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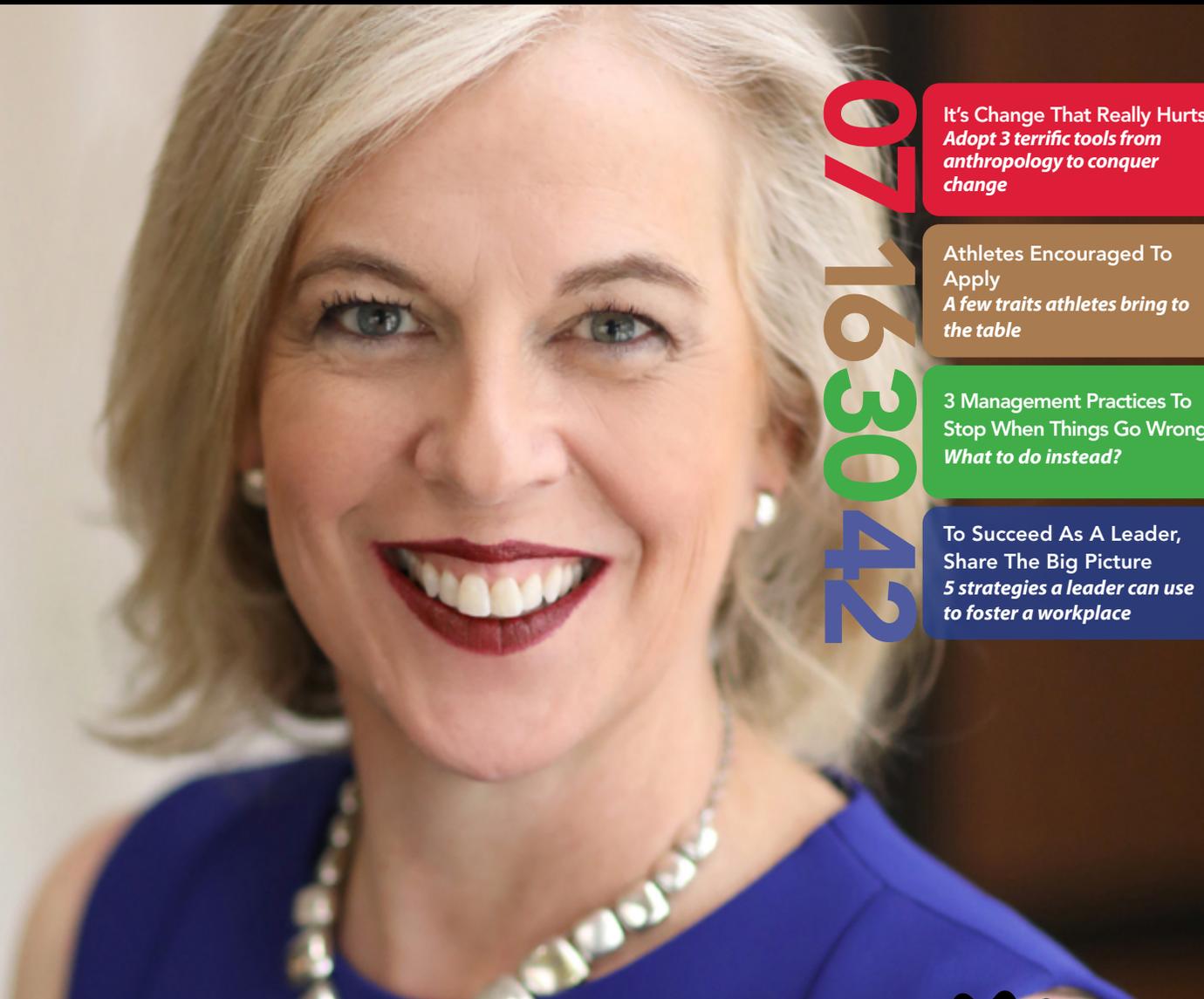
The Standard of Global Leadership Development

» 06. 2017

Vol.34 No. 06

Essentials of leadership development, managerial effectiveness, and organizational productivity

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IT'S TIME FOR TRANSFORMATIONAL DIVERSITY

The next evolution of diversity and inclusion work

Sara Taylor

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LEAD Awards 2017



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Editorial Purpose:

Our mission is to promote personal and organizational leadership based on constructive values, sound ethics, and timeless principles.

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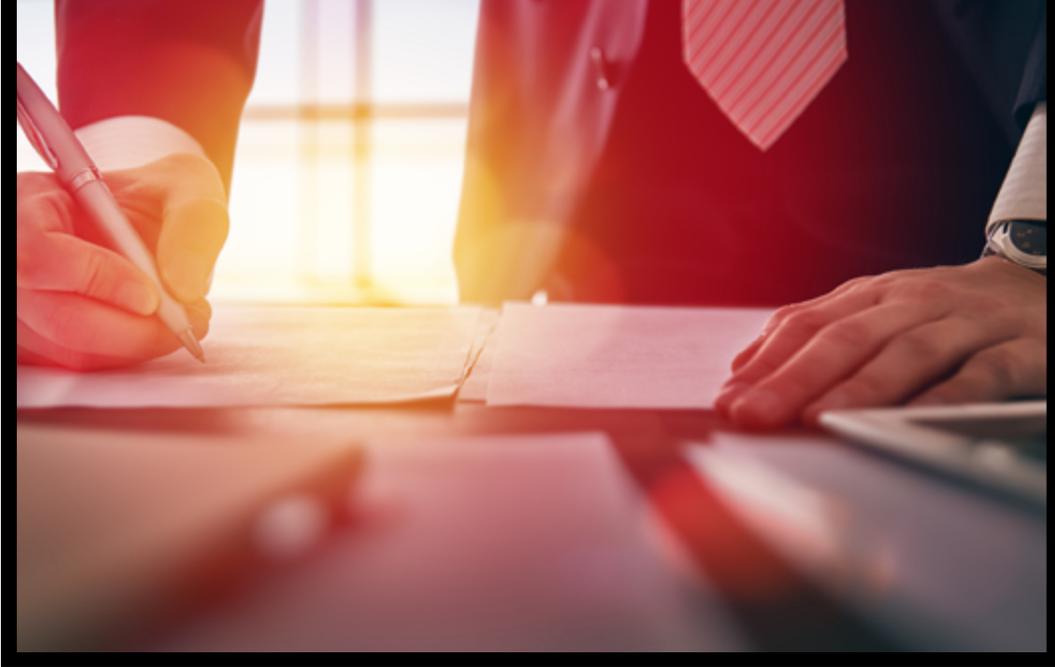
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EDITOR'S NOTE

Do the words *diversity training* on your calendar turn you off? This diversity fatigue is a symptom of a larger issue, says Sara Taylor, President of deepSEE Consulting and author of *Filter Shift: How Effective People SEE the World*.

Despite decades of hard work by committed practitioners and leaders, the promise of Diversity and Inclusion (D&I) has remained ever outside our reach. As a practice of D&I, our approach needs to evolve in order to fully meet that promise. It's time for *Transformational Diversity*. Read her insightful article to know how transformational diversity provides the prescription for diversity fatigue along with the much-needed traction for our spinning D&I wheels.

For many managers, addressing personnel issues is probably one of the most difficult challenges. It's hard for anyone to confront a direct report about something they may have done wrong or a situation they handled inappropriately. Rachel Ernst's article *3 Management Practices To Stop When Things Go Wrong* talks about three of the most common mistakes managers make when things go wrong and what you can do instead to make it a more productive, learning-oriented conversation.

Every employee plays a role in the company's performance. It is important that they know their role. This gives them a sense of purpose.

Walt Grassl in his article, *To Succeed As A Leader, Share The Big Picture* puts forth five different strategies a leader can use to foster a workplace where every employee feels valued and can contribute to the overall vision of the company.

We spend a great amount of time, energy and money "learning" about what it takes to be a leader, or in other words, we purchase the latest and greatest gear. But what do we actually do with all the theories and concepts – that is, how do we use the gear and what do we do with it? Read Christian "Boo" Boucousis' article, *Are You An "All the Gear, No Idea" Leader?* to know the 4 key elements to active leadership development.

Apart from these articles, this issue contains a few more interesting write-ups on various leadership topics.

Also, read exclusive interviews of the top winners of LEAD2017 Awards in this edition. The winners share details of their award winning programs and plans ahead. Get inspired by reading their success stories.

Last but not least, we believe that there is no better way to connect with people than by sharing your leadership story. If you have one, send it to us and don't forget to mail us your feedback.

Happy Reading!

Have a say?
Write to the Editor.



Debbie McGrath
Publisher, HR.com



Babitha Balakrishnan
Editor,
Leadership Excellence
Essentials



It's Time For Transformational Diversity

The next evolution of diversity and inclusion work

By Sara Taylor



Diversity Fatigue. It's that feeling that employees in the workplace express when they see a Diversity training on their calendar, "Seriously?! Diversity training again?" It's that feeling that seasoned Diversity and Inclusion (D&I) practitioners express when I run into them at a Diversity conference and they say, "We're still talking about the same issues we talked about 20 years ago!" It's that feeling that leaders in organizations get after supporting a D&I strategy but still don't see the results they'd like to see.

This fatigue is a symptom of a larger issue. Despite decades of hard work by committed practitioners and leaders, the promise of D&I has remained ever outside our reach. As a practice of Diversity and Inclusion, our approach needs to evolve in order to fully meet that promise. It's time for *Transformational Diversity*.

Transformational Diversity is a shift to a new level that requires us to actually *operate differently*. We enter the workplace—whether it is already diverse and inclusive or not—with new mindsets and skillsets that allow us to transform the situations we're in and the organizations

we lead because we're actually able to see and respond to greater levels of complexity. This sets a goal that is much more challenging and thus more requires more comprehensive work. When we operate in this stage, we ensure that differences transform individuals and their ideas as well as organizations, their environments and the work they generate.

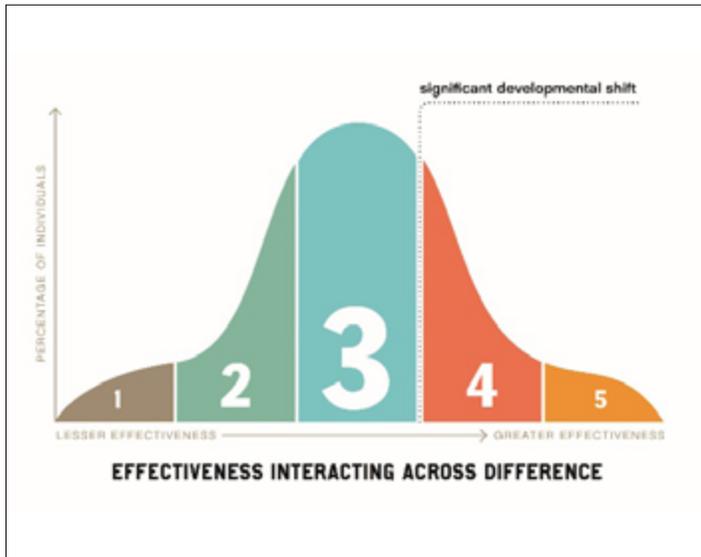
To achieve Transformational Diversity, we need to be able to Filter Shift®, to recognize both our own unconscious Filters as well as the Filters of others, then shift those Filters to respond more effectively in each situation and with every decision.

Filter Shift combines both the ability to reduce the negative interference of the unconscious and increase the ability of Cultural Competence. With a combination of these abilities, we are able to *see and respond* to the complexities of Diversity, to *transform our perspectives* and therefore the situations we are in and to finally achieve the promise of Diversity.

Both of these abilities are necessary for us to reach that transforma-



tion. Let's look first at Cultural Competence. Many of us are operating on the left side.¹ In a continuum of cultural competence development there is a distinct difference between the first three stages on the left side where we are significantly less effective and the last two stages on the right side where we reach higher levels of effectiveness as we interact with others. 15% of us have made it to the right side, but only 2.5% of us are in the last and highest stage of competence where we have the level of competency necessary to operate in today's diverse workplace.²



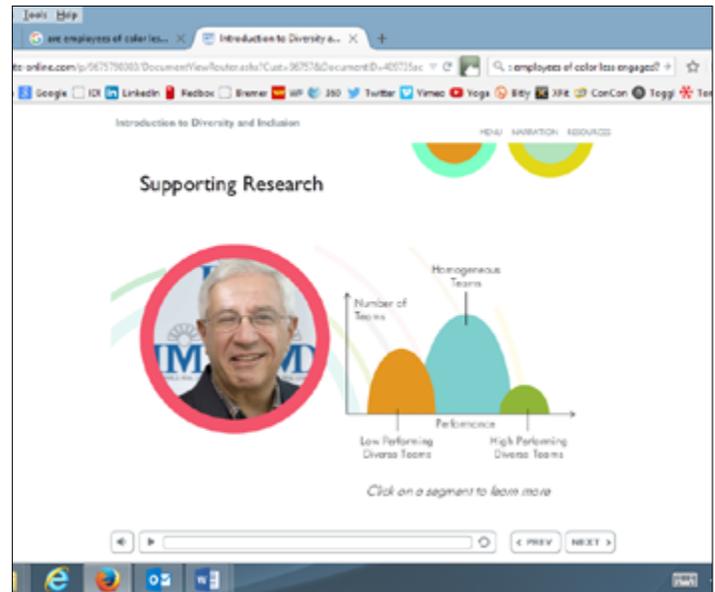
When we operate on the right side, we begin to see a greater level of complexity when it comes to differences. The key is that we see those differences without judging them—consciously or unconsciously. They aren't good. They aren't bad. They're just different.

This is where the ability to reduce the negative interference of the unconscious comes in. Our Filters, that operate in our unconscious, determine how we see each other, the decisions we make and the behaviors we deem good, right and professional. Since they are formed by my past experiences, I believe them to be true even when they're not.

Obviously, when they're not, they get in the way and can cause misunderstandings. That's when we need to be able to shift them to be more effective.

This ability to Filter Shift allows us to see greater complexity in our colleagues and therefore, greater complexity in their contributions. When they are able to do the same, the benefits are exponential. With these skills, we can regularly achieve the maxim of "the sum is greater than the whole of its parts." I am able to see myself and my ideas differently because I can see them through the eyes of others. That's transformation.

Transformational Diversity allows us to finally fulfill the promise of Diversity. For decades we have said that a diverse workplace is better, that diverse teams are higher performing and make better decisions. In actuality, drawing from the research of Joe DiStefano, we learn that diverse teams can be the least productive and lowest performing.³ DiStefano specifically compared diverse teams with homogenous teams and then looked at their performance to see which group did better. He found three types of teams.



The majority of the diverse teams were also the lowest performing teams, falling behind their homogenous counterparts. However, there was also an elite group of performers. Those were the very few diverse teams that outperformed the homogenous teams.

What makes that smaller group of diverse teams so elite and high performing? It's their ability to *interact more effectively* with the diversity around them.

Transformational Diversity provides the prescription for Diversity fatigue along with the much-needed traction for our spinning D&I wheels. Most importantly, it helps our organizations and the individuals within them to be their most effective.

This is the new way forward. **LE**

Notes

¹ *Intercultural Development Inventory, IDI LLC, 1998-2011*

² *Intercultural Development Inventory, IDI LLC, 1998-2011*

³ *Creating Value with Diverse Teams in Global Management, Joseph J. DiStefano & Martha L. Mazneski, 2000*



Sara Taylor is the President of deepSEE Consulting and author of *Filter Shift: How Effective People SEE the World*. Sara has over twenty years of extensive training and consulting experience serving local, national and global clients. In 2002 she founded deepSEE Consulting in order to work with high-performing individuals, teams and organizations to create greater success in the areas of Organizational Effectiveness, Leadership and Diversity. Her specialty is in the area of cultural competency and leadership development.

Connect [Sara Taylor](#)
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It's Change That Really Hurts

Adopt 3 terrific tools from anthropology to conquer change

By Andi Simon

Forget what they say about love. It's change that really hurts. Corporate leaders will tell you it's the biggest challenge they're facing today. Constant change makes it difficult to remain relevant and to create value for customers.

As humans we hate to change. Whether it's introducing a state-of-the-art computer program or transitioning a company to a wholly new and innovative way of working, your brain literally creates chemical pain that says, 'Please stop all that new work.'

And so, instead of enjoying the challenges that come with trying something new, we resist.



To be sure, our brains are elastic and can, in fact, adapt. But it's not a smooth, easy or comfortable process.

It's tough enough for the people at the top to think about reworking processes and policies; imagine the difficulties when you're talking about altering the culture of an entire workplace.

Companies have cultures, whether they know it or not. It's an amalgam of core values, beliefs and behaviours that pertain to the business and the way it is conducted. Employees live out that culture every day.

When the corporate culture has to evolve, getting employees on board can be a challenge. But if company leaders can provide purpose to the changes – by showing how they'll improve business and create stability after the transition – they have a better shot at a quicker buy-in.

To do that, though, they have to get out of the office and witness first-hand how customers use the product or service, and interact with employees, I suggest adopting an "anthropologist's tool kit" to:

- **Conduct observational research.** Consider shadowing clients and employees as they use a product or service. Find out what their challenges are, and what trends they see that have them concerned or excited.
- **Find customers' pain points.** What happens when someone contacts the company's customer service centre? What works and what doesn't? Are emails and phone calls answered? What happens when people visit the website? If responses are delayed or unsatisfactory, find out why.
- **Use culture probes and storytelling.** What are the stories customers and employees could tell if they had a company leader's ear? Put away any defensiveness and just listen.

