



# Avoiding the Management Death Zone: The Transformation from “Struggling New Manager” to “Influential Strategic Leader”

**Patrick Bosworth**

# Today's Objectives

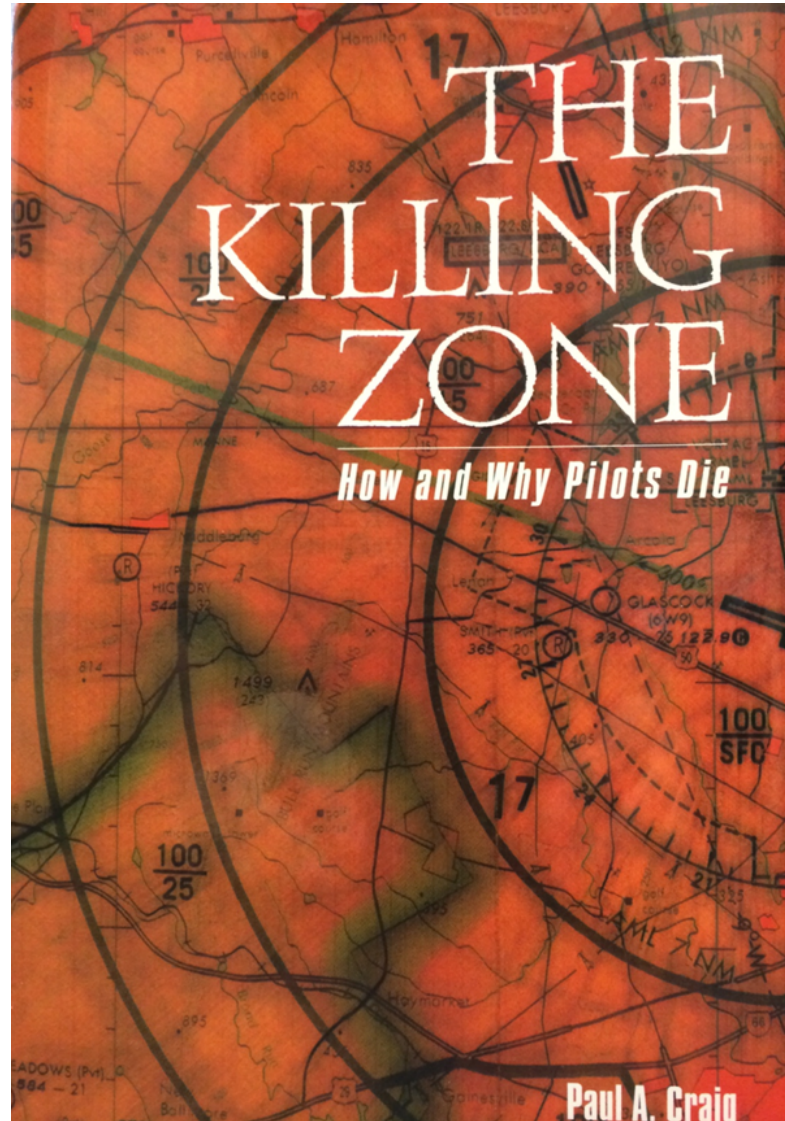
- Draw parallels between the cause of aviation accidents and “cause” of poor management and leadership
- Standard methodology organizations use to fill their leadership pipelines and how this leads to “the management death zone”
- Take a look at a modern approach to developing leaders
- Discuss progressive learning methods to ensure organizations have the management and leadership necessary to succeed

