

Enabling Leader-Led Growth.

The future of scalable sustainable Talent Development

WBL
Winsborough

Exceptional Leadership
A Better Future

Incl. WBL Presenter key points

Key WBL Points:

- ***What?*** The world in which leaders are operating is rapidly and exponentially becoming more Brittle, Anxious, Non-linear and Incomprehensible.
- ***So What?*** We need to keep leadership talent pools wide, diverse, agile in terms of their capacity to take on yet to be defined leadership roles and challenges.
- ***Now What?*** Ensure leader development investments are relevant, scalable and enable genuine development (that best prepares leaders to take on these yet to be defined challenges and opportunities).

AI Is Already Changing What It Means to Be Human

As we learn to think more and more highly of the bots, we will learn to think less and less highly of our fellow humans.

By David Brooks



AI is erasing the first rung of the leadership ladder

Career Development | Guest viewpoints | Leadership

By: **Hollie Castro** Date: **July 30, 2026**

AI is quietly killing the job that made you a leader

By Jack Campbell
27 Aug 26

Legal and workforce researchers warn that employers are eroding the leadership pipeline as AI reshapes early-career roles

Sources: The Atlantic, HR Executive, HRD

WBL Winsborough

Key WBL Points:

- ***What?*** Leader development is different from leadership effectiveness, but the two are often conflated. Leadership effectiveness is a performance-based outcome vs. a developmental outcome. Leadership effectiveness can take a myriad forms, depending on: context, situation, and associated underlying challenges.
- ***So What?*** We risk focusing development toward performance measures that may prove irrelevant as our context and AI journey evolves.
- ***Now What?*** Be really clear about what we mean and how we go about Leader Development.

Defining Leader Development

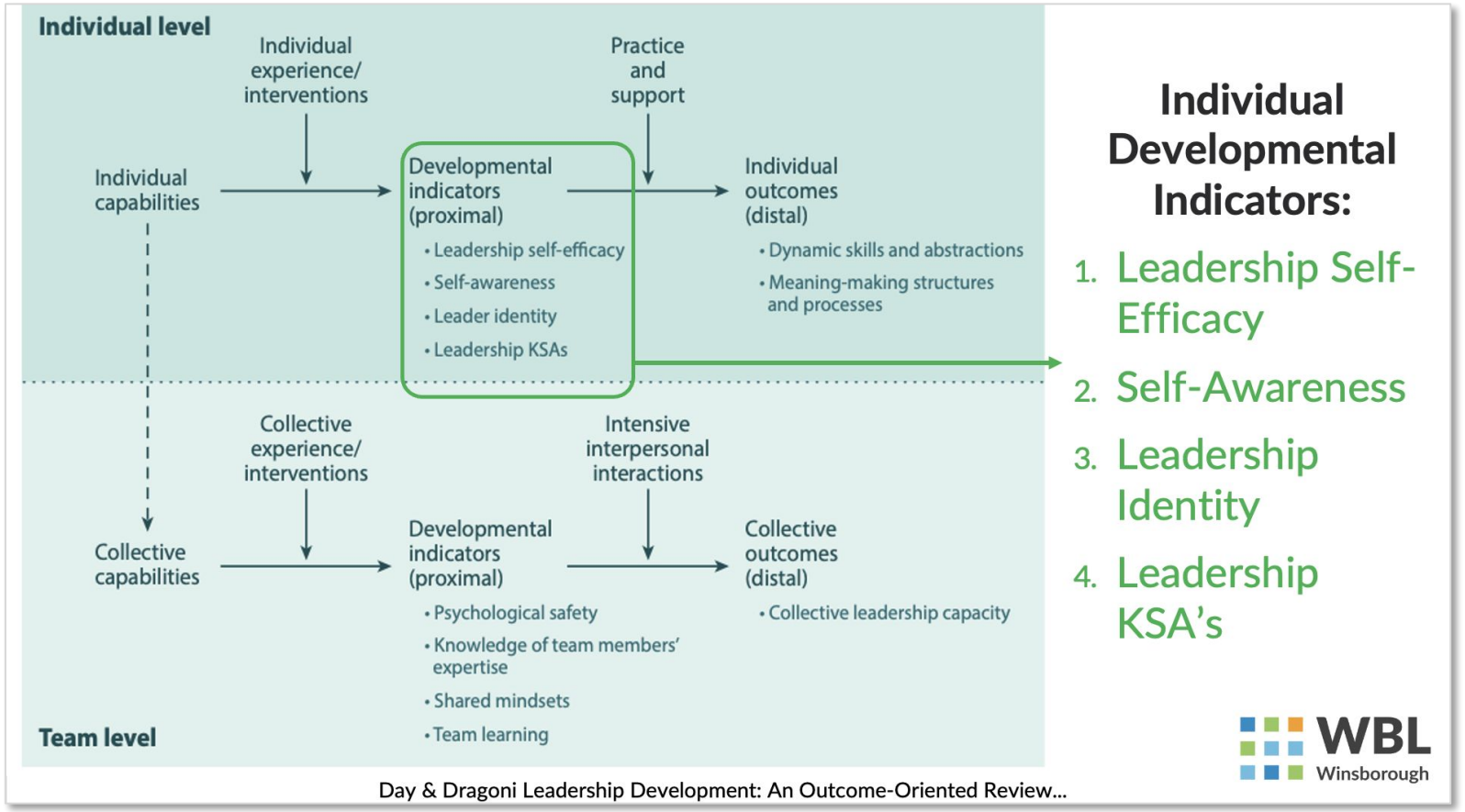
A **deliberate and systematic effort to enhance** the knowledge, skills, abilities (including intrapersonal), and behaviours of individuals in order to **cultivate their leadership potential**. It involves a variety of activities and interventions designed to **develop and empower individuals** to **more effectively assume leadership roles and responsibilities**. At its most essential level:

