Measuring the Impact of Your Leadership Development Programs

Leadership Matters. Now more than ever.

April 24, 2025

Founded in 1981 and built on the belief that
Leadership Matters

Headquartered in Minneapolis, Minnesota

U.S.-based with global reach

Implementing critical assessment and development strategies to drive business growth with mid-size to Fortune 500 companies

Diverse client base—all industries, public and private, private equity and non-profit

Proud to say first client is still an active client

Poll: Why are you here today?

A. I want to better measure our current LD programs.

B. As we design new LD programs, I want to demonstrate impact.

C. As an HR professional, this is an important topic.

D. I am a data geek and want to learn more.

Your Guides

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Sundt Construction

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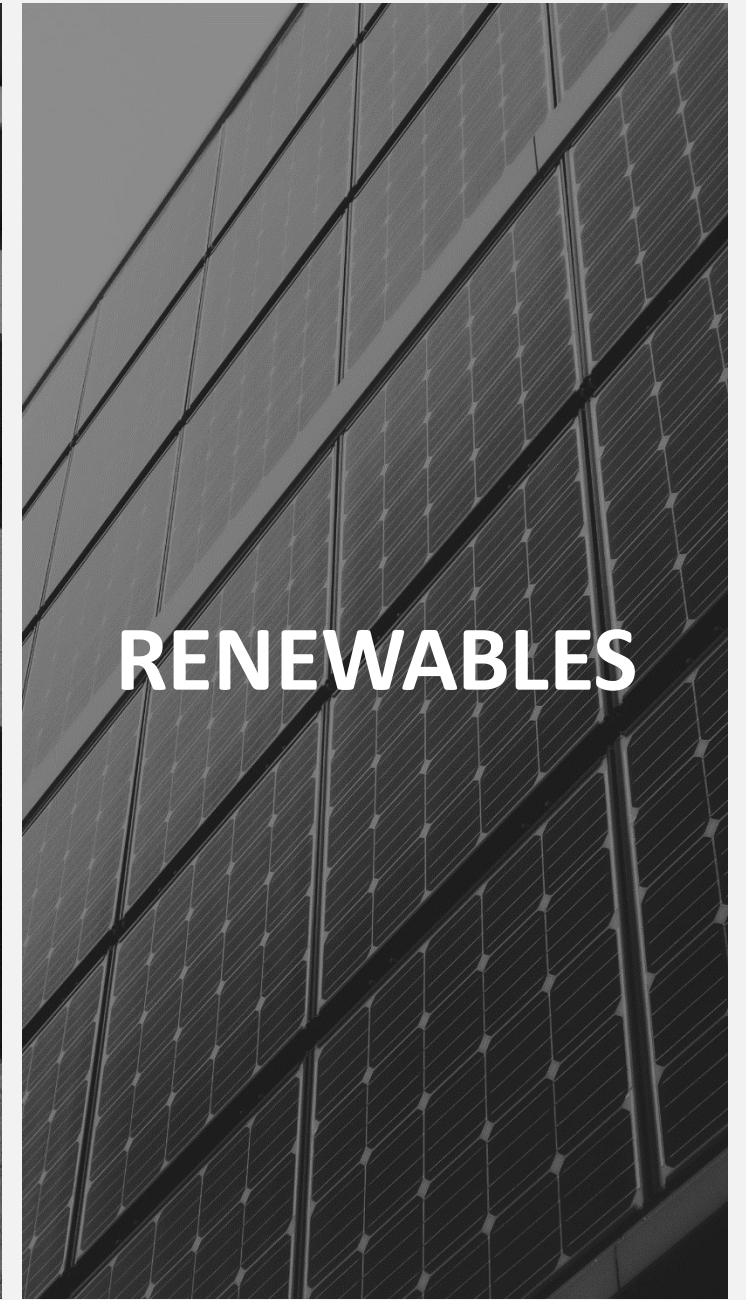
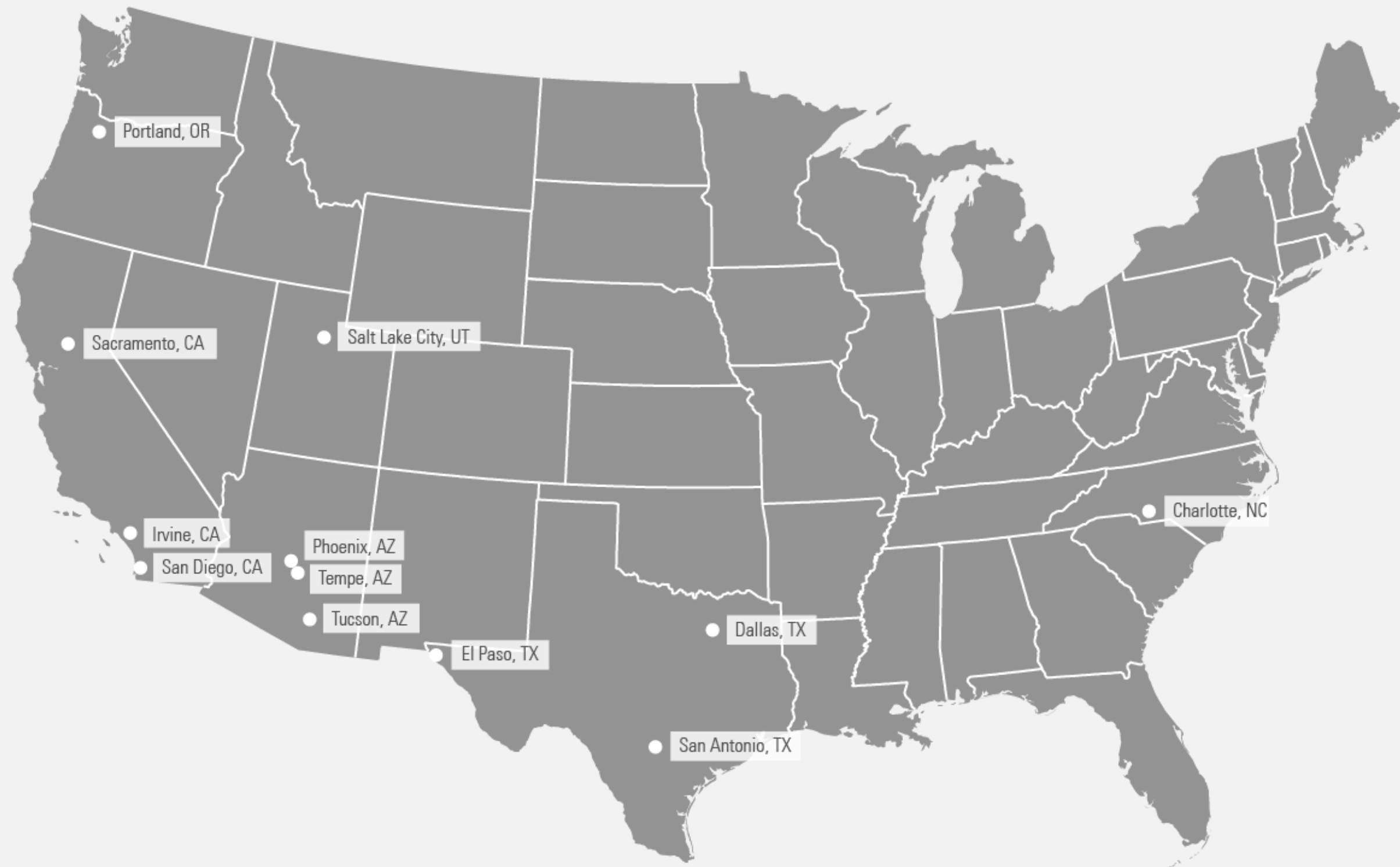*Chief Human Resources Officer*

