Survey for Leaders

The Current State of Complementary Leadership

Unsurprisingly, most leaders are not using complementary leadership. Nearly a quarter of team leaders do not share their responsibilities with others and are harming their teams' performance. Forty-nine percent of leaders share their responsibilities but are not doing so effectively. In fact, they are harming their teams' performance even more, with their average team performance at 7% below the average. This means nearly half of all leaders at our organizations are delegating tasks poorly and not sharing responsibilities effectively — instead of using complementary leadership.

The remaining 29% of leaders exercise complementary leadership effectively, boosting their team performance by 13% (see Figure 10). Unfortunately, less than one-third of all leaders are experiencing this performance improvement, indicating most organizations have a lot of room to grow when fostering complementary leadership. What's more striking is the converse: Over three-quarters of leaders at our organizations fail to implement complementary leadership. These leaders are missing a huge opportunity. In fact, they're leaving on the table half the impact they could have on their teams' performance.

Figure 10: Team Performance by Complementary Leadership Effectiveness

Percentage Difference from Average



n = 2,819 leaders

Source: 2019 Gartner Leader Effectiveness Survey for Leaders

Note: Percentages may not add to 100% due to rounding.

Unlocking Complementary Leadership

Organizations enable complementary leadership by rethinking their leadership assessment processes and integrating application of learning to work priorities into their leadership development programs. Once these two components are in place, organizations can help leaders create and maintain leader partnerships (see Figure 11).

Contextual Awareness: Equip Leaders to Identify Locally Relevant Gaps

Complementary leadership starts with helping leaders understand their skills gaps, relative to their personal context. Leaders need to know their current level of skills proficiency so they can prioritize what they need to develop and where they need help, which is why many HR leaders are investing in leadership assessments. However, the typical leadership assessment can be misleading because it doesn't include the right inputs and prioritizes results based on the wrong metrics. These assessments evaluate

leaders against an organizational standard rather than individual leaders' particular, contextual needs.

Additionally, most 360-degree assessments weigh all inputs equally, when in fact, some voices might be more important than others (i.e., it may be more important to heed the leaders' teams' feedback than their peers'). Rather than evaluating leaders against broad organizationwide metrics, HR leaders should enable leaders to identify locally relevant development priorities to keep pace. See our website for case studies on how Novartis and GFG Alliance did this.

Practical Evolution: Develop Leaders for Practical Application

HR leaders implementing a complementary leadership approach at their organizations can't forget about development programs. To ensure leaders continue developing the right skills and build judgment for how to use their organizations' leadership models in their

Figure 11: Leader Changes Required to Build Complementary Leadership



Source: Gartner

contexts, HR leaders focus on embedding leaders' workflows directly into their leadership development programs. Many leadership development programs last only a few days and aim to completely transform leaders' approach to their roles. However, leaders may struggle to apply a drastic transformation once they return to their desks.

Regardless of the leadership model the organization follows, leaders need to understand how they can use it in their day-to-day work. Instead of hoping to transform leaders overnight, HR leaders should integrate leaders' workflows and priorities into their development programs, giving leaders the opportunity to apply their learning in context. Rather than asking leaders to reflect on how they will apply what they've learned in the last 15 minutes of a program, build this question into the program itself by asking leaders to work on their projects and priorities while attending the program. See our website for a case study on how Cargill did this.

Complementary Support: Create Leader Partnerships

Finally, HR leaders can help leaders identify and make the most of their partnerships. In some situations, even if leaders have uncovered their gaps and started to develop those areas, the business still has urgent needs that it requires leaders to fulfill. Instead of trying to rush leaders' development, HR leaders can help them identify and make the most of leader partnerships to fill urgent skills needs. These leader partnerships allow each leader to specialize in core skills, develop needed skills and lead in critical areas. See our website for a case study on how Airservices Australia did this.

Consider an example that brings these components of complementary leadership to life: Julio is a leader at a telecommunications organization and is tasked with creating and implementing a strategy to update online media offerings in the face of encroaching competitors. While he's great with idea generation and

innovation, his team has pointed out to him that his weaker project management skills can impede the team's ability to meet business goals. Further, this project is crunched for time. Thankfully, his organization takes a complementary leadership approach, meaning it asks leaders to bring their work projects to leadership development programs for peer support.

