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**ESSENTIALS**

»» 05. 2017

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Essentials of leadership development, managerial effectiveness, and organizational productivity

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The Standard of Global Leadership Development



FEATURED  
RESEARCH

**BOOSTING  
THE  
IMPACT OF  
CAREER  
PLANNING**

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**WHAT "HIGH-POTENTIAL LEADER"  
MEANS NOW**

Ram Charan

Inside:  
Exclusive Interviews  
with top  
winners of  
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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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## EDITOR'S NOTE

In today's rapidly evolving and challenging business environment, high potential leaders are in great demand. Amid everything that is new and different, today's high potential leaders, or "hipos," must be able to identify the untapped opportunities their companies will pursue and mobilize the organization.

It's now clear that businesses might need to be transformed more than once in a leader's tenure, and today's hipos must be prepared for that. Highly acclaimed business advisor, speaker and bestselling author, Ram Charan in his article, *What "High-Potential Leader" Means Now* talks about three characteristics that hipos should exhibit that the previous generation of leaders did not always need. To know more, read our cover article.

If you use the same leadership development programs every year, participants are immediately disappointed. This is the last thing you want, and it does not need to happen! Get to know the roadmap to help you review, refresh and energize your leadership development programs. Read Thuy Sindell's article *Where To Focus Leadership Development This Year* to know more.

If you are a leader (or plan to become a leader) it is vital to examine what message your daily behaviours communicate in terms of how you

prioritize the needs of your organization versus your own, ego-driven needs. Read Dudley Slater's article *Is Your Team Disengaged* to know the common questions every leader encounters.

We have also included research on Career Planning in this issue of the magazine. Today's HR professionals know how crucial career planning is, but their organizations often fail to act on this knowledge, according to the research conducted by HR.com in partnership with Harrison Assessments. The survey of 590 HR professionals found that career planning has grown more important in the last three years. There are good reasons for its rise in importance. The research-based **white paper** not only contains the findings from the survey but also the implications of those findings along with valuable takeaways.

You can also read exclusive interviews with the top winners of LEAD2017 Awards. 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

# What “High-Potential Leader” Means Now

*High-potential leaders are crucial to helping businesses adapt and thrive in the digital age*

 By Ram Charan

Companies big and small are coming to realize that it will take leaders with a different way of thinking and different skills to reinvent the business. They are having to redefine the very notion of what a successful leader looks like. Now the race is on to find those with high potential to lead the company onto new paths in a world of constant change.

You’ve heard it before—the changes being wrought by things like digitization, algorithms, and data analytics will be as radical as the Industrial Revolution. We’ve already seen companies such as Facebook, Google, and Amazon cause revolutions in consumer behavior and reach the stratosphere in market value in record time. More of these are yet to come, led by people with the capacity to conceive and grow them. In a decade, the \$72 trillion global economy is on a trajectory to be 50 percent greater than it is today.

Products and services not yet invented will give consumers entirely different experiences and make some companies obsolete.

This is a time for leaders who can thrive in the face of relentless change, complexity, and uncertainty. Many companies have such leaders buried at lower levels. They need to find them, develop them, and find ways to use them to help the company adapt. And they need to move fast on this. “Born digital” companies are on the prowl and will gladly poach whatever high-potential talent traditional companies overlook.

High-potential leaders themselves shouldn’t just sit back and wait to be discovered. They should decide for themselves whether they have what it takes to someday take a large team, business unit, function, or the whole corporation to new heights and make a plan to ready themselves to create the future.

## What “High Potential” Means Now

Everyone has potential to grow, but not everyone, not even every person with leadership skills, has the potential to lead a large, complex organization in the near and distant future.

Amid everything that is new and different, today’s high potential leaders, or “hipos,” must be able to identify the untapped opportunities their companies will pursue and mobilize the organization.

This is a weakness in many older business leaders today.

Understandably. Throughout their careers, growth was defined as improving on things that already existed: increasing profits through cost cutting, tweaking products for adjacent markets, or acquiring other companies in the same industry. More radical changes like reinventing the entire business model, reshaping the entire ecosystem of supply and distribution, or rethinking the entire customer experience have been rare in the life of a company.

It’s now clear that businesses might need to be transformed more than once in a leader’s tenure, and today’s hipos must be prepared for that. They should exhibit three characteristics that the previous generation of leaders did not always need:

1. **They imagine on a large scale.** Hipos can take in a ton of information from many different sources and almost instantly find what could be meaningful. In doing so, they pick up clues about what might be possible, and they dream big. In the past, wild dreams or visions of things that don’t yet exist might have been considered delusional, but hipos don’t see it that way. If they personally lack the capability to realize the picture they have in their heads, they know they can use technology, algorithms, and other people’s capabilities to make it real. They are psychologically prepared to scale it up very fast—and go after it fearlessly.

Alphabet, now the umbrella company for Google and other subsidiaries, has a whole population of people who are working to solve the world’s biggest problems. Google X, the semisecret group charged with developing revolutionary ideas, created the driverless car and Google Glass, which is poised to take hold as a key element in the Internet of Things. It’s not just start-ups that need this kind of imagination. It’s every company. Hipos have it.

2. **They seek what they need to make it happen.** I had just finished speaking to a group of executives about how to set up an advisory board when a young man approached me. “Do you have a minute?” he asked. Polite but straightforward, he continued, “I run a small company, much smaller than the corporations you’re used to working with. Would you consider advising me?” It’s no secret that I’ve worked with a lot of big, well-known companies, but he was undaunted. What I came to learn was that he had sized up his market opportunity, and it was huge. He wanted to grow his company very fast and was seeking help building the capacity for it.

Hipos will talk to anyone. They don’t just stay within the hierarchy. A young Steve Jobs didn’t hesitate to call Bill Hewlett, cofounder of tech giant Hewlett-Packard, when he was seeking technical help. Pat Gallagher was young and relatively inexperienced when he was groomed to take over his family’s Chicago-based insurance brokerage in 1983. Having run only the sales force, he wanted to understand what the CEO job entailed, so he reached out to the CEO of McDonnell Douglas, a company far different and much bigger than his own. The CEO took time to talk to him, and Gallagher eventually took his firm to number four in the United States.

Forums like the G100 and Singularity University provide opportunities for that.