# Any Pilots in the Group?



TERENCE BURCHELL

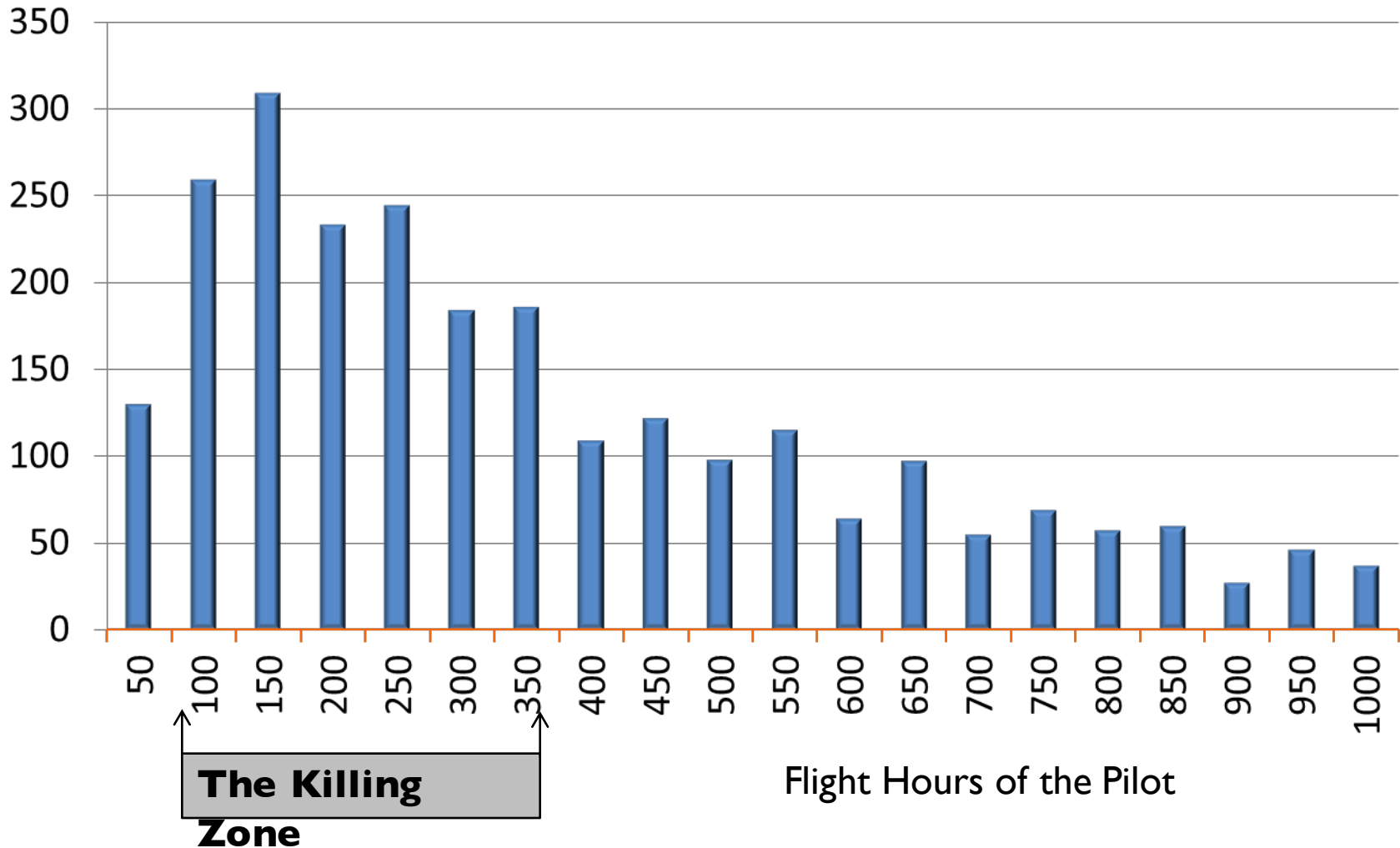
Author: Paul Craig (2001)



# Aviation – The Killing Zone

**57%**

Total Fatal Accidents Private & Student Pilots  
1983-2000



# Student Pilots

- Takes 30 hours of ground school and 40 flight hours to earn a license
- Most pilots get their license between 50-60 flight hours
- Least experienced yet only represent 5% of the fatal accidents

## Why are Student Pilots Safer?

- Fly with an experienced flight instructor
- Once they solo the instructor supervises and advises
- Not overconfident with their abilities
- Often seek advice from others with more experience

# Is the Killing Zone Inevitable?



- Since the passage through inexperience is inevitable, does that make the killing zone inevitable?
- How can we fly with the knowledge gained from 1000 hours when we only have 100?

# National Transportation Safety Board

- Make the first 100 hours really count!
- To be smarter we must train smarter
- The way to eliminate the “killing zone” is to “train-out” the next accident that would have otherwise happened



# Parallels



What parallels you see between the “killing zone” in aviation and new supervisors and managers in the business world?

# Parallels

- Little experience in getting work done through others  
“managing”
- Often do not have a co-pilot  
Not all bosses have skills or interest in being a mentor or coach
- May be overconfident in their skills as a manager

# The Management Death Zone

“The high risk period when an individual is promoted into a supervisory or management position and is vulnerable to being ineffective, floundering, and possibly a risk to the organization”

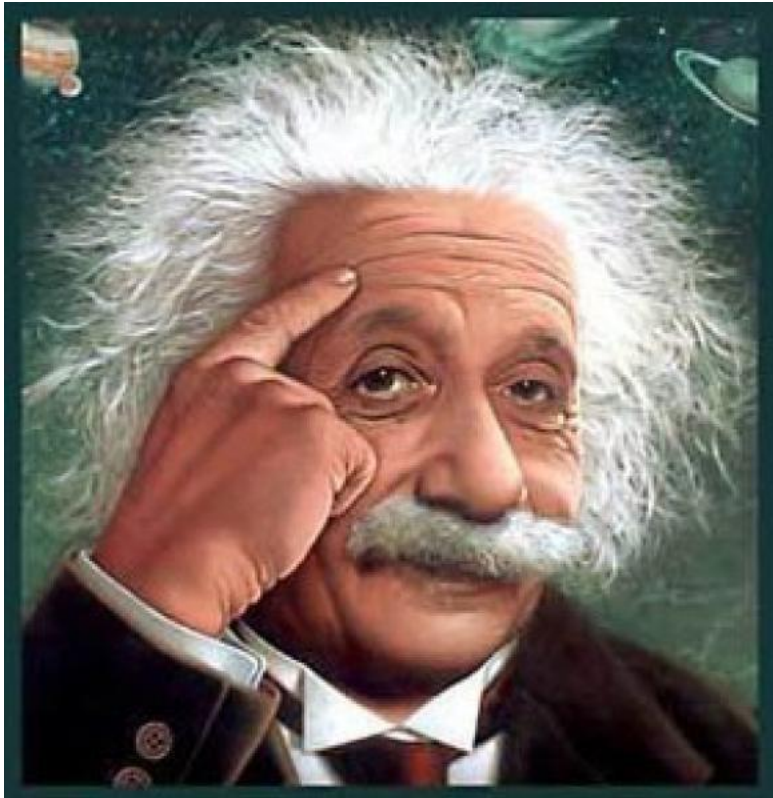
# Symptoms

- Miserable employees
- Low productivity
- Resistance to change
- One way communication
- Doesn't listen
- Little to no guidance
- No feedback
- No support or buy-in for ideas
- Turnover
- Micromanage
- Heavy handed
- Tolerates poor performance
- The list goes on.....



