KARL JOHNSON, Assistant Dean, Carlson Executive Education
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Specialties:
• Executive Leadership Effectiveness
• Strategy Alignment and Execution
• Business Transformation

A partial list of organizations for whom Karl has led executive development and advisory engagements includes:
INVEST IN YOURSELF

Today, discover the skills, tools and know-how you’ll need to master tomorrow’s business challenges.

FIND THE RIGHT PROGRAM FOR YOU

<table>
<thead>
<tr>
<th>Business topic</th>
<th>Business challenge</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choose some options</td>
<td>Choose some options</td>
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FILTER

SPEAKER SERIES

The Body’s Picasso: Exploring the Art of Human Anatomy

Join your colleagues in the Twin Cities business community on May 5th to discover how human anatomy can inform business.

NEW CERTIFICATE PROGRAMS

Earn a Lifelong Learner Executive Education Certificate

For those business executives who aspire to become true business leaders, equipped to handle 21st century challenges by staying at the top of their game, we’re offering two new certificate programs.

CORPORATE CASE STUDY

Polaris

To capitalize on the company’s phenomenal expansion, Polaris CEO Scott Wine contacted the Carlson School to help the company manage the growth and cultivate strong leadership.

Get News and Program Information

First Name

Last Name
Carlson Executive Education

Advisories
Off-sites, workshops, and one-on-one guidance from our expert faculty and practitioners intended to address and solve your most urgent challenges and opportunities.

Custom Programs
Entirely customized learning programs designed to address very specific requirements. All aspects of the design are open to customization – including topic(s), format, length, and location.

Short Courses
Open enrollment courses focused on a variety of general management and leadership topics. Typically 2-3 days in length, these courses are designed and taught by the top-tier Carlson School of Management faculty and business professionals from across the country.

Summits
A convening of organizational leaders intended to address relevant and pressing business challenges. These summits are intended to stimulate strategic alignment, sharing of best practices, and commitment to action.

- Polaris: Product Brand Strategy
- Shape Corp: Joint Venture Strategy
- 3M: Market Insights to Innovation
- General Mills: MBA Essentials Program
- Emerging Leaders
  - Creating Strategy
  - Finance for Non-Financial Managers
- Medtronic: Women in Leadership Summit
- Land O’Lakes: Officers’ Summit
Executive Leadership Advisory Board includes, among others, representatives from:
Input from Great Minds at Carlson

Professor Connie Wanberg
Industrial Relations Faculty Excellence Chair

Mary Zellmer-Bruhn
Associate Professor, Work and Organizations

Kevin Wilde
Executive Leadership Fellow
Chief Learning Officer, General Mills
What got you here, won’t get you there

Leadership
Vision, Strategy, Inspire

Managerial
Set Objectives, Influence, Coach, Develop

Technical/Functional
Personal, Expertise

Professional        Manager        Executive
Leadership Development Continuum

L0: Leading self

IDEAL CANDIDATE
- Individual Contributor, Subject/Technical/Functional Expert
- Early career, 1-5 years work experience

COMPETENCIES
- Self-awareness
- Working in teams
- Communication
- Time management

L1: Leading Others

- Manager of individual contributors / teams
- 5-10 yrs corporate experience
- Titles: Manager, Asst. Director

COMPETENCIES
- Self-awareness
- Influence
- Drive for Results
- Developing Others
- Team-Building
- Judgment
- Business Acumen

L2: Leading Managers

- Mid-level leader
- 10-15 yrs corporate experience
- Titles: Director, VP

COMPETENCIES
- Influence
- Leading through Others
- Executive Presence
- Strategic Thinking and Focus
- Managing Organizational Change
- Vision
- Self-awareness

L3: Leading Function

- Experienced senior-level leader
- 15-20 yrs corporate experience
- Titles: VP / Sr. VP

COMPETENCIES
- Creating a competitive business position
- Communicating and garnering support for the company’s strategic vision
- Improving the company’s business model
- Allocating resources through the enterprise
- Managing a business portfolio

L4: Leading Org

- Veteran / proven leader
- 20-25 yrs corporate experience
- Titles: Sr. or Exec VPs, C-suite

COMPETENCIES

= Transition
L1/L2 Transition

Key Leadership Capabilities:
• Self-awareness
• Influence
• Drive for Results
• Developing Others
• Team-Building
• Judgement
• Business Acumen
Outcomes of Advisory Board:

• “Focus on self-reflection and self-awareness,” including a general appreciation for “practicing not just the ‘what’ but the ‘how.’”