Companies should expand the research role past the executive level. Allow team leaders and others to be a part of the company's new story and encourage them to visualize how they can play new roles in an emerging business environment.

They'll be the energy behind your innovation. **LE**



Andi Simon, author of *On the Brink: A Fresh Lens to Take Your Business to New Heights*, is a corporate anthropologist and award-winning author. She is the founder and CEO of Simon Associates Management Consultants, designed over a decade ago to help companies use the tools of anthropology to better adapt to changing times. Simon also is a public speaker and an Innovation Games facilitator and trainer. She served as a tenured professor of anthropology and American studies at Ramapo College of New Jersey, and was a visiting professor teaching entrepreneurship at Washington University in St. Louis. Simon has appeared on "Good Morning America" and has been featured in the Washington Post, Business Week and Forbes, and on Bloomberg Radio.

Visit www.simonassociates.net

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Winning Strategies For Talent Attraction And Onboarding

Optimize your onboarding process to ensure employee success

 By Danielle Sohn

As the economy continues to thrive and employee confidence grows, the expectations of the workforce are escalating. To attract and retain the best people, you need to treat every candidate like your most valued customer. This means organizations must provide candidates with a great experience in the earliest stages of the employee lifecycle – attraction and onboarding.

HR teams understand that the onboarding process can set the tone for an employee's entire engagement at an organization. According to a study by the Brandon Hall Group, 52 percent of organizations are prioritizing optimizing their onboarding processes over the next 12-24 months.¹ With a strong onboarding strategy, organizations can build a culture of performance that ultimately leads to more engaged and dedicated employees.

A Springboard for Employee Success

HR organizations develop distinct processes to attract and bring in new talent. By incorporating best practices that are tailored for your organization, you can shape your own onboarding strategy to ensure that your employees are in positions to succeed.

First, consider the immediate goal of onboarding. Your organization is seeking to accumulate the most qualified talent quickly, and reduce their time to productivity. To help new hires get up to speed fast, think of onboarding as a natural extension of the recruiting phase, and a unique opportunity to help them become familiar with your organizational culture from day one.

As a result, many organizations today are now pre-boarding candidates. They allow candidates to shadow employees onsite and participate in homework assignments that mirror real workplace tasks. Pre-boarding can also include trial programs where candidates do actual work onsite and receive pay. Helping potential recruits get comfortable with the workplace environment and workplace realities is especially important considering 61 percent of employees still say job realities differ from expectations set during the interview process.

Build a Foundation and Strengthen Bonds

The onboarding process is not only an opportunity to help new hires get up to speed quickly, but it also shows them where they fit within the organization. Having a fully functioning workplace ready provides immediate access to critical information required to succeed, which helps demonstrate their value.

At a minimum, provide an online checklist of internal sites and systems for employee success. With user-friendly access to training, communication channels with key IT, HR and peer contacts, and chat tools, new employees can quickly acclimate to their new environment and develop a greater understanding of organizational strategy and goals.

These tools encourage collaboration; a key to the employee experience and the use of these social tools and platforms should be encouraged

from the beginning of the employee life cycle. Social collaboration allows new hires to understand how the company operates on formal and informal level, and provides self-service access to people and resources that can help. Employees value this information because it empowers them to be more successful and create a network within the organization. For HR professionals, tapping into the collective intelligence of employees via social collaboration tools provides a steady supply of real-time feedback and insights.

Mobile technologies are another important resource for onboarding, because they provide employees 24-7 access to online training, knowledge base info, and benefits, and consume it in a more flexible, convenient manner.

The cloud is an ideal way to power social and mobile interactions. It brings together data across all solutions, giving you a holistic, 360-degree view of your candidate pool and new hires. Cloud-based HCM helps candidates track their progress and gain more transparency in the hiring process – from screening to interview to outcome.

What's Next?

According to Equifax, new hires are most likely to quit within the first three to six months of employment. That makes the onboarding stage a small window of opportunity to make a good impression on every person you hire. With a strong approach to onboarding, you'll help employees accelerate success, and give them a foundation to build on as their careers within your organization blossom. As you review your onboarding strategies, Forbes Insights has identified best practices to help you create a positive onboarding experience. To uncover "[4 Steps to a Winning Candidate Experience](#)" read more in this executive brief. **LE**

Note

1 <http://www.brandonhall.com/blogs/whats-trending-in-talent-acquisition-technology/>



Danielle Sohn is a Senior Digital Strategist at Oracle Human Capital Management. With more than 10 years of experience helping companies make the most of their resources, she's passionate about improving processes and increasing organizational efficiencies.

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Are You An “All the Gear, No Idea” Leader?

The 4 key elements to active leadership development

By Christian “Boo” Boucousis

Have you ever heard the saying “all the gear, no idea”? If not, then let me explain.

It’s usually a phrase used with some derision toward an amateur athlete who invested substantially in the equipment she or he needs to operate at an elite level, without any of the skill, standards or training to deliver at that level. It’s an intent or desire to be a high performer, without the know-how to execute on it.

We spend an [inordinate amount of time, energy and money “learning” about what it takes to be a leader](#) (academically, theoretically and conceptually), or in other words, we purchase the latest and greatest gear. But what do we actually do with all the theories and concepts – that is, how do we use the gear and what do we do with it?

Over two and a half years I have observed this practice in the leadership and management development strategies of many organisations. These organisations have a sophisticated conceptual grasp of what’s required to be a great leader, but don’t have any actions in place to actually *practice* or *do* the skills in the real world.

Can you think of someone you know who is an effective leader? Maybe you have watched someone develop into a true collaborative leader? If so, I guarantee they are highly competent in (and focus their continuing development on) behaviours such as solving problems effectively, operating with a strong results orientation, seeking different perspectives and supporting others. These behaviours are often cited as core or fundamental leadership behaviours and, I’m sure you’ll agree, they aren’t conceptual or academic – they are practical skills that for many of us are only developed and strengthened with practice and hands-on experience.

For real leadership development to occur, 4 key actions are required:

1. Hands-on mentoring and coaching from established leaders.
2. Providing the developing leaders with an opportunity to work with a team of people.
3. Setting the developing leaders with clear courses of action and deliverables.
4. An opportunity to review their progress, using a structured debriefing process, in a supportive, open and honest environment.

Effective leadership development reduces the complex challenge of leadership to simple and practical tools and techniques that anyone can learn and apply, in the real world.

Is it really that simple you may ask? The challenge for most organisations is to allow leaders to practice their leadership skills on the job, in an environment within which they are supported. Establishing a ‘leadership rhythm’ helps you keep leadership behaviours front and centre which, in turn, accelerates progress toward stronger leadership skills. You need a process that supports collaborative leadership and, as a bonus, works as leadership development training for other individuals in your team at the same time.



It’s only through actively **applying leadership skills to real world outcomes** that we build the confidence in our own ability to lead. This belief in our own ability as leaders is at the core of effective leadership – because if we don’t believe in ourselves as leaders, how can we expect our team to trust we can lead them too?

I call this **Active Leadership**. What are your thoughts on developing leadership at the coal face? **LE**



Christian “Boo” Boucousis was a fighter pilot in the Royal Australian Air Force for 10 years. He is now the CEO of **Afterburner Australia**, a team of fighter pilots who are passionate about helping business learn and apply the same techniques to achieve mission success that worked for them in their air force careers. Visit www.afterburner.com.au Connect [Christian “Boo” Boucousis](#)

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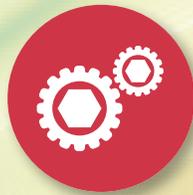
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There have been great discussions some of which I helped to lead, some of which I participated in.

Ted Hoff, VP at IBM

Not only did I feel inspired as a person and as a leader, but I also took some great takeaways.

Sue Collard, Career Development Director at Dell Inc.



For more Information phone 1.877.472.6648 | Email: sales@hr.com | www.lead2018.com



Jay Greaves



Organization: Ceridian

Program: Sales Master Class Program for Sales Leaders

Program Director: Jay Greaves, VP Organization Development & Sales Effectiveness

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LEAD Award Rank

3

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Our editorial team interviewed **Jay Greaves** from **Ceridian** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Competition is fierce in the overcrowded Human Capital Management technology market. Ceridian's challenge was take its Sales training to the next level in order to ensure the Sales organization was accurately positioning Dayforce with customers and delivering on accountability, recognition and results.

Ceridian's new Sales Master Class for Sales Leaders training included:

- Equipping Sales leaders with advanced skills for coaching and developing others through Situational Leadership, Demo2Win Coaching, and Situational Sales Negotiation Coaching. Collectively, this Master Class program for Sales leaders enables Ceridian's Sales organization to position Dayforce competitively in the market.
- Providing advanced sales skills training through Situational Sales Negotiation. This was offered to everyone in complex selling roles, including associated leaders who also received Situational Sales Negotiation coaching - a program for those who already have years of demonstrated proficiency in Sales and need advanced Negotiation skills development.

Ceridian's new Sales Master Class for Sales Leaders training program serves several purposes and is based on the following strategies:

- 1) The training would be purchased as best in class training, rather than internally developed training, expediting the implementation of the highest quality Sales education in the industry.
- 2) The training would provide participants with continuous learning and career growth in order to attract and retain top SaaS Sales talent.
- 3) The training would blend audiences when appropriate to improve interdepartmental understanding and alignment.
- 4) The training would eventually extend to non-Sales audiences to gain organizational alignment, consistency, and efficiency.
- 5) The courses and modules themselves would be geared to providing on-going "leader-led" Sales education and development.

Who do you impact with your program?

The impact of the program will be felt amongst various levels throughout the organization, including:

- The primary audience of all people leaders in the Ceridian Sales organization.
- The secondary audience of leaders in other key departments that interact



frequently with Sales (Finance, Legal, Customer Services, and Procurement).

- Key individual contributors aligned with this program and emerging leaders who were invited as availability allowed.

What are the lessons you've learned this year from facilitating your program?

- Sales leaders are often overlooked in soft-skill training programs; this needs to change.
- Top performing Sales talent is often left out of education programs so they can stay focused on delivering results. This is short-sighted and fails to provide development so the best can become even better.
- Investing in developing Sales leaders, for their unique leadership role, drives engagement and results for the teams they lead and the leaders themselves.
- Providing a unique development program attracts new talent to join Ceridian.
- Our Sales Master Class for Sales Leaders program enables cultural change in the Sales organization and beyond.
- Incorporating other key leaders, initially out of scope for the program, results in strategy and organizational alignment and improved understanding and leader relationships.

How do you measure the return on investment and success of the program?

- Leading Indicators that we measure include:
 - i. Course Net Promoter Score(s)
 - ii. The development of and acting on leader engagement plans
 - iii. Leader engagement with their team to share their knowledge
 - iv. Increased frequency of one-one-one meetings, team meetings, coaching

v. Completion rate of the reinforcement program

- Lagging Indicators that we measure
 - i. Reduced Sales employee and leader turnover
 - ii. Advancement in top grading talent pool and recruitment cycle time
 - iii. Improved "time to productivity" of new hires
 - iv. Enhanced Employee Engagement Index
 - v. Improvement in Leadership Effectiveness Index
 - vi. Increases in key Sales metrics (leads, pipeline, win rate, quota attainment, revenue)

What lies ahead for the program and how it will continue to succeed?

- The Sales Master Class for Sales Leaders program will continue to be delivered as part of the new employee on-boarding program.
- Reinforcement programs, for leaders and those they lead, will remain ongoing.
- "Tune-up Clinics" will continue in conjunction with team meetings to reinforce the Sales leader as coach and part of our "leader-led" strategy.
- The Sales Master Class for Sales Leaders program will be expanded to include key leaders outside of Sales, as part of their own leadership development, helping to create alignment across the company strategically, culturally, and operationally.

Would you like to comment?



Jeremy Falke

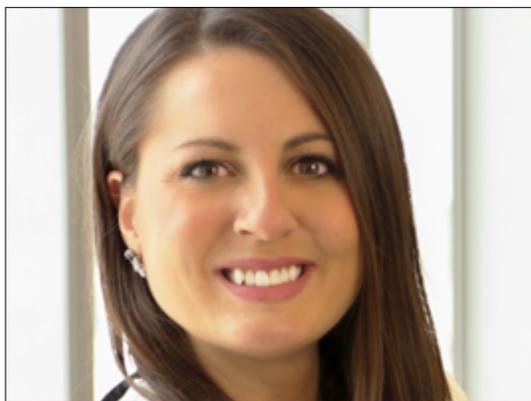


LEAD Award Rank

Best Experienced/Senior Leaders Program

Creating Executive Leaders of the Future

Our editorial team interviewed **Jeremy Falke** and **Barbara Patchen** from **Tenet Healthcare Corporation** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



Barbara Patchen

What is the overall objective of your program?

Create a nurturing and engaging environment where our top mid-level leaders can *realize* AND *utilize* their leadership potential to help transform our organization as executive leaders of the future.

Who do you impact with your program?

High-potential Director and Administrator-level leaders in hospital and surgery center operations, finance, clinical and corporate leadership.

What are the lessons you've learned this year from facilitating your program?

- **Inspire the Team:** Leaders are as good as you allow them to be – inspiration and support are important in creating a special cohort connection, leading to individual and group success.
- **Don't be Afraid to Push People:** Challenge leaders in radically new ways their jobs or traditional educational experiences have never asked of them.
- **The Delivery Team's Talents & Motivations are Key:** Because our entire support team constantly strives to innovate, inspire and delight our participants, the participants reciprocate with more energy, better ideas and higher dedication.
- **Develop Meaningful Developmental Milestones:** Create goals and significant deadlines that are worthy of each participant's time. For example, we always have a final project presentation with frequent executive previews that keep the teams moving toward each development opportunity along the journey.
- **Mentorship Programs Require Recognition:** Mentorship accelerates collaboration but requires significant structure, communication, training, in-person required activities and recognition for mentors. It is such an impactful opportunity to share the development of the academy with those associated, like our mentors.
- **It Won't Always Feel Like It's Working:** This program thrives on innovation. Because of this, new enhancements frequently seem scary, risky and occasionally doomed for failure. We've learned that when our intentions are good and we're willing to put in the extra work, the outcomes are almost always incredibly positive. In our



Organization: Tenet Healthcare Corporation
 Program: Tenet Leadership Academy
 Program Director: Jeremy Falke
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experience, the rewards for trying new ways have always outweighed the risks.

How do you measure the return on investment and success of the program?

- **Internal Promotion Rates:** Organizationally, we have the philosophy of “internal promotions first, always.” Consequently, the program participants who move into key executive roles after the program are considered a success. Since 2014, we have increased our internal promotion rates from 40% to over 70%.
- **Employee Engagement:** Every program alumni is included in an annual employee engagement analysis. Alumni are between 13-21% more engaged than the company average.
- **Balanced Scorecard Correlation:** Our team evaluates the correlation between participation and balanced scorecard results.
- **Gender and Diversity Goals:** After participation in the program, those promoted into key roles include more females and diverse candidates than the company average.

What lies ahead for the program and how it will continue to succeed?

Each year we alter some aspects the program based on user and executive feedback. Next year we will enhance the focus on “enterprise thinking” to an even greater degree. Instead of requiring one large innovation project, we will ask teams to conduct brief sprint innovation projects with rotating business units. We will also evolve and improve the executive mentorship program to include role-specific competencies and activity recommendations.

Would you like to comment?

Athletes Encouraged To Apply

A few traits athletes bring to the table

 By Bonnie Crater

Company cultures are either built intentionally or spring up spontaneously in a vacuum. Leaving company culture to chance is a risky proposition — leaders are much better served by putting thought and planning into creating a culture that reflects their values and advances their business objectives. One core component of that process is identifying desirable traits and looking for job candidates who are a good fit.

At my company, competitiveness is a core theme, but not in the cutthroat, dog-eat-dog sense that some businesses appear to prize. We call it “team first.” For us, a competitive, team first spirit is about lifting the team up rather than knocking peers down. It’s about being willing to learn new things helping your co-workers win. For these reasons, we encourage athletes to come work with us.

It’s an unusual approach, specifically encouraging athletes to apply, perhaps particularly in the tech sector. And we have many other criteria we consider, of course, including experience and training. But we do value a competitive spirit highly, and that’s why today, a large portion of our current staff are competitive athletes, with the remaining involved in some form of competition.

What’s so great about a competitive spirit in general and athletes specifically? Here are a few traits they bring to the table that make us more competitive as a company and more harmonious as a workforce:

They’re coachable: Competitive athletes are used to taking direction from the coaching staff. They aren’t offended by suggestions for improvement and can adapt quickly to strategy changes.

They can handle rejection: Even elite-level athletes have been pulled from a game occasionally. Most understand that it’s all about making the team better at that moment and don’t take it personally.

They’re focused on success: A competitive athlete wouldn’t be a contender if she didn’t keep her eyes on the finish line. Athletes want to win and will push themselves hard to succeed.

They make excellent mentors: Athletes tend to love their sport and relish the opportunity to teach others how to excel at it. This carries over into their work lives, where they can be outstanding trainers.

They’re devoted teammates: Athletes know that each team member has a role to play, and they work hard not to let their teammates down. They tend to provide extra support in a business setting too.

Of course, not every athlete embodies all these traits, and we’re sensitive to the fact that people have various levels of physical coordination and abilities that can preclude competitive sports for some. But we do find that prospective employees who have the heart of an athlete — the competitive spirit and team focus described in these five traits — make wonderful coworkers.