**At What Cost?!**

# How to Avoid The Management Death Zone



The same answer as the NTSB conclusion for pilots:

- Make the first 100 hours really count!
- To be smarter we must train smarter
- The way to eliminate the “killing zone” is to “train-out” the next accident that would have otherwise happened

# Take a Look Under the Hood of Training



# What percentage of training translates into behavior change?

- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51% +



# Failure To Make It Stick.....

Debate rages about how much of what is taught in leadership courses actually transfers to leadership practice:

- estimate that 20% to 30% of ideas learned in leadership training turn into practice
- estimated \$60 to \$80 billion is spent annually on training in the United States alone.



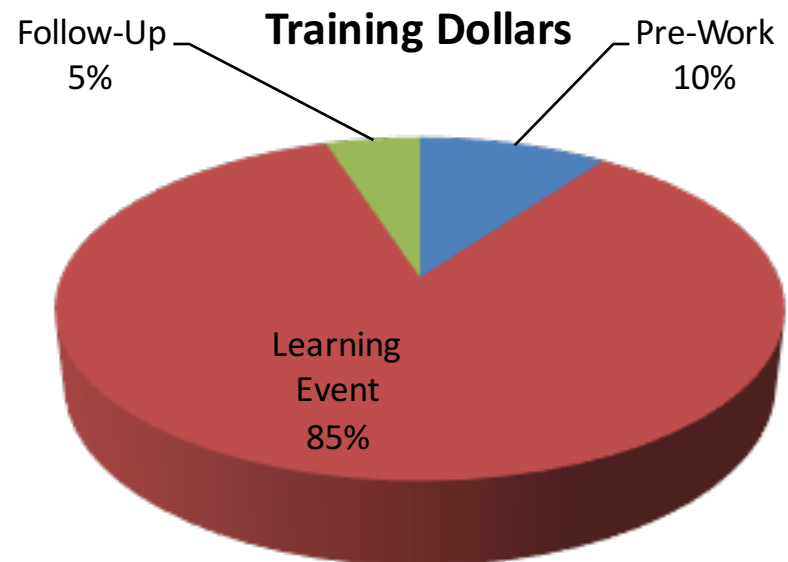
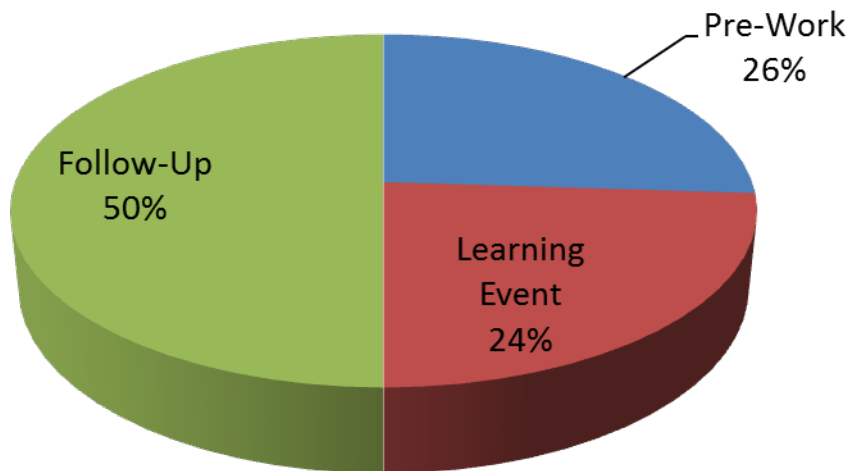
[HBR Blog Network](#)

**Will Your Leadership Improvements Stick?**

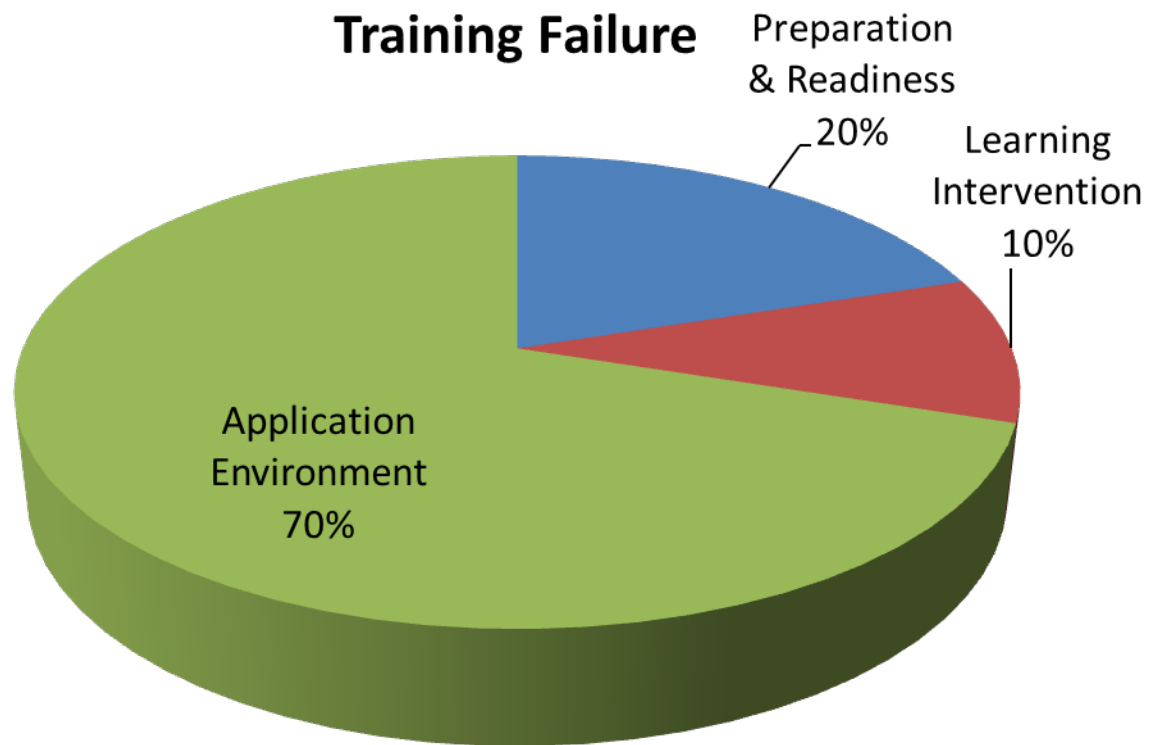
by Dave Ulrich and Norm Smallwood - July, 2013