Julio attends one such program and gets a lot of help from his peers. Then, when he's back on the job, Julio takes stock of his strengths and weaknesses and identifies colleagues with great project management skills with whom he can share responsibility for this project. While Julio is a self-starter and accomplishes the exercise himself, HR should help other leaders find leader partners in the same way.

Conclusion

Ensuring leaders are prepared to lead their teams into the future is a key component of HR strategy for most organizations today. As HR leaders continue to invest in this endeavor, they must direct their resources toward the most effective approach to leader development and support. Relying on leadership models is not enough. HR leaders need to ensure the support they provide leaders is grounded and applicable to the contexts in which leaders work by promoting complementary leadership. Enabling leaders to share their responsibilities with colleagues who have complementary skill sets increases leaders' effectiveness and effectively improves their teams' performance.

Focusing on supporting leaders' individual leadership approach and applying their organizations' leadership model might help leaders perform in certain situations. However, it misses half the puzzle. By supporting leaders and using the complementary leadership approach, HR leaders can ensure they meet their goal of preparing their leaders for the future.

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Data Snapshot

Top Skills for Training and Development Staff

View a snapshot of the findings from our report, “The Top Skills HR Leaders Want,” which summarizes trends in skills needs for different HR roles. This snapshot focuses on training and development staff to help L&D leaders benchmark their approaches to staffing for those roles.

HR's role is constantly changing to meet evolving organizational needs. As organizations transform to keep up with technology and digitalization, HR must also change the way it supports its workforce. This includes recruiting future talent, updating employee incentives to align with changing employee preferences, driving diversity and inclusion initiatives, and integrating the next generation of employees.

As HR adapts to today's more dynamic environment, training and development staff play a crucial role in supporting employees as they acquire new skills for their current and future roles. In this report, we look at what skills leading HR organizations are focusing on for training and development staff, where organizations are increasing and decreasing their skills investments, and how these approaches to learning and development among HR differ from what other organizations are doing.



Skills by Critical HR Role

We reviewed the eight most in-demand HR roles in 2018: HR specialist; HR manager; training and development specialist; HR assistant; training and development manager; compensation, benefits and job analysis specialist; payroll and timekeeping clerk; and compensation and benefits manager (see Figure 1). Training and development specialists and training and development managers were among the top five most in-demand HR roles, underscoring how critical these roles are for progressive HR functions.

Figure 1: Most In-Demand HR Job Roles

Role	Number of Job Postings in the U.S. (1 January 2018 to 31 December 2018)
HR Specialist	177,302
HR Manager	161,789
Training and Development Specialist	130,488
HR Assistant, Except Payroll and Timekeeping	50,247
Training and Development Manager	26,681
Compensation, Benefits and Job Analysis Specialist	26,213
Payroll and Timekeeping Clerk	15,192
Compensation and Benefits Manager	13,724

Source: Gartner TalentNeuron

Training and Development Specialists

Ninety-eight percent of S&P 100 organizations recruited training and development specialists in 2018, making it a highly sought-after HR role. The training and development specialist role includes job titles such as team lead or trainer, learning environment specialist and training or organizational development specialist.

Leading HR organizations have different recruitment and development strategies for training and development specialists compared to other organizations (see Figure 2).

- Leading HR organizations are **increasing** their demand for three skills other companies have not yet started recruiting for: quality management software (QMS), legal compliance and dashboard metrics.
- Conversely, leading HR organizations are **decreasing** their investment in two skills other organizations increasingly demand: Adobe Captivate and technical support.

Figure 2: Demand for Training and Development Specialists

- • Increasing in demand for leading HR organizations *and* No demand, stagnant or decreasing in demand for all other organizations
- • Increasing, decreasing or stagnant in demand for leading HR organizations and all other organizations or Decreasing in demand for HR leaders, but no demand for all other organizations
- • Decreasing in demand for leading HR organizations *and* Stagnant or increasing in demand for all other organizations

