



TRAIN-TO-INGRAIN

*Reinforcement-Centered Leadership
Development Technologies*

*A Five-Phase Integrated Process
That Creates Permanent Changes
in Leader Behavior*

The Holy Grail of Leadership Development



When you invest in leadership development,
you expect...

- Permanent improvements in the way leaders lead
- Positive impacts on business results

A Familiar Tale



“We agreed that our managers knew the business, but most of them weren't very effective with people. We noticed friction and a lack of cooperation. Disagreements and arguments festered. You could sense the tension out there. Morale was low in many areas. It wasn't the positive, high-energy culture we wanted. We lost several of our best people.”

A Familiar Tale



“We concluded that our managers needed to be better leaders, and we decided to bring in a top-flight leadership effectiveness program. The trainers were fantastic and our managers raved about it. We were satisfied that it was money well spent.”

A Familiar Tale



“In the months afterward, we saw an improvement in several managers, but we noticed that most of them weren’t using the new skills. To be honest, these were the same folks doing the same things.”

A Familiar Tale



“A year later, I look around and can’t say there’s been much change at all. It’s hard to believe that a program of such high quality didn’t get better results in the long run. It’s been a huge disappointment.”



Ultimate questions...

- Why do leadership development programs rarely produce permanent changes in behavior?
- Why do organizations achieve such poor returns on their investment?



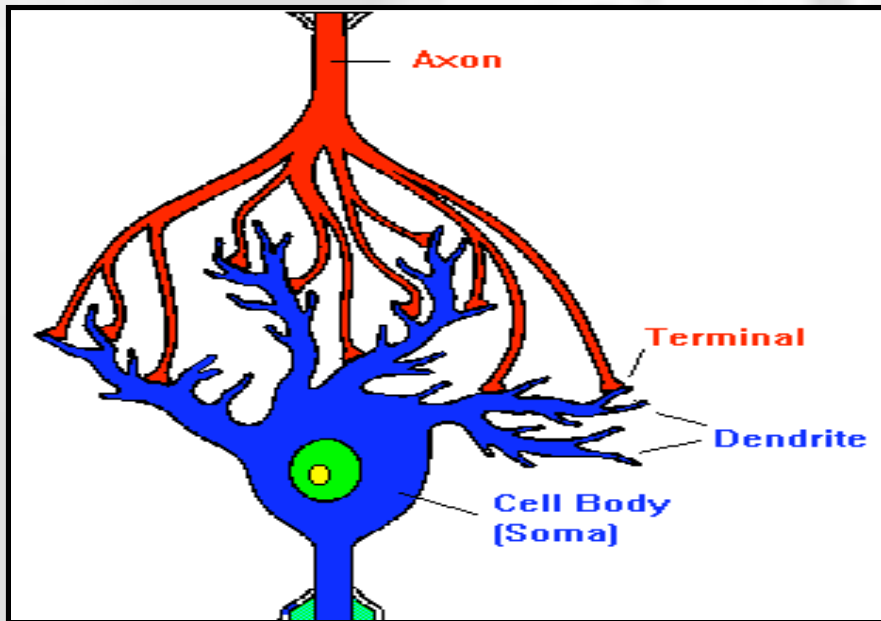
Ultimate answers...

- Most executives don't appreciate how much reinforcement is needed to ingrain a new skill.
- So training is almost never followed by a structured program of reinforcement.
- And often there are barriers to applying the new skills in the workplace.

How Skill Development Happens in the Brain



Learning a new leadership skill is a physical process. Repeated behavior (skill application) stimulates the dendrites of neurons (brain cells) to grow and connect with other neurons. Eventually an efficient pathway forms that enables the skill. This process requires many months of consistent reinforcement.