So, business leaders who understand how a competitive spirit can lift a group up and managers who are looking for people who will give their all should consider these qualities when evaluating candidates for open positions. A jobseeker who competes as an athlete can bring talents and abilities to the table that will improve your company culture — and contribute to business success. **LE**



Bonnie Crater is the President & CEO of Full Circle Insights. Prior to joining Full Circle Insights, Bonnie was a five-time vice president of marketing and executive at many software companies in Silicon Valley. Bonnie held vice president and senior vice president roles at Genesys, Netscape, Network Computer Inc., [salesforce.com](https://www.salesforce.com), Stratify, Realization, and VoiceObjects (now Voxeo). A ten-year veteran of Oracle Corporation and its various subsidiaries, Bonnie was vice president, Compaq Products Division and vice president, Workgroup Products Division. In 2013, Bonnie was named one of the “100 Most Influential Women” by the Silicon Valley Business Journal, in 2015 the Sales Lead Management Association named her one of the “20 Women to Watch” and in 2016 Diversity Journal honored her as one of the “Women Worth Watching.” Bonnie holds a B.A. in biology from Princeton University.

Connect [Bonnie Crater](#)
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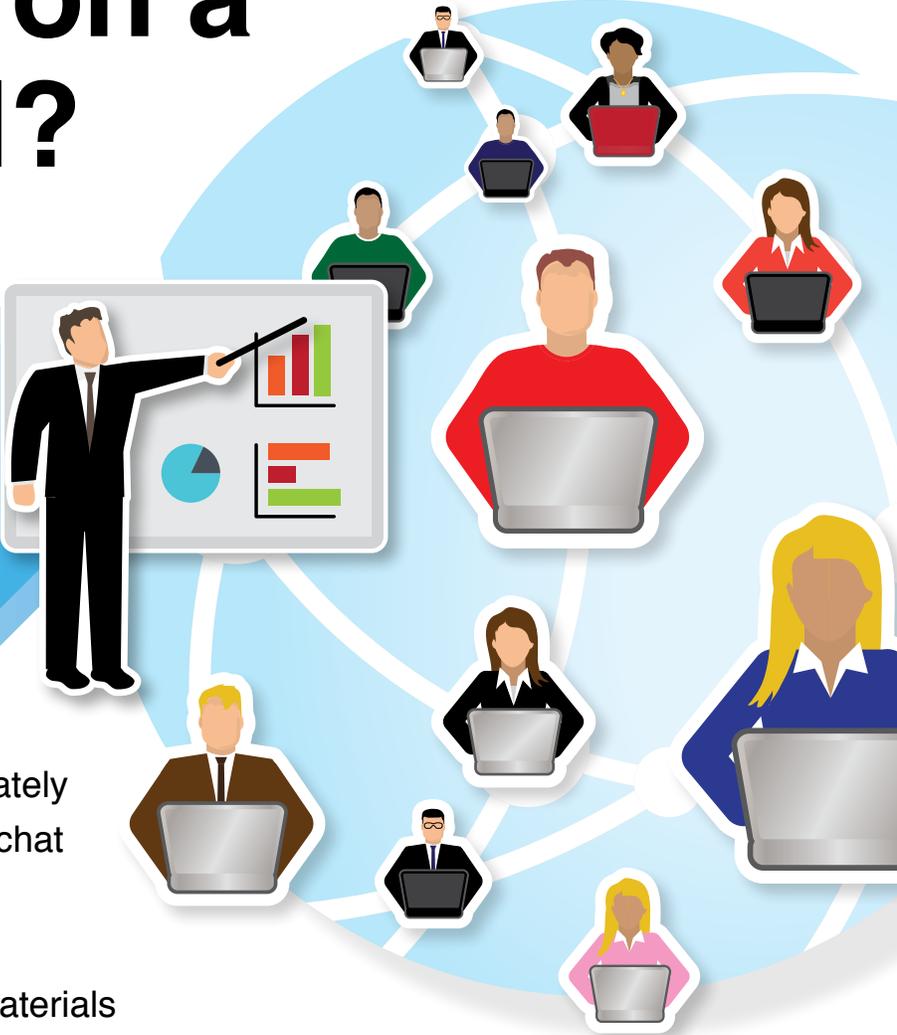
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Organization: CSAA Insurance Group, a AAA Insurer

Program: Leadership Institute – Leaders Development Program

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|----------|--|
| 5 | LEAD Award Rank Best Experienced/Senior Leaders Program |
| 2 | LEAD Award Rank Best Use of Simulations |
| 3 | LEAD Award Rank Best Use of Classroom and Traditional Training |

Transforming “Training” to Learning!

Our editorial team interviewed **Lamont Gilbert** from **CSAA Insurance Group, a AAA Insurer** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Improve business results through leadership development and ensure sustainable development of leaders. Focus on virtuous leadership practices—doing the right thing, for the right reason, on purpose. Transforming “training” to learning!

- Enhance leaders’ behaviors needed for a transforming marketplace and company culture.
- Increase capacity and demonstration of curiosity and risk taking.
- Create shared line of sight to execute strategy across our organization.
- Increase our leadership bench strength and pipeline.

Who do you impact with your program?

Executives, Managers, Top Talent (high-potential) Supervisors and Individual Contributors at the Consultant Level

What are the lessons you’ve learned this year from facilitating your program?

Opportunity

We realized learning and its application are happening via stories leaders and their



employees are sharing at work, and we are enhancing the program to include specific focus on Insight & Innovation. This will allow us to build on our high-performance culture by creating a grass-roots environment that celebrates curiosity, risk taking and accountability.

Validation

Our various learning modalities (face-to-face, e-Learning, virtual debriefs, leaders-as-teachers, etc.) are effectively enabling leaders to get greater traction and acceleration on their leadership impact.

Participant quotes:

“Simulation was amazing. State of the art, thought provoking, felt like my own CEO for a moment. I think differently now at work, at a higher level and perspective.”

“The framework provided is great and the training helped us to learn the execution of the ideas.”

“The order of modules naturally built toward the leadership plan. I would not have been able to understand the whole picture without building up to it in this way.”

How do you measure the return on investment and success of the program?

Return on our investment and program success is measured by:

- **Internal evaluation** by participants and a control question for each module of the program that reveals the following on a 10-point

scale – with 1 being strongly disagree and 10 being strongly agree:

- “I am able to perform the leadership practices the organization is expecting of me as a leader”: **9.1**

- **External evaluation** by an Advantage Way Success Case Method Evaluation via BTS. Results of this external evaluation provide strong evidence that the program resulted in positive, identifiable and sustainable business results. This evaluation included surveys and individual interviews conducted by a third party. **The evidence of broad impact on both leadership effectiveness and strategic execution effectiveness was evident in virtually all participants interviewed.**

- Below is our **Leadership index** which is a subset of employee engagement questions administered to all employees annually by Towers Watson:

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---------|---------|---------|---------|---------|---------|---------|
| Direct Premium Written (in millions) | \$2,413 | \$2,703 | \$2,683 | \$2,837 | \$3,081 | \$3,260 | \$3,550 |
| Leadership Index: • CSAA Insurance Group | 70% | 70% | 73% | 74% | 76% | 77% | 78% |
| • Insurance Norm | | | | 63% | 62% | 66% | 62% |
| • High | | | | 67% | 70% | 70% | 70% |

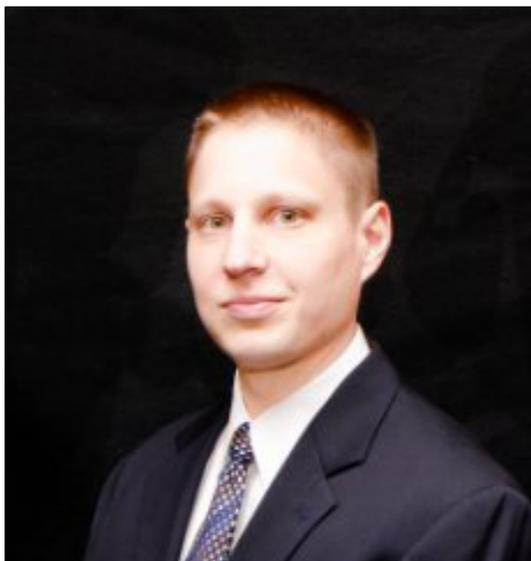
What lies ahead for the program and how it will continue to succeed?

While the program’s adoption, absorption, and impact remains high as determined by leaders cascading and applying program learnings throughout our business areas, and internal as well as external evaluations, we continue to refresh the program to adapt to future trends - we just integrated an insight and innovation simulation.

And we have launched a “carry forward” program called Inspire for all leaders designed to:

- Establish a deeper understanding of which leadership practices are amplified in cultures of insight and innovation.
- Provide time and structure for leaders to reflect on situations that challenge them to model leadership practices.
- Prepare leaders to lead their team to leverage innovation practices like: sharing ideas early, test and learn, and challenge your own assumptions.

Would you like to comment?



Dan Duba

8

LEAD Award Rank

Best Experienced/Senior Leaders Program

13

LEAD Award Rank

Innovation in Deployment of Leadership Programs

Refining High-performing Leaders

Our editorial team interviewed **Dan Duba** from **Gordon Food Service** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



Gordon
FOOD SERVICE

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 Program: Briefcase Series
 (HIPO Development Program)
 Program Lead: Shannon Surdam
 Program Directors: Jeff Doolittle & Tim Fatum
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What is the overall objective of your program?

To improve the skill development of HIPO's that will take on critical leadership positions through real world case studies delivered by Senior Leaders in the organization. The program supports the growth and expansion strategy and aligns with our culture of high performance and superior customer service.

Who do you impact with your program?

High-performing leaders who have great potential for future leadership. Includes selected leaders across business units spanning North America. Over 150 people participated in the program.

What are the lessons you've learned this year from facilitating your program?

- Level 1 & 2 evaluations proved to be the "most outstanding" and "most effective" training participants have ever experienced.
- Participants provided examples of how to apply learning to their current roles.
- Participants loved the ability to connect with senior leaders during their time in the program
- Participants appreciated the networking opportunities and new connections with employees in their cross-functional small groups.

How do you measure the return on investment and success of the program?

Qualitative

- Improved successor readiness year over year
- Improved performance and potential pipeline year over year
- Level 3 & 4 evaluations in progress

**Quantitative**

- Voluntary turnover is 0% over 18 months.
- Promotion rate: 30% of participants were promoted or changed jobs for a lateral role to gain experience within 18 months

What lies ahead for the program and how it will continue to succeed?

- Graduates of the program are identified to work on stretch projects or cross functional projects outside of their current role responsibilities.

- Small group teams may be assigned to a special project or key initiative.
- A phase II graduate curriculum is currently under construction.

Would you like to comment?



Jennifer Underwood



Organization: PVH Corp.
 Program: PVH Global Leadership Program
 Program Director: Jennifer Underwood
 Visit: www.pvh.com



LEAD Award Rank

Best Experienced / Senior Leaders Program



LEAD Award Rank

Best Global / International Leadership Program

Driving the Organization's Strategies Forward

Our editorial team interviewed **Jennifer Underwood, VP of Global Talent Development, from PVH Corp.** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The objective of the PVH Global Leadership Program (GLP) is to develop strong leaders who will drive the organization's strategies forward and ensure PVH remains an industry leader. The program does this by providing opportunities to:

- Build stronger cross-functional partnerships.
- Enhance leadership skills.
- Develop a global / enterprise mindset.
- Enhance business and strategy skills.

Who do you impact with your program?

The target audience for the GLP is senior leaders from across our global organization. We believe that as a result of the experience in the program, those who have participated have generally been able to initiate positive changes that cascade throughout their businesses. For example, one participant initiated a culture of learning in his group by providing regular opportunities for all levels on his team to learn new skills or to reinforce existing skills. Another participant leveraged learnings from the session on innovation to create and drive a cross-functional group to focus on developing new products and identifying new growth opportunities.

What are the lessons you've learned this year from facilitating your program?

We have learned that leaders are proud to be nominated and to participate in the GLP. Participants gain insight from and are motivated by seeing examples from



outside the industry, such as how the banking and the automotive industries have adapted to population and generational shifts. This year, we worked with faculty to dedicate classroom time to exploring the practical application of their content to our organization and business. This program addition further allowed participants to successfully transfer ideas to “on-the-job” actions.

Senior Management and the Talent Development team have made a commitment to host exclusive GLP alumni networking and guest speaker events. We believe that this ongoing reinforcement capitalizes on the participants’ excitement around continuous learning opportunities and, even more importantly, networking and the sharing of best practices.

How do you measure the return on investment and success of the program?

We measure success by looking at the business impact, cross-functional collaboration, associate engagement, participant reactions, and overall associate retention.

Pre-program 360 surveys and post-program follow-on surveys enable us to track changes in skills and engagement. We use a program evaluation to capture information from the participants on the value and impact of the classroom components, the work with their executive coaches, and a case study project.

Associate Engagement Survey scores are tracked for the organizations led by the leaders who participate in the program. The 2017 survey will provide insight into pre- and post-program engagement levels and a comparison against the organization overall.

Additionally, more than half of the participants have received a promotion or additional responsibilities since participating in the program. The retention rate for program participants is 4% higher than the overall attrition rate at that level.

To measure the return of the program, we are implementing the ROI Institute’s methodology to track areas of impact, scope of impact, and intangible benefits.

What lies ahead for the program and how it will continue to succeed?

The GLP will continue to be offered on a regular basis. It will be modified and refined for each cohort based on current business strategies and needs.

In addition, the Talent Development team is taking a strategic approach to leadership development by designing programs for mid-level and front-line leaders. By having level-appropriate programs, we can continue the process of expanding capabilities and supporting our leaders at all levels, while also strengthening the leadership pipeline.

Would you like to comment?

7 Leadership Team Failure Factors

What example is your team providing?

 By Jim Clemmer

When our kids were young I was often reminded of the old adage “children act like their parents — despite all attempts to teach them good manners.” When one of our kids did something I wasn’t especially pleased with, I found myself asking “where did you learn that?” When I stood back and I reflect on it, I can start to see where that behavior came from. Their mother!

Well...maybe not. When I was honest and took a longer look in the leadership mirror, I saw that I modelled some of that behavior. But it is often tough to recognize our own behavior being reflected back to us through the people we lead. Now that our kids are starting their own families it will be fascinating to see behaviors cascading further.

In our work with culture development we can see a variation of leadership modelling; people in organizations act like their leader — despite all attempts to train them otherwise. An [organization’s culture ripples out from the team leading it](#). Many leadership teams don’t recognize their own behavior reflected back to them in their culture.

In my blog, “Is Your Leadership Team Slipping into These Traps?” I outlined [seven common traps snaring many teams](#). Priority overload, unaligned change programs, leadership lip service, not building capacity for change, poorly run meetings, conflicting messages, and lack of follow up are typical culture shortfalls that start at the top.

7 Common Leadership Traps

- Speed Traps and Tyranny of the Urgent – flooded by e-mails, endless meetings, and crisis management our team is often reactive and loses sight of the big picture.
- Partial and Piecemeal Programs – leadership development, succession planning, customer service, lean, safety, talent/performance management, IT systems, executive coaching, are separate programs not well linked together.
- Leadership Lip Service – leadership team members send contradictory messages about our core values and desired culture through inconsistent behaviors.
- Not Building Change Capacity – our change and development efforts don’t engage the hearts and heads of key leaders and frontline staff and don’t energize and equip them to make it happen.
- Teams Not Pulling Together – strong leaders drive change in their “silo” and work at cross-purposes. This weakens the team and our culture development efforts.
- Communication Breakdowns – leadership teams aren’t united in strategic priorities, key messages, behaviors that model our vision and values, and rigorous implementation planning.
- Failing to Follow-Through – strategies and development plans often lose focus because we don’t have a robust implementation process engaging key teams with a disciplined follow-through process.

Assess Your Team

We’ve just developed a brief assessment to help leadership teams look in the mirror. Click on [Seven Leadership Team Failure Factors](#) to take the 14-item assessment. You can complete the assessment and



compare your total score with our scoring guide. There are also links to additional leadership team development resources.

An even more powerful approach is to have your leadership team complete the assessment and compare your scores.

A culture can’t exceed its leadership team. The team sets the pace and direction by their own behavior. What the team does overshadows what its leaders are saying. What example is your team providing? **LE**



For over three decades, **Jim Clemmer’s** [keynote presentations](#), [workshops](#), [management team retreats](#), [seven bestselling books](#), [articles](#), and [blog](#) have helped hundreds of thousands of people worldwide. The Clemmer Group is the Canadian strategic partner of [Zenger Folkman](#), an award-winning firm best known for its unique evidence-driven, strengths-based system for developing extraordinary leaders and demonstrating the performance impact they have on organizations.

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Human Capital Management Practices

Today's HR professionals are facing some serious challenges. One is leadership. This study found that only 37% of survey participants said that their leaders effectively manage human capital. What's more, only about a third said leadership actions are correlated to engagement, retention and performance.



➤ Read and download this report at hr.com/hcmanalytics

Insights on Video Interviewing

There's no doubt that video interviewing is fascinating, but is it a technology for the future or something ready to be deployed today? Does video interviewing really pay off? We can now answer these questions thanks to a survey conducted by HR.com of nearly 2,000 HR professionals.



➤ Read and download this report at hr.com/videointerviewing

Employee Culture: A Closer Look

A great culture tells a lot about an organization. Employees should feel valued and appreciated, because behind every amazing culture is a group of engaged and motivated employees. With this framework in mind, CultureIQ and HR.com conducted a survey of 500+ HR professionals to see what steps organizations have in place to promote a positive employee culture.