Skill	Change (Leading HR Orgs)	Change (Others)	Percentage of Job Postings Requiring Skill (Leading HR Orgs)	Percentage of Job Postings Requiring Skill (Others)
■ Quality Management System (QMS)	128%	N/A	2%	0%
■ Legal Compliance	19%	N/A	5%	0%
■ Dashboard Metrics	N/A	N/A	2%	0%
■ Software as a Service (SaaS)	1400%	51%	2%	2%
■ Six Sigma	1128%	68%	4%	0%
■ Salesforce CRM	491%	57%	3%	2%
■ Microsoft SharePoint	165%	31%	4%	4%
■ Microsoft Office	54%	155%	17%	22%
■ Training Design	64%	23%	2%	2%
■ TechSmith Camtasia	-29%	-7%	3%	2%
■ Adobe Systems Adobe Connect	-23%	-6%	9%	1%
■ Learning Management System (LMS)	39%	23%	22%	13%
■ Cisco WebEx	12%	10%	19%	2%
■ Adobe Captivate	-25%	52%	4%	6%
■ Technical Support	-21%	19%	13%	2%

Source: Gartner TalentNeuron

Training and Development Managers

The training and development manager role includes job titles such as leadership development manager, talent development advisor and learning strategy and integration manager.

Compared to the other HR roles covered in this report, job postings for the training and development manager role significantly differ between the skills leading HR organizations seek and those other organizations seek. Leading HR organizations are decreasing their investment in one skill for which all other organizations are increasing their investment: learning management systems (LMS). However, in 2018, leading organizations started demanding two new skills that other organizations had not yet prioritized: earned value management (EVM) and virtual reality (see Figure 3).

Moving forward, these emerging skills are worth investigating.

Figure 3: Demand for Training and Development Managers

- • Increasing in demand for leading HR organizations *and*
■ • No demand, stagnant or decreasing in demand for all other organizations
- • Increasing, decreasing or stagnant in demand for leading HR organizations and all other organizations or
■ • Decreasing in demand for HR leaders, but no demand for all other organizations
- • Decreasing in demand for leading HR organizations *and*
■ • Stagnant or increasing in demand for all other organizations

Skill	Change (Leading HR Orgs)	Change (Others)	Percentage of Job Postings Requiring Skill (Leading HR Orgs)	Percentage of Job Postings Requiring Skill (Others)
■ Six Sigma	400%	-0%	2%	0%
■ Integrated Marketing	200%	N/A	0%	0%
■ Earned Value Mgmt (EVM)	N/A	N/A	1%	0%
■ Virtual Reality	N/A	N/A	0%	0%
■ Succession Planning	1080%	41%	10%	6%
■ Software as a Service (SaaS)	N/A	107%	9%	1%
■ Quality Assurance (QA)	100%	6%	2%	3%
■ Blueprints	140%	65%	2%	0%
■ Salesforce CRM	N/A	46%	14%	0%
■ Microsoft Office	180%	148%	2%	19%
■ Legal Compliance	-18%	N/A	2%	0%
■ Customer Relationship Mgmt (CRM)	-9%	-18%	13%	1%
■ Microsoft SharePoint	12%	7%	2%	3%
■ Training Design	25%	23%	1%	3%
■ Learning Management System (LMS)	-87%	55%	2%	15%

Source: Gartner TalentNeuron

Conclusion

A continuously evolving workforce requires HR functions to upskill their employees to prepare them for the future. With this emphasis on upskilling employees, training and development staff play a critical role in helping organizations develop the right skills for its evolving business strategies. As the training and development role evolves, HR leaders should note what new skills leading HR organizations are looking for to identify potential new trends.



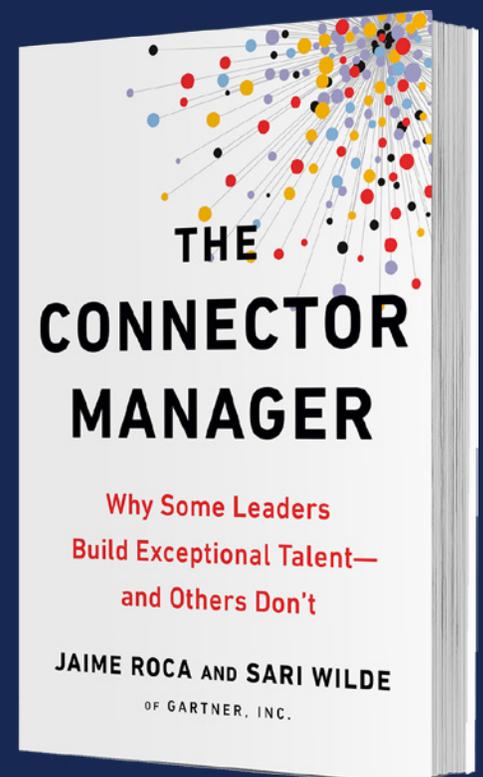
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Overcoming 3 Common Barriers to Agile L&D

As HR takes a more prominent role in the C-suite, it is looking for new ways to strategically impact the business.