How Skill Development Happens in the Brain



Before Ingraining

- No neural pathway
- Effort is conscious, concentrated
- Slow, hard work

After Ingraining

- Neural pathway built
- Effort feels like second nature
- Automatic and efficient

How Skill Development Happens in the Brain



Technical Skills

- Mostly learned at work
- Few old patterns to compete with new technical skills
- With repetition, new technical skills become ingrained habits

Interaction Skills

- Mostly learned in life, ingrained for decades
- Old patterns compete with new learning
- When new patterns feel awkward, learners fall back on comfortable old patterns

How Skill Development Happens in the Brain



The bottom lines...

- Without extensive reinforcement, new neural pathways won't establish themselves.
- Without new neural pathways, new behaviors won't become comfortable and habitual.
- If new behaviors don't become comfortable and habitual, leaders will fall back on old behaviors.

How Hard Is It to Change Behavior?



“After being told to change behavior or die of heart disease, 90% fail to change.” Fast Company (May 2005)



“They must make changes to live, but they can’t seem to do it.” Dr. Edward Miller (Dean of Medical School at John Hopkins University)



“Knowing what to do isn’t enough. Using weekly reinforcement group meetings, 77% changed behavior.” Dr. Dean Ornish (Founder - Preventative Medicine Research Institute)



How Hard Is It to Change Behavior?



At the beginning of 2004, Tiger Woods made several changes in his swing to improve his game.



But in 2004 he struggled, winning only one tournament and finishing fourth in total winnings.



Finally in 2005 he won his fourth Masters, placed second in the U.S. Open and won the British Open.



It took a year of persistent practice to ingrain the new patterns.



How Hard Is It to Change Behavior?



It takes months of consistent reinforcement to ingrain leadership skills, which are more complex than golf skills.

If new skills aren't ingrained, leaders will fall back on their old behavior patterns.

An assessment or training event by itself isn't enough to create permanent changes in leader behavior.

But assessment and training conducted in concert and followed by a structured program of reinforcement can ingrain new leadership skills.



TRAIN-TO-INGRAIN...

A five-phase process that produces permanent changes in leader behavior:

↔ Commitment

↕ Assessment

↔ Training

→ Reinforcement

↑ Integration



Phase 1: **COMMITMENT...**

- *Acquiring resources*
- *Assigning roles*
- *Defining responsibilities*

...to support assessment, training, reinforcement and integration



Phase 2: **ASSESSMENT...**

- *Establishing pre-training performance baseline*
- *Identifying priorities for development*
- *Focusing motivation*

...to prepare learners for training and reinforcement



Phase 3: **TRAINING**...

- *Providing context and knowledge*
 - *Presenting models, methods and techniques*
 - *Facilitating safe practice with coaching*
- ...to introduce developing leaders to desired skills and behaviors*



Phase 4: REINFORCEMENT...

- *Ongoing learning*
 - *Ongoing feedback*
 - *Coaching*
 - *Learner, manager and executive accountability*
- ...to ingrain the skills learned in training*