3. **They understand the concept of the ecosystem.** Companies rarely act alone in delivering their product or service. Hipos understand the complex web of participants, from the makers of small parts that go into larger ones to the mom-and-pop shops or FedEx fleet that delivers the product. Walmart became a juggernaut of low cost because of how it used its tight relationships with suppliers, the largest of which were housed right at the Bentonville, Arkansas, headquarters.

Walmart schooled its suppliers in state-of-the-art logistics that





reduced inventories but kept store shelves stocked with merchandise that turned over very quickly. Both Walmart and the supplier grew, and consumers benefited from low prices.

Digital-age versions of rethinking the business ecosystem abound. Apple’s iPod was a nifty device, but it became a sensation because iTunes changed the way music was packaged, priced, and distributed. Amazon thrives on algorithms that predict a customer’s need and delivers it through an ecosystem of sellers, purchase options, and delivery methods.

Hipos have the ability to see the total picture, to conjure a mental image of the web of interrelationships, and to think imaginatively about how to redesign it.

Hipos will come primarily from the fifty-three million millennials in the work force now. This generation has been steeped from an early age in video, the Internet, and social media. They grew up in an information-rich world and a global social hive, interconnected and living with unprecedented social transparency.

They’ve had instant access to vast amounts of information from around the world, conditioning their brains to rapid thinking and communication. Text messaging and Twitter train them to be brief

and to the point, a sharp contrast with the belabored PowerPoint presentations the baby boomers were expected to use. With a wide mental bandwidth and ability to absorb key information, they can construct a bigger picture very quickly. **LE**

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**Ram Charan** is a highly acclaimed business advisor, speaker and bestselling author, whose books have sold more than 4 million copies. Ram has coached some of the worlds’ most successful CEOs and has worked behind the scenes at companies such as GE, Bank of America, DuPont, Novartis, EMC, 3M, Verizon, Grupo RBS, Tata Group, Max Group, and Yildiz Holdings.

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# How A CEO Changed His Leadership Style

*Top 5 ways to stop being a jerk and start being a true leader*

 By Krister Ungerboeck

Recent research shows that people would [rather fire their boss](#) than get a raise, and [half of American workers](#) say that they have quit a job to escape a bad boss. But bosses aren't too happy either, as research also shows that managers are phoning it in and that they admit they feel disconnected from their staff and their position of leadership.

It doesn't surprise me that so many employees dislike their employers, or that so many bosses struggle to be effective and engaged leaders. In fact, I used to be one of those bosses.

I realized I was not the leader I wanted to be when my employees didn't rate me as high as I expected on an executive survey. To my surprise, I learned that my staff found me overly-critical and difficult to please.

When I finally realized that my leadership style left my employees struggling to feel inspired, I made a major transformation. I like to think of myself as a 'recovering a-hole' boss, and now I help other leaders to undergo the same metamorphosis.

Here are my top tips for bosses who fear that they aren't performing up to their true potential:

**1. Stop trying to be the smartest person in the room.** We assume that the CEO should be the smartest person in the room. But once I dropped that goal, I was able to step back and let my team's true talents shine. I stopped thinking I had to do everything myself if I wanted it done right. I had more faith in my team and, ultimately, myself. After all, I am the one who hired them, so I had to trust my instinct that they could perform well.



**2. Don't assume your employees think like you.** One of the biggest mistakes that employers make is they assume that their employees approach life with the same mindset as they do. This just isn't true. It might not be a big deal to you to get a short, dismissive email from a higher-up, or to never get any praise, but the opposite might be true for your staff. Your differing levels of power mean that their need for positive feedback is much different than yours. Think of it this way: Your position of power affords you organic praise every day. You feel important and necessary every time you walk into the office, whereas a junior employee likely doesn't. Hence, for them, a small word of praise is positively vital. So don't assume that a 'good job' isn't important just because you personally never need to hear it.

**3. Don't tell people what to do.** Instead of giving people the answer you want, ask open-ended questions and let them find their own way. This is the only way you can help your employees develop and grow. If you hold their hands every step of the way, they will never develop the skills you desire. A good leader should be like a North Star guiding his staff towards the solutions, rather than the captain grabbing the wheel.

**4. Don't neglect your personal relationships.** When your marriage is on the rocks or you're dealing with family drama at home, it is going to take a toll on your mood and your health. You might worry that you are taking time away from the office if you spend time focusing on your marriage or your kids, but your company will suffer if your personal life hits the rocks. As the saying goes, 'you can't pour from an empty vessel.' You need to make sure that you are practicing self-care outside the office and tending to your personal relationships if you want to shine professionally.

**5. Remember, your staff has to WANT to follow you.** At the end of the day, the most important quality in a leader is whether his employees want to follow him, or whether they are just showing up and pulling a paycheck. When you have staff that are inspired, engaged and go home every day feeling proud of themselves, you are winning. Make it your goal that your employees go home feeling like they have learned something new, feeling like they have grown as people and as professionals, and that their work for your company is valued and recognized. **LE**



As a successful former CEO of a company that grew 3,000%, **Krister Ungerboeck** founded Courageous Growth to assist CEOs with business and personal growth. He works exclusively with owners, CEOs, future CEOs or 2ICs (2nd in Command) to accelerate their business and personal growth. He was chosen to be a part of St Louis 40 under 40, and he is a member of Young Presidents Organization (YPO) and Entrepreneurs Organization (EO).  
**Connect [Krister Ungerboeck](#)**

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# Anticipate Future Needs With Succession Planning

*Attract and retain the right talent and meet tomorrow's challenges*

 By Danielle Sohn

**A**s business change accelerates, many HR organizations are challenged to innovate and remain competitive. The pressures of hiring top talent to support growth, while also back-filling existing roles within the team, present significant opportunities for many organizations.

Smooth leadership succession is critical for growth. Demand for seasoned leaders is high and will only escalate as experienced employees age out of the workforce and key talent exits the organization for new opportunities. To establish a strong succession strategy, you need to do more than simply nurture your pipeline of internal talent. You need to employ an HR strategy that aligns with your organization's top objectives — backed by technology that gives you the necessary insight to retain and attract the right talent, at just the right time.

## Envision the Future

The best succession planning strategy anticipates your future talent needs, and puts a plan in place to manage those needs as they arise. Examine your talent attraction processes and be sure to consider the time required for hiring and onboarding when mapping out your plan and tactics. The risk of losing critical talent — and being caught off-guard when it happens — only escalates in a fast-moving environment.

Make plans not only for employees that leave the organization or retire, but also for internal promotions and transfers. Many HR organizations are creating their own internal labor shortage indexes, similar to the reports that measure overall economic trends.