And because employees are used to highly customized consumer experiences outside the workplace, learning and development (L&D) leaders throughout organizations strive to meet rising expectations for the L&D tools available at work. Some HR leaders have considered applying agile to L&D to make the function more flexible and responsive to changing employee needs.

Agile is a project management methodology from the world of software development. It has three key values:

- **Flexibility** — Agile teams initially scope projects at a high level and add greater detail over time based on customer feedback.
- **Collaboration** — Multidisciplinary teams regularly meet in person to ensure the entire team is aware of projects' impediments, progress and handoffs.
- **Experimentation** — Teams continuously learn and improve through customer feedback in two- or three-week project phases.

Since agile is the new way of working and thinking, L&D leaders should be aware of three common barriers to its successful application.

Barrier 1: Inability to Identify Suitable Projects for Agile L&D

Not all L&D initiatives and projects are well suited for agile methodologies; standardized and predictable L&D processes, such as updating trainings associated with policies or compliance,

are better served by traditional work models. One benefit of agile is multidisciplinary teams' ability to flexibly respond to changing conditions. An example of a suitable project for agile L&D is rethinking the way L&D addresses emerging skills. L&D can use agile methodology to create learning solutions at a faster rate by focusing on a core set of features that ensure a product or solution is useful as soon as it is deployed. Because creating learning solutions for emerging skills involves uncertainty about the frequency and the detail of support employees need from L&D, agile methodology allows for the flexibility L&D teams need.

While choosing a project or initiative for its agile suitability, L&D leaders should consider three main criteria:

- **Project characteristics** — Look for projects in which the requirements must be clarified through iterations, the potential impact and risk are balanced (i.e., medium-scale projects) and the regulatory requirements are limited and largely independent from other ongoing projects.
- **Stakeholder characteristics** — Look for projects in which all stakeholders are comfortable with ambiguity and experimentation. Stakeholders should be open-minded and make decisions fairly quickly.
- **Resourcing levels** — Look for projects in which the cost is reasonable (based on the potential impact), a project team can be formed with a diverse and balanced set of skills profiles, and the team members are willing and able to collaborate and experiment.

Barrier 2: Reluctance to Extend Decision-Making Rights to Lower-Level Staff

Agile functions require a less hierarchical way of working. Teams or individuals working directly on the project need decision-making rights so they can flexibly respond to changing employee needs. The benefit of this approach is faster work execution and better understanding and support of learner needs. But this new way of working can be uncomfortable for HR and L&D leaders.

L&D leaders don't need to decentralize and delegate all decision-making authority. As a first step, they should set guardrails that clarify for function staff how to make the best decisions in real time. The following options can help:

- **Identify the decision types requiring senior approval.** Create categories such as “no approval necessary,” “approval may be necessary” and “approval is definitely necessary” as a guide for project teams. For example, decisions likely to cause budgets to balloon or likely to affect a large proportion of the workforce could be tagged as the only project decisions requiring approval.
- **Prohibit any decision one person makes alone.** This approach reduces the risk of an overly influential voice. Agile teams could even invite a peer outside the project team to offer a different perspective. This reduces the risk of groupthink in decision making.
- **Conduct retrospectives to evaluate past decision making.** Retrospectives, or meetings held at the end of a two- or three-week project phase, are a common agile tool that allows teams to reflect on the project's successes and failures and plan for the next iteration.

Barrier 3: Discomfort With Delivering Minimum Viable Products (MVPs)

Agile HR teams deliver MVPs early in the project cycle to obtain employee feedback before committing the resources to finalize a product. An MVP is an unfinished but usable product; it does not possess all the features the final product will have, but it does have the aspects

that will make or break the product's relevance and usefulness.