"the expansion of the capacity of individuals to be effective in leadership roles and processes."

WBL Winsborough

Key WBL Points:

- ***What?*** The most immediate and foundational elements of individual leader development are summarised in Day & Dragoni's 2015 model - *"The most rigorous mapping of leadership development science."*
- ***So What?*** Focusing efforts on Leadership Efficacy, Self-Awareness, Leadership Identity & KSA's on these foundation elements is core to best preparing leaders to expand their capacity to be effective.
- ***Now What?*** Focus on quality feedback (including - strengths, challenges and potential), and scalable talent development tools, that support these foundations, and give access to a wide and diverse talent pool.



Day & Dragoni Leadership Development: An Outcome-Oriented Review...

WBL Winsborough

Key WBL Points:

- ***What?*** Unlocking the power of talent development assessments (to enable leader efficacy, awareness, identity & KSAs), can feel like a zero-sum game: either pay the cost of external consultants or absorb the delivery burden into already overextended P&C teams. There are very real limitations to scale: time, capacity & budget.

- ***So What?*** HR enablement can inadvertently (building internal capability) become HR overload. Consultant 'dependency' keeps access to the valuable insights from tools exclusive vs. democratised...

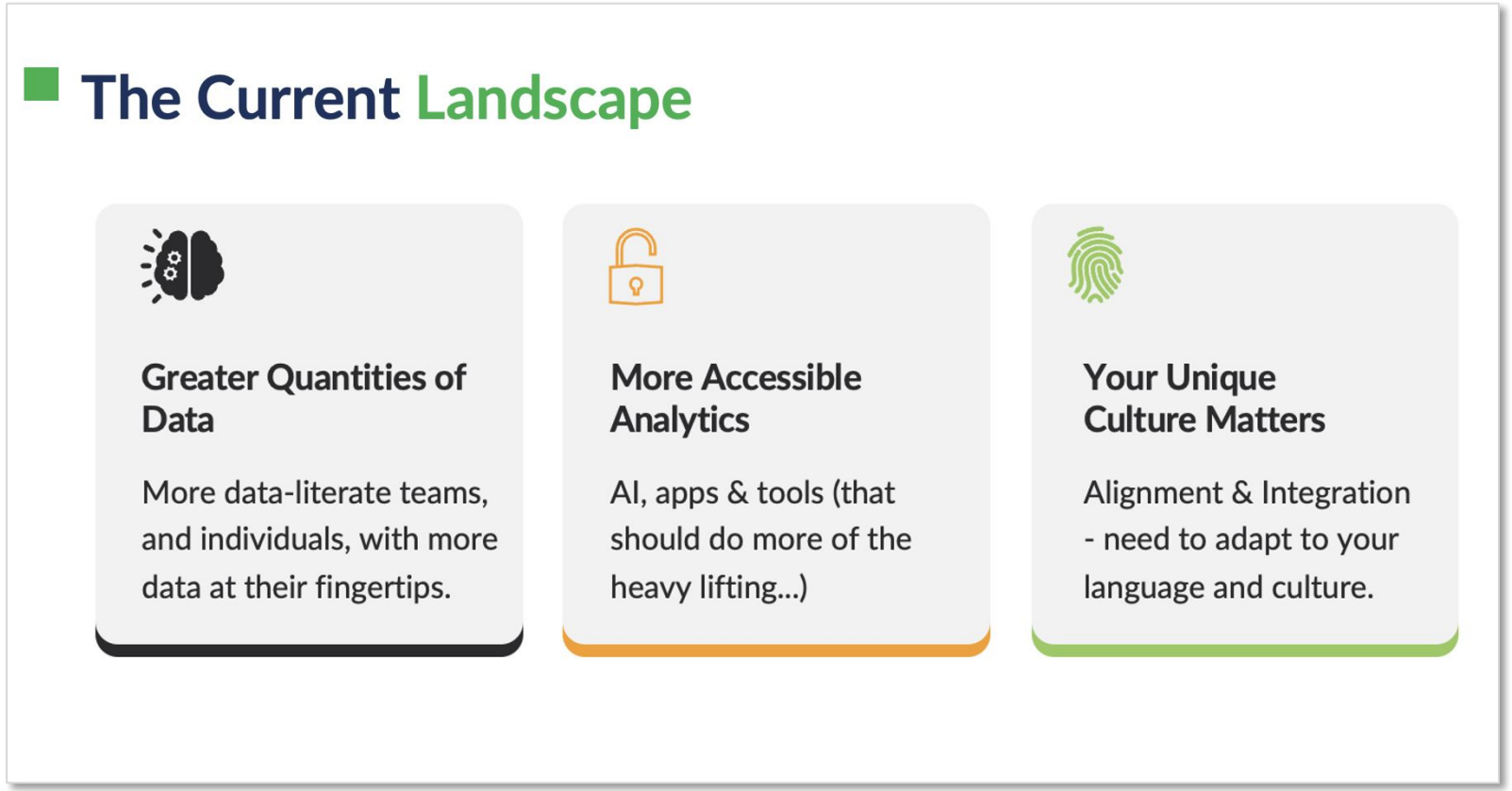
- ***Now What?*** Create and enable a more balanced, scalable future (where neither HR nor Consultants need to be 'in the room').



WBL Winsborough

Key WBL Points:

- ***What?*** Leaders and HR Professionals have more data and analytical power available to them than they have ever had before.
- ***So What?*** More does not always mean better - the right, relevant outputs are not always reaching leader. They still need to do a lot of heavy lifting (sometimes more than before), to gain valuable, applicable development insights.
- ***Now What?*** There is a key need to ensure your culture, language, values and other elements of your unique context are 'in the mix', so that leaders have insight into development opportunities that feel meaningful.



WBL Winsborough

Key WBL Points:

- ***What?*** A lot of talent development tools still need experts to translate and / or vet the outputs (report / AI 'blurb'), so that they are relevant and usable by leaders.
- ***So What?*** If we don't 'invest' in translation, we're adding to the overload burden; for leaders who have made the effort to hold time and attention for their own development.
- ***Now What?*** Get the tools / system to do more of the heavy lifting. Outputs – reports / dashboards, must share insights in a manner that aligns with how human beings connect and learn.

"No one ever made a decision because of a number. They need a story."