So how does HR prepare for the future? Managers must make sure they identify employees who are going to retire, and when, and examine what the existing talent pipeline means for needs down the road. It's critical to assess opportunities available not only throughout external pipelines, but also within the internal talent pool. In fact, a Wharton School study found that external hires perform worse over the first years than do internal hires, while also commanding an initial salary 18% higher<sup>1</sup>. An effective backfilling strategy lets you minimize risks that could halt organizational momentum and impact the bottom line.

## Discover New Insights with Analytics

Analytics unleash valuable insights that HR teams need to create a more proactive and predictive succession strategy. Applying advanced statistical techniques to data related to both employees and the entire organization helps predict future events such as voluntary turnover.

Analytics provide visibility at the individual level, as well as higher level workforce insights and organizational awareness. Data alone provides a snapshot of the current state of the workforce, but a more successful solution (process? platform?) includes human-capital analytics across the entire talent life cycle. Add modeling to the mix and organizations can move beyond static views to tell a holistic story about how their people succeed and progress over time. This comprehensive approach provides a better understanding of where talent gaps are today, and where they will be in the future as the organization grows.

## Deliver Seamless Integration with the Cloud

Cloud technology brings together disconnected systems and processes, allowing organizations to better understand their talent, and how that talent aligns with their overall strategy. The cloud enables organizations to synthesize detailed employee profiles and rich data to support HR, managers, and employees.

For example, cloud-based workforce modeling is particularly useful in the event of a merger or acquisition, because it allows HR to quickly and seamlessly fit people into the right roles, and become a true strategic advisor.

Integrating and developing a cloud infrastructure allows HR teams to consider the impact of workforce changes, so they can restructure their talent management strategies to better facilitate growth and increase revenue. With the right HR technology, organizations bring people and information together in new and better ways, and acquire key insights that foster innovation and support their talent strategy.

## Take the Next Step

A recent survey by KPMG and Forbes Insights uncovered that most CEOs today experience and understand the impact of having skill gaps throughout their organizations<sup>2</sup>. The ability to hire key people with the right skillsets is an ongoing challenge. While technology is a powerful tool that helps HR teams support stronger succession planning programs, technology alone won't replace a well-planned strategy. To ensure success, make sure your strategy:

- Aligns HR goals with an organization's primary goals.
- Identifies internal talent pools to determine which employees and candidates are most critical to the organization.
- Spots talent outside the organization to fill positions and skill gaps.

Looking for a more proactive approach to succession planning? Read Forbes Insights key best practices to define, attract, and develop the right talent in the "[Succession Planning](#)" executive brief.

## Sources

<sup>1</sup> *Paying More to Get Less: The Effects of External Hiring versus Internal Mobility*, "Administrative Science Quarterly," February 2012.

<sup>2</sup> *Forbes Insights and KPMG "2016 Global CEO Outlook" Survey*



**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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# Gender Parity By 2055

*America cannot afford to wait that long*

 By Bill Proudman



**I**t will take nearly 40 years for gender parity in the board room. History tells us that waiting for that to happen is patently unwise.

By the end of 2016, women occupied [just over 15 percent of director seats](#) at US publicly traded companies, up from 12 percent in 2013, according to corporate data firm Equilar.

That's progress, right? Not exactly.

The situation – or rather, the problem – is that at this rate, we won't achieve gender parity until 2055. The world will be an exponentially different place by 2055, and we cannot afford the experiment of hovering around the status quo for the next four decades.

For a glimpse of the big picture, consider that 738 public companies still have no women on their boards. Only about 4 percent of CEOs are women, and only 21 of the 3,525 companies surveyed by Equilar have half or more of their board seats held by women.

In Europe, the picture is startlingly different. Women held 24 percent of board seats by the end of 2015, the highest rate in the world.

This subject is not lost on the growing US millennial workforce, where 47% consider inclusive cultures important when considering potential employers. Will these future leaders diversify our boardrooms, or will they travel overseas? The answer may be somewhere in between, but not being proactive would certainly be a monumental business error.

Study after study points out that diversity and inclusion at the C-suite level has tremendous dividends in terms of the bottom line, culture and innovation. Also, as reported by Credit Suisse, companies with at least one female director have higher stock returns and better corporate performance than those with all-male boards.

In the wider spectrum, two million workers quit their jobs each year due to discrimination based on race, gender, religion, sexual orientation – [costing the US economy more than \\$64 billion annually](#). Two million!

What can be done about accelerating America's march toward gender parity (and other systemic diversity and inclusion challenges)?

Having worked with Rockwell Automation, Alaska Airlines, Dell, Lockheed Martin, and many others, my business partner and co-founder Michael and I believe that the answer lies in avoiding quick fix solutions, and focusing on transforming workplace culture. That means looking at, taking apart and communicating about “sensitive” issues like unconscious bias, privilege, ingrained gender-specific behavior, and issues pertaining to certain fields, such as tech. Above all it means inspiring courageous leaders to take on what we believe are [8 Critical Leadership Skills](#).

Are “diversity and inclusion” simply a list of words not to say to avoid costly lawsuits or to balance diversity gender ratios without a thought to inclusion? Or could it be something profound and experiential – something that reaches deep into the culture of a company, affecting individual, team, and organization? Two decades have taught us that it is the latter.

In addition to financial benefits and a sense of rightness, the rewards of gender diversity could be summed up as exceptional innovation, sharp insight and global influence. As we move into an uncertain future, that is worth fighting for. **LE**



**Bill Proudman** is co-founder and CEO of White Men As Full Diversity Partners (WMFDP). He pioneered white-men-only workshops in the '90s after noticing white male leaders repeatedly disengaging from diversity efforts. Bill's provocative work led to founding WMFDP. For over 35 years, he has served as a leadership development consultant, coach and facilitator to countless organizations on issues of team effectiveness, cultural competency, and diversity.

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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.



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### 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.



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### 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.



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Top companies in the career planning space

# BOOSTING THE IMPACT OF CAREER PLANNING

*Survey conducted by HR.com in partnership with Harrison Assessments*

**T**oday's HR professionals know how crucial career planning is, but their organizations often fail to act on this knowledge, according to new research conducted by HR.com in partnership with Harrison Assessments.

The survey of 590 HR professionals found that career planning has grown more important in the last three years. In fact, nine out of ten respondents said employee career planning is either more important (48%) or as important (43%) compared to three years ago.

