

# 500 WORDS ON LEADERSHIP DEVELOPMENT

# EISSCHOLLENHOPPING

FROM DISCONNECTED PROGRAMMES TO  
INTERCONNECTED AND COMPREHENSIVE  
LEADERSHIP DEVELOPMENT LANDSCAPES

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For profound learning and development, Leadership Development  
needs to be cross-hierarchical!

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## Eisschollenhopping

is a made-up word, consisting of the German words “Eis” (ice) and “Scholle” (floe) and the English word hopping. It refers to jumping from one sheet of floating ice to the next. This metaphor was used by one of our clients to describe his organisation’s current leadership development (LD) landscape, which was built years ago and in which programmes are not connected to or built on each other. Leaders just jump randomly from one floe or programme to the next.

This perfectly matches our perception of widespread incoherent leadership development landscapes within many organisations: they still follow the traditional approach, whereby each target group attends an isolated programme that is designed for its respective hierarchical level based on a “what leaders must know” logic. However, most of our clients claim to promote a culture of integrity and flat hierarchies and see an increased need for collaboration and networking among their employees.



Several studies show the effectiveness of internal networking. Leaders reach beyond their normal scope of job responsibilities, apply themselves in a network setting and step up their skills, such as problem solving and sustaining each other by sharing leadership challenges.

Consequently, LD programmes that incorporate continuous interaction and connectivity among leaders at different levels ensure the growth of the whole organisation.

*“Many organisations’ leadership development landscapes consist of multiple isolated programmes!”*

### Advantages of interconnectivity

Interconnected programmes automatically imply increased collaboration, cooperation and networking within the whole organisation. Leaders from both different departments and different hierarchical levels learn together and from each other. Learning from and with each other is especially important, as modern LD programmes and landscapes have the objectives of changing culture and serving strategy. Interconnectivity exists in a variety of ways – horizontally, vertically and diagonally – and leaders function as facilitators, mentors, sounding boards or manager coaches. This not only pays off on a personal level, with each leader gaining a broader understanding of the business, but also builds a culture of “oneness” with a shared vision and authentic collegiality.

**How can a comprehensive and strategy-serving cross-hierarchical leadership development landscape that interconnects several programmes be built within your organisation?** (see next page)

## Building LD landscapes

CLP promotes a design process for interconnected LD landscapes. We start by understanding the big WHY that drives LD initiatives as well as the organisational needs, expectations, and objectives of different target groups and stakeholders. Based on selected key success factors that mirror the organisation's culture or desired culture, we create learning topics and content and derive learning objectives for each target group's specific content. The key element of comprehensive LD programmes is the definition of interlinks and connections among programmes. This whole conceptual phase is a highly participative and co-creative process.

As we perceive a high demand for CLP's comprehensive and interconnected leadership development landscapes, we would like to transmit our expertise and help HR and L&D professionals to become proficient in conceptualising and designing impactful L&D landscapes.

**CLP is offering a two-day workshop in which participants can deepen their knowledge and have the chance to build their own organisation-specific landscape.**

Interested in *Design Master Class*? See our invitation [here](#)

### DESIGN MASTER CLASS FOR L&D AND HR PROFESSIONALS

#### Designing powerful leadership development landscapes and programmes from A–Z

- 1 The mission and the big WHY of L&D landscapes
- 2 Needs, expectations and objectives of different target groups and stakeholders
- 3 Defining key success factors for L&D
- 4 Stakeholder involvement
- 5 Internal communication strategy
- 6 Defining contents and designing heat-maps
- 7 Learning objectives
- 8 Methods and interventions
- 9 Defining interlinks
- 10 Evaluate landscapes
- 11 Viability design checks
- 12 Building programme overviews, windowpanes and detailed agendas

**Yours,**

Verena Beckhaus and Dr. Marcus Gottschalk

*Key words:* Interconnectivity, networking, cross-hierarchical connection, designing leadership development landscapes and programmes

CLP is offering a unique two-day workshop focused on the process of building comprehensive learning architectures within an organisation's leadership development landscape. Participants have the chance to build their organisation's specific landscape and programmes with the help of peers and experts.