➤ Read and download this report at hr.com/employeeeculture

Driving Employee Engagement Through Effective Communication

Communication is the make or break of every organization. It impacts everyone at every level of their lives. Are you free to express your concerns and opinions? An HR.com sponsored survey of over 500 HR professionals helped shed light on how well managers are communicating.



➤ Read and download this report at hr.com/employeeecommunication

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Sharon A. Johnson



Nationwide

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10

LEAD Award Rank

Best Experienced/Senior Leaders Program

Great Leaders Start From Within

Our editorial team interviewed **Sharon A. Johnson** from **Nationwide Mutual Insurance Company** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

To increase the participant's self-awareness in all aspects of their leadership style, then chart a path toward greater personal effectiveness. Great leadership starts from within. We encourage leaders to focus on who they are as a person. What are their values and aspirations? How are they making a difference and what is the legacy they want to live? Jim Kouzes has a great phrase in his Legacy Presentation "the legacy you leave is the life you lead." INSIGHT participants learn that living their legacy starts now, not when they leave Nationwide.

The program begins with deep personal reflection so everyone can clearly articulate their leader legacy story. They consider who impacted them throughout their life to shape who they are today. Once our executives know their legacy story, purpose and values, they work with an external executive coach to determine alignment or gaps as compared to the 360 degree and Hogan assessments they have completed.

The experience can be very emotional, especially when presenting their story in front of senior leaders and peer participants. The program is a journey to discover, reflect and accelerate the leader from within. The program encourages participants to get uncomfortable in a supportive environment and build cross business relationships to help drive One Nationwide business results.

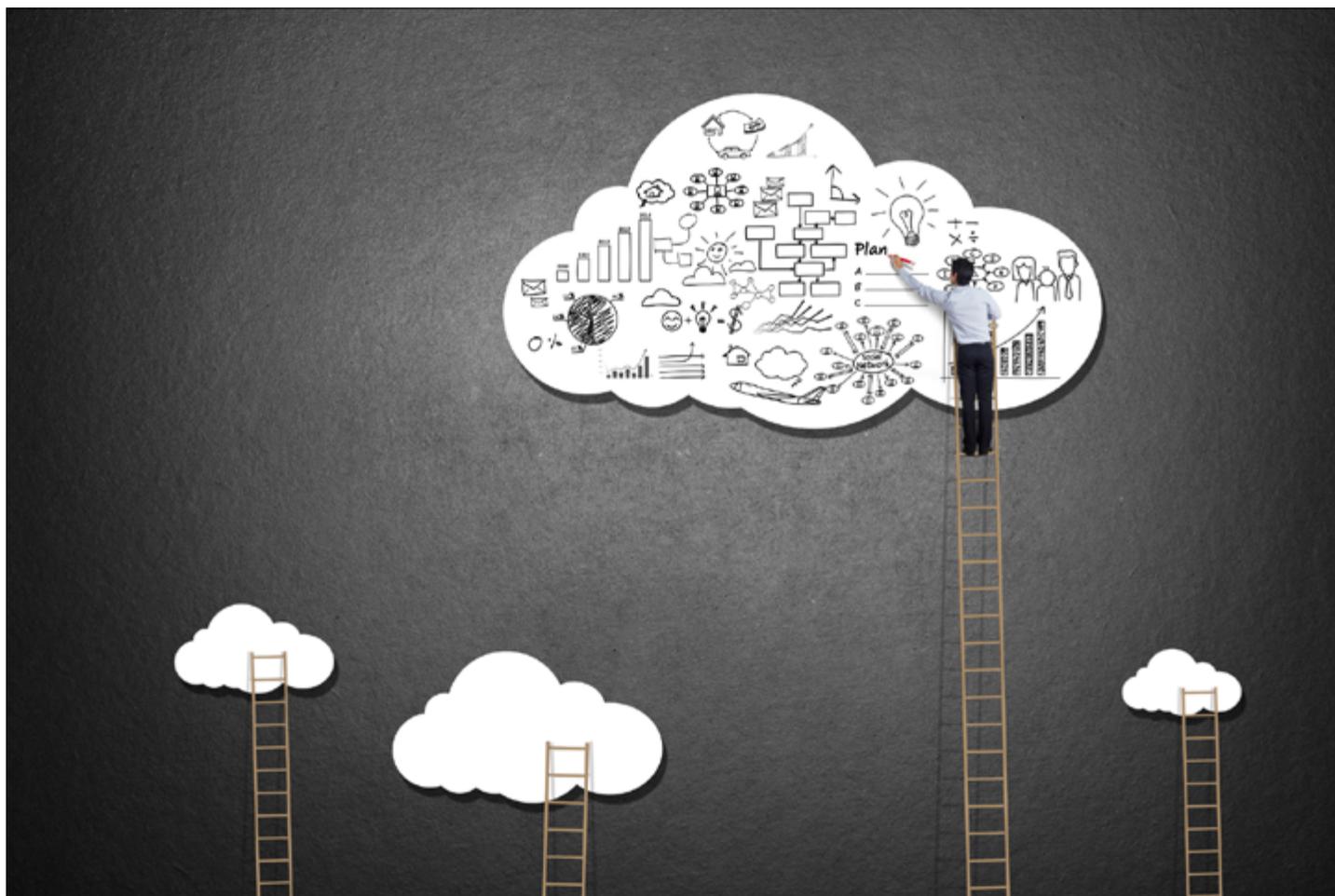
Who do you impact with your program?

High potential associate vice presidents and vice presidents.

This is a nomination program. Our participants must meet the defined high potential criteria that is captured during our semi-annual talent planning and succession discussions. A list is presented to our HR business partners and the senior leaders of each business area and function for final selection.

What are the lessons you've learned this year from facilitating your program?

Participants receive tremendous benefits no matter long they have been a leader. These benefits apply not only to the executive participants, but also to their teams and the organization. Leading up to the program, participants can be uncomfortable as they reflect and explore their past. But the outcome is transformational.



The ideal participant size is 23 - 25. This size is perfect for sharing during the general sessions and is small enough for everyone to get to know one another at a deep level. Participants develop meaningful cross enterprise relationships and our One Nationwide mind-set. Many business challenges are solved, connections are made and innovative ideas begin at INSIGHT.

How do you measure the return on investment and success of the program?

We look at several metrics to determine the ROI. We look at our program metrics on a quarterly basis and have been reporting on them since the program inception. The items that we look at are:

- Engagement scores
- Promotion rates
- Attrition
- Lateral moves
- Behaviour change (as measured by pre and post mini 360 degree assessments)

What lies ahead for the program and how it will continue to succeed?

In 2017 our focus is to:

Create more opportunities for our program alumni to pay it forward in the development of our pipeline talent at various levels in the organization. We believe in leaders teaching leaders and are always looking to create more opportunities to engage our INSIGHT alumni.

Implement a long term reinforcement learning strategy. Part of the reinforcement strategy is to provide a post program toolkit for managers and HR business partners of participants. They will be equipped to reinforce the learning and provide coaching and feedback based on the development goals of the participant. Virtual learning and peer to peer learning groups are other component of the long term reinforcement strategy.

Would you like to comment?



Susan Johnson



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Program: Journey to Leadership

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LEAD Award Rank

Best Experienced/Senior Leaders Program



LEAD Award Rank

Best First Time Manager Program

Leadership Development Programs to Enhance Skills

Our editorial team interviewed **Susan Johnson** from **Texas Comptroller of Public Accounts** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



About the Program

The Organizational Development and Training Division offers three different leadership development programs. Each program has multiple courses. Employees have the opportunity to enhance current skills or develop new skills, in a safe and supportive environment.

- Team Lead Development Program
- Management Development Program
- Leadership Academy

What is the overall objective of your program?

Provide a series of leadership development programs customized specifically for the Texas Comptroller of Public Accounts, separated into three tracks, beginning at the team lead level and progressing to managers and directors. Each level of the program offers opportunities to enhance current management skills or develop new skills, work collaboratively, develop strategic planning skills and cultivate a professional network.

- Participants learn to work with other leaders in a productive learning environment who they would not normally have the opportunity to do so.
- Participants understand how to communicate effectively, improve the characteristics of their teams, develop interpersonal skills and lead with cultural and generational competence.
- Participants experience a unique opportunity to gain an in-depth understanding of sound management principals from recognized experts on a variety of topics





Program graduates leave the programs having gained an assessment of their strengths and weaknesses and a collection of new and creative tools for personal, professional and staff development. They achieve a global leadership perspective, having gained a fresh outlook on their roles as leaders in our organization.

Director-level track participants are required to work on an Action Learning Project. These projects are presented to executive management and employees during the graduation session. Executive management recommends the topics and uses the project findings to assist in decision making for agency-wide efforts. Several action learning project recommendations were implemented.

What lies ahead for the program and how it will continue to succeed?

The program is recognized as an integral part of the Texas Comptroller's workforce and strategic plans. The Comptroller's Succession Plan and Strategic Plan have identified the need to incorporate leadership development efforts in our agency.

One of our goals is to provide meaningful developmental opportunities for the agency and its employees as we prepare them to transition into key leadership positions.

The team lead and management level courses are being redesigned to elevate the challenges of each program. This allows for an integration of ideas into a cohesive approach to management development.

Courses will be added to the management track to address executive priorities related to facilitation of town hall-type employee meetings and challenging courses such as critical thinking and decision-making.

Courses such as communication 360 will be moved from the management track to the team lead track to create a more challenging environment.

An agency-wide Skillsoft license opportunity will allow the integration of Skillsoft courses as prerequisite or post course additions to all levels of the program.

Who do you impact with your program?

Directors, managers, assistant managers, supervisors and team leads.

What are the lessons you've learned this year from facilitating your program?

- Identified the need to improve communication efforts between program sponsors and participants
- Identified the need to invigorate the team lead and management tracks with more challenging courses.
- Identified the need to incorporate a separate Human Resources "boot camp" into the onboarding class requirements for new managers.

How do you measure the return on investment and success of the program?

Managers have reported that they have a better understanding of the skills required to achieve positive results. Managers are encouraged and their attitudes are positive. Several former and current participants received promotions to higher positions.

Participants are exposed to the same materials and agency competencies (Teamwork, Adaptability, Customer Service, Communication, Problem Solving, Professional Conduct, and Privacy and Information Security) and now "speak the same language" resulting in a common foundation in leadership principles across our organization.

Would you like to comment?

3 Management Practices To Stop When Things Go Wrong

What to do instead?

 By Rachel Ernst

For many managers, addressing personnel issues is probably one of the most difficult conversations we face. It's hard for anyone to confront a direct report about something they may have done wrong or a situation they handled inappropriately.

However, the fact that we dislike these kinds of situations is itself an indicator that it might be time to look at these instances from an entirely new perspective. Instead of focusing on the negative and dreading the confrontation, it helps to recognize each challenging situation as a learning opportunity. By talking with employees about how to learn from and prevent similar issues in the future, you can become a better manager for the organization and a better mentor and coach to your employees.

Here are three of the most common mistakes managers make when things go wrong, and what you can do instead to make it a more productive, learning-oriented conversation.

Don't Criticize First. Ask Questions Instead

Too often, managers take the “criticize first, ask questions later” approach to confronting employees when things go wrong. Instead of approaching the conversation with the mentality that they've messed up and you need to tell them about it, first learn as much as you can about the situation from their perspective. Find out exactly what led up to the mistake and work together to figure out what might be done to prevent that trigger or situation in the first place. You might find that they were put in a tough spot and made the best choice in difficult circumstances. Shifting your mindset from one of “dealing

with” the situation to “learning about” helps you to be clear headed when it comes time to have the conversation with your employee.

Don't Pretend to be Perfect. Show Your Human Side

Everyone makes mistakes. But, some managers seem to believe they must hide their flaws at the risk of appearing less competent. However, openly sharing with your team about mistakes you've made and how you've learned from them creates a safe and trusting environment for your employees. Instead of focusing so much energy on trying to appear “perfect,” hiding your flaws or maintaining a squeaky clean image, focus on being a good role model when it comes to learning from mistakes and overcoming adversity.

Don't Give “Themed” Feedback. Be Specific, Including Behavioral Examples

Some managers tend to give generalized “themed” feedback. Statements like “You need to be less emotional,” or “You need to communicate better,” are not helpful. Not only are both statements very broad, but they also fail to articulate what the right behavior is. Instead, give specific, concrete feedback, along with suggestions for the type of behavior you'd rather see in your employees. For example: “I noticed your voice rises and you speak much faster than you normally do when someone challenges your ideas. This can impact how much people listen to you. I find it helpful to pause and count to five before I respond. It gives you a chance to respond calmly and less defensively. What do you think about that approach?” This kind of feedback is clear and actionable, providing positive behavioral change that can help form new habits. Finally, be certain to recognize successes and positive behaviors. Reinforcing desired behaviors with praise can also help employees understand expectations better and prevent negative situations before they arise.

Addressing employees when things go wrong can be stressful and nerve-wracking because no one likes conflict or being put in a position to point out or “correct” another individual's behavior. It's especially tough when you have an otherwise friendly demeanor with employees. But, developing the ability to address issues constructively and use negative situations as learning opportunities can earn you a tremendous amount of respect from employees, even when things get awkward. **LE**



Rachel Ernst is the Head of Employee Success at [Reflektive](#). In her role, she focuses both on internal employee development, as well as building knowledge for Reflektive's customers on change management, goal management, check-ins, real-time feedback, and employee engagement polling. Her background in HR spans across compensation, learning and development, leadership coaching, people analytics and organizational design. She is particularly passionate about evolving the performance management ecosystem to fulfill its ultimate goal of inspiring high performance through ongoing, real-time feedback.

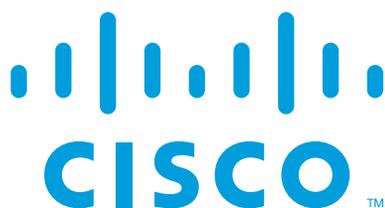
Connect [Rachel Ernst](#)
Follow [@reflektive](#)

Would you like to comment?





Josh Skelton



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LEAD Award Rank

Best First Time Manager Program

Developing Next Generation of HR Leaders

Our editorial team interviewed **Josh Skelton** from **Cisco Systems, Inc.** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Cisco's Human Resources Leadership Program (HRLP) program develops high potential talent into the next generation of HR leaders at Cisco. Through three 1-year rotations across the HR organization, participants graduate from the program with a well-rounded view of the HR operating model and are equipped to make linkages across the organizations, understanding how they can drive business value in their roles. To provide examples of the breadth and impact of the program, we have HRLP participants in client facing roles that are supporting 1,000+ person organizations as well as in practice area roles redesigning Cisco's performance management practice. This program supports Our People Deal, and our focus on creating a differentiated experience for all Cisco employees.

Who do you impact with your program?

The Cisco HRLP program attracts and develops a community of innovative talent from top MBA and master's programs. It provides participants with the toolkit and assignment opportunities they need to lead transformational change across Cisco's business.

What are the lessons you've learned this year from facilitating your program?

It is important that we align the HRLP rotations to critical bodies of work. This provides our participants with "on the job" exposure to senior leadership and an ability to leverage the skills and capabilities obtained from their MBA/master's programs.

How you measure the return on investment and success of the program?

One way we evaluate the program is by how many of our HRLP graduates we hire to fill key leadership positions. We also measure ROI and success of the program through multiple methods including conversion rates, quality of hire, retention and promotion velocity.

What lies ahead for the program and how it will continue to succeed?

The program will continue to evolve with the company as we increase our brand externally and continue global expansion more broadly into APJC (Asia-Pacific, Japan and China) & EMEAR (Europe, Middle East, Africa and Russia). In order to stay relevant, it's key that the program continues to evaluate what future critical skills are needed to ensure we are building our talent pipeline. We will continue to align our talent to the highest impact consulting work tied to our strategic HR priorities. We will also remain committed to aggressively recruiting at top MBA and Human Capital focused schools, hiring great talent when we see it.

Would you like to comment?



Gail Scripko



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1 LEAD Award Rank
Best Use of a Learning Management System

2 LEAD Award Rank
Best First Time Manager Program

Providing a Great Learning Experience

Our editorial team interviewed **Gail Scripko** from **Godiva Chocolatier, Inc.** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

GODIVA had a business need to provide consistent onboarding learning and learning paths for retail boutique employees that was engaging, easy to access, relevant, and build consistency across the fleet leveraging our learning technology. The projected outcomes of the program are to:

- i. Address immediate learning needs for a clearly defined onboarding experience that is engaging, easily accessible, and relevant to our employee population.
- ii. Allow for building on to the course if we want to build upon the foundational learning in the future.
- iii. Build consistency across the fleet leveraging our learning technology
- iv. Be cost effective, easy to use, and the potential to leverage globally.
- v. Build capability in confidence and competence with product knowledge, customer experience and selling stories i.e., building rapport, questioning and listening, storytelling, and salesmanship.

Who do you impact with your program?

All Retail boutique employees in North America

What are the lessons you've learned this year from facilitating your program?

One of the things we learned is that our learners appreciate the format of the program – that it is broken out into separate, bite-sized modules- it holds their interest, aids in retention of the information while making the learning do-able, particularly since we don't have added labor hours for training.

We also developed a coaching side of the program. We have coaching cards to aid in the delivery- we learned that this was just what was needed for our Boutique Managers, especially as they are not all formally trained to coach new hires.