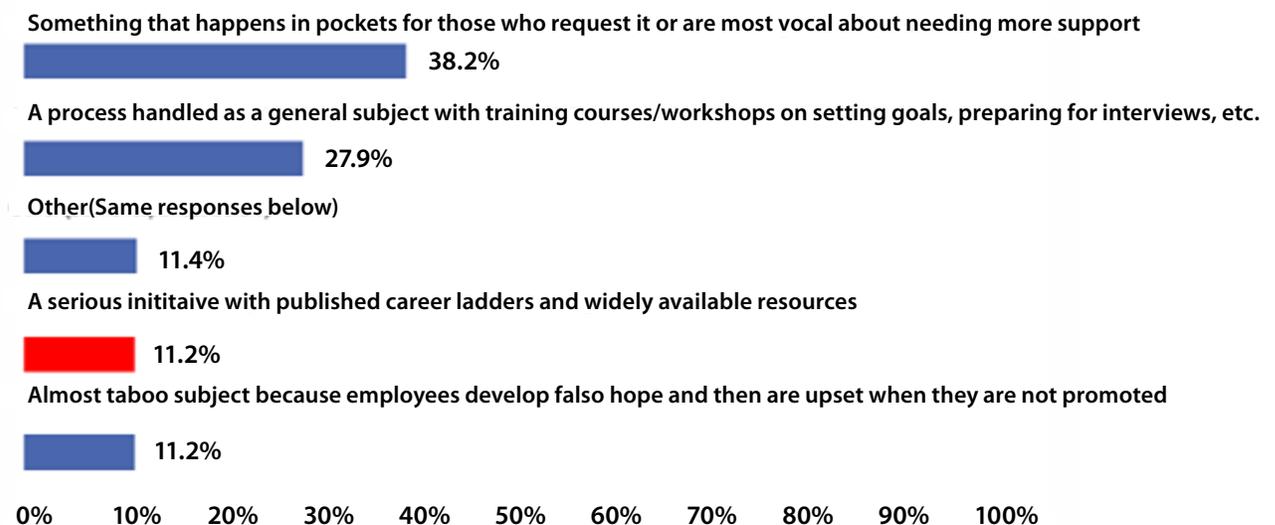
There are good reasons for its rise in importance. Employee career planning has a large impact on other critical talent management areas,

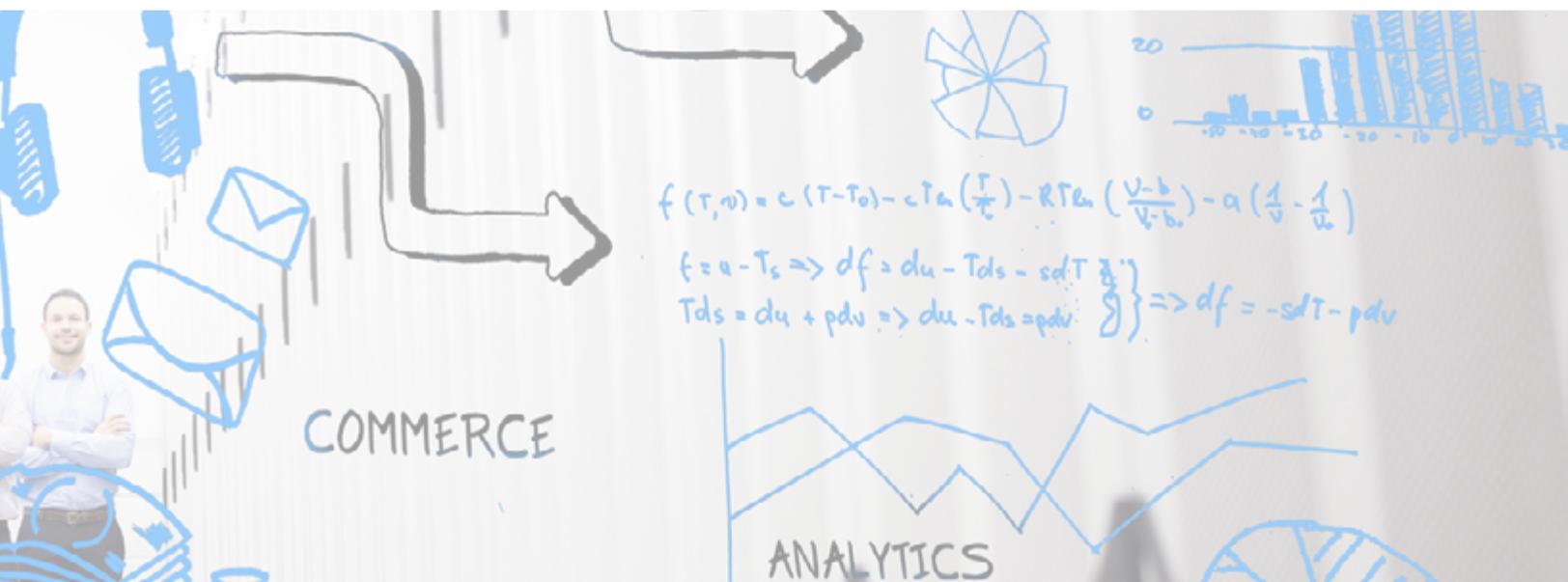
according to many of our respondents. Participants believe career planning has very high or high impact on employee retention (60% of respondents), employee engagement (58%), and recruitment of high quality talent (45%).

### The Need to Take Career Planning More Seriously

Although many organizations realize career planning's growing importance, not enough approach it in a serious and systematic way. In fact, only 11% of participants say employee career planning is a serious initiative within their organizations. For most organizations, it is something that happens on an ad hoc basis, or as a process handled more generally in training courses on setting goals, preparing for interviews, etc.

### In my organization, career planning is approached as:





## Where Organizations Focus Career Planning

Participants were asked which groups of employees received career planning in their organizations. Only 26% said their companies provided career planning to all employees. It is most commonly used for employees in the leadership chain: high potentials (34%) and middle management (28%). Another 28% said they don't provide career planning to anyone.

Organizations that are limiting career planning to high potentials might be missing opportunities. Since career planning can boost retention and engagement, it could have a positive impact across the entire workforce, especially if properly implemented.

## The Danger of Upcoming Leadership Gaps

Another reason that career planning is growing in importance is the emerging leadership talent gaps. Many organizations already have leadership gaps (35%) and most others (50%) expect to see such gaps within the next five years.