Companies are in need of a comprehensive leadership development landscape comprised of impactful and interconnected leadership development programmes that serve the organisation's strategy. Both HR and L&D professionals are faced with the challenge of developing coherent leadership development landscapes that are aligned to corporate culture, leadership competencies and changing organisational needs.

## TARGET GROUP

Experienced L&D and HR professionals who want to be proficient in conceptualising and designing comprehensive and impactful L&D landscapes and programmes.

## OBJECTIVES

Using corporate strategy, culture insights, leadership competencies, corporate needs and objectives to customise L&D landscapes and programmes.

Creating detailed L&D landscapes and programmes using a tangible 12-step design approach and incorporating state of the art L&D learning trends, interventions and tools.

Knowing how to create strategic RFPs (requests for proposals) and learning how to select possible professional external support based on relevant selection criteria.

Networking and learning from other HR and L&D professionals.

## RESULT

Create and take home your individually designed L&D landscape that builds on your specific organisational strategy, needs and culture.

# DESIGN MASTER CLASS

Designing powerful  
leadership development  
landscapes and  
programmes from A–Z

CHANGE,  
LEADERSHIP  
& PARTNERS.

## CONTENT

### The workroom @ day 1

Exercising the 12-step process to build a comprehensive L&D landscape and designing your own.

1. The mission and the big WHY of L&D landscapes
2. Understanding the needs, expectations and objectives of different target groups and stakeholders
3. Defining key success factors for L&D
4. Stakeholder involvement, e.g. planning "open office"
5. Internal communication strategy
6. Defining contents and emphases for different target groups with the help of heat-maps
7. Determining learning objectives
8. Methods and interventions that drive key success factors and objectives
9. Defining interlinks and connections between L&D programmes
10. How to evaluate landscapes, programmes and modules
11. Viability design checks
12. Building programme overviews, windowpanes and detailed agendas

**Guest speaker:** Head of Leadership Development Department

### The showroom @ day 2

Complete and refine the L&D landscape.

- Create a comprehensive L&D design tool box
- Best practice and knowledge sharing
- Traps and obstacles in designing L&D landscapes
- Create strategic RFPs and prepare for effective "pitches"

## DATES, LOCATION AND DURATION

**Duration:** Two days. Start first day 8.30 a.m., end second day 5.00 p.m.  
9<sup>th</sup> & 10<sup>th</sup> March 2017 (near London)  
11<sup>th</sup> & 12<sup>th</sup> May 2017 (near Frankfurt)

## PRICES AND SERVICES

**Price:** 1.750,00 €

**Early registration\*:** 1.500,00 €

\*up to two months before starting date

- board and lodging not included-

## LANGUAGE

The Design Master Class will be conducted in the English language. Both facilitators speak English and German.

## ORGANISATION AND REGISTRATION

Registration via telephone: +44 (0) 1753 88 2701 or via email: [info@change-leadership.net](mailto:info@change-leadership.net) with the subject "Registration Design Master Class". If you have any further questions, please do not hesitate to contact us.

## FACILITATION



### Dr. Marcus Gottschalk

With a career dedicated to working among thought leaders and management practitioners in organisations worldwide, Marcus is CEO of CLP. He is a global leadership consultant with broad, hands-on entrepreneurship, engineering and psychology expertise. His depth of experience encompasses the ability to strategically create and implement leadership development landscapes and programmes and enable leaders and organisations to face the challenges of digitalisation. Marcus lives with his daughters near London.



### Fiona Higginson

Fiona's focus is on linking learning to strategic objectives and supporting organisations in realising their training and development needs. With over 15 years' experience in L&D management in international companies, she specialises in the design and delivery of customised learning programmes and is passionate about the value of alignment and clarity of content to facilitate learning transfer. Fiona was born in Africa, grew up in Ireland and speaks fluent English and German, as well as Spanish.