Daniel Kahneman



WBL Winsborough

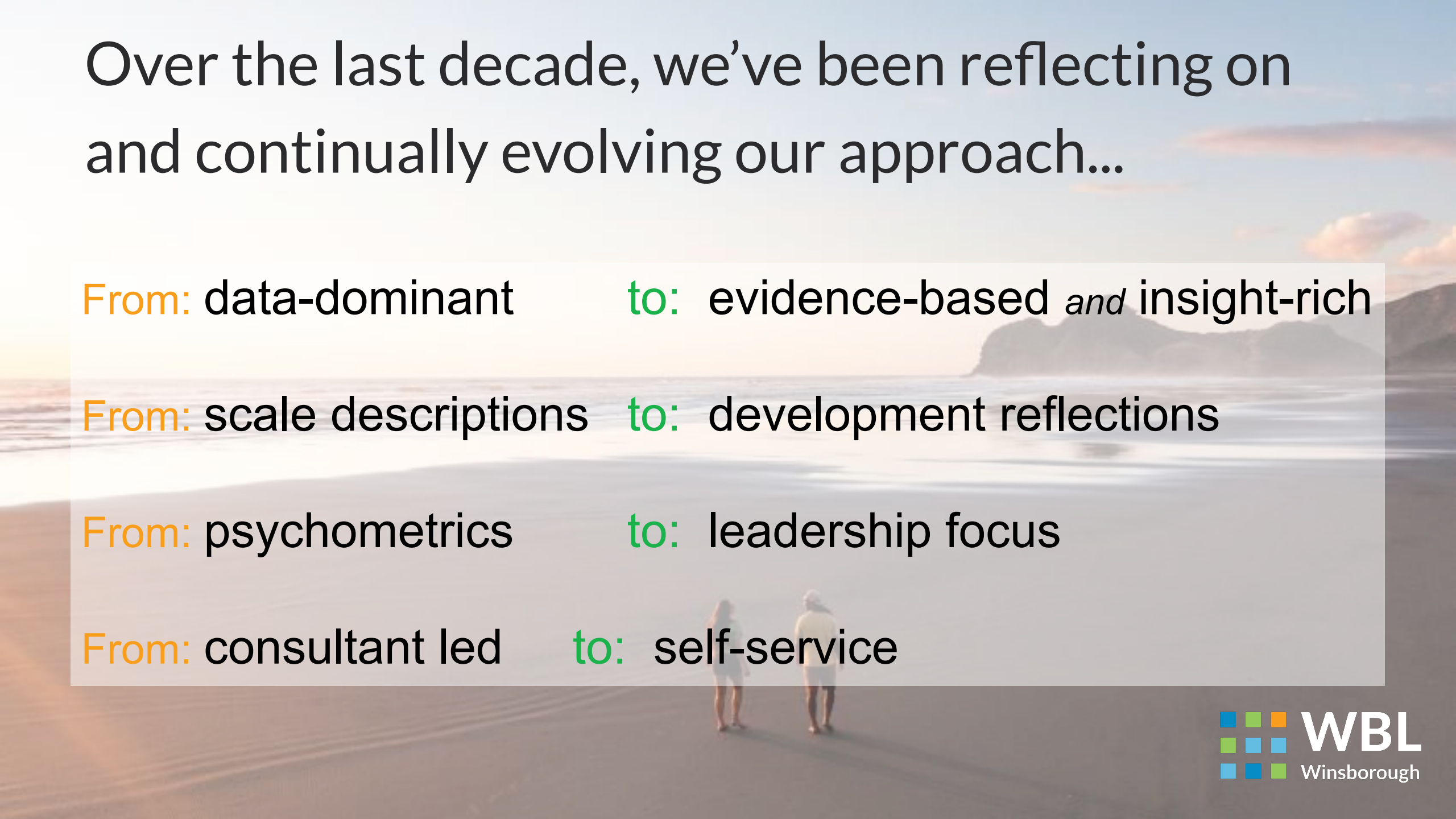
Over the last decade, we've been reflecting on and continually evolving our approach...

From: data-dominant to: evidence-based *and* insight-rich

From: scale descriptions to: development reflections

From: psychometrics to: leadership focus

From: consultant led to: self-service



WBL Winsborough

Key WBL Points:

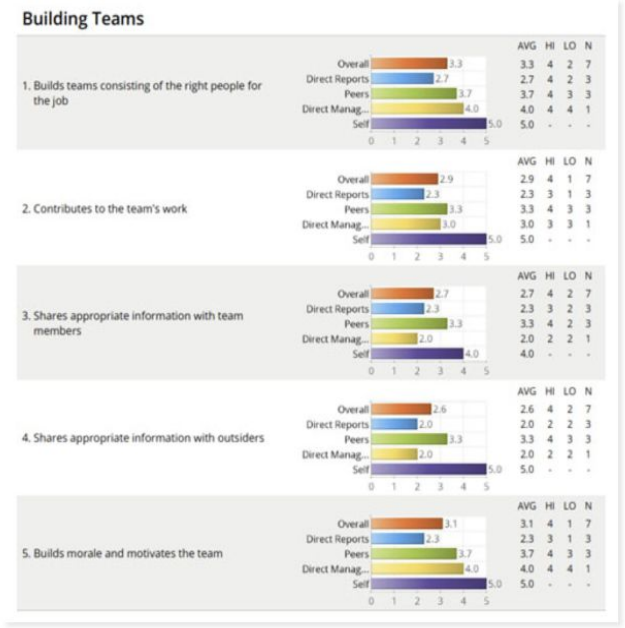
- ***What?*** Previous reports may have excited ‘data-junkies’ but they’re not the intended audience!

- ***So What?*** We remain committed to honouring the science; insights need to remain robustly evidence-based, but reports need to do more heavy lifting (vs. needing ‘translator’ / ‘navigator’) to be valuable to the leader and their development.