Otter Tail Corporation

SUNDT

Skill. Grit. Purpose.®

WHAT WE BUILD

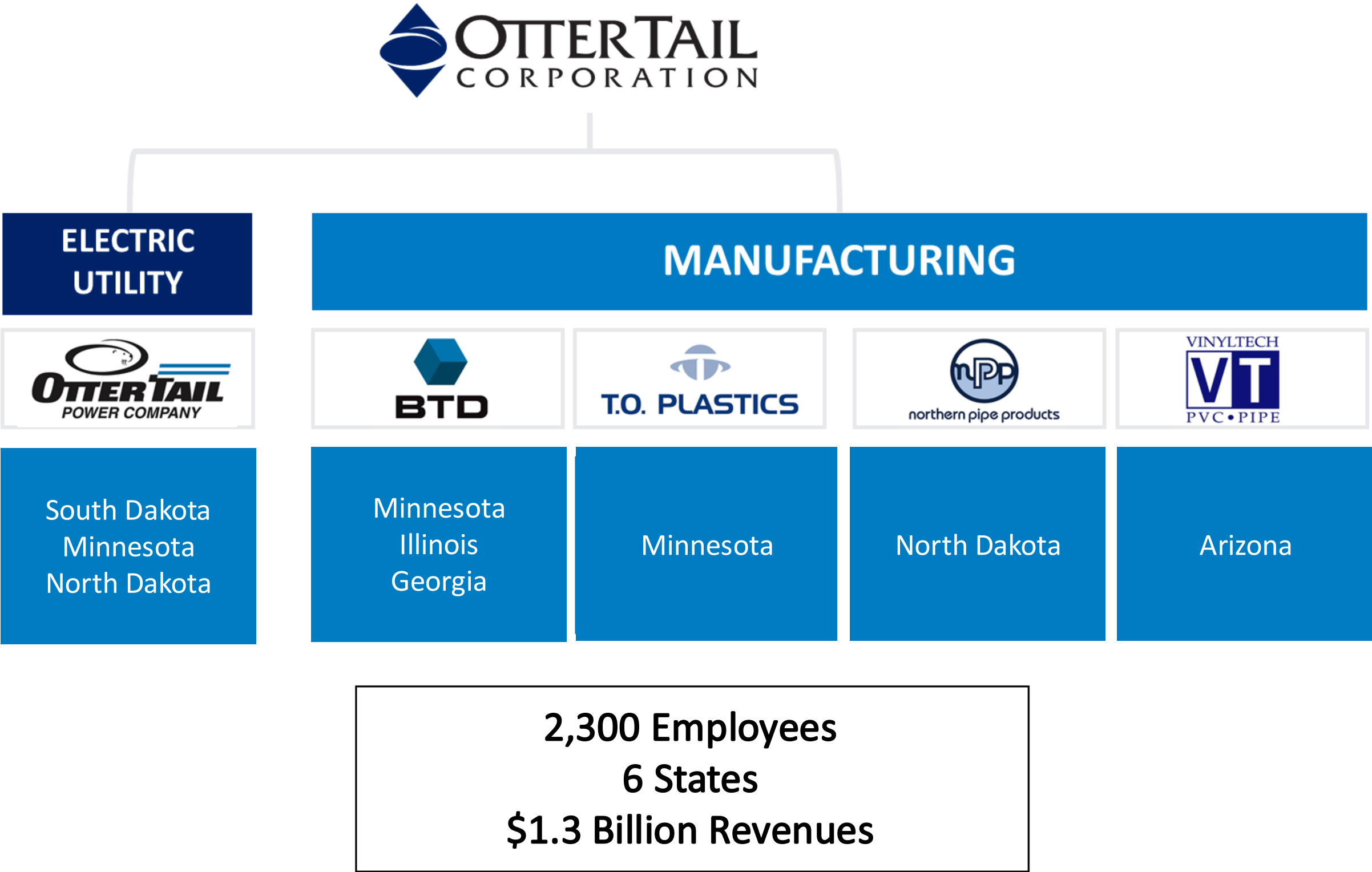TRANSPORTATION INDUSTRIAL BUILDING CONCRETE RENEWABLES