We also received a lot of feedback from the field on what THEY learned that we can apply as a learning for us from a development/ implementation perspective. Here are a few examples:

- “The training offers a fresh, insightful, and endearing voice to model the future of our company; embodying the spirit of Lady Godiva”
- “The new training has proven to be a fun and engaging tool for our new and current team members.”
- “We asked for help with training tools to succeed and you listened, thank you for giving us great tools to help be successful!”
- “I am personally excited to see this new tool continues to shape our teams and leaders of tomorrow! Bringing Godiva NA to Goal 21!”
- “Godiva Essentials is very comprehensive training and fun tool!”
- “Awesome point by point guidance on protocol standards to help consistency. It’s easy to understand and use. Thank you for this program which helped my holiday season.”

How do you measure the return on investment and success of the program?

- a. Training Completion rates
- b. Employees confident and competent with product knowledge, customer experience and selling stories
- c. Increase in conversions rates
- d. Sales, traffic, transactions, \$/ Transactions
- e. Customer comments
- f. Field feedback
- g. Glassdoor feedback
- h. Employee Turnover rate

What lies ahead for the program and how it will continue to succeed?

- a. Utilizing metrics to measure successes and challenges
- b. Evaluate, Assess, Refresh

Would you like to comment?



Andrea MacArthur



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 Program: Foundations of ERIE Leadership
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LEAD Award Rank

6

Best First Time Manager Program

Developing Invaluable Leaders

Our editorial team interviewed **Andrea MacArthur, Vice President of Learning and Development** from **ERIE Insurance** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The overall objective of the program is to simultaneously orient our leaders, who are new to their role or to the company, orient them to who we are as a company, orient them to our culture, to our values and we do this through coaching techniques, experiential activities, case studies from senior leaders as teachers, and multiple networking opportunities. But most importantly we want to orient them to ERIE's leadership behaviors – the skills and behaviors that our company set as expectations for all ERIE leaders to model.

Who do you impact with your program?

The target audience is leaders new to role or leaders new to the company. When leaders begin their journey at Erie Insurance we want to do whatever we can to help them to achieve success in their new position. We know great leaders make a difference, for the company's financial success, for the continuation of its culture and for the lives of our Customers and the livelihood of our Employees. The real impact, at the highest level, is 3-fold – there's impact on Our People, impact on Our Environment and Impact on our Success.

What are the lessons you've learned this year from facilitating your program?

In terms of the lessons learned:

(1) **The Value of ERIE Leaders as Teachers:** We launched this program in 2014 and since then we have had 58 leaders who have served as Leaders as Teachers by teaching specific components of the program. What better way to engage all leaders in the learning process than to have our role models, the best of the best teaching it! Our LATs are comprised of Executive and Sr Leaders, VP's, Directors and successful supervisors. These leaders have proven to be invaluable, they have introduced a wide range of topics that address the company's core values and themes. What better way to enforce a top down approach?

(2) **Networking is Learning:** The Leaders as Teachers as well as the executives and the participants talk consistently about the networking events we hold as a part of the experience and how they have helped cement relationships and add to the power of the program.



How do you measure the return on investment and success of the program?

Our evaluation scores show that more than 95% of the hiring managers of the participants felt the training was a worthwhile investment for the organization. 92% of the participants felt the training was a worthwhile investment for his or her career and 87% felt the training was a worthwhile investment for the company.

Now that the program has been up and running for a couple of years, we will be looking at the net promoter scores, engagement scores, specifically to see how our leaders are integrating those leader behaviors into daily practice and we will track the career mobility of the participants whether it's a lateral move, a promotion and then retention.

Strong support from our CEO and our Exec and Sr. Leadership team – are they actively involved in the program as Leaders as Teachers or involved in the networking events.

What lies ahead for the program and how it will continue to succeed?

When I think about all of the next steps I can narrow it down to Innovation, scaling the experience, continuing to engage the alumni of the program, and telling the story of success.

- **Innovation:** each time we run the course – we enhance it – we pour over the evaluations, we listen to the feedback, we change out our Leaders as Teachers to make sure we are refining and innovating each time. We update modules, adding new activities and we change the locations of where we hold the program.

- **Scaling the Experience:** we are constantly trying to stay 2 steps ahead of what the organization is looking for so last year we launched an initiative called Leader Recharge and the focus was to teach the leader behaviors taught in the Foundations Program to all of our experienced leaders already in role. So we can step back and say – we have shared what we expect of all ERIE leaders - we have set everyone up for success. We also integrated the ERIE Leader Behaviors into the newly created Aspire! program for individual contributors interested in becoming ERIE leaders.

- We look to continuing to engage alumni of the program into future Leadership programs as subject matter experts. We would like to build out a social site to continue to engage our graduates long after they have finished the program.

- Continue telling the story of success.

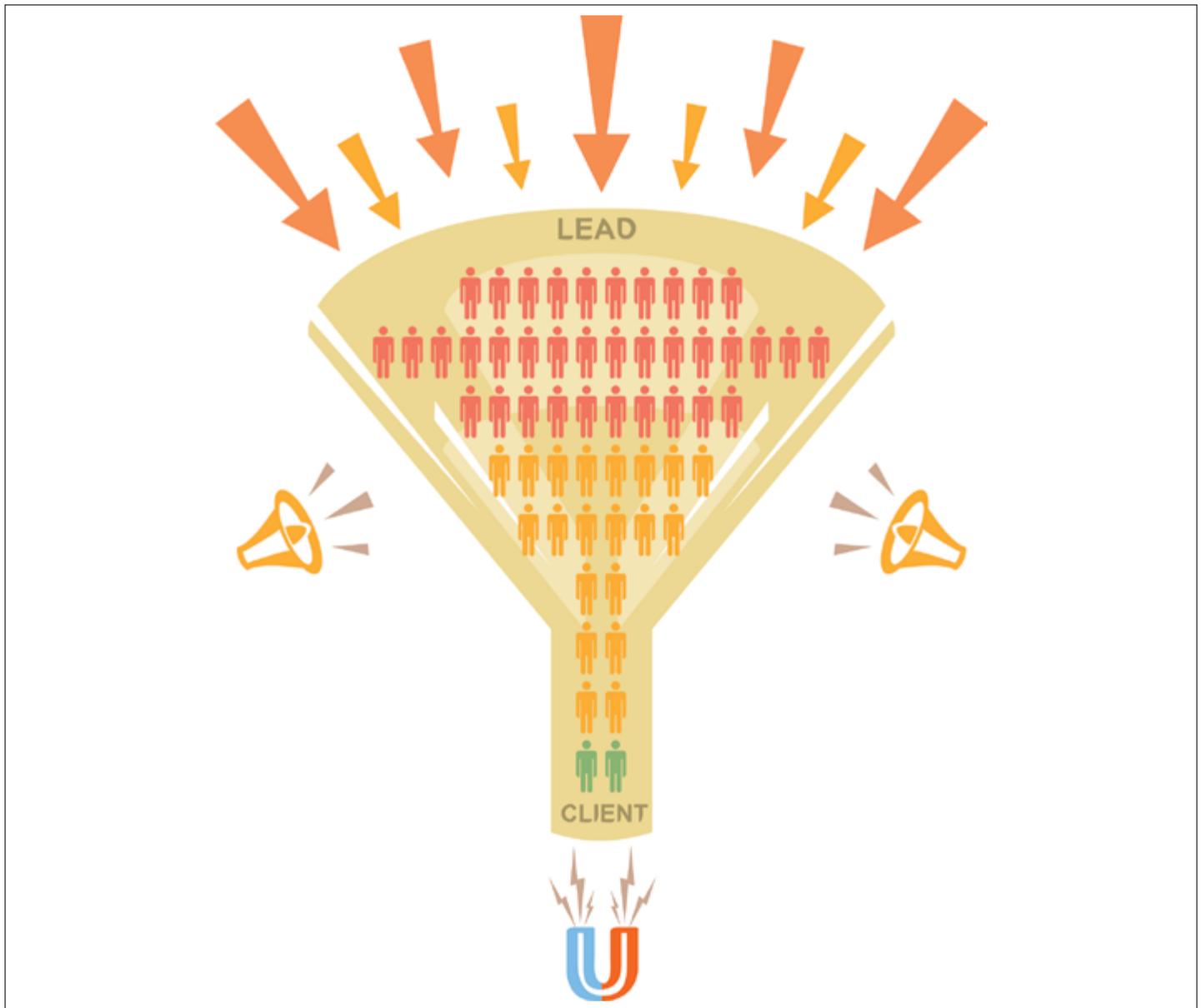
(3) Define what leadership means at your company before you build a program: Before this program my team and I spent a lot of time coming up with different approaches to a leadership curriculum and program for new leaders at our company. And when it really came down to it, the true problem wasn't what we were putting before them – it was that we, as an organization, hadn't defined what great leadership looked like at our company. We spent the next 6 months working with our Executive and Sr leaders to define, using behaviors, what our culture, teams and Employees expect of an ERIE leader and aligned these with our corporate values. Through this work, the definitions and the ERIE Leader Behaviors emerged creating a clear set of objectives for a program, the clearest vision and ultimately agreement from the top down on what we want to teach our leaders at the company.

Would you like to comment?

Your Leadership Pipeline Strategy

3 keys to successfully incorporating culture and values

By John Wright



It's no secret that organizations who wish to be successful over the long term strategically pay attention to their leadership pipeline. Yet shockingly, [56% of companies report](#) that they are not ready to meet their future leadership requirements. When considering the necessary elements to include in an organization's leadership pipeline strategy, alignment with and demonstration of organizational values is rapidly migrating to the forefront for many Human Resource executives.

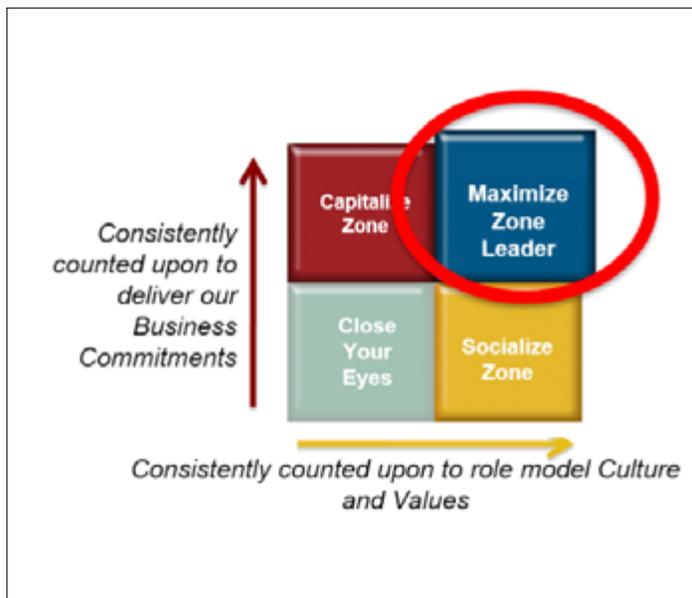
The question remains, *how* can a focus on values and culture be woven into the leadership pipeline process? Here are three simple strategies:

Know the Culture and Values You Want

Culture is the aggregate sum of the behaviors exhibited within an organization. Unfortunately, an organization can have a culture that they did not plan for and do not want. For example, an organization may be driving for increased revenue growth and hence be incentivizing employees around upselling or offering add-ons. This may inadvertently rob them of the customer-service culture they identify in their values or mission statement, because employees and managers are more focused on what they are incentivized with or measured against.

The solution is to bring clarity to leaders surrounding the priority





of values and initiatives. Not only is it necessary for employees and leaders to deliver on the revenue growth commitments, it is also critical that they deliver on the agreed-upon service standards. Knowing that this is the standard, right from the top, will help build a pipeline of leaders who are Maximize Zone Leaders, who can both deliver on their commercial commitments *and* [model culture and values](#).

Explicitly Incorporate Your Values into Leadership Development Training

When cultivating and grooming future leaders, it is critical [to design leadership development training](#) that reflects the culture and values that will set the organization up for future, long-term success. It is ideal that current leaders, who already have the vision of the culture and values, have a significant influence in the development of the training.

Rich Butler, Senior Director of Global Training and Development for Papa John’s, who has been spearheading Papa John’s Leadership and Culture initiative over the past two years, states, “It has been very important to our CEO and founder (John Schnatter) that Papa John’s fuel our growth with leaders who will role-model the culture and values that are near and dear to his heart.” Thus, Butler and Papa John’s have been *explicitly* training the organization’s leaders, around the values, leadership behaviors, and culture they expect their leaders to *model, coach, and require*.

This has had “incredibly positive results” on both attracting great future leaders into the organization, and building a great pipeline for the future, reflects Butler. “We have always had a passion to promote from within,” says Butler, “however, being explicit about the values and leadership culture we expect *and* training our leaders, is putting us in a position to fill our leadership pipeline faster and more effectively.”

Measure Leaders Frequently and Link Advancement to Quality Scores

Organizations have relied on instruments like 360-degree assessments for years to measure the values and leadership behaviors that they want their leaders and *future* leaders to espouse. While a powerful tool, 360-degree assessments can be cumbersome to execute, and often cannot provide the frequency necessary to assess if leaders are accurately modeling the expected values and leadership behaviors required,

as they also strive to deliver their commercial commitments. Thus, organizations often find themselves promoting leaders who are only delivering on commercial commitments. Over time they regret these promotions, as the leaders are not *modeling* the values and leadership behaviors. Further, they are not coaching or requiring the behaviors of their direct reports, because they simply lack the credibility to hold anyone accountable for that which they do not do themselves.

What is a viable solution to frequently measuring values and leadership behaviors?

One solution is the Pulse Check. A Pulse Check operates similarly to a 360-degree assessment; however, it is much shorter (6 to 12 questions) and can be executed monthly or bimonthly. This increased frequency helps to promote higher levels of awareness and accelerates behavior change. Moreover, when the results are discussed with regularity and leaders can see the connection between advancement and the quality of their scores, it builds a deep conviction in them of the importance of living by these values and beliefs. It also viscerally demonstrates the importance of coaching and requiring these values and behaviors into the next generation of leaders.

When [every leader in the leadership pipeline](#) understands the organizational values and embraces their accountability to model, coach, and require these values as they deliver their commercial commitments, and as they experience the connection between living these values and their professional advancement, the result is a leadership pipeline full of future leaders who know and live the organizational values and culture.

This alignment contributes to fewer leadership gaps, smoother leadership transitions, and the ability to stay on the charted course of building strong leaders who deliver on commercial commitments and model the culture and values. **LE**



John Wright is President of Leadership Development and Learning Events, Eagle’s Flight. John has extensive experience in the design and delivery of a diverse portfolio of programs. In addition to his executive responsibilities as President of Leadership Development and Learning Events, John is considered a valued partner to many executive teams. His insight and experience enable him to effectively diagnose, design, and implement complex culture change initiatives in a collaborative and engaging manner. Moreover, John’s experience in global implementations allows him to draw from a deep well of history to create unique and customized solutions.

Connect [John Wright](#)

Would you like to comment?



Brittany Bellair



LEAD Award Rank

Best First Time Manager Program

Training Excellent Leaders for Southwest Airlines

Our editorial team interviewed **Leadership Development specialists Brittany Bellair, Danny Canary and Sarah-Katherine McGuire from Southwest Airlines at the LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



Danny Canary



Sarah-Katherine McGuire

Southwest®

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Program: Emerging Leader Development Program (ELDP)
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What is the overall objective of your program?

The Emerging Leader Development Program (ELDP) is an 18-month job rotational program that seeks to train and develop excellent leaders for Southwest Airlines. Participants are placed across the Southwest system to work in three different leadership roles in our operation. Upon successful completion of the program, participants are placed in an operational leadership role anywhere in the Southwest system, based on business need. Each participant receives an individualized training plan outlining their rotations, and skills checklists to track progress. We also encourage informal learning opportunities, such as shadow days, to expand their knowledge of other leadership roles in the company.

During development weeks at our corporate office, participants receive leadership development modules in addition to targeted department presentations, which helps build and strengthen their business acumen. In the first three months of the program, participants are matched with a mentor from our award winning Manager-In-Training program. The mentors serve as a resource and sounding board during this development period, and we typically see the relationship continue to grow post-program. ELDP participants also participate in multiple networking events with senior leadership. One networking event includes dinner with our company's founders, where they are charged to continue to serve our people and live our Southwest vision.

Who do you impact with your program?

The target audience for ELDP is the leaders we develop. We want to deliver the best possible learning experience and create the next generation of well-rounded, servant people leaders at Southwest Airlines -- leaders who have the ability to drive our operation and take care of our people. We are looking for candidates who have demonstrated leadership potential, and focus our hiring on military veterans, experienced leaders from other companies, recent college graduates, and Southwest employees. ELDP is one of the largest talent pipelines for Southwest Airlines, and has a domino effect,

impacting multiple workgroups across our organization. The passion ELDP leaders have is infectious. They bring a fresh perspective to each department as they rotate through the program. The change does not stop at the local level. Participants network with senior leaders during their leadership development weeks at headquarters to innovate and inspire change from the top down.

What are the lessons you've learned this year from facilitating your program?

In 2016, our main focus was to grow ELDP. In order to reach this goal, we needed to bring on new locations to host and develop our leaders. To accomplish this, we onboarded nine new host locations across the country and grew our host lead/coach team to over 100 employees committed to developing these leaders locally. Our team worked together to develop a strategy that allows us to visit our 17 host locations, at least once a year. On these two-day visits, we provide new/recurrent host location training, lunch and learn sessions for potential candidates, and evening events to appreciate the participants and everyone who supports ELDP in that location. We also focused on making sure the host location leaders had all of the necessary resources available to develop the participants. During our annual meeting with all host location leaders and coaches, we had an ideating session to brainstorm all of the tools they need, and how they would prefer to use them. We collected this data and partnered with our HR business partner team to create new processes and refresh documents related to talent management/onboarding. Understanding that it takes a high-functioning team to make ELDP work was our big learning lesson from 2016. That means streamlined communication, ample resources, and having trained leaders across the country ready to develop and support the participant experience.