L&D teams may be uncomfortable releasing learning solutions or products that feel incomplete, but communicating the product's benefits can help assuage user discomfort. Delivering MVPs provides two benefits:

- Employees can shape a product's development to make the product more relevant to them by giving feedback on how they would use it in their daily activities.
- Organizations can change the product based on employees' feedback earlier in the project cycle before extensive resources are committed, making those changes less costly.

To take full advantage of these benefits and enable teams to embrace MVPs, L&D leaders should set guidelines for delivering products sooner rather than later:

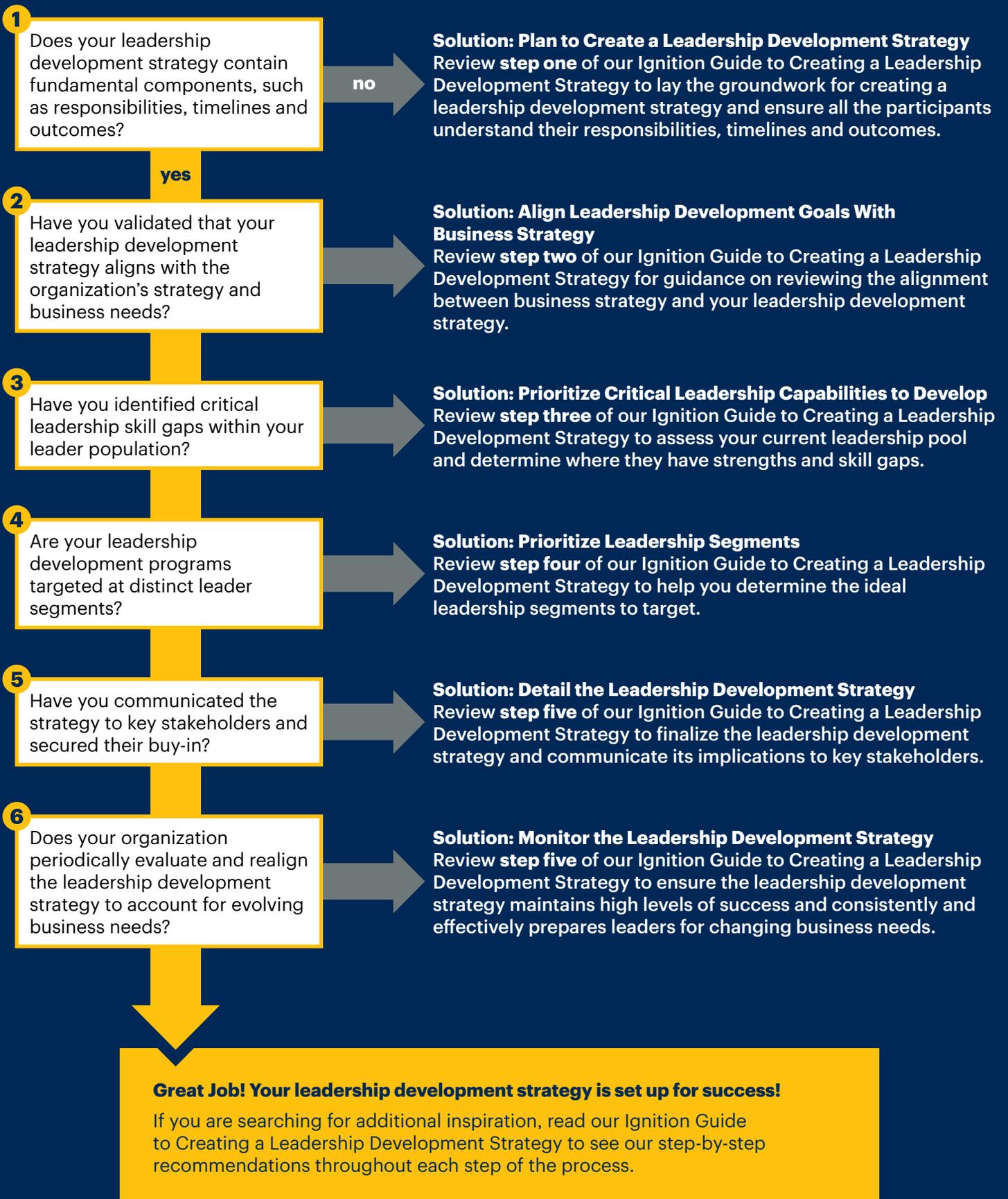
- **Prioritize timely delivery.** Deliver products at the earliest stage possible.
- **Focus on functionality.** Build working end-to-end products by sticking to core features and not worrying about look and feel.
- **Embrace experimentation.** Test core assumptions directly with employees. Each iteration gets the team one step closer to a relevant and useful product.
- **Fail fast.** Failure is part of the process, so do it sooner rather than later and learn from it. It's better to spot an issue early on and correct it than to wait until later.

