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How XLN helps  
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# Does your organization employ Hybrid Executive Leadership Development? If not, here's why it should.

## Leadership deficiency is what prevents most good companies from becoming great ones

Executive Development was created to support the senior leaders, to increase their knowledge and skill sets for the benefit of the organization. Building awareness and competencies among senior leaders translates to greater problem-solving skills, more adept conflict resolution, improved communication and increased aptitude to effectively lead.

For many years, forward thinking companies have invested in their leaders. There are 2 basic leadership development strategies: Traditional Development and Nontraditional Development.

- Traditional Development – seminars, executive retreats, classroom training, degree programs
- Nontraditional Development – peer-group meetings with non-competing business leaders (i.e. XLN), executive coaching, mentoring, regular cross-functional team meetings, rotational assignments, custom development plans, internal peer groups, internal meetings with outside facilitators

Most companies have followed the Traditional Executive Development approach for their leaders. This is somewhat effective but it is not enough in today's rapidly changing world.

Companies with Hybrid Executive Development strategies are better able to manage through changes that test them: rapidly changing industries/environments, adoption/implementation of new processes/systems, mergers and acquisitions, external new hires, reorganizations and managing remote workforces.

**Hybrid Development Organizations (HDO) combines Traditional and Nontraditional strategies.**

Companies have evolved to a model of group decision-making. Executive development has evolved too, from its origin of learning and training to a more collaborative, nontraditional model that emphasizes innovation, peer communication and the active exchange of knowledge and ideas. It also emphasizes regularity and frequency. Routines and behaviors are established with regular practice and when offered to dozens of executives make a more significant impact. Peer groups help leaders better understand one another's approach and become more collaborative rather than competitive.

#### 4 key business measures which are significantly improved by using Hybrid Development strategies: Execution, Alignment, Collaboration and Retention

These key measures are selected because they represent critical skills and goals and provide perspective into how and whether Executive Development plays a role in organizational success. The following are highlights from a study conducted by the Human Capital Institute.

##### Execution – improve overall financial performance, speed of decision making and strategy definition and follow through

- HDOs are better positioned to establish an organization's strategic direction and course correct when necessary. They are 20% more likely to have the skills require to do this
- HDO leaders are 20% more likely to utilize accountability measures, like KPIs or focused performance measures more effectively. They have a better understanding of how to be accountable

##### Alignment – how different units with competing strategic interests de-conflict and maximizes synergy and processes

- HDO leaders are 19% faster at making strategic decisions and 20% faster at course correcting than those from TDO organizations
- HDO Executives' ability to share information, work together and have a similar vision for the company is 30% greater than in TDOs. They are well-grounded in peer conversation and cooperative exchange of ideas
- They are 15% more invested in the success of the organization and 25% more likely to support one another's decisions

##### Collaboration – making work cooperative establishes trust across the organization and leads to performance excellence

- HDO respondents say their organizations have 25% better workforce engagement and strategic alignment across the organization
- HDO respondents report a culture of trust and uninhibited dialogue and an understanding that conflict has value and can be productive and resolved. Company leaders are the ones who set this tone
- HDO respondents have at least 10% fewer functional silos and are 20% more comfortable having difficult conversations and can more appropriately manage conflict

##### Retention – increase average tenure of key executives and direct reports

- High performers don't quit their jobs or companies, they quit their leaders
- 33% of HDO leaders agree that structured, ongoing development programs lead to better engagement and reduced turnover
- Greater retention saves companies money through reduced cost of vacancy, disruption and replacement, both at the leadership level and in their direct reports





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In summary, organizations that employ Hybrid Executive Leadership Development strategies perform materially better than those that only employ traditional strategies.

For more information on how XLN's Peer Advisory Forums may benefit your organization

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