## University of Phoenix Study (2004) – Learning Effectiveness Activities

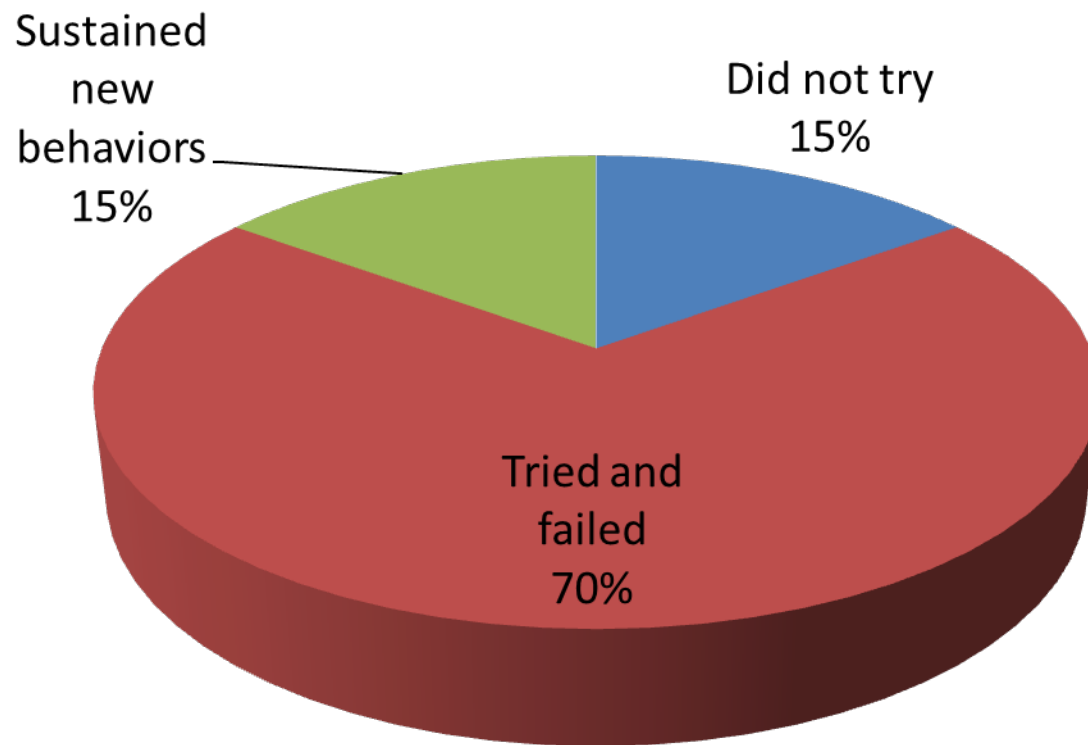
### Learning Effectiveness



## ASTD (2006) – Causes of “Training Failure”



## Rob Brinkerhoff (2008) – Training Application of New Skills





*"Some of the boys forget a few of the basics during the winter lay-off."*

## ① Results

Between 10-30% of what is taught in training ever shows up in behavior back on the job.

Is this good enough



# Two Major Challenges

①

## Results

“We have various locations and it is tough to get managers together in one location”

②

## Time

“Our managers are so busy that it makes it difficult to get them together for training”



“Is there a magic pill I can take to be a better leader?”

# About Training....



**"I think the training will be great — just what our people need. But could you cut it down to two hours?"**

# Common Elements to Training Design

## Pre-Events

- Assessments
  - Readings – articles or books
  - eLearning
- 

## Events

- Classroom – traditional workbooks
  - eLearning
  - Live Virtual Training – interactive workbooks
- 

## Post Events

- Mentoring
- Leadership Coaching
- Peer Groups

# Push Poll (hide slide)

## **What elements do you use in your training design?**

- Articles/Books
- Assessments
- Classroom
- eLearning
- Live Virtual Training
- Mentoring
- Internal Coaching
- External Coaching

# Tomorrow's Approach...Today

Combining the best learning modalities to get exponential “results” and address the concerns of “time” with flexible delivery options



# Accelerated Management Program

## Audience:

- Supervisors, Managers, New Directors, & High Potentials

## Key Features:

- Multiple Delivery Options
- Off the Shelf yet Customized for Each Participant
- Open Enrollment – Live Virtual Option