• Influence is “important and needs to be focused on implementing,” as well as “selling ideas more broadly.”

• “May have overshot in terms of strategy,” as leaders at this level need “less on the wider vision.”

• “Extended Coaching looks most interesting” because the “learning is differentiated by the support they get from their coach.”

• Program length positively associated with impact, including “the time in between – time to reflect.”
Subsequent Design

**Pre-Session:**
- Readings
- 360 inputs
- Job Tracking

**Session 1 (3 days):**
- Temptations of a High Potential
- Accelerators & Derailers
- Calling and Purpose
- Reactive Styles & Creative Outcomes
- 360 Results
- Competing Commitments
- Mindfulness
- Job Crafting

**Session 2 (2 days):**
- Personal Influence
- Generating Value through Others
- Leading and Inspiring Teams
- Peer coaching

**Executive Coaching**

http://carlsonschool.umn.edu/executive-education/programs/emerging-leaders
**Key Leadership Capabilities:**

- Influence
- Leading through Others
- Executive Presence
- Strategic Thinking and Focus
- Managing Organizational Change
- Vision
- Self-awareness
Market Research

- Just over half (51%) of all respondents were Vice Presidents.
- The Midwest had more representation among VPs, while the other regions had more SVP and above.

<table>
<thead>
<tr>
<th>Level</th>
<th>Midwest (n=100)</th>
<th>All Other US States (n=203)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President</td>
<td>63% *</td>
<td>45%</td>
</tr>
<tr>
<td>Senior VP or Above</td>
<td>18%</td>
<td>30% *</td>
</tr>
<tr>
<td>Director</td>
<td>19%</td>
<td>23%</td>
</tr>
<tr>
<td>Self-Employed</td>
<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>

*Significantly higher than the other region (90% confidence).
Corporate training and personal development programs had much stronger appeal than did MBA or other advanced degree programs.

### Q2. On a scale from 1 to 7, with 1 being Not at All Likely, to 7 being Very Likely, how likely would you be to participate in the following types of education in the next two years?

<table>
<thead>
<tr>
<th>Level</th>
<th>Level</th>
<th>Midwest</th>
<th>All Other US States</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(n=100)</td>
<td>(n=203)</td>
</tr>
<tr>
<td>Corporate Training Programs</td>
<td></td>
<td>6.2</td>
<td>5.9</td>
</tr>
<tr>
<td>Personal Development</td>
<td></td>
<td>5.9</td>
<td>5.5</td>
</tr>
<tr>
<td>Advanced Degree Programs</td>
<td></td>
<td>5.9</td>
<td>3.5</td>
</tr>
<tr>
<td>MBA Programs</td>
<td></td>
<td>3.2</td>
<td>3.2</td>
</tr>
</tbody>
</table>

*Significantly higher than the other region (90% confidence).*
Conducted targeted market research to identify program preferences:

• Number of sessions
• Duration (length) of session
• Content & Delivery method
• Type and Setting
• Coaching approach and frequency
“You can please some of the people all of the time,
You can please all of the people some of the time,
But you can’t please all of the people all of the time”
Q10A. One characteristic of an educational program would be the number of sessions you attend in the program. Listed below are 5 choices. Please rank them from 1, meaning the one you prefer the most to 5, the one you prefer the least.

