

EXECUTIVE DIAGNOSTIC TOOL

Quickly identify whether a
manager leadership development initiative
is positioned for real behavior change and
business impact—or
at risk of failure before it even launches

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THE FACTS

Fact one: **EFFECTIVENESS**

On average ...

- ~80–90% of organizations report leadership development initiatives as ineffective
- only ~10–20% of organizations report leadership development initiatives as truly effective

Fact two: **ROI**

When programs are well-designed AND skillfully delivered, substantial performance gains and outcomes can be strong, with top programs hitting ~250-450% via turnover reduction and productivity increase.

However, meaningful ROI measurement extends well beyond the range of monetary metrics to include strategic indicators such as ...

- better innovation and risk-taking
- improvement in team decision-making quality
- stronger team and organizational culture alignment
- increased cross-functional collaboration and execution effectiveness
- etc.

Fact three: **WHY**

Why success rates are so low = common failure points ...

- Little work integration, prioritizing classroom training over practical on-the-job application
- Too much knowledge all at once, not enough time to apply it all gradually back on the job
- The manager's immediate boss does not provide relevant ongoing coaching & feedback
- One-off training event without reinforcing transfer of learning for actual behavior change
- No structured accountability where new skills are measured, discussed, and improved

Sources:

- Association for Talent Development
- Career Trainer
- Development Dimensions International
- Forbes
- Gallup
- Harvard Business Impact
- McKinsey & Company
- Quarterdeck
- Society for Human Resource Management

— EXECUTIVE DIAGNOSTIC TOOL —

INSTRUCTIONS:

Assess the leadership development initiative for managers that you are considering, by scoring each of these five critical dimensions:

0 = Not present

1 = Partially present

2 = Strongly present

1. ON-THE-JOB APPLICATION:

Is this leadership development program tied to real work?

- Do managers apply skills immediately, during the same week?
- Does the learning enable managers to deal with daily challenges under actual pressure—and it is not mostly theoretical leadership concepts?

Danger:

Overemphasis on content delivery:

- If it is not rooted in the job, it won't last
- If managers don't see relevance → low adoption

Score: 0 1 2

2. COGNITIVE OVERLOAD:

Do managers actually have the bandwidth to apply learning and lead differently?

- Does this intervention provide the time and the space to practice the new skills?
- Does it have short, frequent bursts of learning with a few critical behaviors—as opposed to two-day offsite marathons with 20 competencies all at once?

Danger:

“Do this on top of everything else”

- Operational pressures (e.g., putting out fires) immediately take over
- Survival mode beats development every time—even with great design and deliverability

Score: 0 1 2

3. MANAGER-OF-MANAGER OWNERSHIP:

Do managers-of-managers coach regularly (weekly/biweekly)?

- Does the manager's own boss model the expected leadership competencies, observe behaviors, and give specific feedback?
- Are disciplinary supervisors actively developing their managers?
- Is there structured follow-up coaching?

Danger:

Human Resources owns the program:

- The managers' disciplinary supervisors are passive
- Behavior change seldom happens when the boss isn't engaged

Score: 0 1 2

4. CONTINUOUS REINFORCING ENVIRONMENT:

What happens after the training?

- Is there sustained and structured follow-up practice over weeks or months for as long as necessary?
- Does the organizational ecosystem around the manager consistently reinforce the desired leadership competencies with practice cycles and continuous feedback in real work situations, for actual behavior change to occur?

Danger:

Training is treated as a one-time event rather than a process:

- One workshop + optional follow-up
- No reinforcement = rapid learning decay

Score: 0 1 2

5. MEASUREMENT & ACCOUNTABILITY:

Are managers expected to change behavior—or just encouraged?

- Are the leadership competencies translated into behaviors that can be observed, measured, and improved?
- Do top executives expect senior leaders to actively appraise their managers in terms of completion and actual execution of the training?
- Are managers held accountable for applying the new behaviors they learned—not just attending and completing the training—during performance discussions and Performance Appraisals as KPIs?

Danger:

Believing that attending and completing the training = “success”

- Without measurement there is no accountability
- Without consequences there is no meaningful behavior change

Score: 0 1 2

Now add up your five scores and write the sum here: _____

INTERPRETATION

Total score (out of 10):

0–4 → High Risk of Failure (~70–80%)

Likely outcome: low adoption, minimal behavior change

5–7 → Moderate Effectiveness (~30–50%)

Some impact, inconsistent results

8–10 → High Likelihood of Success (top tier)

Strong behavior change and business impact

“From boss to World Class Leader”

Develop your managers into high-performing, confident world-class leaders, boosting employee engagement, retention, and performance.

In 12 weeks, only 2 hours/week—based on the science of human and organizational behavior, and on 20+ years of experience.

If your managers value results, and have the discipline and humility to ask for feedback and learn from it, then they have what it takes to be successful!

— [CHECK IT OUT HERE](#) —

You don't have anything to lose, except low performance.