SUNDT

OFFICE LOCATIONS

Portland, OR

Sacramento, CA

Salt Lake City, UT

Irvine, CA

Phoenix, AZ

San Diego, CA

Tempe, AZ

Tucson, AZ

Charlotte, NC

El Paso, TX

Dallas, TX

San Antonio, TX

Otter Tail Corporation
Diversified Holding Company (OTTR: NASDAQ)

ELECTRIC UTILITY	MANUFACTURING			
Otter Tail Power Company	BTD	T.O. Plastics	Northern Pipe Products	Vinyltech VT PVC Pipe
South Dakota Minnesota North Dakota	Minnesota Illinois Georgia	Minnesota	North Dakota	Arizona

2,300 Employees
6 States
$1.3 Billion Revenues

Electric Utility & Manufacturing

Agenda

A Fresh Look

New Frontiers in Program Measurement

Maximize Your Leadership Development Strategy

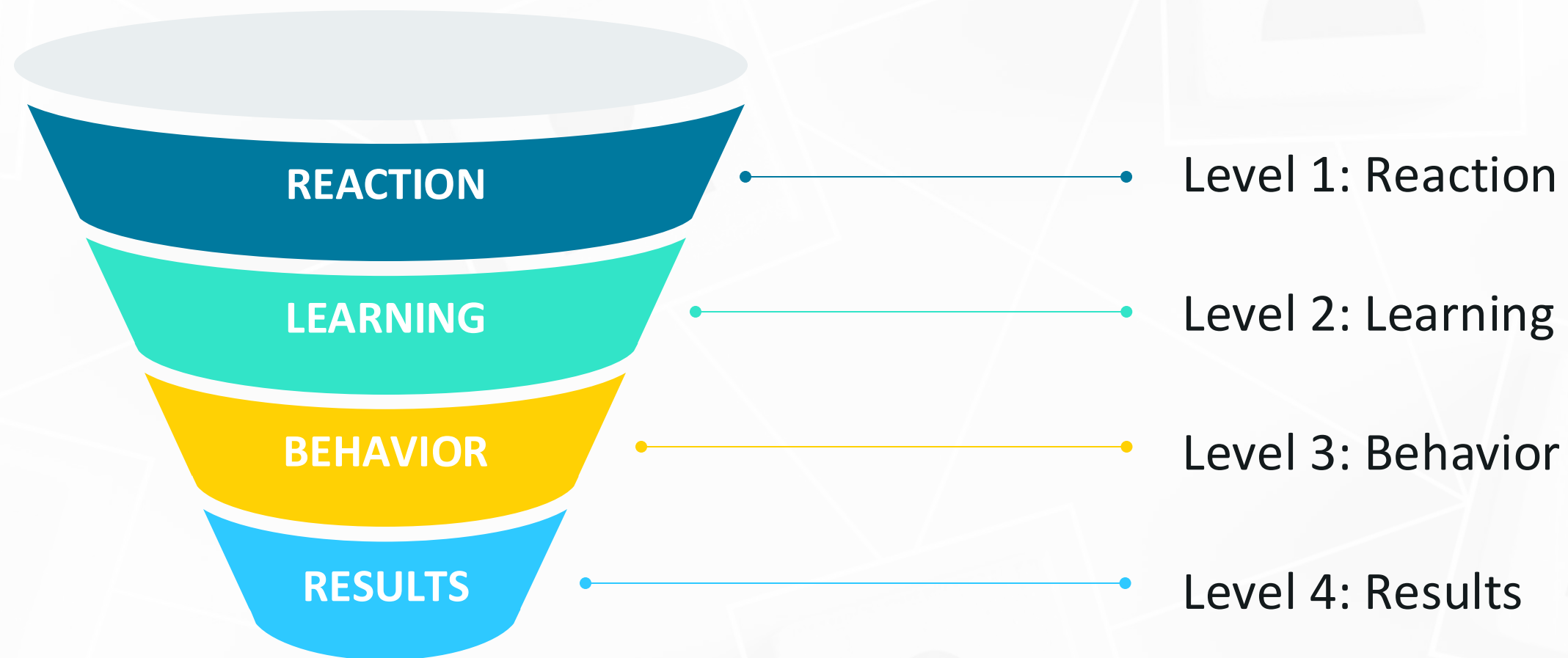Expert advice to take your strategy to the next level