- **One single session**
  - First: 27%
  - Second: 30%
  - Third: 20%
  - Fourth: 19%
  - Fifth: 5%
  - Mean Rank: 2.5

- **A series of sessions: 1 session every six months for a year (2 total)**
  - First: 38%
  - Second: 15%
  - Third: 9%
  - Fourth: 4%
  - Fifth: 33%
  - Mean Rank: 2.8

- **A series of sessions: 1 session every month for 6 months (6 total)**
  - First: 10%
  - Second: 24%
  - Third: 30%
  - Fourth: 19%
  - Fifth: 17%
  - Mean Rank: 3.1

- **A series of sessions: 1 session every other month for a year (6 total)**
  - First: 14%
  - Second: 16%
  - Third: 24%
  - Fourth: 36%
  - Fifth: 11%
  - Mean Rank: 3.1

- **A series of sessions: 1 session every quarter for a year (4 total)**
  - First: 11%
  - Second: 15%
  - Third: 17%
  - Fourth: 22%
  - Fifth: 34%
  - Mean Rank: 3.5
Q10B. Another characteristic of an educational program would be the duration of the sessions you attend in the program. Listed below are 4 choices. Please rank them from 1, meaning the one you prefer the most to 4, the one you prefer the least.

- Half day (4 hrs.):
  - First: 20%
  - Second: 44%
  - Third: 27%
  - Fourth: 9%
  - Mean Rank: 2.3

- 2-hours:
  - First: 30%
  - Second: 32%
  - Third: 23%
  - Fourth: 15%
  - Mean Rank: 2.2

- Single-day (8 hrs.):
  - First: 17%
  - Second: 22%
  - Third: 43%
  - Fourth: 19%
  - Mean Rank: 2.6

- Two or more consecutive days (8 hrs. each):
  - First: 34%
  - Second: 36%
  - Third: 57%
  - Mean Rank: 2.9
Q10C. Another characteristic of an educational program would be the content and delivery method of the sessions you attend in the program. Listed below are 5 choices. Please rank them from 1, meaning the one you prefer the most to 5, the one you prefer the least.

- A combination of classroom, industry experts, and panel discussions: 25% First, 28% Second, 12% Third, 26% Fourth, 9% Fifth

- A facilitated panel discussion featuring industry leaders and/or leading academics: 24% First, 26% Second, 22% Third, 17% Fourth, 12% Fifth

- The latest academic research on a topic delivered by leading University faculty: 23% First, 14% Second, 20% Third, 29% Fourth, 15% Fifth

- A presentation on a specific topic delivered by a practicing industry expert: 15% First, 20% Second, 26% Third, 22% Fourth, 17% Fifth

- Traditional, inter-active classroom material such as theories, frameworks, and case-studies delivered by leading University faculty: 14% First, 12% Second, 21% Third, 6% Fourth, 48% Fifth

Mean Rank:
- A combination of classroom, industry experts, and panel discussions: 2.3
- A facilitated panel discussion featuring industry leaders and/or leading academics: 2.7
- The latest academic research on a topic delivered by leading University faculty: 3.0
- A presentation on a specific topic delivered by a practicing industry expert: 3.1
- Traditional, inter-active classroom material such as theories, frameworks, and case-studies delivered by leading University faculty: 3.6
Q10D. Finally, another characteristic of an educational program would be the type of session setting in which you attend. Listed below are 5 choices. Please rank them from 1, meaning the one you prefer the most to 5, the one you prefer the least.
Q11. Experience has taught us that leaders at this stage in their careers respond well to private, one-on-one coaching by an external expert familiar with the personal and professional aspirations of the individual. These coaching sessions typically make use of a 360 and/or leadership profile assessment tool. On a scale from 1 to 7, with 1 being No Interest at All, to 7 being Highly Interested, please indicate your interest in this type of coaching session.