# Process & Content

①

## **Process**

- **3 delivery options**

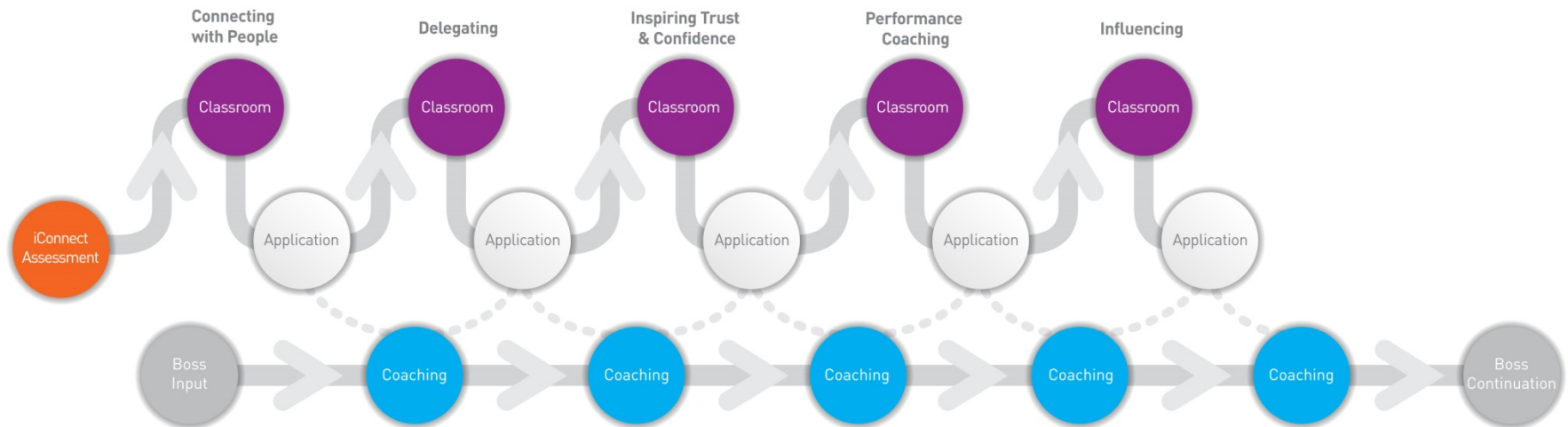


②

## **Content**

# Classroom Driven – Coach Supported

1



*Assessment / eLearning / Classroom / Interactive Workbooks / Live Virtual Training / Application / Training Application Coaching / Boss Involvement*

Instructor Led Classroom - ATD (ASTD) State of the Industry Reports

2008 = 64%

2010 = 59%

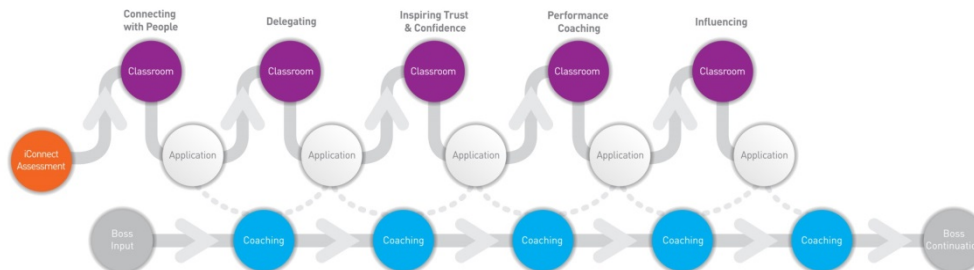
2013 = 55%

# Classroom Driven – Coach Supported

**Length:** 5 half-day classes dispersed over 2 to 3 months / 2-3 Day model

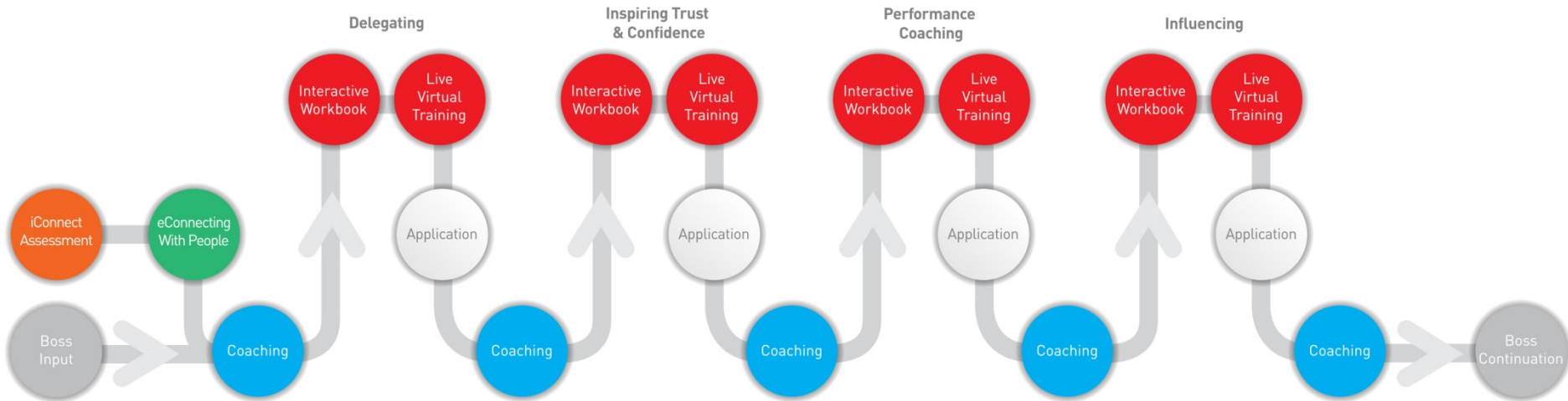
## Ideal When:

- Participants are centrally located or if traveling to a central location makes sense
- You have a group of participants that can start training at the same time
- You want to add to or modify core Accelerated Management Program content



# Live Virtual Training – Coach Driven

2



*Assessment / eLearning / Classroom / Interactive Workbooks / Live Virtual Training / Application / Training Application Coaching / Boss Involvement*

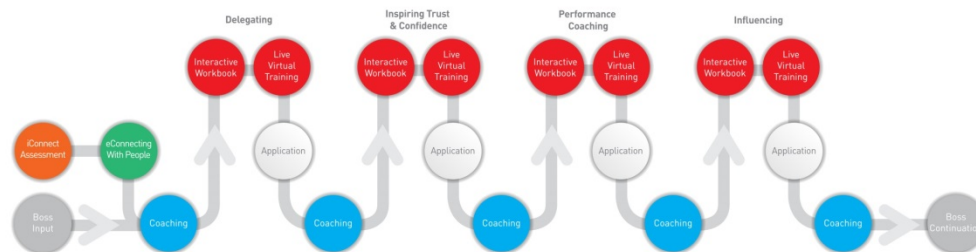
Taught Online or Remotely by an Instructor - ATD (ASTD) State of the Industry Reports  
2008 = 5%      2010 = 8%      2013 = 9%

# Live Virtual Training – Coach Driven

**Length:** Approximately 12 hours over 10 weeks

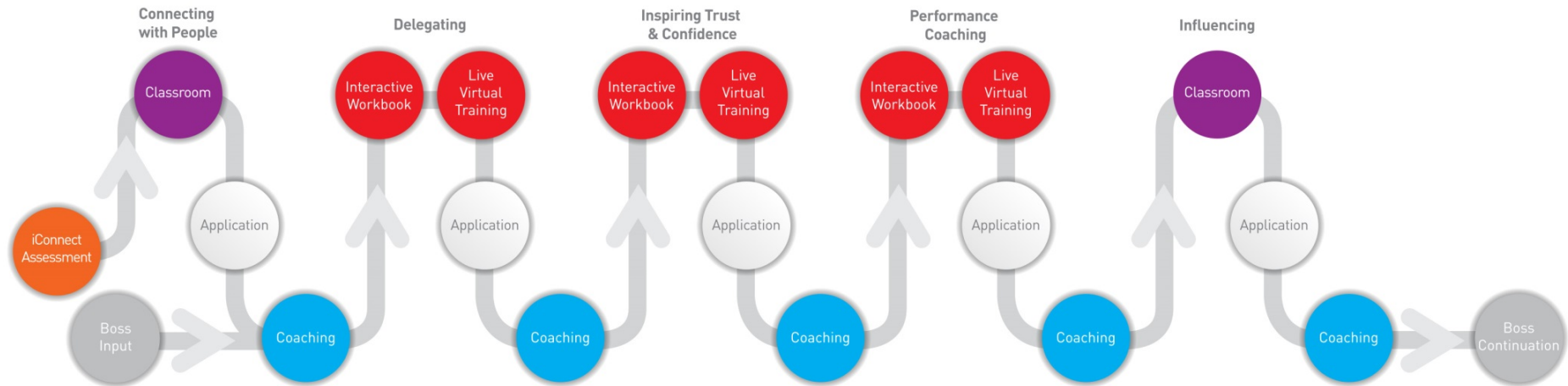
## **Ideal When:**

- Participants are in multiple locations
- You have as few as 1 manager or as many as several hundred participating in the program
- It is difficult to get participants off the job for traditional classroom training
- The standard Accelerated Management Program curriculum is right for you



# Combination of Classroom & Live Virtual

3



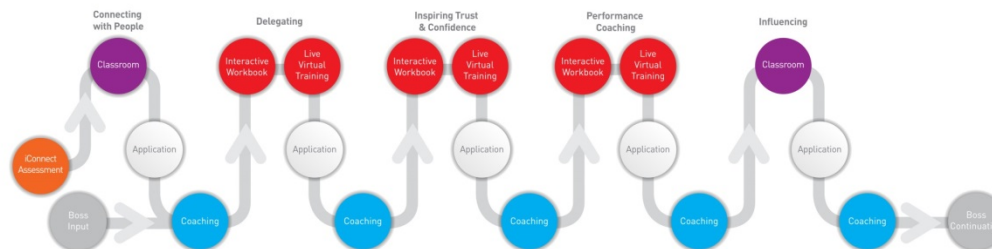
*Assessment / eLearning / Classroom / Interactive Workbooks / Live Virtual Training / Application / Training Application Coaching / Boss Involvement*