Case Study

A real-world example of multidimensional impact measurement

A Brief Background

Evaluating Impact – One Learner at a Time
The Kirkpatrick Model

REACTION — Level 1: Reaction

LEARNING — Level 2: Learning

BEHAVIOR — Level 3: Behavior

RESULTS — Level 4: Results
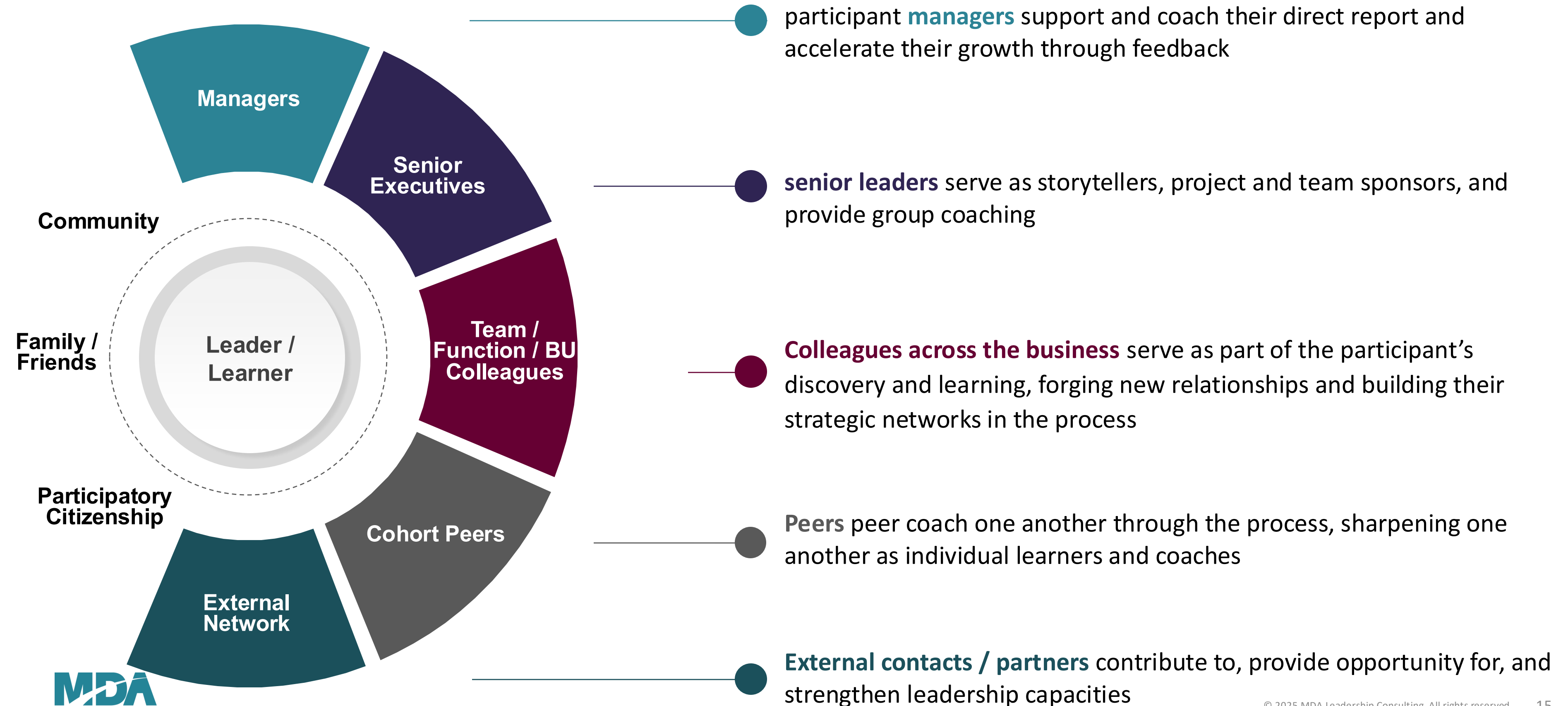
📋 **Poll:** How are you measuring your LD programs today?

A. Level 4 – Results

B. Level 3 – Applied Behavior

C. Level 2 – Learning

D. Level 1 – Reaction

E. We are not measuring impact today.

Leader Development vs Leadership Development

	Leader Development	Leadership Development
Focus	Individuals in formal leadership roles (intrapersonal)	Teams and Levels of Leaders/ Organizational Cultures (interpersonal)
Developmental Insights and Methods	Predominantly psychology	Behavioral sciences, including psychology and sociology
Outcomes	High-performing individual leaders	High-performing teams and aligned organizational cultures
Type of Capital Development	Human	Social
Tools, Methods, Practices	• Cognitive, personality and 360 assessments • Development planning • Targeted learning experiences • Individual coaching	• Aggregate assessment insights • Cohort-based development experiences and journeys • Action learning/project work • Team coaching, group mentoring

Multidirectional Impact

participant **managers** support and coach their direct report and accelerate their growth through feedback

senior leaders serve as storytellers, project and team sponsors, and provide group coaching

Colleagues across the business serve as part of the participant's discovery and learning, forging new relationships and building their strategic networks in the process

Peers peer coach one another through the process, sharpening one another as individual learners and coaches

External contacts / partners contribute to, provide opportunity for, and strengthen leadership capacities

Diagram labels:
- Managers
- Senior Executives
- Community
- Family / Friends
- Leader / Learner
- Team / Function / BU Colleagues
- Participatory Citizenship
- External Network
- Cohort Peers

Q&A with the Panel

Panel Question 1:

What were you trying to achieve in your leadership development programs?

What caused you to invest in a robust program?

"

Out of the top 20 leaders in the company, about 15 of them have been through one of our MDA-led programs. It's an investment in our talent and our company that pays dividends time and time again. It sets us above our competition, and we get selected and re-selected for work because of the people that we have, so investing in our talent is hugely important and something we will never stop.

—Mike Hoover, CEO and Chairman, Sundt Construction

SUNDT

Panel Question 2:

In recent years, many LD programs favor designs that include some form of action-based learning. How does your organization develop leaders in a way that includes real work that leads to business impact?

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| Action Learning Recommendations	Implementation
Retain Sundt's Core Craft Workforce: Establish a process to identify 'Core Craft' employee to increase retention and engagement of craft professionals.	**Core Craft Program:** Launched companywide program that evaluates, recognizes and rewards 'Core Craft' employees. Rewards include access to enhanced training and development, pay increase and employment protection during reduction in force.
Track and Catalog rework: Utilize a clear, consistent process of tracking and cataloging rework that minimizes time spent by project teams while allowing the company to define, measure, analyze and control quality and cost.	**QDR and SCA App:** Developed and launched companywide a Quality Deficiency Report (QDR) Dashboard and Sundt Construction Analytics (SCA) mobile application to record, track and measure quality issues on project sites.
Development of Sundt's Field Engineers: To be "the most skilled builder in America" we believe we need to build better builders, beginning with our Field Engineers.	**Field Engineer Bootcamp:** Developed and launched a mandatory 3-day training for Field Engineers that includes training content on roles and responsibilities, contracts, quantities, plans and specifications, and hands on survey calculations and layout.
Replace annual performance review process: Stop our traditional annual performance review process and effectively transform it to a continuous performance development model, to improve employee's performance, productivity, retention, and contribution to the business.	**Continuous Performance Development (CPD):** Developed and launched companywide a training program to replace the annual performance review process with an innovative, more human-centered approach to promoting, evaluating and improving employee performance in real time.