Some of these results are about demographics. In many parts of the world, more members of the Baby Boomer generation retire every day, and the pace of retirement among these workers is expected to increase. With each retirement, organizations lose knowledge, experience and skills. Skills gap will widen unless organizations intervene with development and succession planning programs to get new leaders ready.

The survey also asked about organizations' top priorities in internal pipeline development. Not surprisingly, leadership talent development was at the top of the list, with 70% of participants citing it.

## The Role of Assessments

The research found that relatively few organizations make data-

driven decisions related to employee career management. About 60% of the participants use competency models for leadership development, but less than one-in-four use behavior assessments in career planning.

The research looked at participants who said their career planning programs had a "very high" impact in retention, engagement and recruitment. It turned out that these organizations were also more likely to routinely use assessments in their career planning initiative. This suggests that using assessments is one aspect of taking career planning seriously.

Therefore, as today's organizations continue to improve their career planning initiatives, they can consider adding assessment components as well as expanding plans to include more employee groups, formalizing them so the plans become less ad hoc, and

training HR professionals in the skills needed to help employees develop and follow good career plans.

To learn much more about the survey results and to get the key strategic takeaways from the research, read the complete report.

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# Engagement Is a S

## With All the Investment, Why Aren't Employees More Engaged?

Employee engagement is a hot topic — and for good reason. Research studies from multiple sources continue to demonstrate that engagement highly impacts key organizational metrics including talent retention, mission achievement, growth and profitability.

In fact, Kevin Kruse, author of “Employee Engagement 2.0,” cites 28 studies that directly tie engagement to positive results in retention, customer loyalty, sales, safety, profits, and shareholder returns. Yet, in the United States, surveys reveal that only 29% of employees are engaged. As many as 24% are actively disengaged, contributing to significant financial losses. The numbers are far worse outside of the United States, where the average engagement level is only 13%.

Engagement surveys are commonly used to assess the organization's level of employee engagement. Questions generally focus on levels of satisfaction or the degree to which managers effectively support employees. Management then creates strategies, programs or policies in order to better engage employees. While this approach has proven valuable in many organizations, it has limitations in improving individual engagement and creating a culture of engagement. This information will outline why this is the case and what is needed to achieve a greater impact on organizational performance metrics.

The types of questions used on engagement surveys identify in general what employees want and/or what the organization or manager is doing or not doing to help or hinder engagement. Individual employees' answers are nearly always anonymous in order to encourage honest answers. Consequently, managers are generally not able to use the answers of specific individuals to help facilitate their personal engagement.

### Engagement Comes From Within the Individual

Since engagement surveys only focus on general levels of satisfaction and/or perceptions of the organization and management, they don't reveal the inner dynamics of engagement. Insight into individual expectations, needs, priorities, aspirations, motivations, and important related behaviors, is required to increase engagement and retention. Managers must involve employees individually in discussions regarding how their needs can be aligned with the organization's objectives.

### The Crucial 3-Step Application of Engagement Analytics

**1** The first step to increase engagement is to ensure an employee's interests and task enjoyment fit their current job. This is nearly always outside the scope of engagement surveys. However, without a reasonable fit, engagement is unlikely no matter what else one does. It is unrealistic to expect someone to become more engaged in their work when they are not even interested in it. Engagement is a state of mind which requires having interest in the subject matter and having enjoyment of the related tasks. Investing time and money trying to engage someone who is disinterested in the job is not a good use of resources. In that case, the solution is to transfer the individual to a different role or shift the individual's responsibilities to ones that are better suited. This position or role fit is the foundation for engagement and is the reason why it is so important to apply engagement analytics during the hiring and succession planning process.

**2** The second crucial step to increase engagement is to observe the importance of various individual expectations in order to meet them. For example, one employee may give a high level of importance to career advancement while another employee may not care about it at all. The second employee may instead give great importance to flexible work hours or work-life balance. Understanding the value the individual employee places on each issue is a key prerequisite to effectively facilitating engagement and retention. Without addressing the expectations of high importance, engagement is extremely unlikely. Engagement cannot easily be increased from the outside because engagement relates to fulfilling individual goals and needs.

**3** Once an employee is in the right role and his/her individual expectations are understood, the third step is to consider how those expectations can be achieved. In some cases, it may be as simple as outlining what a person needs to earn higher pay or working out a plan for flexible working hours that fits both the needs of the employer and the employee. In other cases, it may be more complicated because the individual's behaviors may not support their

# Shared Responsibility

expectations. Typical gaps between expectations and motivations or attitudes include employees who:

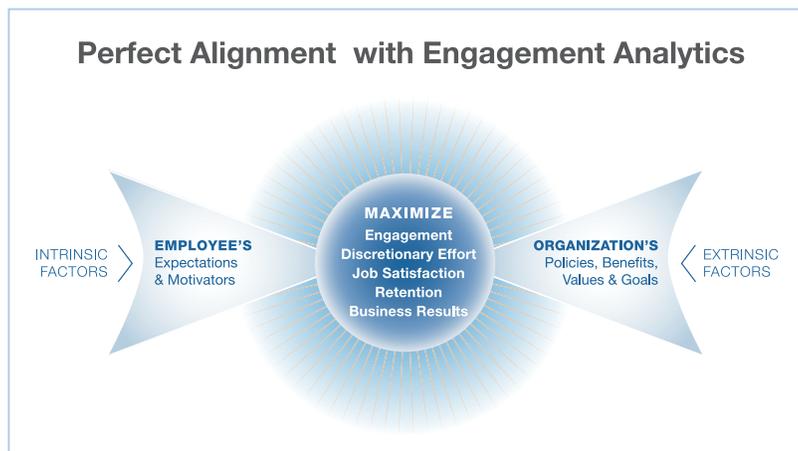
- want career advancement but hesitate to take on the challenges related to such advancement.
- give high importance to career development but hesitate to embrace the self-improvement that would be necessary.
- desire higher pay but lack the self-motivation necessary to earn it.
- want social opportunities from the workplace but may be so introverted that such opportunities are hindered.

In other words, there are internal barriers that are essential to understand and overcome if organizations really expect to facilitate engagement.

## Engagement is a Shared Responsibility

organization's goals. Managers learn the internal dynamics of engagement for each employee and thus can enter an effective dialogue that sparks individual motivation. This focus on mutual needs leads to mutual respect, shared responsibility and an employment relationship that is much more likely to be maintained over a longer period of time.