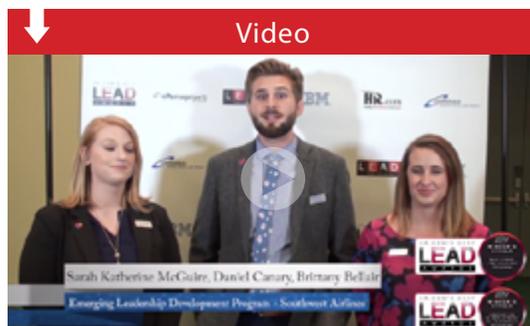
How do you measure the return on investment and success of the program?

We send monthly touchpoint surveys to participants to capture quantitative and qualitative data related to their professional development. Our questions range from "how many one-on-ones have you had with your leader this month?" to "what is something you are working on to improve?" We also have a "brag board" section where participants share customer commendations, service and culture events they are planning, and special projects they are working on. We evaluate the special projects that show innovative thought in saving company time, money, and resources; we have already seen significant ROI in this area. We also use the information gathered in the touchpoint surveys, performance appraisals, and talent reviews to identify trends and gaps that we need to address in our curriculum and adjust accordingly. We formally measure ROI with participant promotion rates from supervisor to manager level. Since the first graduating class in January 2015, 22 out of 53 graduates have been promoted to the manager level.



What lies ahead for the program and how it will continue to succeed?

Southwest Airlines is a company with extremely low voluntary turnover, but, like many organizations facing workforce shortages, our tenured employees are nearing the age of retirement. We are working with our HR business partners, organizational development team, and executive leaders to identify departments who will be heavily impacted by the high retirement rates. We are currently in the planning phase to determine how to incorporate these departments into our operational track and are assessing the need for a corporate track. We will continue to succeed by using an agile training design that allows us to flex our program to meet the business needs of Southwest Airlines. Part of flexing the program is seeking feedback from all of our partners across the company to capture what elements are working, what aspects of the program could be improved, and looking for any process efficiencies we could implement.



Would you like to comment?



Steve Russell



LEAD Award Rank

Best First Time Manager Program



LEAD Award Rank

Best Use of Executive Coaching Program

Removing Roadblocks to Success

Our editorial team interviewed **Steve Russell** from **MAXIMUS Inc.** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



Organization: MAXIMUS Inc.
 Program: Rising Stars
 Project Director: Ferdinand Morales, VP
 MAXIMUS NYSOH
 Senior Director Learning and Development:
 Steve Russell
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 Call: 518-649-8444
 Visit: www.MAXIMUS.com

What is the overall objective of your program?

Rising Stars is based on 10 core Leadership Competencies at MAXIMUS NYSOH. It was created to level-set new and inexperienced leaders to understand and demonstrate proficiency in each competency, and build relationships in order to improve retention, increase engagement and improve overall KPI's in our operations and support services work centers. About 137 leaders across the organization had the opportunity to build skills, network, and be coached in areas they identified as roadblocks to their success. This was accomplished by incorporating a 3-hour classroom action learning lab focused on a core leadership competency, and then assigning action learning assignments that were completed as part of their everyday work.

On alternate weeks from the action learning labs each Rising Star had a 30-40 minutes coaching session focused on application. Internal coaches received training and an appreciative inquiry framework to work with participants. At the end of the 12-week program small subgroups of 3-4 Rising Stars made a presentation to the senior leaders and their direct managers as part of their graduation. These 20 minute presentations included identifying what they learned based on one of the core leadership competencies, how they will continue to enhance their leadership skills, and often included recommendations for organizational improvements based on their experience. To receive Senior Leadership buy-in, we provide an overview to all senior leaders and communicated that the program will consume only 10% of a supervisor's time within the 12 weeks of the program.

Who do you impact with your program?

At the launch of the program, supervisors were the target audience. The program was expanded to include Managers and Sr. Managers. The Manager and Sr. Manager content was more comprehensive, and focused on core aspects of our business and

the leader competencies. During the first 18 months all supervisors and managers completed the program. We had less than a 5% drop out in the program.

What are the lessons you've learned this year from facilitating your program?

- All leadership learned from the program, regardless of experience.
- Small group training was more effective for this model. (14 – 18 participants)
- Management engagement is critical to the success of the program.
- Each element of the program (classroom facilitation, assignment, and coaching) is important to the program success, and the success of the learner.
- Train the coaches to ask questions and help the student discover their answers. Keep in contact with the coaches for support and success. The coaches also grew professionally during the program.
- Signed coaching and action learning contracts were completed by the Rising Star, coach, and direct supervisor. Holding everyone accountable for Rising Star success.
- We included supervisors and managers from all geographic locations in the training sessions. This was a great opportunity for:
 - Supervisors to leave the comfort zone of their location and travel to our main offices.
 - Meet face-to-face with other supervisors and leaders who may have experienced similar issues and network.
- It's important for the facilitator to keep in touch with the participants, leadership, and coaches. Communication across the board is a key to success.
- Mixing the seating and adapting to different classrooms for the training allowed for more networking, and helped the supervisors experience change in a real environment. This led to several discussions about identifying and accepting change in their environments.
- It wasn't about the content as much as what they were doing with the content. The time spent outside of the classroom was just as valuable as classroom time.
- Pre-screen the students, they should have at least 3 months leading their team here before entering into the program.
- Have a conversation with their manager before entering the series. What are the manager's expectations of their supervisor attending the series?
- Have small work teams present to senior leadership at the end of the series. This worked well, and gave the students a chance to get in front of leadership AND put into practice the skills of organizing, teamwork, and presentation.
- Facilitators developed their own leadership skills. The skills of listening, facilitation, and adapting to change became a standard during Rising Stars, and continues in day-to-day learning and development work.

How do you measure the return on investment and success of the program?

- Employee Engagement survey – administered before and after the Rising Stars program. Survey results demonstrated a 7% increase in engagement on supervisory behaviors as rated on 8 supervisory statements by employees.
- Retention rates saw a slight improvement with several work groups.
- Promotion of supervisors to new positions within the organization.
- Evaluation Surveys:
 - Midway through the Rising Stars program to the participants
 - 30 and 60 days after completion of the program for the Rising Star
 - 60 and 90 days after completion of the program for the manager of the Rising Star.

Direct supervisors of Rising Stars participants noticed a significant change in their leadership skills several weeks after completion of Rising Stars. They mentioned increases in accountability, communication, and building relationships with their teams.

What lies ahead for the program and how it will continue to succeed?

Rising Stars is an ongoing developmental program where we saw positive impact in achieving business outcomes from 2015 and 2016. Going forward in 2017, we are using the model to elevate and expand our leadership development initiatives. We are incorporating the action learning and coaching facets of the program into our PATHWAYS TO EXCELLENCE comprehensive Learning and Development for Leaders. All leadership will receive training in leadership linked to updated competencies, based on their role. We have renamed the program to Competencies in Action (CIA) to focus on application and day to day leadership success. This program will be rolled out to our newest site and be completed by over 120 supervisors and managers. It will continue in our other locations. We are revising Rising Stars to be an interdisciplinary program for those leaders who are successful, specifically selected, and invested in advancing in leadership aspirations. Also as a result of leadership input, we are developing an individual contributor Rising Stars program for individual contributors who are on track for potential first time supervisory roles within the organization.

Would you like to comment?

To Succeed As A Leader, Share The Big Picture

5 strategies a leader can use to foster a workplace

 By Walt Grassl

Mike worked for a medium-sized business and went to work every day happy to have a job. But he wasn't too enthused about his work environment. Employee morale was so-so because most long-time employees were merely going through the motions.

Greg was a friend of Mike's from college. They both went to work, but in different industries. They stayed in touch on social media and decided to get together for lunch.

Mike picked Greg up at his work place. He felt inspired when he entered Greg's building. There was an energy that was hard to describe. It was definitely not the same as at his company. He was warmly greeted by the receptionist and waited in the pristine lobby for Greg.

At lunch, Mike asked Greg about his job and what he liked about working there. Greg mentioned that the company has a management philosophy that every employee is important, like the links in a chain. They believe in sharing information that reinforces that message.

Every employee plays a role in the company's performance. It is important that they know their role. This gives them a sense of purpose. It answers the question, "Why does it matter?" Some people always take great pride in their work. They know it reflects on them. Some people only push themselves when others are relying on them to do their part. Sharing the big picture helps to get the most out of these people. Getting the small things right leads to bigger success.

Here are five different strategies a leader can use to foster a workplace where every employee feels valued and can contribute to the overall vision of the company.

1. Include All Employees in Strategy Meetings

To the extent possible, involve employees in strategy meetings. When you are contemplating a change in the company's direction, modifying one or more processes or seeking new methods to improve delivery, involve the people who perform the tasks before decisions are finalized. They are liable to push back. When they do, use your wisdom and judgement to determine if the push back is valid. If it is valid, figure out a better path forward. This will prevent mistakes that save time and reduce waste. If it is the natural reaction to resist change, deal with it now. You will avoid passive-aggressive behavior that will sabotage the path forward. Done right, you will earn the respect and buy-in of your team members. However, things like impending job actions (layoffs, promotions, transfers) must never be shared until it is time. When you are otherwise open, the need for discretion will be respected.

2. Stress the Importance of Every Position

A good leader knows how every employee contributes to the overall performance of the company. Some employees interface with customers. Others provide a clean and safe work environment. Some create the finished product. All the employees play a part in the success of the company. Good leaders praise the individuals and the teams, both in public and in private, for the significant contribution they make to success of the organization. This is important. Over time, people

who don't deal with the finished product may forget the significance of their role. They need to be reminded.

3. See the Big Picture

There is a common fallacy in the workplace that one job contributes more than others to the success of the project or company. It is a great thing when employees realize that what they do is important. It is not so good, however, when the needs of the other employees and other affiliated organizations are discounted. Local optimization can result in less than optimal total performance. Explain to your teams the bigger picture. Look at the needs of the other teams and individuals. Understand the other's position. Explain your organization's role and the roles of your internal suppliers and internal customers. Keep focused on the end-to-end process, not only your link in the chain.

4. Your Business Story

The most powerful story for any business is the story of why the company exists. Who founded the company? What problem did the company originally solve? How did the company evolve into its current state? This works for businesses of all sizes. This is effective in external sales presentations. It is also effective in keeping employees motivated. When that story is known and repeated, employees will realize that they are part of growing or preserving a legacy.

5. Maintain an Open-door Policy

When you involve employees in strategy, communicate the importance of the roles of each employee and see both the big picture of the company and the reason why the company exists, your employees will see you as someone who not only talks communication, but communicates. You can further enhance that relationship by having an open-door policy. Set boundaries and let people know, but invite people to approach you with their concerns or questions. Maybe they come to you. Maybe you walk around and catch them doing things right.

When you share the big picture, every employee feels valued. They know they play a role in the success of the company. Job satisfaction increases. It costs little to do this and brings back big returns.

Driving back to work, Mike realized that this aspect of work culture was missing from his company. He thought about his role and how it fit into the bigger picture. He felt better about his job. He vowed to look for ways to help his fellow employees understand their roles in the bigger picture, as well. LE



Walt Grassl is a speaker, author, and performer. He hosts the radio show, "Stand Up and Speak Up," on the RockStar Worldwide network. Walt has performed standup comedy at the Hollywood Improv and the Flamingo in Las Vegas and is studying improv at the Groundlings School in Hollywood.

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Mark Monaghan



Organization: iQor
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LEAD Award Rank

10

Best First Time Manager Program

Nurturing High Potential Future Supervisors

Our editorial team interviewed **Mark Monaghan** from **iQor** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The sQholar program is intentionally designed to help identify and vet high potential candidates who have demonstrated a desire to progress in their career, have natural leadership abilities, and are team orientated. The program is a mix of eLearning, team building and HR modules (10-14 hours) all of which are in alignment with our Leadership Competency Model. The program includes our well established 40-hour management workshop (PeaQ Performance Coaching) where agents learn how to identify and document the behaviors that drive KPIs and types of coaching techniques that best address specific performance expectations. sQholar students attend the company's 2-day New Managers Orientation, shadow call center management, and are required to complete a research paper prior to graduation, which details their plan to improve retention and increase employee engagement. Our goal is to produce fully trained and orientated supervisors who can hit the ground running as soon as they graduate.

Who do you impact with your program?

The sQholar program is intentionally designed to help identify and vet high potential candidates who have demonstrated a desire to progress in their career, have natural leadership abilities, and are team orientated. The program is offered to over 20,000 call center agents globally. Learners participate in a blended training environment of eLearning, management workshops, special assignments and HR modules.

What are the lessons you've learned this year from facilitating your program?

Thanks to the hard work and dedication of our IT and Marketing Departments in the development and deployment of Qnet, our company's SharePoint-based portal, and later, the creation of iQor University in collaboration with the Corporate Training Department, we've been able to create a fully customized and branded sQholar program landing site. This site allows applicants to review the program, complete our in-depth application, and upload their resumes.

Our proprietary system allows training to track progress, send automated updates, and provide regular feedback. Because of the hard work of many, the sQholar program is now an essential part of iQor University, allowing agents from all around the world



to learn more about the company and the programs that we offer that help advance their career goals.

All that being said, the tracking system was not without its challenges, especially at the agent level where they have limited access to company platforms. Our goal this year is to continue to refine our site and system access.

How do you measure the return on investment and success of the program?

iQor employees who understand program and client specifics, as well as iQor systems have less ramp time and are more likely to succeed versus external hires. We believe that internal candidates are less likely to leave the company or perform poorly. A sQholar is selected by their work history, personal initiative, and the recommendations of their peers. They are also expected to maintain their current performance levels. sQholar graduates typically have significant leverage over their externally hired counterparts, thus lowering agent attritions, improving retention as well as employee engagement.

Fully trained and engaged front line managers have the most impact on agent attrition. The sQholar program focuses on developmental versus disciplinary management techniques. Our goal is to create a coaching atmosphere where agents feel fully supported and well mentored. Roughly, for every 1% yearly agent attrition is lowered, the company saves about \$500,000 per annum.

What lies ahead for the program and how it will continue to succeed?

The courses and curriculum a sQholar completes during their training period are proven performance accelerators. More than 2,000 of our current supervisors have completed one, if not all, of the learning modules and courses within the sQholar program. Upon program completion, successful sQholar graduates understand how to manage, coach, and position their team to meet or exceed performance expectations in advance of promotion.

Much of the knowledge and skills acquired during sQholar training can be applied to multiple aspects of the student's current position. Additionally, students are exposed to iQor's management culture and the real-time challenges managers face every day. This provides our students a new appreciation for those who lead and develop their own personal leadership style.

Currently, our program is limited to 100 candidates per quarter. Additionally, we will expand our program to other verticals and positions in the company as our platform grows.

Would you like to comment?



Leah Avery



Sunoco Logistics

Organization: Sunoco Logistics
 Program: Stepping Up: First Time Supervisor Experience.

Program Director: Leah Avery, Director Talent Management

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LEAD Award Rank

Best First Time Manager Program

26

LEAD Award Rank

Innovation in Deployment of Leadership Programs

For The First Time Leaders

Our editorial team interviewed **Leah Avery** from **Sunoco Logistics** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The overall objective of the program's curriculum is to ensure the success of our employees who are making the transition from individual contributor or technical expert to leader for the first time.

Who do you impact with your program?

First time leaders who are close to or in the transition process.

What are the lessons you've learned this year from facilitating your program?

There are many lessons we have learned as we introduced this topic and delivery mechanism. There are a few that stand out. First, we have found that virtual, cohort based learning works within our organization. Prior to Stepping Up we have always relied on in person experiences. Second, we learned that implementing a high impact program does not have to take years of development and roll out. With Stepping Up, we responded quickly to the needs and were able to design and deploy a solution within 2-3 months. Third, it has been incredible to see the way in which the members of the cohorts really support one another and jump in to help solve challenges and share their own experiences. With 8-12 leaders per session, there is an environment created that is different from a large in-person class. Finally, the follow up and coaching we provide after the session makes a huge difference. Being able to monitor progress as a team but also help individuals with their unique circumstances has proven to be invaluable for most.



How do you measure the return on investment and success of the program?

There are several ways in which we measure success of this particular program, which is one of several in our leadership series. First we monitor feedback as we go from both the participant and their manager through traditional survey methods. Second, we conduct 3 and 6 month follow up sessions with participants to discuss progress and any ongoing challenges. Finally, we look at broader organizational data such engagement information, exit/turnover data and performance metrics to determine if this program, in addition to the others we offer, are making an impact on driving the level of engagement of teams as well as the overall effectiveness of our leaders.

What lies ahead for the program and how it will continue to succeed?

As with our other programs, we are constantly looking for ways to make the content and delivery more relevant and actionable – as well as providing something unique in the experience. For Stepping Up in particular, we are looking for ways to engage past participants with the new cohorts – either through participation in the virtual learning sessions or as peer mentors. There has also been a tremendous interest in the program and our hope is to expand the number of sessions and offerings. Lastly, we have begun to involve our HR business partners in the facilitation of the program, which we will continue to expand.

Would you like to comment?



Colby Cardin

13

LEAD Award Rank

Best First Time Manager Program

Developing the Leadership Skill Sets

Our editorial team interviewed **Colby Cardin and Monica Ojendyk** from **TSYS** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



Monica Ojendyk

Organization: TSYS
Program: Global Technology Services- Leadership Education and Development (GTS L.E.A.D.)
Program Director: Colby Cardin
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Email: CCardin@tsys.com
Visit: www.TSYS.com



What is the overall objective of your program?