Panel Question 3:

What programmatic design elements lead to multidirectional impact? That is, what are some of the ways that you involve, touch or impact a variety of stakeholders beyond the targeted cohort?

Program Measurement:
A real-world example

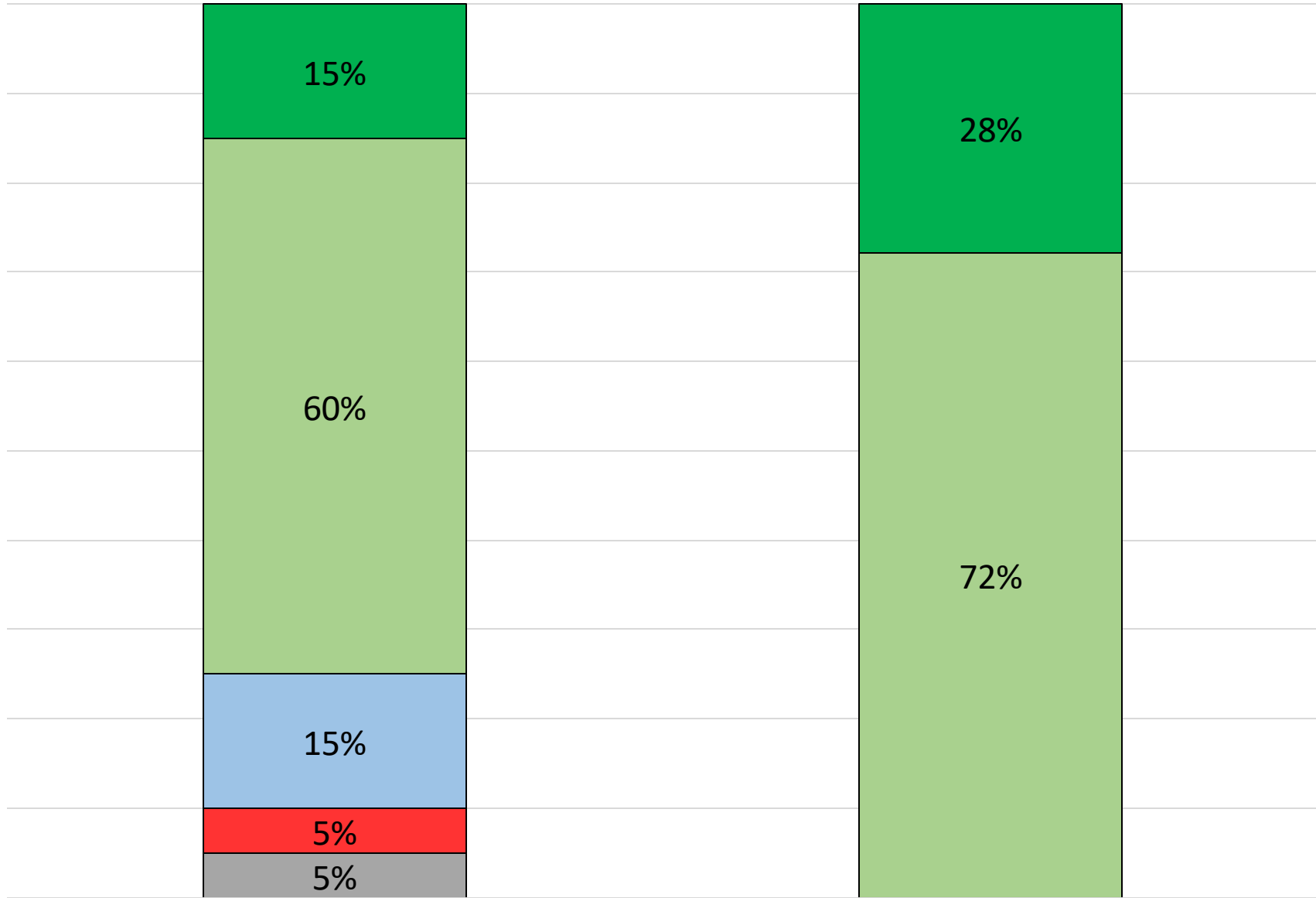# Program Impact: *Leader* Development