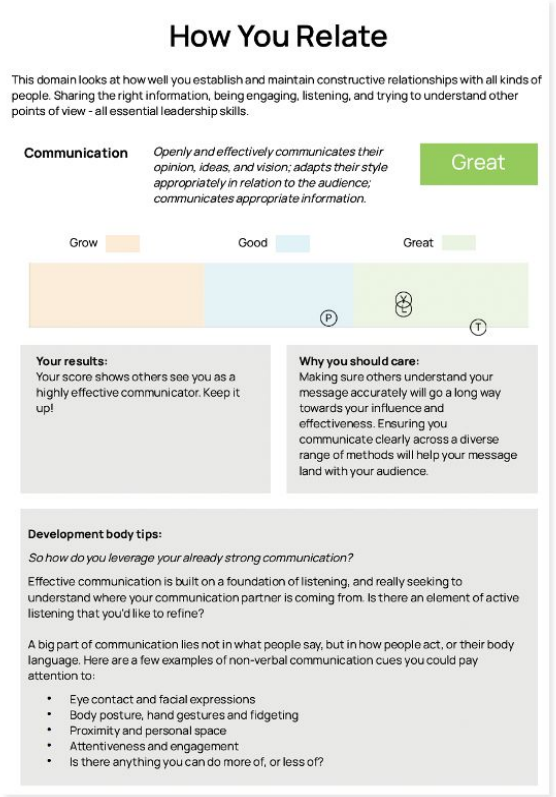
- ***Now What?*** WBL Reporting is now both evidence-based *and* insight rich; better serving our intended audience – leaders investing in their own development and /or being supported in their leader development journey.

Telling the Story

From: data-dominant



To: evidence-based & insight-rich



How You Relate

This domain looks at how well you establish and maintain constructive relationships with all kinds of people. Sharing the right information, being engaging, listening, and trying to understand other points of view - all essential leadership skills.

Communication — *Openly and effectively communicates their opinion, ideas, and vision; adapts their style appropriately in relation to the audience; communicates appropriate information.* — Great

Grow | Good | Great

Your results:
Your score shows others see you as a highly effective communicator. Keep it up!

Why you should care:
Making sure others understand your message accurately will go a long way towards your influence and effectiveness. Ensuring you communicate clearly across a diverse range of methods will help your message land with your audience.

Development body tips:

So how do you leverage your already strong communication?

Effective communication is built on a foundation of listening, and really seeking to understand where your communication partner is coming from. Is there an element of active listening that you'd like to refine?

A big part of communication lies not in what people say, but in how people act, or their body language. Here are a few examples of non-verbal communication cues you could pay attention to:

- Eye contact and facial expressions
- Body posture, hand gestures and fidgeting
- Proximity and personal space
- Attentiveness and engagement
- Is there anything you can do more of, or less of?

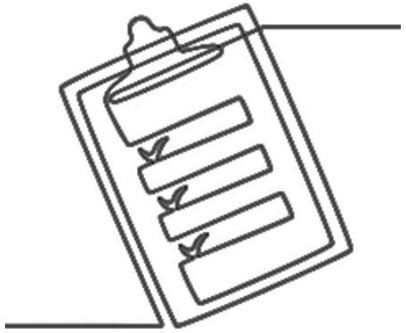
WBL Winsborough

Key WBL Points:

- ***What?*** Tools and analytics are being used in service of leader development, but are often just focused on the 'what' of that development process.
- ***So What?*** To support development reflections and actionable insights, the information shared with leaders needs to be more than just the 'what?'. (360-feedback competency scores and / or personality profiles)
- ***Now What?*** A proven, intuitive and easy to remember reflective learning cycle is embedded into all reporting. This includes multi-source/ 360-feedback reports and personality-based Leader Development reports (WBL Ready-to-go and Custom Reports).

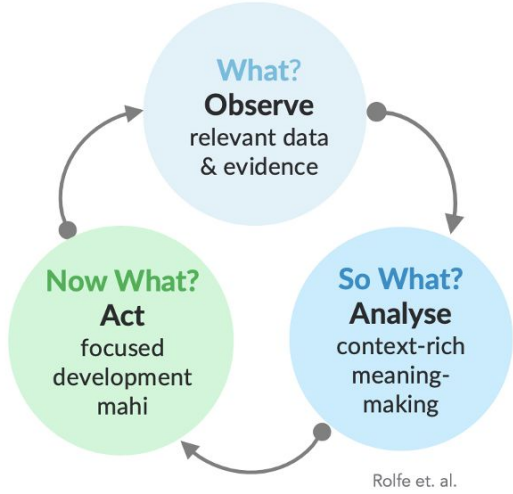
Supporting Development

From: Scale Descriptions



The What?
(necessary but not sufficient)