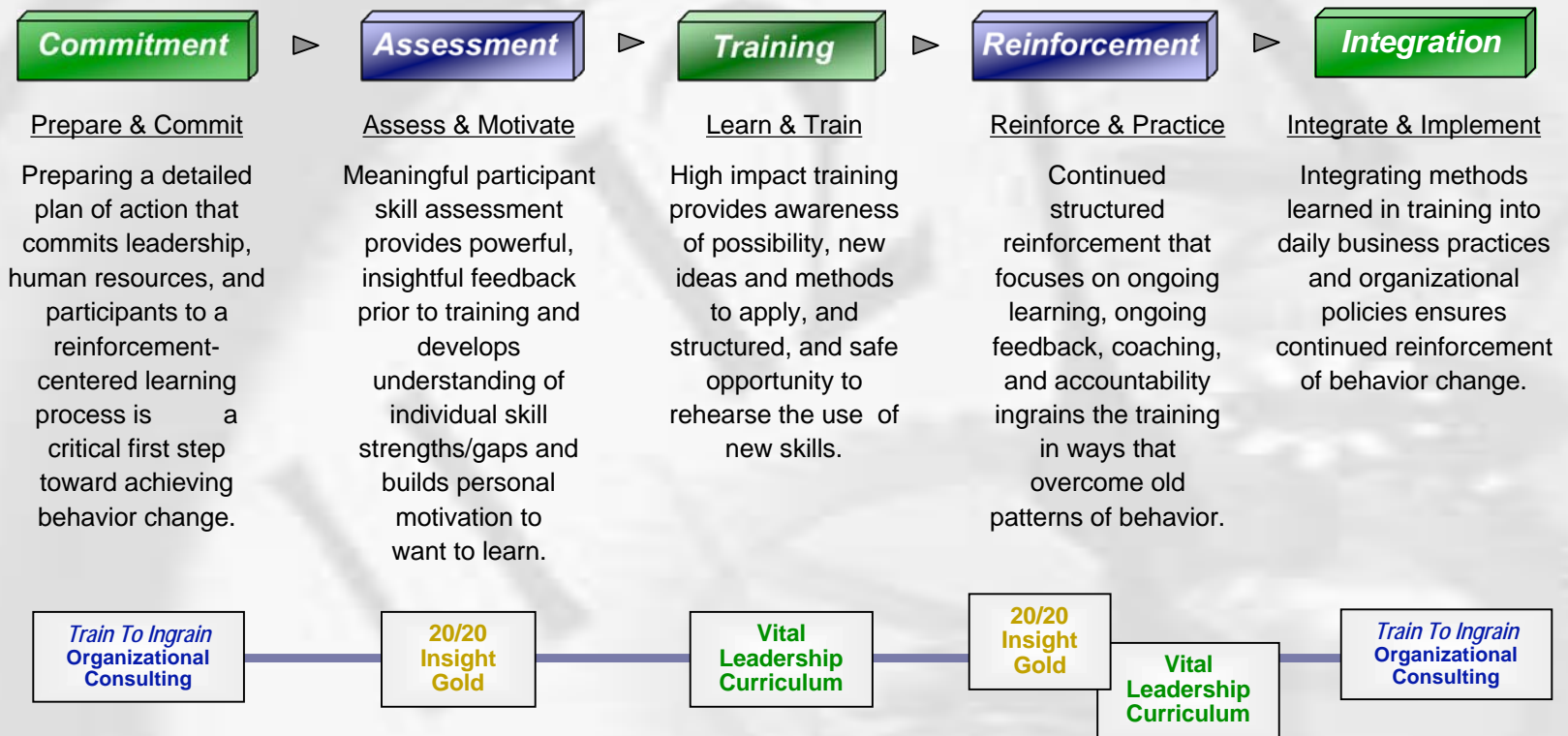


Phase 5: **INTEGRATION...**

- *Examining organization policies*
- *Evaluating standards and protocols*
- *Updating related business practices*

...to make them compatible with and supportive of desired leader behaviors

A New Leadership Development Structure



TRAIN-TO-INGRAIN Technologies



**TRAIN-TO-INGRAIN
Consulting Network**



**Ingrained
Behavior**

**Vital Learning
Corporation**

**Performance
Support Systems**

- ▲ Expert consultation
- ▲ **Supervision Series GOLD**
curriculum and ongoing
learning resources
- ▲ **20/20 Insight GOLD**
assessment and ongoing
feedback technology
- ▲ **TRAIN-TO-INGRAIN**
Integration guides and tools

www.train-to-ingrain.com



You save time and money...

- Assessment and training resources also support reinforcement.
- Learning during reinforcement phase involves on-the-job application of skills.
- Managers get involved, but they don't have more to do. They do things differently.

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TRAIN-TO-INGRAIN Technologies



The five-phase process...

- Stimulates brain cells to grow and connect, forming new neural pathways that enable the skills
- Produces permanent changes in leader behavior
- Achieves maximum return on investment

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