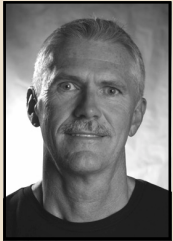


*“Nothing is so well learned as that which is discovered.” - Socrates*

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*Interviews and article by Randell Jones*



In this issue of *Excursions* we are pleased to highlight an innovative training design from a health services client. With this training design, the hospital collaborating with Williams, Roberts, Young, has modeled at least four characteristics of world-class training. First, they clearly defined the objectives for the training initiative. Second, they devised a process for evaluating the effectiveness of this program against stated goals. Not only are they measuring the program’s effectiveness, they are assessing the effectiveness of a group training model versus that of a personal coaching model. We frequently see lip service paid to this type of program evaluation, but rarely do we see the level of detail achieved in this case. Third, the design integrates assessment data with experiential learning; this is a design for which Discovery Learning is a strong advocate. The combination results in information taking on meaning and being put into action. Fourth, through their choice of simulations, they are tying their learning experience to business outcomes. We hope you will find ideas in this case that informs your next training design.

- Chris Musselwhite, President

## Healthy Leadership

*Consultants to a Southeastern hospital plan to measure leadership development effectiveness using the Discovery Learning Profile completed before and after a 9-month training program.*

“The participant had pushed away from the group and was standing by the door ready to leave. The situation was that painful for him,” recalled Beverly Bradstock, President, Career Development Services for Williams, Roberts, Young, thinking about a recent simulation of *Paper Planes, Inc.*, the popular business simulation. “He had just proposed an innovative and different approach for the group to take in completing the redesign phase [of the simulation]. He had done everything right in promoting his idea, talking it through, thinking it through, and bringing everyone along together. But when an obstacle was thrown in the group’s way near the decision time, they almost despaired and returned to what they had been doing before. That’s when he pushed away and stood at the door for three minutes as the group floundered. But then,” continued Bradstock, “he stepped forward and with great passion declared to the group, ‘We can not go back; we will fail. We have to do this and you know it.’ With that bit of inspiration the group rallied in the exercise and turned back to executing the innovation they had almost abandoned. They were wildly successful in completing the simulation, but more important, as was revealed in the simulation debrief, they learned in this experience the kind of leadership they were being called upon to embrace and adapt in their professional roles. They learned about leadership, change, and taking risks.”

*“They learned about leadership, change, and taking risks.”*

Beverly Bradstock, President  
Career Development Services,  
Williams, Roberts, Young

*(Continued on page 2)*

(Continued from page 1)

## Spreading the Word

Beverly Bradstock and Tom Desch, a leadership development consultant with Williams, Roberts, Young recently engaged over a hundred managers and directors of a hospital in a 9-month program focused on developing leadership within the organization. The Senior Leadership Team of the hospital's parent organization had experienced it and was eager to have the directors and managers of the hospital participate in this program on leadership fundamentals. As important, they also wanted to measure the outcome of the leadership development intervention. For this the consultants selected Discovery Leadership Profile™ for assessing the effectiveness of leadership in the organization both before the leadership development program and then afterwards.

“Our specific goals for leadership development at the hospital,” said Desch, “were to help the organization become more agile, more communicative, and more proactive in creating and addressing change in the hospital.” The hospital had experienced repeated turnover in its senior leadership, which affected the culture of the organization. According to the consultants, the employees believed that they should keep their heads down and not make waves if they wanted to keep their jobs. From what the employees had

seen with a new CEO coming in every two years, a culture had developed that said in effect, ‘Wait it out; this too shall pass.’ That resistance to change and innovation was hurting the hospital. The new CEO brought a new energy to the organization, so the time was right for teaching people how to embrace, promote, and use change.

## A Measure of Success

“We like measuring outcomes,” said the health services corporation's director of corporate education and

*“We like measuring outcomes . . . We chose Discovery Leadership . . . primarily because it aligns so well with the leadership competencies we espouse at our corporation.”*

Director of Corporate Education and Training

training. “We have previously completed assessments both before and after interventions where the participants had received personal coaching.” With this new leadership development effort, the health services corporation wanted to see the effectiveness of group exercises and facilitated sessions in creating changes in leadership behaviors in the organization. “We chose the Discovery Leadership Profile™ for multiple reasons,” the education and training director continued.

“Primarily we chose it because it aligns so well with the leadership competencies we espouse at our

corporation. We looked at several surveys, but this one was superior in what it covered.” “Also,” added Bradstock, “it is elegant in its design because it is complete but also brief, with only 40 questions assessing 10 leadership criteria.” With over a hundred people participating and each being assessed by peers, subordinates, and supervisors, a brief but effective survey helped reduce the time and energy the organization had to commit to performing a 360 survey. Desch added, “And Discovery Learning has excellent customer support. They tracked the

return of multiple assessments for each participant, sending out reminders when necessary. That attention to the logistics helped us get all the data collected in a timely fashion for completing the necessary analysis.”

“The differences in group scores,” said Bradstock, “of the pre-program assessment and the post-program assessment would indicate the degree to which the planned leadership development was affecting attitudes, beliefs, and behaviors in the organization. We expect to see the rating numbers increase in all areas for the group as a whole. This will help us assess the efficacy of the group training compared to personal coaching.”