To: Development Reflections



Integrated Reflective Learning Cycle

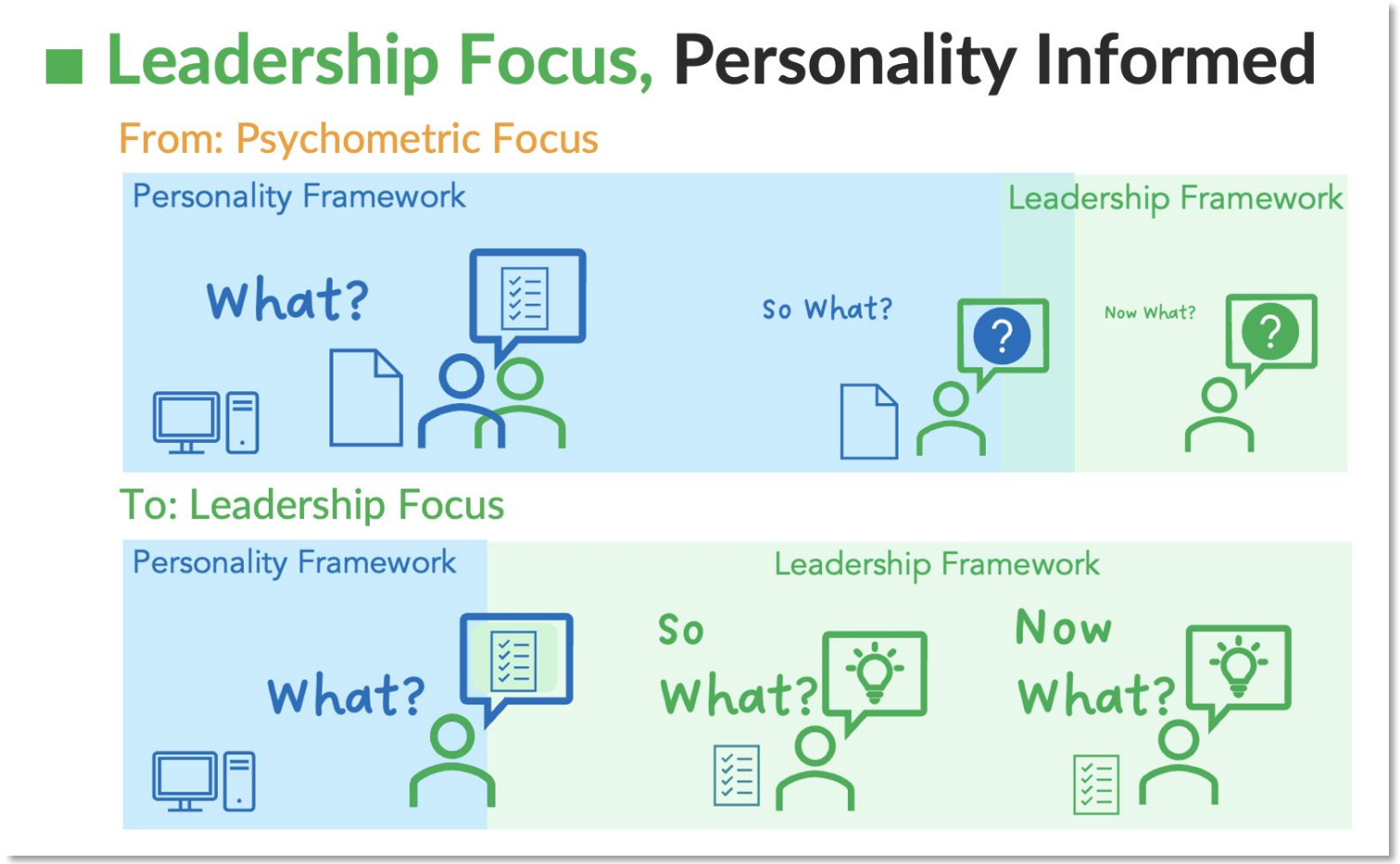
WBL
Winsborough

Key WBL Points:

- ***What?*** In a typical context, reports / system outputs are based in the language and framework of the Personality Tool provider. This is where the consultant spend or the 'time poor HR partner' come into the mix: someone needs to be expert at interpreting the personality profile to provide leadership insights.

- ***So What?*** Given the focus of the report, that 'translation' conversation also tended to be about sharing insights from the personality profile *in the language of personality* (more of an a Personality Assessment Feedback rather than a Leadership Development Feedback).