Employers must take the initiative to hold meaningful conversations that create true win-win strategies: employees make progress toward reaching personal goals while at the same time employers unleash exceptional motivation to capture discretionary effort and achieve business results. Armed with reliable engagement analytics, managers can initiate coaching discussions with an employee and create workplace opportunities that are highly aligned with the employee's needs, expectations and motivators. This makes the manager's job much easier and minimizes wasted time and effort trying to second-guess the employee's expectations, points of concern or internal barriers.



The truth is no organization or leader can entice or manipulate employees into being engaged in their work. And employees cannot reasonably expect any organization to meet their dreams and desires without becoming actively involved.

**Engagement Analytics enable organizations and the employee to create a culture of engagement together.** In fact, several organizational researchers have documented that expanded engagement analytics addressing the inner motivational, attitudinal, and behavioral dynamics for specific groups are the "next step" to advancing the value of engagement surveys traditionally focused on more external factors.

Engagement Analytics focus on internal factors that need to be addressed in order to create a shared responsibility for achievement. In doing so, employees and employers attain alignment that fulfills the employees expectations while at the same time creates employee motivation to achieve the

Engagement analytics provide the precise data needed to create the right interventions for the right individuals and groups to achieve desired improvement in engagement and retention. With engagement analytics, organizations can finally achieve a culture of engagement in which employees share the responsibility for desired outcomes.



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	Criteria Corp	West Hollywood, California	<a href="http://www.criteriacorp.com">www.criteriacorp.com</a>	<a href="http://www.hr.com/criteria">www.hr.com/criteria</a>
	Development Dimensions International (DDI)	Bridgeville, Pennsylvania	<a href="http://www.ddiworld.com">www.ddiworld.com</a>	<a href="http://www.hr.com/ddi">www.hr.com/ddi</a>
	Economic Research Institute	Irvine, California	<a href="http://www.erieri.com">www.erieri.com</a>	<a href="http://www.hr.com/eri">www.hr.com/eri</a>
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	SABA Software	Redwood Shores, California	<a href="http://www.saba.com">www.saba.com</a>	<a href="http://www.hr.com/saba">www.hr.com/saba</a>
	SAP/Successfactors	South San Francisco, CA	<a href="http://www.successfactors.com">www.successfactors.com</a>	<a href="http://www.hr.com/successfactors">www.hr.com/successfactors</a>
	SilkRoad	Chicago, IL	<a href="http://www.silkroad.com">www.silkroad.com</a>	<a href="http://www.hr.com/silkroad">www.hr.com/silkroad</a>
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	Trupp HR, Inc.	Portland, Oregon	<a href="http://www.trupphr.com">www.trupphr.com</a>	<a href="http://www.hr.com/trupphr">www.hr.com/trupphr</a>
	Ultimate Software	Weston, FL	<a href="http://www.ultimatesoftware.com">www.ultimatesoftware.com</a>	<a href="http://www.hr.com/ultimatesoftware">www.hr.com/ultimatesoftware</a>
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## The career landscape is shifting

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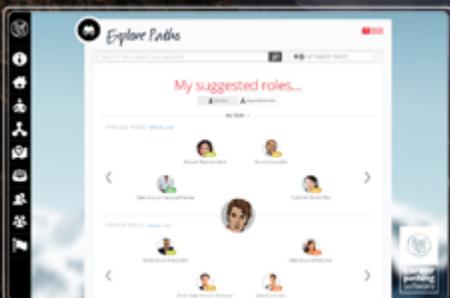
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Dr. Trish Holliday



LEAD Award Rank

Top Corporate Leader Award (Over 35)

## Building Relationships

Our editorial team interviewed **Dr. Trish Holliday** from **Tennessee Department of Human Resources** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is your strongest characteristic that has made you a great leader?

I believe my strongest characteristic that has contributed to making me a great leader is my ability to build relationships. My driving passion in life is to help people develop and to become their very best. In my current role I have the opportunity to work with state government leaders, and by establishing and maintaining a relationship with them, I have the opportunity to invest in their growth as leaders.

### Tell us a story of something you have done as a leader that has impacted or inspired others.

I was hosting our very first alumni luncheon for our largest leadership development program – LEAD Tennessee. After I had facilitated a discussion around various leadership topics, one of our attendees – Lieutenant Colonel Reed who serves in the military – approached me and mentioned how he had been inspired by my energy and passion as a leader in what I do for the state. He then handed me his Tennessee National Guard coin, which I have to this day.

### What are the lessons you've learned this year from your leadership experiences?

This year I've focused on becoming ever more aware of my own personal perceptions, and to realize that mine are not always the same as others. To help me with this, I try to get a well-rounded view of what others think and to surround myself with those who may have differing perceptions than I have.

### One tip or word of wisdom you can share on what made you a great leader and can help others?

My Dad, who also served in Tennessee state government as an Assistant Commissioner, always told me to be a "balcony person," not a "basement person." A basement person is always pessimistic and self-absorbed. A balcony person champions others and gets outside of him/herself, and doesn't spend life focused only on oneself. Everyone needs a champion, and great leaders realize that and become champions to others.

### In your personal view what has been your greatest leadership accomplishment?

I feel my greatest leadership accomplishment is the development and implementation of Tennessee state government's premier leadership development program –



**Name:** Dr. Trish Holliday  
**Title:** Assistant Commissioner and Chief Learning Officer  
**Company:** Tennessee Department of Human Resources  
**Number of people you lead:** I supervise 6 people directly, and lead a team of 17





LEAD Tennessee. When I started working with the Department of Human Resources, such grand initiatives were not part of the strategy. Working with leadership, I restructured our division, giving it the name Strategic Learning Solutions, and set out to create a learning organization within state government. Today we are seeing the impact

of this leadership program, and I am excited and honored to have LEAD Tennessee recognized this year at LEAD 2017!

Would you like to comment?



Lindsay Stanton



Name: Lindsay Stanton  
 Title: Chief Client Officer  
 Company: Digi-Me  
 Number of people you lead: 15

LEAD Award Rank

6

Top Corporate Leader Award (Over 35)

## An Intuitive Leader

Our editorial team interviewed **Lindsay Stanton** from **Digi-Me** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is your strongest characteristic that has made you a great leader?

I would say that I am intuitive. Instead of managing each person on my team in the same way, I manage each person individually, according to his or her personality, strengths, and weaknesses. I believe that leaders are better when they understand and respect each person for his or her uniqueness.

