

Foreword by
Kevin D. Wilde,
CLO General Mills

"Leaders as Teachers Action Guide is practical, powerful, and profound!"

— ANNIE MCKEE, PhD,

Director, Penn CLO Executive Doctoral Program

LEADERS AS TEACHERS ACTION GUIDE

*Proven Approaches for Unlocking
Success in Your Organization*



Edward Betof • Lisa M.D. Owens • Sue Todd

Praise for *Leaders as Teachers Action Guide*

“For a small business that has dreamed of creating a culture of learning or an in-house learning organization, this book is a must read! *Leaders as Teachers Action Guide* delivers a simple, practical, and cost effective blueprint of how to leverage your current talent and experience to grow leaders at all levels, enhance your culture, and drive people development. This book will propel you forward in your journey of being a successful and professionally managed organization.”

Scott P. George
Director, Research and Product Development
Aileron

“*Leaders as Teachers Action Guide* is a practical and compelling guide to achieving impactful results for leaders serving as teachers and employees participating as learners. This is a great resource for leaders who want to shape a learning organization and high performance culture.”

Shawn D. Zimmerman
Vice President, Global Talent and Organization Capability
The Hershey Company

“This is a great resource that goes well beyond insights on the value of a leaders-as-teachers initiative. It is a very practical guide that provides comprehensive instructions and guidance on how to implement a LAT program in any organization.”

Neal R. Goodman, PhD
President, Global Dynamics, Inc.
Professor Emeritus, Saint Peter’s University

“*Leaders as Teachers Action Guide* is a must read and practical roadmap for companies of any size to launch or strengthen a leaders-as-teachers program. The benefits are significant, with insights on many topics, including instilling leadership values and skills, strengthening organizational culture, and communication and driving business results.”

Diana Oreck
Vice President
Ritz-Carlton Leadership Center

“This action guide provides myriad practical tools for building a leaders-as-teachers approach—from broad brush planning to detailed execution tactics, you will find opportunities to address your organization’s unique situation.”

Deb Tees, EdD
Director, Talent and Organizational Capability
At a Fortune 50 Aerospace and Defense Company

“Leaders as Teachers Action Guide is a highly valuable resource for use in organizational learning. By augmenting our formal curriculum with the use of real world applications, we’ve experienced increased employee engagement with greater content relevancy. Moreover, using Merck leaders as part of our faculty has also improved our employee and manager relationships, sparked new networks within the organization, and has proven to be very cost effective. We’re fans!”

Nancy Singer, RPh
Executive Director, Enterprise Learning
Merck & Co., Inc.

“In my company, leaders as teachers has become a vital component of our change management plans. When our leaders teach, they demonstrate commitment and a deep understanding of where they want to take the organization. When our associates see our leaders teach, they gain an accelerated understanding of what is expected from them. This is how we build urgency and excitement for creating a more competitive, engaging, and vital organization.”

Jerry Hurwitz
Senior Vice President, Human Resources
BD (Becton Dickinson)

“Leaders as Teachers Action Guide makes a strong case that as leaders we have a profound opportunity to coach our colleagues and impact our organization when we teach, and provides practical information to teach leaders to teach.”

Craig D. Weidemann, PhD
Vice President, Outreach and Vice Provost for Online Education
The Pennsylvania State University

“In the learning and development profession, there are certain books that really stand out in making a significant contribution to the depth and breadth of the profession. The *Leaders as Teachers Action Guide* is one of those books that is sure to set the standard for enabling practitioners to drive successful leadership development in their organizations.”

J. Keith Dunbar
Director, Talent Management
Leidos

“*Leaders as Teachers Action Guide* is your hands-on-resource to building a LAT model in your organization. This engaging book is filled with the most up-to-date thinking, tools, insights, and best practices from top-notch companies. The authors, Ed, Lisa, and Sue, are credible thought leaders and have done a nice job modeling what they teach in this book. I highly recommend it!”

Diane Holman
Chief Talent Development Officer
Wolters Kluwer

“We’re in the process of implementing a leaders-as-teachers program at Keurig Green Mountain and I can’t wait to integrate all the highlights, notes, and follow-up actions from *Leaders as Teachers Action Guide*. Ed, Sue, and Lisa did a great job of creating a practical and leading-edge process for implementing LAT in companies and firms of all sizes and complexity.”