The GTS L.E.A.D. (Leadership Education and Development) program is a partnership between TSYS Learning and Development and TSYS Global Technology Services (GTS), connecting foundational leadership learning with key technical leaders in the company. The mission of the program is to develop the leadership skill sets of GTS technical leaders that supervise others. The vision of the program is to have every technical leader in GTS prepared to guide GTS team members into the future of the payments landscape. In the words of our Chief Information Technology Officer, Patty Watson, “Every person working at TSYS should be able to say that they are working for the best supervisor they ever had.”

The GTS L.E.A.D. program is the pairing of monthly 90-minute bursts of TSYS L&D led skill learning with stakeholder ownership. Stakeholder ownership is foundational in the design of the program and is represented in each session by strong reinforcement messages delivered by GTS leadership, internal accountability processes and business relevant examples of the skill. Each monthly GTS L.E.A.D. session begins with a strong leadership message delivered by the Group Executive of the organization. A brief knowledge sharing section is delivered by TSYS L&D with material designed to impart baseline leadership learning concepts to the participants. The monthly learning sessions are focused on very specific leadership topics. Some examples of topics covered include setting vision and strategy, goal alignment and quality, feedback and coaching, delegation and personal accountability.

Each session includes a “Challenge Inside the Room” in which leaders are tasked with applying the learning during the session. Leaders are then held accountable by their peers to take the learning back and use it during the month in what is termed “The Challenge Outside of the Room”. This challenge is a very specific set of tasks that leaders must complete with their teams and report back in the next monthly meeting to each other.

This program is delivered to GTS leaders on a global scale utilizing videoconferencing technology in tandem with a monthly live learning event delivered on site. The program includes a strong partnership and feedback loop between the Group

Executive, Senior Directors, a Senior Director Sponsor, L&D, the HR Business Partner and the GTS L.E.A.D Advisory Committee to help ensure the content is impactful and the follow-up is completed and meeting expectations.

Who do you impact with your program?

The target audience is highly skilled technology professionals that moved into supervisory leadership roles over the years. Leaders in GTS are generally selected because of their high degree of expertise about systems and applications. Once selected for leadership, some may not always have the supervisory background and pre-requisite leadership skills needed to supervise and lead other people.

What are the lessons you've learned this year from facilitating your program?

The key to success is the close partnership between L&D and the business. The program started with the premise that **the learning experience x work environment = desired performance result**, first established by Dana and James Robinson in *Performance Consulting*. The most effective leadership learning is accomplished when the skills in the classroom are put into practice in a work environment that supports behavior change. The partnership between L&D and the business ensures buy-in, accountability and relevance. Results are seen quickly with this cohesive approach, as sr. leaders in the business encourage supervisors seek out long-term behavior change and hold them accountable to use the new skills. The learning organization also benefits directly when they are seen as trusted advisors in partnership with the business in the quest for performance improvement.

One of the most important lessons learned is to tailor the learning towards the technical audience. The training must be top notch because expectations are rightfully high for this team. Many technical leaders are very logical, orderly and structured. Therefore, when giving instructions they must be crystal clear. The content must be simple but yet detailed and precise. The steps must be broken down accurately. The object must be well defined and the assignments must be accurately outlined.

How do you measure the return on investment and success of the program?

This program has a clear impact on the organization. Even in the light of drastic corporate change, a full reorganization of the division, higher demands and fewer people, GTS team member clearly indicated that they saw a marked improvement of the leadership skills sets in GTS supervisors. A "Leadership Benchmark Survey" was completed in December 2016. This census survey generated a 52% response rate. 63%-71% of all respondents reported moderate to extreme improvement in the leadership skills sets covered in the monthly sessions. In particular, team members indicated moderate/significant/extreme improvement in the results as outlined in the chart below, specifically noted by the "Questions Measuring Improvement":



Team members also reported high ratings on engagement (90.5%) and trust (88.56%). Other observable leader behaviors such as hiring, aligning work to corporate strategy, and client engagement also scored high in the survey.

Freeform comments in the survey were overwhelmingly positive about the results of the L.E.A.D. program. One team member said "The sessions have been extremely helpful for me in my quest to become a better leader. It has helped me also hold my leader accountable for providing the guidance I need." Another team member commented "I think the skill set of my supervisor is overall very effective and productive and this has increased over the last 12 months." Other positive comments include, "I think the GTS L.E.A.D classes have made difference and I hope these continue." and "The GTS leadership training has improved my supervisor's leadership."

What lies ahead for the program and how it will continue to succeed?

The program continues to be a success. GTS leadership requested a continuation of the L.E.A.D. program through 2017. Over the next year, we will take a "deeper dive". The sessions will be broken into three concurrent monthly sessions with the same topic. The first session will be a leadership skill set overview. The second session will be a learning lab where leaders will be invited to complete projects in house, participate in role plays and build action plans. The third session will be a best practices session highlighting team member success stories.

Word of the program spread to other senior leaders in the organization and demand is high for similar programs. Two additional large scale L.E.A.D programs are now being delivered within the organization with two other programs in development. These additional programs promise to be even stronger as new benchmarks are taken at the start of the program and a repeatable process develops for all to follow.

Would you like to comment?



Bennie S. Covington



JANUS CAPITAL
Group

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Creating Agile Leaders

Our editorial team interviewed **Bennie S. Covington** from **Janus Capital Group** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.

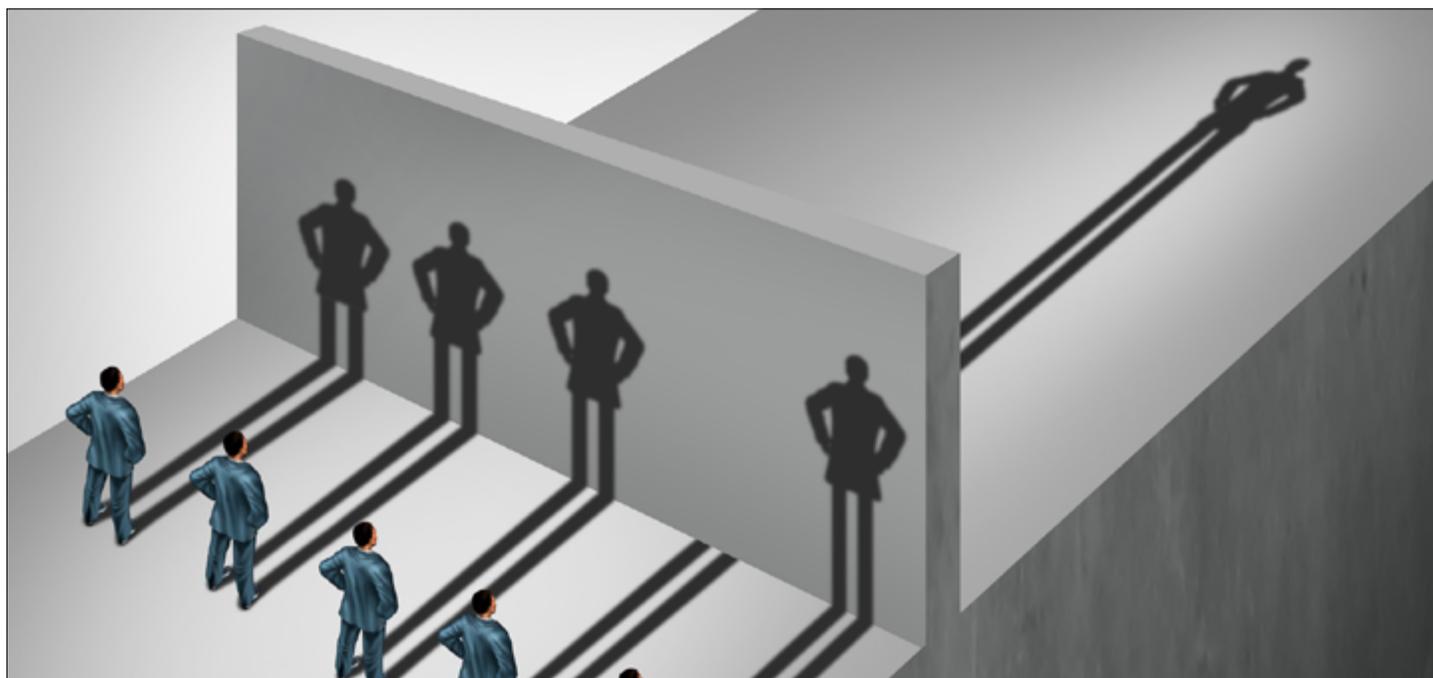


What is the overall objective of your program?

The program is designed to help leaders become more agile so that they are empowered to lead their teams through the evolutions of the business. We do this by making certain that leaders are clear on their goals and objectives, identify the actions necessary to reach those specific goals, and create action/reward strategies to support them in setting objectives, talking about pay, building teams, providing coaching and feedback, leading through change, delegating, writing and delivering evaluations, and designing compensation plans. We also spend time with these leaders and their teams to work on specific goals.

Who do you impact with your program?

Generally, our target audience is new managers within their first year at the firm. However, the curriculum is open to all leaders within the firm and we experience participation from various tenured leaders in certain courses and team interventions throughout the year.



What are the lessons you've learned this year from facilitating your program?

Leaders are subject matter experts who know their subject area really well. However, the art of leadership (Leading a team through business evolutions) is something that is not first nature for many leaders. Many of them need a partner or support group to help them make decisions or to gather differentiated perspectives, to help them feel confident in their decisions. I have learned that leaders appreciate having a sparring partner who listens, reframes risks, and provides strong questions for them to consider.

If I was to break it down, I would say these are the core lessons:

- Leaders appreciate partnership
- Leadership curriculum needs to provide opportunities for leaders to problem solve their challenges using the content provided.
- Peer learning is as important as any other leadership development tool.

How do you measure the return on investment and success of the program?

We measure impact through three methods:

- First, we redesigned the survey questions to identify learning outcomes. When I first started we would ask survey questions such as, "Did the facilitator stimulate your interest?" Now we ask questions specific to the curriculum. For example, we now ask questions like, "Do you now understand how to better delegate important responsibilities to member of your team?" This shift allows us to see if leaders feel more confident after being exposed to the learning objectives in the curriculum.

- The other measurement comes from intact team sessions, which are a big part of the curriculum. We work with leaders and their teams to improve performance. In these sessions we come to consensus on team goals, isolate team actions that are necessary to reach the goals, and create action plans/dates to see them through. We then follow-up with the leader to see if key actions were taken on the dates identified in the meeting. These actions are data points that help determine if the two hours spent together had an impact on team behavior that aligned will key objectives. This year we had an 80% success rate with all teams we worked with.

- Finally, the growth and popularity of the programs are indicators that leaders are finding the time together valuable. We have almost doubled our participation in our programs. Previous to joining the team, the programs were losing participation.

What lies ahead for the program and how it will continue to succeed?

This particular program helps leaders where they are. We are in the process of a merger that will require the curriculum to evolve to help leaders lead through this particular evolution.

In addition, we want to gamify learning so that we can create a learning culture that ranks learners based on curriculum completion, creates learning certifications that recognize leaders who have taken time to develop certain skill sets, and work with department to create custom certifications for specific learning outcomes. We want these certifications to become badges that participants have on their internal intranet profiles and their external LinkedIn profiles.

Would you like to comment?



Rebecca M. Reott

19

LEAD Award Rank

Best First Time Manager Program

For Great Managers

Our editorial team interviewed **Rebecca M. Reott** from **Hanapin Marketing**. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Our goal is to improve the management and leadership of our management staff for the benefit of their own development and that of their teams, by providing thorough training for those managing for the first time.

Who do you impact with your program?

All Hanapin Marketing managers go through the program, as well as many high potential employees, after they have been at Hanapin for 1 year.

What are the lessons you've learned this year from facilitating your program?

We have learned so many different lessons! We found that webinars were not a very engaging way to deliver the content and needed to shift to more interactive and in-person training. We also found that we needed to put some structure in place to be able to track and manage the program now in year 3, as there are 3 different tracks of employees going through it. We learned that some sessions were not as valuable from a content standpoint, and that we needed to add more sessions that became important later in Hanapin's development.

How do you measure the return on investment and success of the program?

We measure the success of the program by looking at the team's feedback on their managers. Employees complete a survey assessing how much they agree or disagree with various statements regarding their supervisor and level of recognition, support, trust, opportunities to grow and develop etc. We also look at intent to stay. Employees are asked how likely they are to continue with the organization for 2 years and we have seen that number go up significantly as well, and believe that is largely in part due to better managers. You've heard the old saying - "employees don't leave jobs, they leave managers!"

What lies ahead for the program and how it will continue to succeed?

We continue to evolve the content and cover more high level, higher impact content with the team. We plan to continue the program for years to come and give even more first time managers, managers, and high potentials the opportunity to grow!

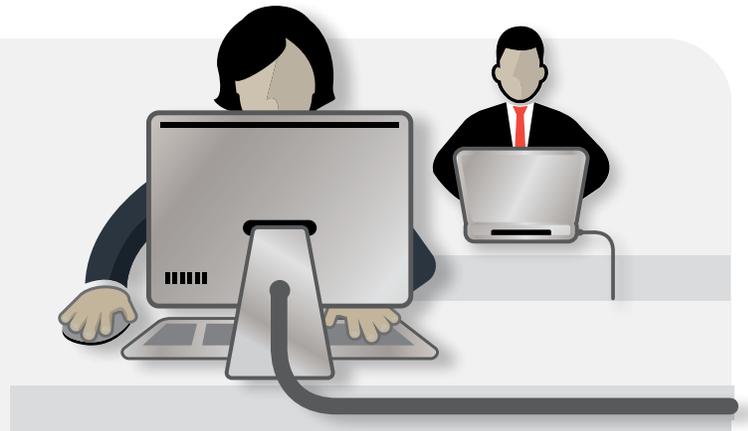
Would you like to comment?



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LEAD Award Rank

Best Experienced/Senior Leaders Program

Offering Effective Training Programs

Our editorial team interviewed **Dr. Diane Barish** from **Relief International** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

Relief International (RI) regards staff development and building the capacity of local staff in the developing countries we operate as an integral part of organization strategic planning. RI's Organizational Development and Training Unit (OD&T) provides learning and development opportunities to more than 1500 staff members in 20 countries. The central aim of the RI Academy is to support the professional and career development of staff through "relevant" training initiatives that are identified through an engaging process between the supervisor, the employee and the OD&T Unit. Tying training and development to performance ensures that learning is relevant to the employee and supports the performance goals and outcomes of the individual and the organization.

Who do you impact with your program?

RI Academy supports staff at all levels of the organization, including the Head Office and the field offices in 20 countries. RI has 1500 staff located in 3 regions; Africa, Asia and the Middle East with head offices in the US and the UK. RI focuses on four main sectors: Education, Health, Water and Sanitation (WASH) and Economic Opportunity/Livelihoods.

What are the lessons you've learned this year from facilitating your program?

There are several important aspects of an effective training and development program.

- A key factor in a successful development program is effective communication with organization leaders, helping them understand how staff development supports not only the individual's performance but also department/program outcomes.
- Obtaining leadership support and buy-in ensures that the resources and time are made available for staff to engage in development opportunities.
- Leaders who understand the value of staff development and its relationship to a successful Program have lower attrition (unrelated to the duration of a program), promote more staff, and have higher staff engagement and satisfaction ratings.
- The importance of turning the performance management system into a development opportunity and not just an assessment of past performance.



- Engaging staff in identifying their training needs is the most effective marketing tool for the program.
- A successful training and development program depends on collaboration between the employee and the supervisor. By working *with* their staff to identify knowledge or competency gaps and then seeking appropriate interventions there is a commitment from both the supervisor and the employee to engage in development.
- A well developed Performance Management system should be relevant and appropriate for the audience. Compliance with the Performance Management process is increased when the system and processes are easy to follow, accessible and related to job performance.

How do you measure the return on investment and success of the program?

To measure the effectiveness and value of the program we track several indicators.

- We look at the number of staff who are promoted or “hired from within.”
- We track the percentage of staff performance reviews that are either in progress or completed with a maximum delay of 3 months from the process deadline.
- We track the number of staff across the organization who are engaged in some sort of training or development activity, through the internal RI Academy Learning Management System or through external training programs.
- We measure engagement and satisfaction on an annual basis, incorporating the feedback and survey results into the following year’s objectives in order to continuously improve the program.

What lies ahead for the program and how it will continue to succeed?

The RI Academy will continue to build its catalog. To ensure that programs are effective and relevant we will increase staff engagement in providing feedback and reviews on course offerings and encourage their suggestions for additional resources and program providers. Many staff members are motivated by the acquisition of Certificates. RI Academy will create certification paths that promote succession planning and support newly promoted staff.

RI Academy will work with Programs leadership to develop targeted learning programs, in support of specific technical competencies and KSAs.

We will continue to reinforce, with leadership, managers and supervisors, the importance of linking training and development to performance.

We aim to improve our capacity to support staff, by creating/ enabling Coaching and Mentoring relationships.

RI Academy will work to increase interaction, sharing and the exchange of ideas through the RI Academy Community Site with the support and engagement of the Centers of Excellence – Technical Team Leaders.

Would you like to comment?

Why Emotional Intelligence Is Necessary For Effective Leadership

Know the four reasons!

