



Tool 30-1. 10 Diagnostic Questions for a Successful Immersion Program

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Based on Chapter 30, “Growing Tomorrow’s Leaders for the Worlds of 2020” in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

Purpose: These diagnostic questions provide you with the 10 critical aspects of developing a successful leadership immersion program.

Leadership

1. Is one or more members of the executive leadership (that is, the C suite) an advocate of the program and are all members sufficiently familiar to be able to endorse it?
2. Will participants in the program have the opportunity to interact with one or more members of the executive leadership during their immersion?
3. Do program administrators and sponsors have appropriate access to executive leadership to ensure program design and content remain aligned with changes to organizational strategy?

Organizational

4. Are participants in the program freed from substantially all of their normal job responsibilities so they can maximize their experience?
5. Are records kept to track participant retention, performance, and promotion—with an ability to compare results with total peer grouping—over the long term?
6. Is the program appropriately advertised in the organization such that all qualified individuals have an opportunity to be nominated or self-nominate in order to achieve fairness and a meritocracy?
7. Have program sponsors and advocates had appropriate discussions with financial leaders about measurement and metrics such that expectations are set with respect to length of time to realize a measurable return on investment?

Behavioral

8. Does the immersion program push participants out of their comfort zone in one or more of the following ways: Geographically, functionally, linguistically, socio-economically?
9. Does a mechanism exist such that participants can avoid undue pressure from current supervisors who may be unwilling to encourage participation?
10. Is there appropriate celebration, recognition and immediate leverage of new skills when a person returns from an immersion program?