### Ratings Distribution

<table>
<thead>
<tr>
<th>Rating</th>
<th>Midwest (n=100)</th>
<th>All Other US States (n=203)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Interested – 7</td>
<td>16% (16)</td>
<td>20% (41)</td>
</tr>
<tr>
<td>6 rating</td>
<td>32% (32)</td>
<td>22% (45)</td>
</tr>
<tr>
<td>5 Rating</td>
<td>30% (30)</td>
<td>31% (61)</td>
</tr>
<tr>
<td>4 Rating</td>
<td>12% (12)</td>
<td>13% (27)</td>
</tr>
<tr>
<td>3 Rating</td>
<td>5% (5)</td>
<td>7% (14)</td>
</tr>
<tr>
<td>2 Rating</td>
<td>4% (4)</td>
<td>5% (10)</td>
</tr>
<tr>
<td>Not at all interested -1</td>
<td>1% (1)</td>
<td>3% (6)</td>
</tr>
</tbody>
</table>

**Average Rating:** 5.3 5.1
Q11B. How many private coaching sessions would you be interested in receiving?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Midwest (n=100)</th>
<th>All Other US States (n=203)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 session</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>2 sessions</td>
<td>21%</td>
<td>18%</td>
</tr>
<tr>
<td>3 sessions</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>4 sessions</td>
<td>24%</td>
<td>27%</td>
</tr>
<tr>
<td>Don’t Know / Not Sure</td>
<td>30%</td>
<td>35%</td>
</tr>
</tbody>
</table>
**Format Preferences in Summary:**

- 1 session every 6 months
- 2-4 hours in length (or 2 days?!)  
- Combination of classroom, industry speakers, and panel discussion
- Blended learning and summit formats
- Coaching with 4 or more sessions
Participant Composition

• “The mix of classmates is important and the combination is important.”

• This should be a “very small group of people“ with the class “constructed by ‘like’ positions: VPs, CEOs, etc.”
  – Important for both peer learning and to overcome a common response of “I don’t need that (leadership development), I’m already a successful SVP.”
The Leadership Continuum*

L0: Leading self
L1: Leading Others
L2: Leading Managers
L3: Leading Function
L4: Leading Org

IDEAL CANDIDATE

• Individual Contributor, Subject/Technical/Functional Expert
• Early career, 1-5 years work experience

• Manager of individual contributors / teams
• 5-10 yrs corporate experience
• Titles: Manager, Asst. Director

• Mid-level leader
• 10-15 yrs corporate experience
• Titles: Director, VP

• Experienced senior-level leader
• 15-20 yrs corporate experience
• Titles: VP / Sr. VP

• Veteran / proven leader
• 20-25 yrs corporate experience
• Titles: Sr. or Exec VPs, C-suite

Greater value gets placed on:

• Network and peer aspects of learning
  • Similar title and related experiences of participants
  • Industry speakers
  • Panels
• Shorter, more flexible, and more individually focused learning
  • Half-day summits
  • Virtual learning
  • Coaching

As leaders move to the right in their career
Flipped Learning

Virtual content:
- Asynchronous
  - Flexible
  - Repeated viewing
- Peer Networking
  - Cohort social media site

Summit:
- Highly Interactive
  - Peer Discussion
  - Industry Speakers
  - Panel Discussion
Potential for Multi-year, Ongoing Development

Proposed Format

January

Summit

January

Summit

January

Summit

Executive Coaching

Virtual Learning
Executive Leadership Advisory Board

Prioritized Leadership Capabilities:

• **Strategic Thinking and Focus**
  – Vision

• **Leading Change to Deliver Results**
  – Managing Organizational Change
  – Leveraging Diverse Viewpoints

• **Leading Through Others**
  – Self Awareness
  – Influence
    • Scalability of leadership through group and organizational influence
    • Reputation, credibility, trust
  – Executive Presence
    • Framing problems
    • Public relations, state of the market, and state of the organization
    • Board-level presentations
Thank You!

Care to discuss further, be included in future studies, and/or review future study results?

*If so, please stop by on your way out or contact Karl directly.*  karlj@umn.edu

Thank you!