- ***Now What?*** WBL reports embed leadership frameworks and language, bringing the focus more immediately and specifically to leadership. Insights are presented relevant to the leaders' role, *informed by their unique personality*.



WBL Winsborough

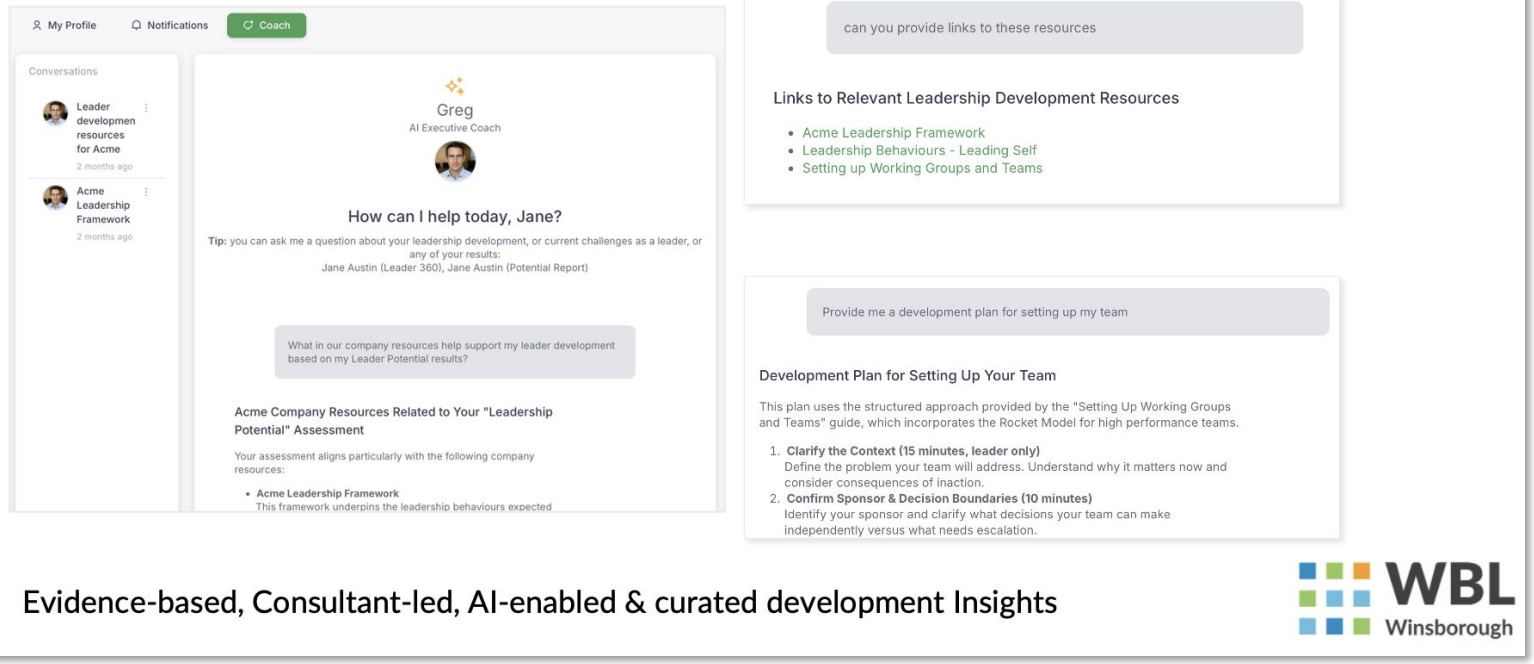
Key WBL Points:

- ***What?*** All of these WBL improvements - evidence-based, insight rich; telling the story; and leadership focused, personality informed - greatly enhance the experience of leaders. BUT, we *still needed to navigate the challenge of scale!*

- ***So What?*** Having embedded the 'heavy lifting' of translation, meaningful insights and reflective development prompts into the reports / system, we have removed what was once the mahi of consultants or HR partners. We have mitigated the key factors that limit.

- ***Now What?*** **WBL Self-Service.** Our most recent move is to make our WBL reports and system available to you – on your terms. Including WBL 'Ready-to-go' reports and system, and the ability to tailor these or co-design custom reports that fully embed your unique leadership language and culture.