I see evidence that the LD Participants/*I* are spending more time developing the talent of their team and those around them.
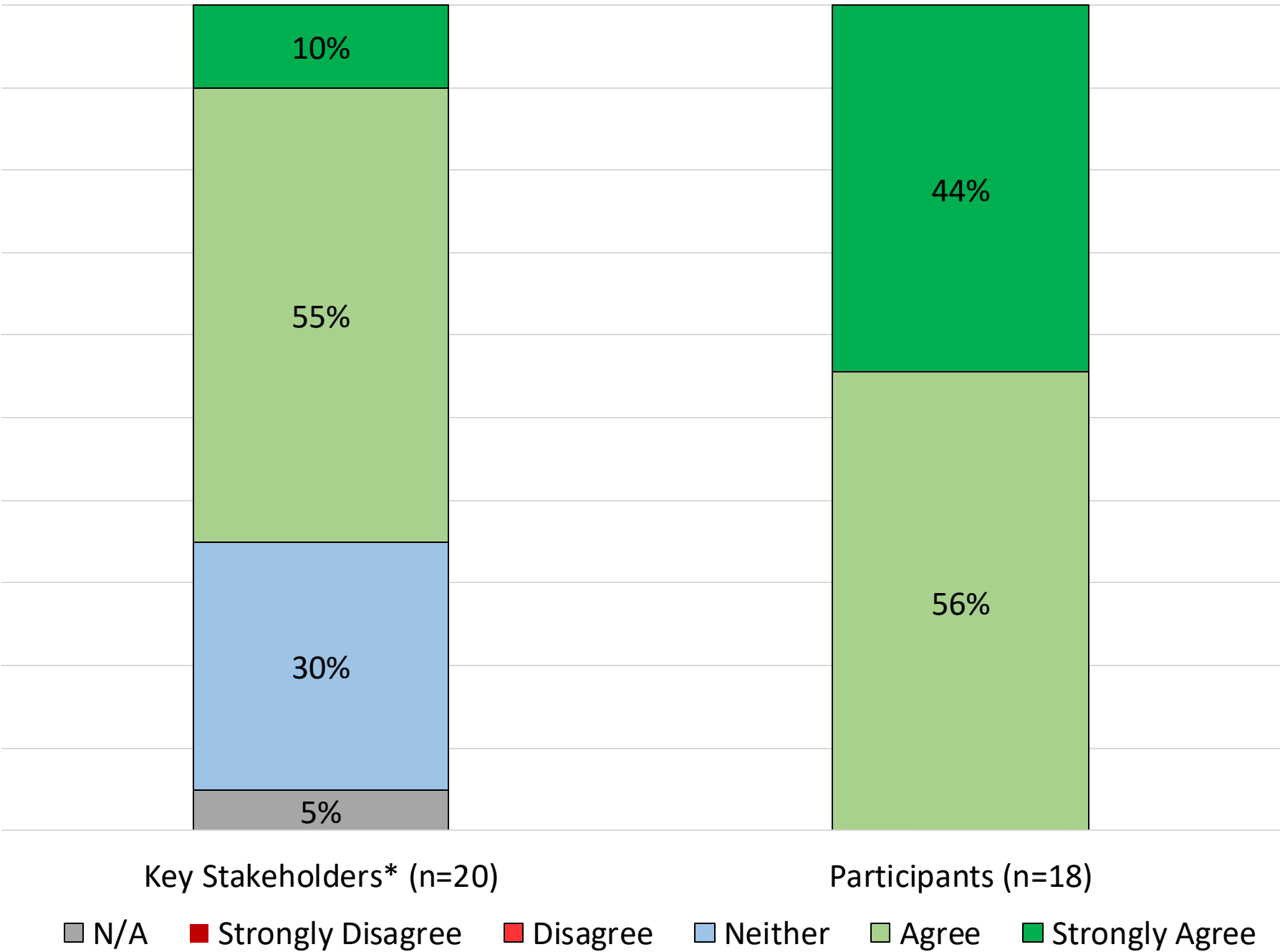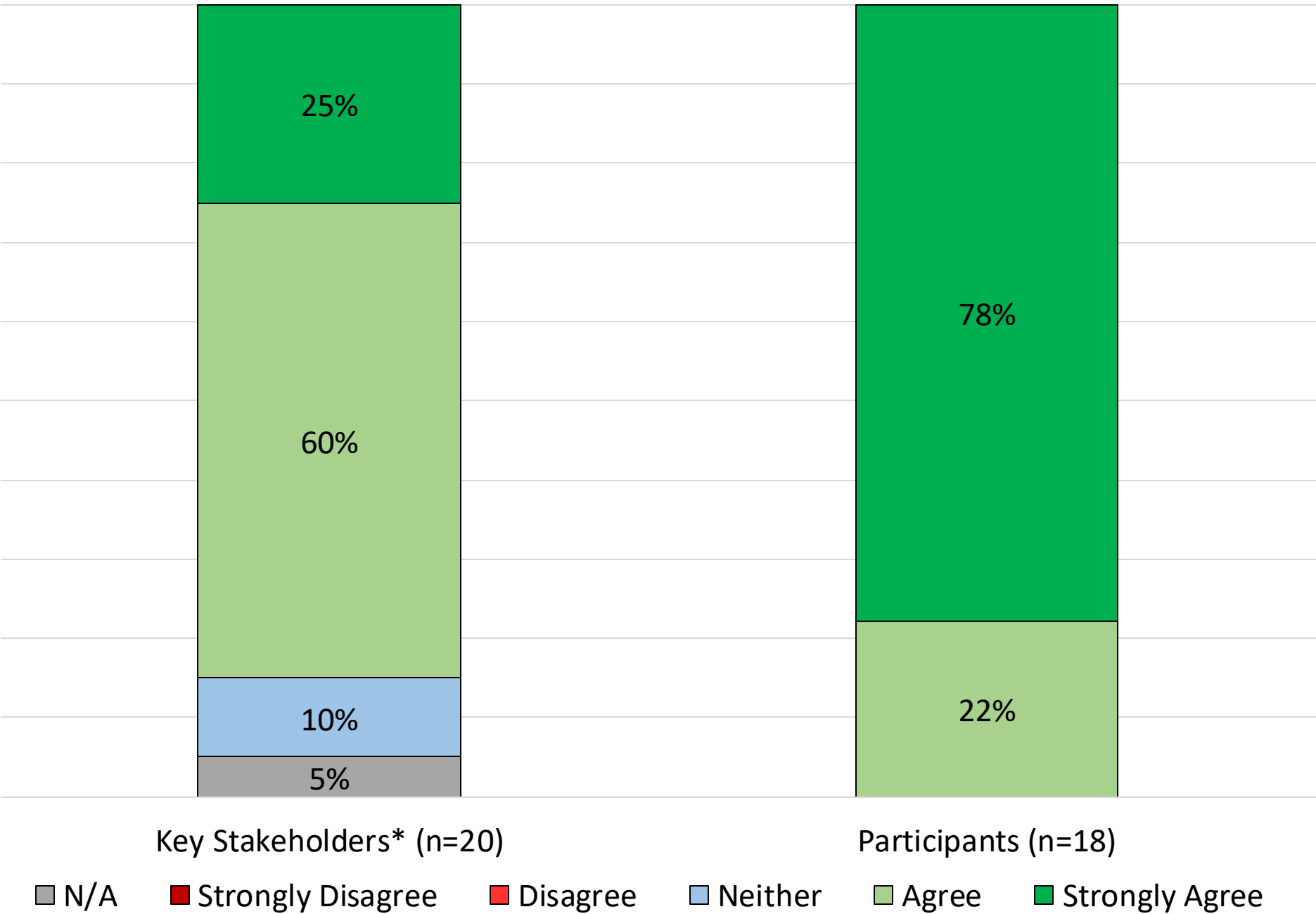

100% of Participants and 65% of Key Stakeholders *agreed* or *strongly agreed* with this statement.