### Tell us a story of something you have done as a leader that has impacted or inspired others.

I'm always looking for innovative and creative ways to market our company and grab the attention of prospective clients. Through researching the coolest and latest gadgets as well as delegating tasks, I've pushed my team to learn new things. One example is when I suggested a Viewfinder, the team had to learn about making viewfinders. Another was 3D postcards and the team had to learn how to mock up a lenticular postcard. Most recently Digi-Me ordered VR Goggles for Oracle HCM World give-aways and the team had to learn to make a 360-degree view of the galaxy on a smart phone app. Through trying new things, we all grow professionally.

### What are the lessons you've learned this year from your leadership experiences?

I've learned that great ideas come from everywhere and from all walks of life. We have a very diverse team, including interns. Everyone has the floor and I listen to everyone, no matter their tenure or job title.

### What is one tip or word of wisdom you can share on what makes you a great leader that can help others?

I recently saw an infographic on social media that said it all:  
 "No matter your title, it is your job to make the people around you feel cared about, empowered, encouraged, and humanized."

### In your personal view what has been your greatest leadership accomplishment?

Growing a start-up company from scratch. It has had its highs and lows, but to see Digi-Me become the organization that it is today, knowing its capability for expansion, and working with such a great team that cares about the company's future, that is my greatest accomplishment.

Would you like to comment?



Liz Davidson



Name: Liz Davidson  
 Title: Founder & CEO  
 Company: Financial Finesse, Inc  
 Number of people you lead: 35

7

LEAD Award Rank

Top Corporate Leader Award (Over 35)

## Leading in The Moment

Our editorial team interviewed **Liz Davidson** from **Financial Finesse, Inc** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is your strongest characteristic that has made you a great leader?

My strongest characteristic is probably leading in the moment. I believe a lot of the magic happens in the moment. Yes, you of course need your long-term plans for the company; plans for employee development and growing client relationships, but I think some of the best epiphanies and connections happen in these certain moments of conversation. I'm pretty good at finding those moments and getting to know people at that level, which is probably a bit deeper than what they're used to and maybe a little uncomfortable even, but tends to bring out the best talents, creativity and collaboration.

### Tell us a story of something you have done as a leader that has impacted or inspired others.

I believe as a leader, at least in my role, it's been more important to inspire. I view this as helping employees to see what they could be and galvanized behind a mission. I've aimed to do this with my employees because once you help someone see what they're capable of, they can then fully use their own talents and skillsets and how they can leverage them to drive the company's mission forward. I also think something that is just as critical is recognizing that once you've determined your working style – find others who balance you and are strong counterparts with a separate set of skills than your own. This helps to really ensure you cover your bases. For example, I'm terrible with detail so I balance myself out by getting help with my daily calendar and tasks that require a lot of attention to detail. The person who is doing this for me has grown significantly in her role since she started – going from just managing my calendar to managing the entire company's major projects and becoming our Chief of Staff. I believe a lot of her talent was just sitting there inside, waiting to be unleashed! When you know what you're bad at, you can find others who shine in that area and help you shine in your own.

### What are the lessons you've learned this year from your leadership experiences?

In the past few years, we've grown quite rapidly, and I am learning a lot about where I am adding value, where am I a neutral influence, and when am I a negative one. When you run a smaller company, you kind of become everything out of necessity. But once you develop a team, you have to learn to let go - in a nuanced way – not



completely, delegating to the point of where you don't know what's going on, but also not being too involved in every project that you can't manage it all. Particularly in the past year, my biggest lesson has been identifying where I can focus on helping employees find their special genius and driving the business forward alongside our team.

**One tip or word of wisdom you can share on what made you a great leader and can help others**

The best quote I've ever heard is: "it doesn't matter how many times you fall, as long as you get back up one more time."

This has become a fundamental belief for me in running my business. Life is not easy; running a business is not easy; leading employees with many different personalities is not easy. You're going to fall, but when you fall down, just get back up onto your feet – it's all going to be okay.

**In your personal view what has been your greatest leadership accomplishment?**

Building Financial Finesse. I'm so proud of the team we have here and the impact we've had on our clients and employees – it really is incredible to me. This is a service that when people use it regularly, they can take their situations from having serious financial issues to total financial independence. It's so gratifying to be involved in something that is that impactful to people's lives.

I also am amazed at the impact our services have on our corporate clients, who are seeing big reductions in turnover because their employees better understand their benefits; employees retire who never thought they could; and reduced costs in health care as a result of employees reducing their finance-related stress.

Would you like to comment?



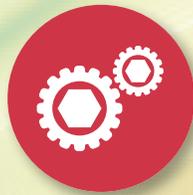
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There have been great discussions some of which I helped to lead, some of which I participated in.

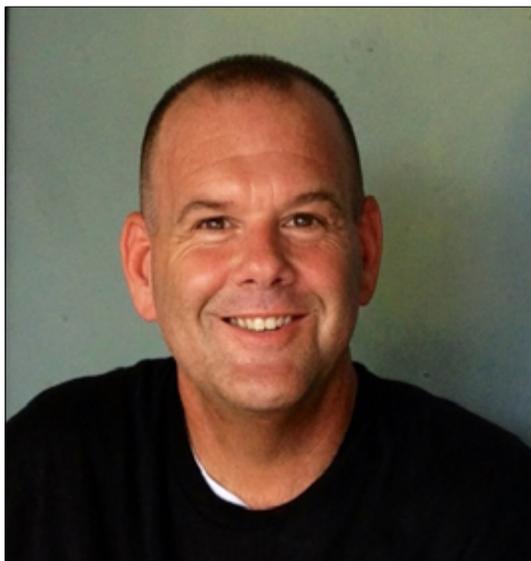
**Ted Hoff**, VP at IBM

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.



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Mark Waters



Organization: Intel Corporation  
 Program: LEAD (Leadership Expectations & Disciplines)  
 Program Director: Kim Newkirk  
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LEAD Award Rank

Best Global / International Leadership Program

## Driving Growth

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



### What is the overall objective of your program?

LEAD was designed to reinvigorate management capability at Intel and drive growth for the company. While every employee at Intel has a personal responsibility to transform our culture, we rely on senior managers to lead, inspire, and set the stage for growth. LEAD was founded on Intel [Leadership Expectations](#) (Innovate and Grow the Business, Lead our People, and Execute with Velocity) along with key elements of neuroscience to help senior managers gain valuable, habit-forming skills that enable them to get results.