# Live Virtual Training – Coach Driven

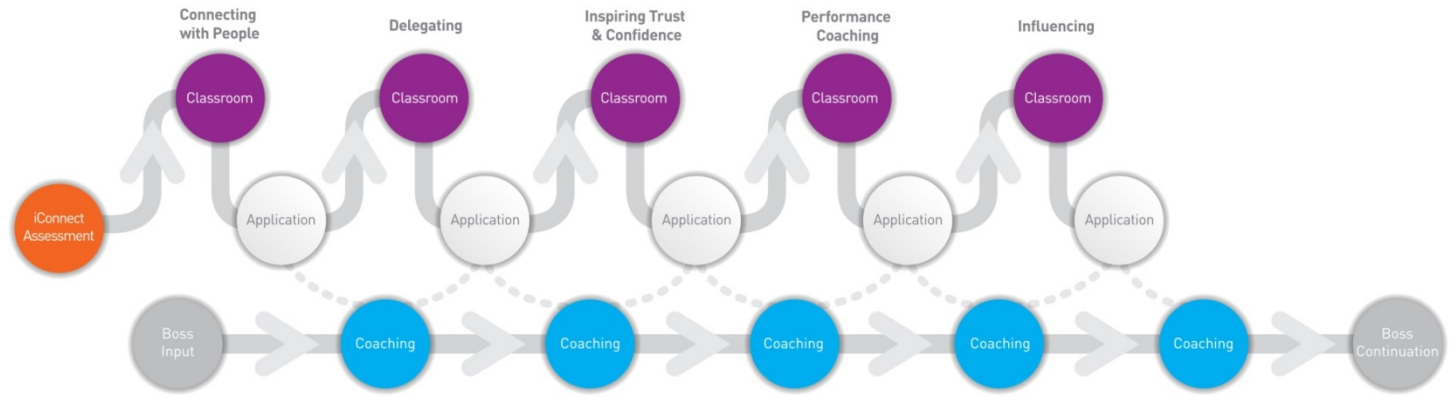
**Length:** Ranges 10-12 weeks

**Ideal When:** (You want the advantages of both models)

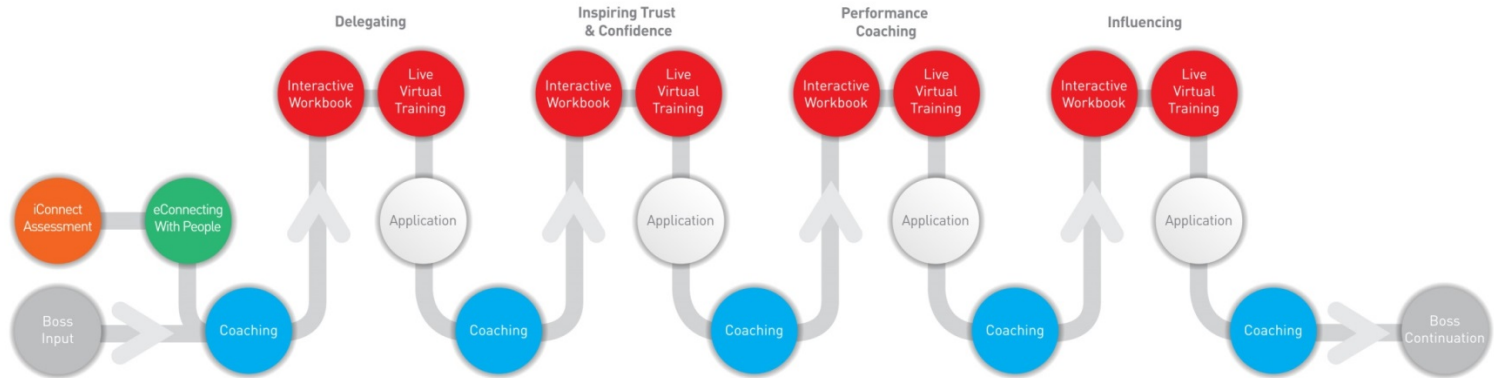
- Participants are centrally located or traveling to a central location for one or more classroom sessions makes sense
- You have a group of participants who would benefit from a classroom setting but may not be able to take much time off the job for training
- You want to add to or modify core Accelerated Management Program content