Key Stakeholders* (n=20)   Participants (n=18)

■ N/A ■ Strongly Disagree ■ Disagree ■ Neither ■ Agree ■ Strongly Agree

Program Impact: *Leader* Development

The LTE Participants I work with/*I* seem more comfortable and effective when leading change.

100% of Participants and 75% of Key Stakeholders *agreed* or *strongly agreed* with this statement.
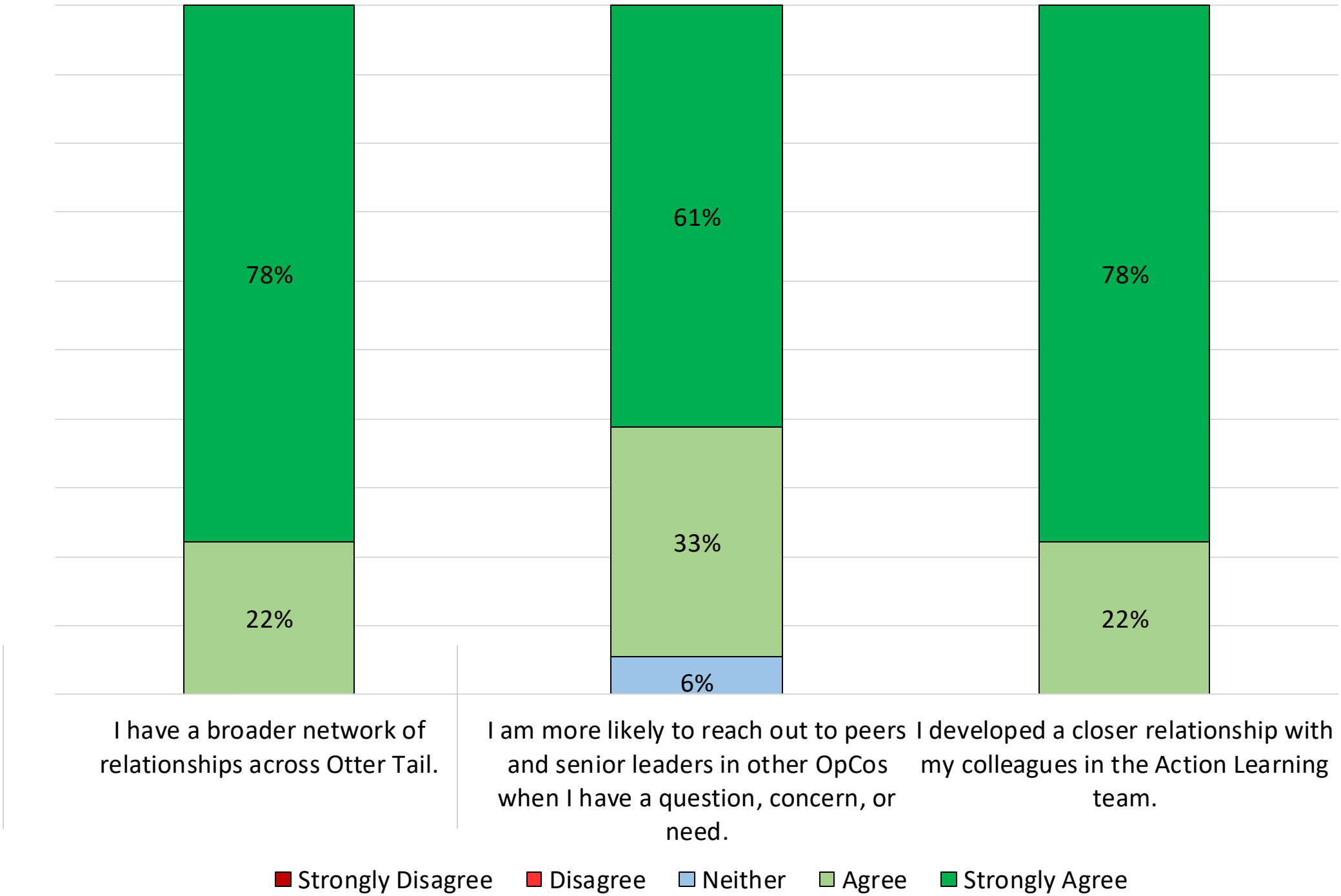
Program Impact: *Leader* Readiness

I believe that as a whole, the LD participants/*myself* are more ready to take on higher-level leadership roles.