The Discovery Leadership Profile™ visual output is a “web” of ten triangles forming a ten-sided

polygon. Higher scores are readily apparent in the display of more color ranging outward from the center. Detailed analysis can be applied to the individual scores, which are

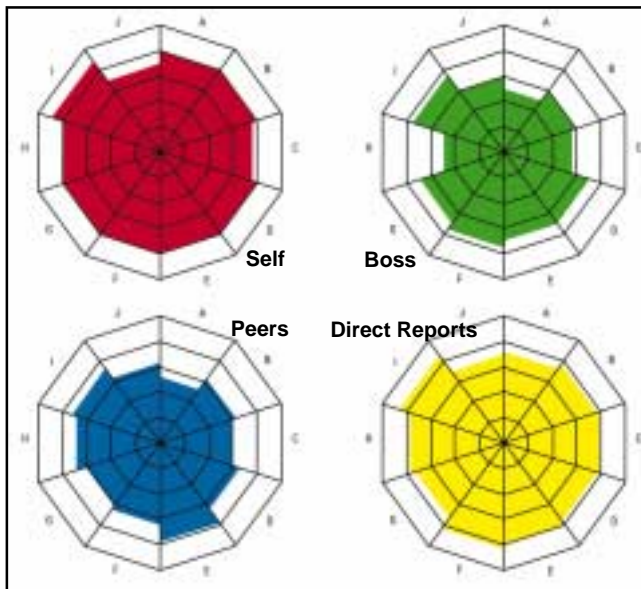
captured for each of the 40 questions. “We will look at the data in myriad ways,” continued Bradstock. “As a group, the managers and directors scored lowest in the pre-program assessment on ‘effecting change without chaos.’ That was their perception of the organization’s capability before they began participating in the leadership

development program. We certainly expect to see those numbers increase and in other areas as well.”

### Leadership Developed

The 9-month leadership program developed by Desch and Bradstock for the hospital included monthly, half-day interventions that included classes, facilitated sessions, group exercises, and presentations by participants. The classes and facilitated sessions focused on issues such as having crucial conversations, dealing with change, being a responsible person, and “fixing the problem, not the blame.” In addition, participants assembled accountability groups to keep themselves focused on addressing issues they faced in their respective positions by applying the lessons they were learning.

“We exercised the group’s proactivity through some projects they created,” explained Desch. “We assigned each group one of four leadership books.



Discovery Leadership Profile reports leadership effectiveness as perceived separately by the leader and others with whom that leader interacts.

The goal was for them to look at something going on in the hospital that they wanted to see improved and to use one of the concepts in the book to address the issue in a creative way. Each group presented its idea to the other groups and to senior leadership.”

The Discovery Learning business simulation *Paper Planes, Inc.* helped the participants address issues around processes. “Hospitals are very focused on processes,” remarked Bradstock. “Paper Planes, Inc. was an excellent tool for exposing some of the challenges the organization faced.” “We used *Paper Planes, Inc.* because it addresses agility and communication,” added Desch, “and from that simulation the

participants in one particular class gleaned a powerful lesson. When the passion of one person led them to take the risk that paid off, they got to experience how hard it is to change. Intellectually they knew they needed to change, but through that simulation they could feel the emotional tension in deciding as a group what to do. That was such a meaningful lesson for all these leaders to take back into their work situations at the hospital. I think they saw that change is necessary, but it is certainly not easy.”

With the completion of the post-program assessment using Discovery Leadership Profile™, the health services corporation and the senior leadership team at the hospital will have a good measure of the changes in leadership behavior brought about by the leadership development

**“I think they saw that change is necessary, but it is certainly not easy.”**

- Tom Desch, consultant  
Williams, Roberts, Young

program. A future issue of *Excursions* may explore those results and comment on the utility of Discovery Leadership Profile™. Stay tuned.

# What's happening at DLI?

## New Product Launch:

We are pleased to announce the release of the first of a series of Modules: *Right Decisions Made Right*™. The module is designed to help participants learn to make better decisions using interactive exercises, lectures, group discussion and personal journaling as tools. A “ready to use” training module, *Right Decisions Made Right*™ can be rolled into any program or be used as a stand alone process that can be expertly facilitated without extensive experience in experiential leaning.



*Right Decisions Made Right*™ is appropriate for all groups of up to 52 participants. It requires 3 hours to facilitate and can be easily enhanced with the addition of the *Decision Style Profile*® assessment. With the assessment a total of 4 hours are required to run the process.

To order or request further information, please contact our office.

## New article:

Chris Musselwhite’s article on business simulations in executive education was featured on page 57 in the May, 2006 Training & Development journal. The article titled “University Executive Education Gets Real” features comments from educators from the University of San Francisco, School of Business and Management, Wayne State University, School of Business, and the University of Calgary, Haskayne School of Business. These educators share how they are using simulations as innovative new tools in executive education programs.

## Two Train the Trainer sessions Scheduled:

We will be holding Train the Trainer sessions on September 12 &13, 2006 and on March 13 &14, 2007 in our office in Greensboro, NC. The sessions offer the chance to begin the certification process for our popular *PressTime*® simulation. Participants completing this session and fulfilling other requirements will be listed as certified *PressTime* trainers on the Discovery Learning website.

Call our office for more information or to register. Seating is limited.

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## About Discovery Learning, Inc.

### Our Mission:

Collaborating to build healthy and sustainable organizations through experiential learning and individual, team and organizational assessment.

### Our Products:

Discovery Learning, Inc. offers a system of well-integrated and highly effective training tools designed to meet the key learning goals of 21<sup>st</sup> Century organizations. Our assessment instruments and performance-driven simulations span individual, team and organizational learning objectives.

### Assessments

Change Style Indicator®  
Decision Style Profile®  
GoalGetter®  
Denison Culture Survey®  
Denison Leadership Survey®  
Discovery Leadership Profile™  
Public Health Leadership Profile™  
Public Sector Leadership Profile™

### Simulations

Paper Planes, Inc.®  
PressTime®  
OurTown®  
Paper Scrapers®  
AWAKA®  
EdgeWork®  
The Acquisition®

### Training Modules

Right Decisions Made Right™

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