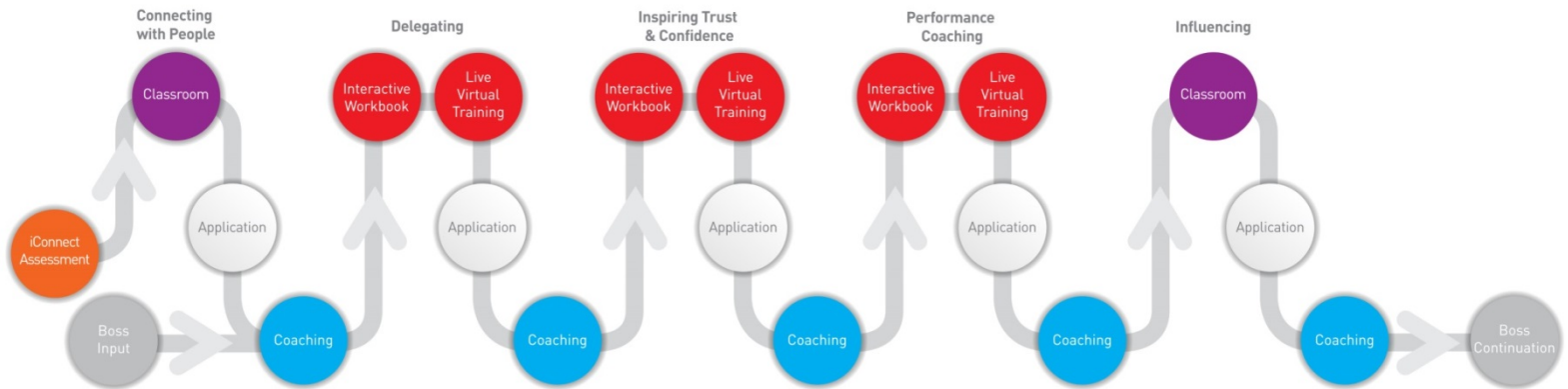
# Classroom



# Live Virtual



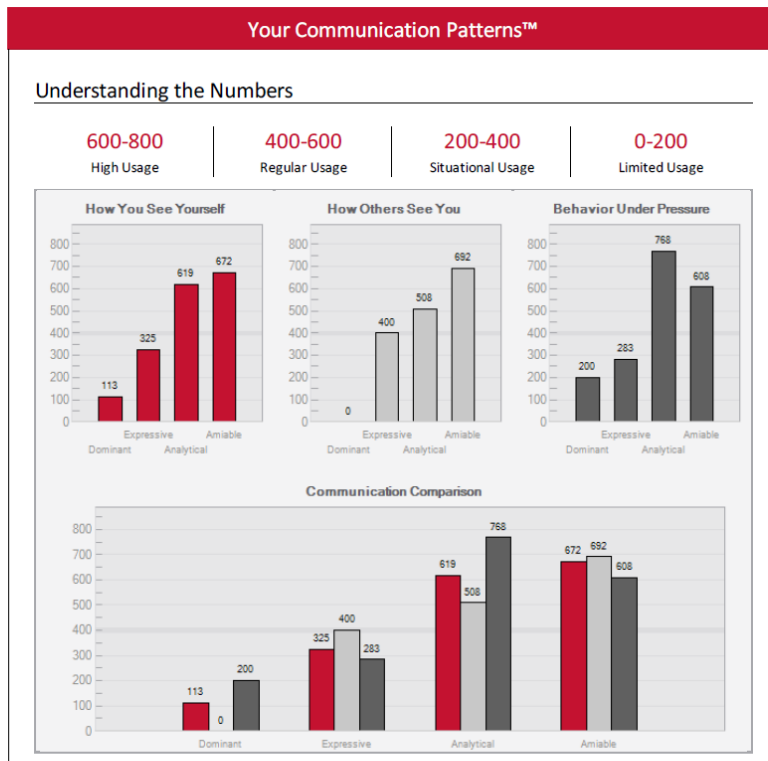
# Combination



# Elements of the Accelerated Management Program

## Pre-Events

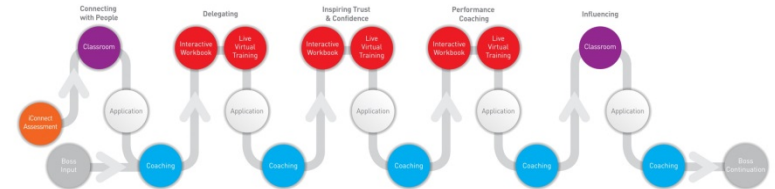
- iConnect Assessment
  - 15-20 minutes
- eConnecting With People (for virtual program)
  - 25-30 minutes



# Elements of the Accelerated Management Program

## Events

- ① Classroom
  - 4 hour sessions
  - Taught 3 weeks apart
- ② Live Virtual Training
  - Taught twice per month



### Interactive Workbooks

- 1 hour to complete (flipped learning)
- Responses emailed to their personal coach

### Live Instructor Led Workshops

- 1 hour
- 2 Facilitators
- Group participation

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T

YOU'RE DONE!



After you've completed all of the activities in this workbook (marked by the blue marker), save it then email it to your coach. If you are working on a tablet or mobile device click the link below and email it to your coach and yourself so that you can save it on your computer.

Keep the workbook saved somewhere accessible, as you'll need to reference it during the V-Training session as well as during your one-on-one meeting with your coach.

[Email PDF to Coach](#)

Get regular tips on delegation and communication by connecting with us on Facebook at [facebook.com/leadershipchoice](https://facebook.com/leadershipchoice)



# Live Virtual Training

Delegation Intro



## Welcome to Delegation!

We're your leaders for the session today!

**Lynnette**  
Facilitator

**Gena**  
Moderator

Video (2)



Chat (Everyone)

Lynnette: Hi Liz, just want to make sure you can hear us chatting.

Liz McClelland: hello, yes- i can hear you!

Liz McClelland: actually, now i can't hear you! :)

Gena: lost us?

Liz McClelland: Ok, unmuted the speakers, all good!

Liz McClelland: I'm in northern CA

Ted Hsiung: Hello!

Dan Droy: Hello!

Deborah Elder: Hello

# Elements of the Accelerated Management Program

## **Post Events**

### Training Application Coaching

- Personal Leadership Coach
- Helps Apply Skills and Overcome Obstacles
  - 5 sessions
  - 3.5 hours

*I wasn't sure what to expect from the coaching and have to admit I was even a little skeptical. Now that I have completed the coaching, this is the most personal and effective leadership development experience I have ever had.*

*– Bill*



# Content - Accelerated Management Program

- **Connecting With People**  
*Communicate more effectively while easily resolving **conflict***
- **Inspiring Trust & Confidence**  
*Develop personal **leadership brand** and build **trust** and **accountability***
- **Delegating**  
*Increase **efficiency** while **developing** members of the team through delegating*
- **Performance Coaching**  
*Give skillful and productive performance **feedback** while **coaching** others*
- **Influencing**  
***Gain support** for ideas and initiatives while **overcoming resistance** through others*

# Take Action



What are  
your big  
takeaways  
from today's  
discussion?

For additional  
questions:

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