From Consultant led to Self-Service
on Your Terms, in Your Context, at Your Fingertips



Evidence-based, Consultant-led, AI-enabled & curated development Insights

WBL Winsborough

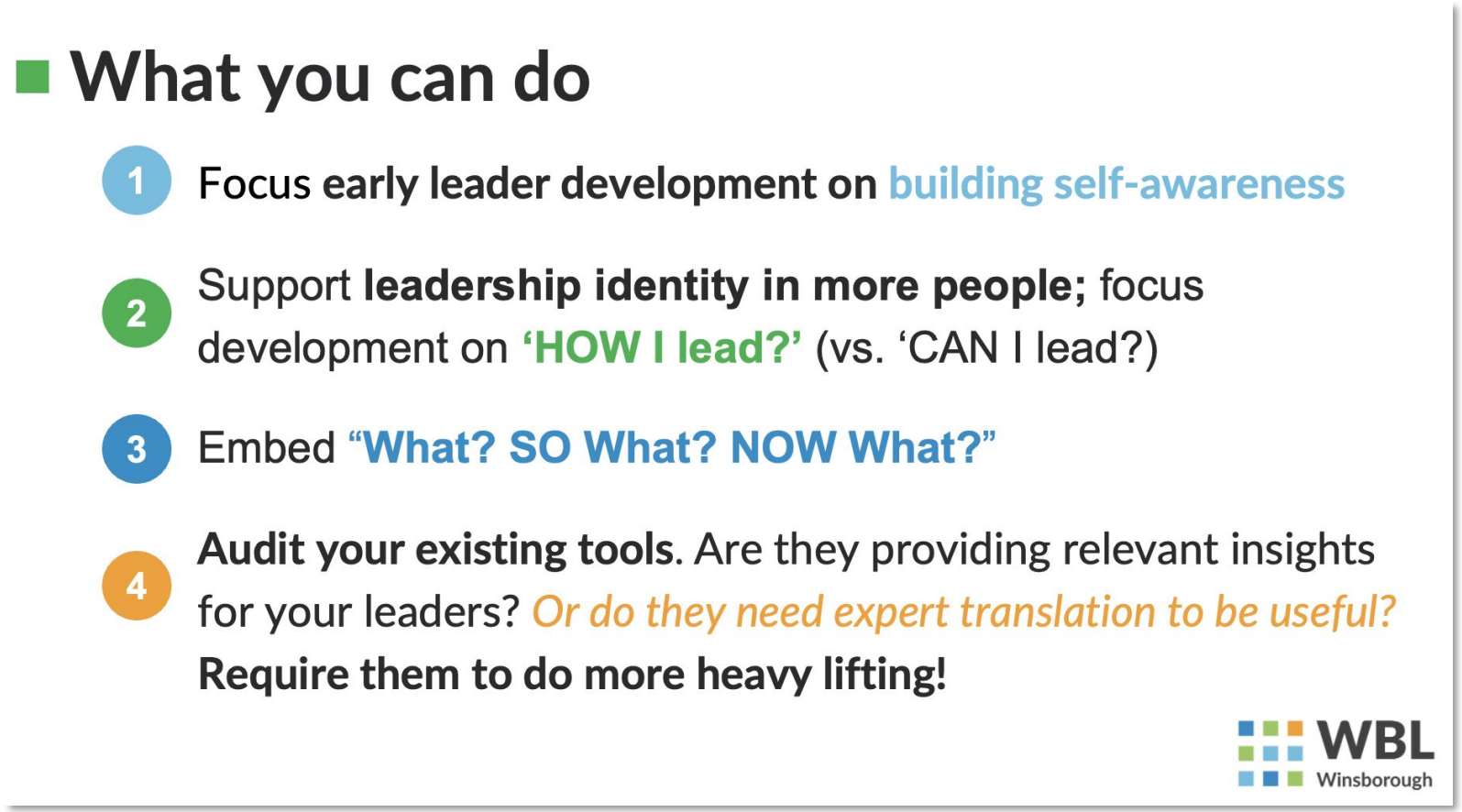
WBL Winsborough

Key WBL Points:

- ***What?*** We believe all of our lessons can add value to you and your leaders, regardless of whether or not you use our (or others') talent development tools to support leader development.

- ***So What?*** We've embedded our learning into our tools and system, but these insights seem applicable in any context – to keep your leadership talent pools wide, diverse and agile, and to ensure you're investing your leadership development efforts into areas that will remain relevant in our complex, rapidly and radically transforming context, and ensure your leaders are best prepared to effectively navigate the opportunities and challenges of this context.

- ***Now What?*** Get curious about how you can implement points 1-4 into your organisation, in service of scalable, leader-led development.



WBL
Winsborough



Patai?

Let's turn insight into action.

gus@winsborough.co.nz

rachael@winsborough.co.nz

WBL
Winsborough