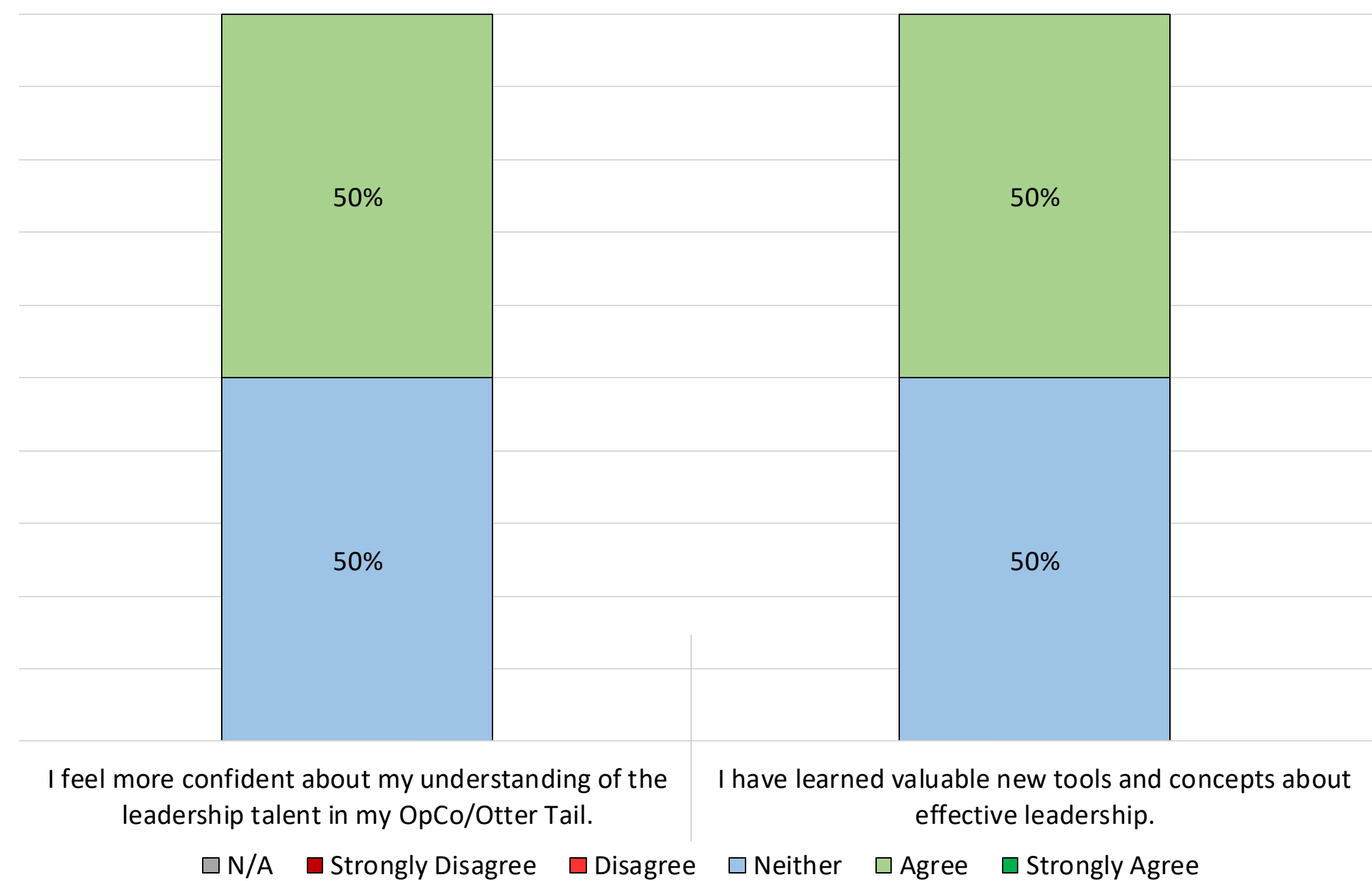100% of Participants and 85% of Key Stakeholders *agreed* or *strongly agreed* with this statement.

Key Stakeholders* (n=20) — 5%, 10%, 60%, 25%

Participants (n=18) — 22%, 78%

Legend: ■ N/A ■ Strongly Disagree ■ Disagree ■ Neither ■ Agree ■ Strongly Agree

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Program Impact: *Leadership* Development - Network & Relationship Building

Bar chart showing three survey statements:

- **I have a broader network of relationships across Otter Tail.** — Agree 22%, Strongly Agree 78%
- **I am more likely to reach out to peers and senior leaders in other OpCos when I have a question, concern, or need.** — Neither 6%, Agree 33%, Strongly Agree 61%
- **I developed a closer relationship with my colleagues in the Action Learning team.** — Agree 22%, Strongly Agree 78%

Legend: ■ Strongly Disagree ■ Disagree ■ Neither ■ Agree ■ Strongly Agree

Beyond Participants: Program Sponsor Impact

I feel more confident about my understanding of the leadership talent in my OpCo/Otter Tail.

I have learned valuable new tools and concepts about effective leadership.

N/A   Strongly Disagree   Disagree   Neither   Agree   Strongly Agree
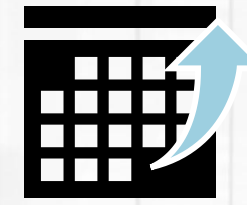
Relationships and Level 4 Impact

Program Participants Become Joint Venture Partners

Two People/Learners
$2M

Three People/Learners
$8M

Two Years Later
$80M

"

"The program learning was great, but the ability to connect with other leaders in each of the different parts of the country has allowed us to better serve new markets, new customers, and ultimately grow our organization."
Ryan Kinsella, VP, and Adrian Mendoza, GM, Performance Contracting, Inc.

Panel Question 4:

What other lessons have you learned, and what key takeaways do you have for those interested in maximizing the payoffs of their LD programs investments?

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POLL: How best can we serve you?
(Select all that apply.)

A. Send me your new white paper and case study on LD measurement.

B. I would like to apply these best practices at my organization. Let's discuss my situation.

C. Inform me about upcoming webinars.

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Gain mastery to lead change at all levels

MDA's Change Leadership Experience

Tuesday, May 6, 2025
8:30 am – 5:30 pm central

The Collaborative at Capella Tower
225 S. Sixth Street, Minneapolis, MN

Spaces are limited, so register today!

Need Change at Scale?

We can bring this exceptional experience to your organization for a group of 15-200+ leaders. Let's talk!

Change agility—for yourself, your team, your organization—is the single most important leadership skill for your future success. With a one-day investment, your leaders receive:

• Expert facilitation in proven change management theory

• An innovative, interactive, and immersive change simulation experience

• An extensive change leadership toolkit for every step of the change process

• Immediate application opportunities for their current and future change management challenges

• A cross-industry peer network that can be tapped long after the session

Questions

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