Conclusion

Agile is a new way for HR and L&D functions to have a strategic impact on the business. But since agile is a different way of working, L&D leaders may encounter barriers to being flexible and collaborative in the way agile requires. However, by choosing suitable projects, appropriately extending decision-making rights and guiding teams in delivering MVPs, organizations wanting to adopt agile HR will be well on their way.

Take Action Tool

Create a Leadership Development Strategy



Ignition Guide to Creating a Leadership Development Strategy

Overview



Plan

- Plan to create a leadership development strategy.



Build

- Align leadership development goals with business strategy.
- Determine leadership development needs.
- Detail the leadership development strategy.



Monitor

- Monitor the leadership development strategy.

Developing Leader Partners

Our latest research on leadership development found that leaders with growing spans of responsibility need to focus on more than long-term skill development.

For skills needs that must be filled today, HR must ensure formal leaders are effectively paired with complementary leader partners. These leader partners are other employees, identified as being able to supplement leaders' skills gaps, whom leaders share responsibilities with when they are unable to own all their tasks. Filling these gaps leads to higher performing teams. Leader partners need the ability to influence team members because they lack the formal leaders' authority but need to perform leadership activities. Leader partners need the flexibility of reporting to the formal leader while also tending to their full-time responsibilities of supporting the formal leader in assigned skills gaps. However, leaders often need help from HR to identify the right leader partners to join their teams.

Only 19% of HR executives¹ believe leaders effectively identify the leader partners on their teams, which leads to missed opportunities for complementary leadership. By pairing leaders with the right leader partners, HR can better equip leaders to drive team performance, while still providing support for leaders' development areas. Use the following quick wins to create best-fit leader partnerships:

- **Identify potential leader partners with expertise in the formal leaders' skills gaps.**
 - Look at performance reviews, development history and skills assessments to determine the strengths and weaknesses of the potential leader partner.

- Use the first step of our Leader Partnership Matching Tool to compare potential leader partners based on skills profiles.
- **Determine the influence of potential leader partners and their ability and willingness to change roles.**
 - Confer with internal business partners, HRBPs and people familiar with the potential leader partner to see whether the individual has enough influence to lead and interest in reporting to a new leader.
 - Track your evaluation of potential leader partners' ability to influence employees and ability and willingness to move roles, using the second step of our Leader Partnership Matching Tool.
- **Conduct discussions with each formal leader and leader partner to identify concerns and vocalize support.**
 - Discuss the relationship between the new leader and leader partner with regard to upskilling, their reporting dynamic and how HR can provide support.
 - Use our Leader Partnership Discussion Guide to ask the right questions and ensure the formal leader and leader partner have the same expectations for the relationship.

Note: To access the tools and resources in this article, visit our website or contact your account manager.

¹ 2019 Gartner Leader Effectiveness Survey for HR Executives

Suggested Reading

In Case You Missed It

To find these and other publications for L&D professionals, search our website or contact your account manager.



What's New?

- The Connector Manager Genome: 9 Data-Driven Findings on the Connector Manager Approach
- Catalyst Experiences (Cargill)
- Team-Sourced Leader Behavior Prioritization (Novartis)
- Skill-Based Leader Partnerships (Airservices Australia)
- Kimberly-Clark China's Business-Insight-Based Reverse Mentoring

Curious to Learn More About Complementary Leadership?

Did the articles in this issue spark your interest in how to build complementary leadership at your organization? The good news is we have a series of webinars on the topic that can help you! Register to attend the live webinars on the Learning and Development Leadership Council website. You can also access replays of past webinars on the topic, which will help you understand what complementary leadership is, see how organizations have begun to implement it and access tools to help you enable complementary leadership at your organization.