Jayne Johnson
VP, Talent, Learning, and Organizational Development
Keurig Green Mountain, Inc.

“*Leaders as Teachers Action Guide* is sure to be a well-used resource for any organization focused on learning and development. Filled with easy-to-follow steps and tools, this practical resource is a must-have for those looking to more effectively leverage leadership in teaching roles.”

Robin Renschen
Director, Learning and Development
McCarthy Building Companies, Inc.

“Five years ago, Ed Betof challenged organizations to unlock the teaching potential of their top talent by implementing a leaders-as-teachers program in his book, *Leaders as Teachers: Unlock the Teaching Potential of Your Company’s Best and Brightest*. The authors packed this sequel with innovative case studies and organized them into a coherent framework of ready-to-use examples that can be applied in any organization.”

Mary McNevin
Chief Learning Officer
Signature Healthcare

“The leaders-teachers methodology is a powerful catalyst to accelerate leadership development, strengthen culture, and ultimately drive business results. Ed, Lisa, and Sue offer a comprehensive, step-by-step approach that any organization can leverage to get started or take their development activities to the next level.”

Heidi Capozzi
VP, Leadership Talent Management and Organization Effectiveness
Boeing

“*Leaders as Teachers Action Guide* practices what it teaches! This book provides proven, powerful payoffs for individual leaders and their organizations. This insightful guide is filled with terrific, time-tested teaching and training tips that will help readers to lead and teach with ease. You’ll see that enlightening will strike more than once in this actionable gold mine.”

Joel Goodman, EdD
Founder and Director
The HUMOR Project, Inc.

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Dedications

To my wife and life partner, Nila, with whom I have shared love and family and from whom I have learned life and leadership lessons for more than 45 years. And to our adult children, Ari, Allison, and daughter-in law, Shauna, who model everyday what it means to be leader-teachers in their professional and family lives.

To my late Mom and Dad, Jean and Martin Betof, who taught me essential lessons throughout their lives and when I needed roots and wings the most.

To Sidney B. Simon and Leland Howe, professors who inspired me to be a leader-teacher during my undergraduate and graduate school programs. To Herb Conrad (The Coach) and to Ed Ludwig who in their own ways each set the “tone at the top” at Roche Pharmaceuticals and BD respectively, thereby empowering my career and contributions in ways I could have only imagined earlier in my life.

—Ed Betof



To my husband, Richard, of 35 years, whose ongoing, daily support made this book possible.

To my mother, Pastor Dee Donnelly, who was my first editor.

To John Waldman, retired P&G executive, who gave me one of my first keys to unlocking success as I began coaching leader-teachers. After having provided John with a personal assessment of his training capabilities, he said to me, “Thank you for telling me what I was doing right. I’ve always been told I was good at teaching, but, to be honest, I was guessing about what to do. I was just doing whatever felt right. Now I know what I am doing right, because you told me. So now I will do more of those things, and will do them with confidence.” Thanks for the key, John.

—Lisa M.D. Owens



For God and my whole doggone family:

The Ms—Mom, Maggie, Miki, Maisie, Maddi, Margo

The A—Alan

The Bs—Bob, Becky, Brooks

The D—Dad

The Js—Jack, Jackie

The Rs—Rodney, Rodney

The Ss—Sadie, and Spencer

—Sue Todd

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Foreword



“Great idea boss . . . you go first.”

Have you ever been in a really good learning event when someone challenges the proceedings by telling the organizers that they got the invitations wrong? The remark usually falls along the lines of acknowledging the value of the course content, but that it needs to be taught to the boss or “those other people” first. In other words, “I can’t really put this into practice until my boss goes first.”

Surprisingly later in my career, as I sit in management meetings I hear a similar complaint. A senior leader will say, “This organization would work so much better if only employees would act differently.” In other words, “great idea employee, you go first.”

After those comments, we are stuck, taking a mindset that those outside the room own the obligation to improve. And that’s where a leaders-as-teachers practice becomes the enabler to get unstuck and move-forward. With leaders in the room, and leaders actively teaching and role modeling, we can all have great ideas and act together.

I’ve been fortunate to be witness to many such move forward moments in my career.

Awhile back, I invited Steve, my company’s CEO, to kick off a new manager training class. He proceeded to amaze everyone by previewing one of the course topics. “This is an important program for you and the company, but I have to warn