 By Simone T. A. Phipps



There is ongoing research and discussion regarding leadership and the qualities that effective leaders possess. Norm Smallwood mentioned in a Harvard Business Review article that there were over 480,000 books on Amazon related to leaders. There is also significant spending on leadership training and development. In fact, leadership

development is a billion-dollar industry which continues to grow. According to a recent study, it was estimated that organizations spend over \$15 billion annually on different forms of leadership training and development. This should not be surprising as effective leadership influences crucial organizational outcomes including employee satis-



faction, trust, motivation, commitment, creativity, and performance.

Since effective leadership results in so many positive outcomes, it is important to determine the antecedents to effective leadership. Many agree that characteristics like trustworthiness, authenticity, and other-orientation are indeed valuable precursors, and are often exhibited by highly respected leaders. There are, however, some factors that are understudied and often disputed, and one such factor is emotional intelligence (EI). The mention of EI can spur considerable debate about its importance in the leadership arena since the construct has both resolute supporters and adamant detractors.

The term emotional intelligence was made popular by Daniel Goleman, and it includes the components of self-awareness, self-regulation, motivation, empathy, and social skills. Quite simply, EI refers to one's ability to recognize and manage one's emotions, as well as the emotions of others, as one engages in behavior that demonstrates this emotional understanding. Critics of EI assert, among other allegations, that the construct is not sufficiently scientific, that it is not a true form of intelligence, and that it lacks validity because there are so many perspectives. Nevertheless, despite the criticisms, EI does have its advocates, and studies have found a significant relationship between EI and leadership effectiveness. The following four reasons explain why EI is indeed useful and necessary for leaders to be effective:

1. EI is a complementary interpersonal skill: Yes, intellectual ability and experience are assets for a leader because they can impact his/her competence, which helps facilitate trust. However, an effective leader influences and inspires others to achieve common goals, and thus effective leadership requires people skills. People are not robots. They naturally have emotions which cannot be realistically expected to be completely ignored while they are fulfilling their duties. Effective leaders recognize this, and they pay attention to emotions, their causes, and their consequences, in both themselves and others, so they can act accordingly. For example, they can discern if they are becoming unnecessarily angry with a subordinate for falling short of expectations, when instead, depending on the consequences, they should be showing empathy, collaborating to remove any unnecessary obstacles, and providing any needed support to assist the subordinate on his/her way to accomplishing goals. Such caring leaders are appreciated for showing benevolence, which also builds trust. They help motivate followers, who are more likely to develop an affective commitment to their jobs and organizations as opposed to workers who are dissatisfied, and only doing what they must to earn a paycheck. Thus, EI is an asset that adds value to a leader who already has the requisite intellect and experience.

2. EI promotes productive feedback: Effective leaders engage in two-way communication, providing and receiving helpful feedback so that attitudes and actions can be appropriately sustained, modified, or discontinued for the achievement of goals. Emotionally intelligent leaders are mindful of how they praise and correct others. Location of feedback (e.g., public or private), communication medium (e.g., face to face or email), word choice, and tone of voice are all considered. Additionally, since emotionally intelligent leaders are self-aware and prone to self-regulation, they recognize they have both strengths and weaknesses, and are more open to receiving both positive and negative feedback, while proficiently managing any hurt feelings. Unfavorable remarks would instead be construed as constructive criticism, and embraced as an opportunity for learning and needed change.

3. EI prompts creativity: Studies suggest that emotionally intelligent leaders behave in ways that stimulate their followers' creativity. It is likely that because leaders with EI are more open to receiving criticism or having their ideas challenged, they are also more open to the discovery and recommendation of novel approaches and initiatives, thus allowing followers the autonomy to create and innovate without fear of reprimand.

4. EI is crucial for conflict management: Conflict is a normal and sometimes functional aspect of working with others. It is true that conflict can be counterproductive and need immediate attention and resolution, but moderate levels of task or process conflict can also be useful, and may need to be stimulated to prevent groupthink, and to ensure that the best decisions are made. Effective leaders are adept at handling conflict and EI helps. Because emotionally intelligent leaders are better able to control their emotions, they are usually less impulsive, and typically maintain more positive emotions, as well as moods and attitudes, especially when faced with potentially awkward or difficult situations like criticism or disagreement. They are more likely to remain composed and levelheaded, and engage in effective communication and collaboration to successfully handle the conflict. They are also better equipped to consider others' emotions and intervene appropriately when conflict arises in a work group or team of which they are in charge.

Emotionally intelligent leaders are more effective because they are conscious about and responsive to their emotions as well as the emotions of others. They can control their emotions in order to interact with people more effectively, share information, manage conflict, and make the best decisions possible. Therefore, leaders with EI are more likely to build and maintain strong working relationships that are built on trust and respect, facilitating greater employee satisfaction, engagement, motivation, commitment, creativity, and performance. **LE**



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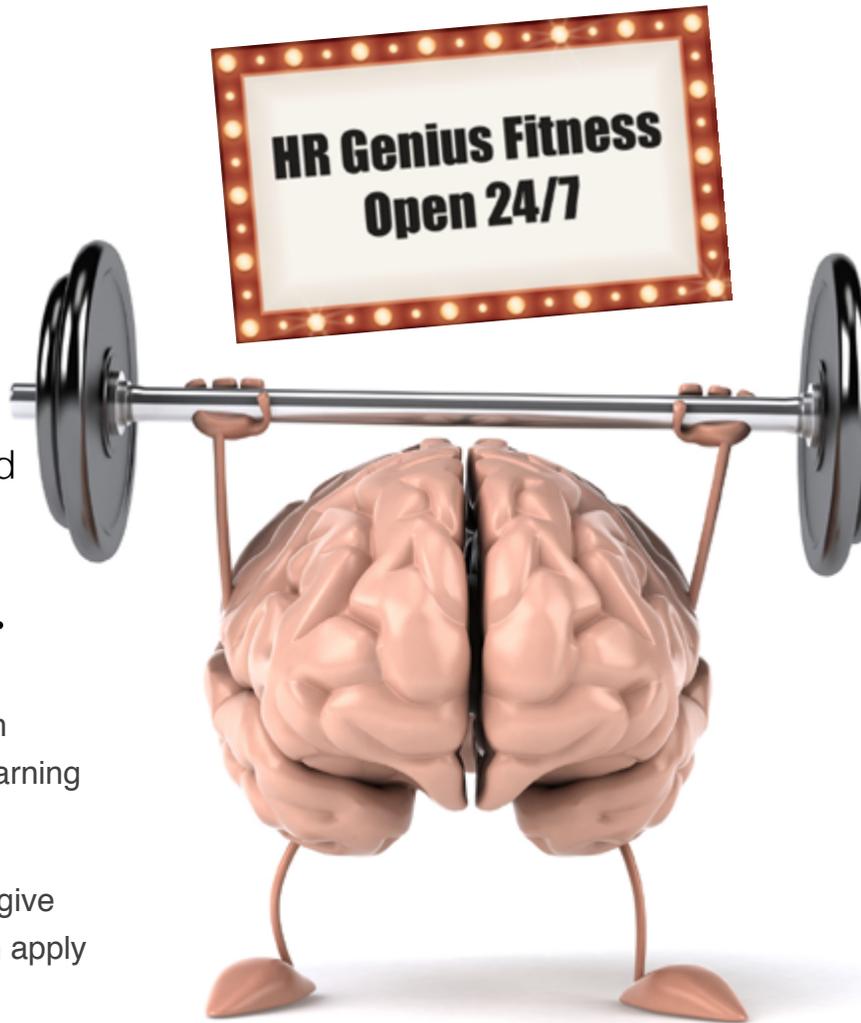
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Currie Gauvreau



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4

LEAD Award Rank

Best Use of a Learning Management System

Improving the Customer's Line of Business

Our editorial team interviewed **Currie Gauvreau** from **Direct Energy/Success Academy** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

This unique series addressed some of the most common issues business owners and managers face. The goal is to improve the customer's line of business by addressing the basic problems that occur day to day within a business that training will not solve. Studies have shown that over 80% of problems small businesses face cannot be overcome with training, yet many business owners implement training when problems arise. Our program helps owners identify and address the top 11 problems owners face, discussing each topic in monthly modules. The key aspect of this program was the interaction among the participants on an active discussion board. This allowed everyone to engage each other at their own pace and on their own schedule.

Who do you impact with your program?

Owners, Managers and Leaders within the branded operations of Direct Energy that includes One Hour Heating and Air Conditioning, Benjamin Franklin Plumbing and Mister Sparky Electric.

What are the lessons you've learned this year from facilitating your program?

We learned that developing great content is key. There are many challenges to delivering a program nationally where participants are so diverse. Some of those challenges relate to geography while others are socio-economic. There are generational differences to overcome as well as the participants' personal experience and values. Providing a program that connects to so many different types of participants takes a tremendous amount of time and effort. One key to Principles of Management was the Discussion Board activity. It is interesting and challenging to help facilitate and direct the discussion through the entire month for each topic.

How do you measure the return on investment and success of the program?

We primarily measured our success through subjective standards such as feedback, referrals, requests to join the program etc. A few quantifiable measures used were retention as well as a waiting list for the next release.



What lies ahead for the program and how it will continue to succeed?

We received tremendous feedback from our participants and some are even signed up to come through the program again. In addition,

through new participants the content will continue to grow through the sharing allowed on the discussion boards.

Would you like to comment?



Juana Zumaya



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5

LEAD Award Rank

Best Use of a Learning Management System

Transforming the Lives of Agricultural Workers

Our editorial team interviewed **Gabriela Carmona** from **NatureSweet**. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The overall objective of Powerful Brand Immersion is to provide an opportunity for our Commercial Team to immerse themselves in the NatureSweet brand story and use different types of learning techniques such as hands on activities, site visits, and gamification to engage the teams in seven modules beginning with purpose and ending with promotions.

We began our training with purpose and we discussed the purpose of NatureSweet, which is to transform the lives of agricultural workers. To understand what this means in our operations our teams traveled to Guadalajara and visited our plants as well as participated in our social responsibility programs such as adopt a school. We discussed the philosophy of NatureSweet and the five elements of our story. We at NatureSweet share a powerful belief that we reap what we sow. We trust that if we give the best of ourselves the reward will be worth it. We strive to create abundance for everyone involved with NatureSweet brand including our associates and the communities in which we operate. We have the freedom to decide if we want to be part of this organization. Finally, we do this while having FUN. Gamification was a fun aspect to incorporate in this training by creating games and competition among the participants.

We continued our training with product and our associates participated in hands on activities such as planting, harvesting, and packing. We included details of each process in our gamification platform for online training on processes.

The third module included training on service. Providing the best customer service to our clients is very important to NatureSweet. Our commercial team learned different approaches to become a true consultative strategic partner to our customers by being at the forefront of category transformation our fourth module. We did market visits to learn what is working in the produce department in merchandising (our fifth module) and how NatureSweet is the groundbreaking leader of the grocery industry. Our sixth module in Messaging was led by our marketing team. The relationship we have with consumers and the branded proposition that NatureSweet brings to our consumers is the catalyst for our ability to transform the lives of agricultural workers.



The final module was promotions as this is a tool our sales team utilizes to engage our customers.

Who do you impact with your program?

The impact of this program is all agricultural workers. Our Commercial team shares our NatureSweet story with the world through meetings with our customers and our marketing team shares our NatureSweet story with our consumers.

What are the lessons you've learned this year from facilitating your program?

Powerful Brand Immersion is an ongoing program and we completed the seven modules but we continue to work on using innovative tools such as gamification to reinforce the learning since our commercial team in in different geographic areas, the use of these tools is important to continue sharing our story with the world.

How do you measure the return on investment and success of the program?

We are launching two powerful brands out of our Arizona facility and the commercial team has the opportunity to share the learnings of the powerful brand immersion as they continue to meet with our customers. The success of these two brands is a way to measure the success. Ultimately the transformation of the lives of agricultural workers is how we measure everything that we do at NatureSweet.

What lies ahead for the program and how it will continue to succeed?

We began 2017 with expanding the program to include our brokers which is the next layer of representatives of our brand with the customer. We will have a follow up session to cover the seven modules again this year and we will continue to use innovative tools such as gamification to support and reinforce the learnings.

Would you like to comment?



Kevin Saunders



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LEAD Award Rank

6

Best Use of a Learning Management System

Providing Quality Healthcare

Our editorial team interviewed **Kevin Saunders** from **Arrowhead Regional Medical Center** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

To meet our commitment to providing quality healthcare, a basic necessity of humankind, to the residents of San Bernardino County, while maintaining a diverse and family-like workplace and continuously striving to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education. These goals will be accomplished through developing leaders that are able to ensure all applicants and employees are treated in a fair and consistent manner with dignity, compassion, and respect. The program is unique because it is a continuous improvement initiative that starts when a new leader is hired through New Leader Orientation and continues throughout the year with events such as monthly Lunch and Learns, Quarterly Leadership Summits, Leadership Book Club Sessions, and Interactive Leadership Development Classes.

Who do you impact with your program?

All levels of leaders from Supervisor to Executive are addressed with this program. All of our employees, as well as countless applicants and patients are positively impacted by the continuous training that is received by our leaders. The leaders are able to take away real skills and information that they can put into use right away in order to improve their teams and departments, which results in improved employee engagement and morale as well as increased patient satisfaction.

What are the lessons you've learned this year from facilitating your program?

The leaders were hungry for knowledge on day-to-day topics such as Hiring, Time-keeping and Attendance, Performance Evaluations, and Employee Relations. However, they were also very interested in gaining knowledge in more advanced topics such as Financial Stewardship, Organizational Development, Change Management, Conflict Resolution, Employee Engagement, Lean Management and Emotional Intelligence. Leaders have shared that the training has a positive impact on their daily performance, resulting in increased confidence in working with their employees and successfully handling situations as they arise. Many leaders also state that they are able to apply the skills and knowledge they learn to their daily lives, resulting in an improved Work/Life Balance.



Kimberly Sisnett



Debbie Anders



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LEAD Award Rank

Best Use of a Learning Management System

Nurturing Significant Relationships Between Experienced and New Business Leaders

Our editorial team interviewed **Kimberly Sisnett and Debbie Anders** from **Dimension Data** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

The objective is to help cultivate meaningful relationships between experienced business leaders and new, upcoming talent in the organization; as well as to explore self-driven opportunities for personal and professional growth. The program's curriculum focuses on providing resources including videos, articles, books, etc. that help support the mentoring relationship and career success. When paired with the experience and guidance of a mentor, we expect mentees to be better positioned to achieve what they set out to accomplish as part of the program.

Who do you impact with your program?

We are targeting talent in the organization interested in receiving guidance and insight from experienced leaders within the business. The mentor program provides exposure for employees who may not otherwise interact with leaders in the company in such a deep and meaningful way. We look at the program as a way of formalizing relationships that may already exist or to serve as the catalyst for starting new ones. We are also tapping into experienced and successful leaders in the company to impart their knowledge and insights into upcoming leaders to foster more career success across our talent, as well as our business.

What are the lessons you've learned this year from facilitating your program?

Having completed the first year of the Americas mentoring program, we learned the importance of maintaining communication with the mentoring pairs and providing a formal framework to maximize the effectiveness of the mentoring relationship. We also learned that this is the "beginning" of a career "best practice" and more than a process that is complete within the mentoring session timeline. We also learned improved ways to maximize visibility of the program across the Americas region through technology (Yammer, DDU, SharePoint) and branding of the program.



How do you measure the return on investment and success of the program?

ROI and success of the program will be measured through percentage of overall employee population participating; retention; promotions; participant feedback from surveys; and overall employee engagement.

What lies ahead for the program and how it will continue to succeed?

A continuation of the program in future “cohorts” – ideally we

will continue to raise the awareness level of the program and increase sponsorship from more members of the senior leadership team. We will look to grow the executive mentor “portfolio” to leverage effective mentoring relationships. We will increase the level of engagement of those within the program for the benefit of mentee, mentor, and the company.

Would you like to comment?



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9

LEAD Award Rank

Best Use of a Learning Management System

An Opportunity to Grow and Develop Career

Our editorial team interviewed **Ian Bailie** from **Cisco Systems, Inc.** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



What is the overall objective of your program?

In a large company like Cisco, it's a challenge to continually be sure we have the right people, with the right skills, on the right team. With my Development Space, employees are directly connected to development offerings, career advisors, and — most important — teams doing the work they are keenly interested in. It gives people a window into the limitless opportunities across the company to grow and develop their career. And it's completely customized to each employee's specific skills, strengths, and interests.

Who do you impact with your program?

Cisco's over 70,000 employees around the globe, once we reach full enterprise deployment

What are the lessons you've learned this year from facilitating your program?

There is potentially someone out there that can handle any task, any job or any project if we understand their talents and deploy them in an agile global way. The ability to harness this potential is a strategic differentiator for Cisco. It has immense revenue, productivity and talent implications for Cisco! It is also clear that employees want to take control of their own careers and to be able to find learning opportunities and other roles at Cisco in an easy, intuitive way. By making this easier for our employees, we are able to greatly improve their experience of working at Cisco.

How do you measure the return on investment and success of the program?

It is early days, but for now we are measuring adoption of the tool and "stickiness" or how often employees return to the platform and interact with the various modules available to them. Over time, we will look to understand how this impacts our internal mobility rates, our internal hiring costs, employee engagement and our ability to retain and develop critical talent.

What lies ahead for the program and how it will continue to succeed?

Expanding the tool Enterprise wide at Cisco. We are part way through this rollout; our goal is to have enterprise-wide deployment to all employees by the end of 2017. We also continue to develop the tool and add new functionality, we aim to build increased machine learning and recommendation engines into the tool so that managers can find the talent they need as soon as they need it and employees are connected with training and internal opportunities as soon as they are available.

Would you like to comment?

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