### Who do you impact with your program?

The LEAD portfolio included 5 programs ranging from a new manager program to a senior leader program (corporate vice president).

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

One of the lessons we learned was the importance of creating a common vocabulary and language to describe our ideal state. Additionally, we learned the importance of having everyday management scenarios included to help managers shift conversations and daily interactions toward sustained high performance and growth oriented outcomes.

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

LEAD included a robust set of measures including participant satisfaction, on the job applicability scores, and improvements in manager effectiveness survey scores. One of the most exciting outcomes and evidence of success was that earlier this year, our company added a sentence to our company values that was a concept from our LEAD program.

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

Next year we will be working on LEAD 2.0 and introducing resources that link to our other critical people processes such as performance management.

Would you like to comment?

# Is Your Team Disengaged?

*Think again, I thought that also*

 By Dudley Slater

**I** was certain my team was in the minority, a subset of those some 30% of American workers who are engaged in their work (according to a recent Gallup survey). That was until Jim stormed into my office, after just finishing a board meeting, red in the face, pounding my desk and demanding- “why do you always do that to Tom”?

“Hugh, do what” I replied, stunned that my COO was so enraged and glaring at me from across my desk.

“You always do that, cut him off in mid-sentence. If you keep this up we are going to lose Tom and we need him. He is vital to our success.” Jim went on, “When you interrupt him like that, he feels like his opinions don’t matter, like he is a second-class member of our team. Do you want to drive him out of here? Because that is exactly where your interruptions will drive Tom - out the door!”

I was in shock. At this time I was relatively new to being a CEO. However, I did not lack confidence. After all, we had just raised \$211 million in expansion capital, described by The Oregonian newspaper as the largest private financing in Oregon history. This capital raise landed several prominent, nationally recognized investors on my board. I was laser focused on retaining their confidence and, up to that point Tom’s behavior in these board meetings worried me.

Tom tended to answer questions from our investors with highly technical, long-winded, engineered answers. He was incredibly smart and had the confidence of the entire executive team. Yet, I often squirmed in my seat as I watched the eyes of my board members glaze over. “Come on Tom,” I thought to myself- “these are finance people, just explain that we have addressed their concern and why their capital is not at risk.”

As the CEO I set the board agenda and it was my job to manage the flow, insuring we covered the topics I felt were most important. I felt I could not afford one of Tom’s long, technical detours. Besides, I have a technical background and, after cutting Tom short, I provided our investors with perfectly acceptable answers.

So what’s the problem and why would someone so critical as Tom be looking to leave? We had a winning strategy, we were growing rapidly, we had just completed the largest private financing in Oregon history and we were the envy of our competitors. Who would walk away from that career opportunity?

Tom would, and he was one of our most critical officers.

Thanks to Jim’s figurative gut punch, I modified my leadership approach with Tom. I eventually realized that interrupting Tom fed my need to be the smartest guy in the room. Once I learned to shut up and encourage Tom, he grew into an effective leader and drove constructive dialogue throughout the company, and in these board meetings.

Together Tom, Jim, myself and our other team members built a highly successful company- Integra Telecom. We grew the business from start-up to national prominence, becoming one of the 10 largest fiber based telecom companies in the United States, creating over 2,000 jobs. I co-founded the company and served as its CEO

for 13 years.

Attributing Integra Telecom’s success to its employees, I became fascinated by the traits of leaders who defy the national trends, creating organizations that truly engage their workers. Sharing what I learned building my company and after meeting with other leaders of iconic national organizations, I developed the leadership approach I describe as Fusion Leadership, fusing together the combined energy of an engaged workforce.

This story of nearly losing a key executive (Tom) over my need to be the smartest person in the room describes one of many challenges the Fusion Leader navigates in the process of creating engaged employees. Every leader makes daily decisions about who should benefit from allocating company resources, thereby encountering the temptation to feed their own ego and reward themselves. For example, I was using board meetings to feed my ego and demonstrate that I was the smartest person in the room.

If you are a leader (or plan to become a leader) it is vital to examine what message your daily behaviors communicate in terms of how you prioritize the needs of your organization versus your own, ego-driven needs. Consider these common questions every leader encounters:

When you conduct a meeting, who becomes the smartest person in the room?

When you set pay levels, how much do you pay yourself compared to others on your team?

When your organization faces a crisis, who takes ownership?

Who’s job is it to step up for the customer?

These daily decisions present what I describe as the selfish versus collective ego dilemma. How leaders behave when navigating these daily decisions communicates volumes to their employees and organizations. Over time these behaviors lay the foundation for a company’s culture and ultimately determine whether employees become engaged or fall victim to the national norm of some 70% of American workers- who dread Monday morning. **LE**



As the co-founder and fifteen-year CEO of Integra Telecom, **Dudley Slater** grew the company from nine to over two thousand employees, transitioning it from a start-up to national prominence as one of the ten largest fiber-based telecommunications companies in the United States.

Visit [www.fusionleadership.org](http://www.fusionleadership.org)

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Would you like to comment?





Carmen Murrell Randall

11

LEAD Award Rank

Top Corporate Leader Award (Over 35)

## A Self-Motivated Leader

Our editorial team interviewed **Carmen Murrell Randall** from **G4S Secure Solutions (USA)** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is your strongest characteristic that has made you a great leader?

I believe my strongest characteristic is the fact that I'm Self-motivated! I have a strong desire to achieve above and beyond expectations. I feel that in order to lead someone else, you have to be motivated enough to lead yourself, no one else can do it for you. You have to have high standards, both personally and professionally. I'm not afraid to stand alone and be different.

### Tell us a story of something you have done as a leader that has impacted or inspired others.

My team is responsible for the management of G4Su – our online learning management system. Recently, I received an email from an employee thanking us for the quality and quantity of learning and development activities we provide for our frontline employees. Completing courses via G4Su gave him the courage to enroll in an online college program which he had been hesitate to do because he had been out of school for over 10 years. In fact, he was starting his bachelors program with college credit as he completed two G4S courses that have been recommended for college credit (3 per course) by the American Council on Education.

### What are the lessons you've learned this year from your leadership experiences?

This year has reinforced that you have to remain passionate about what you do, committed and willing to take on new opportunities. Hard work does not go unnoticed or unrecognized, you can lead from any role in the organization.

### One tip or word of wisdom you can share on what made you a great leader and can help others.

Ditch the idea of what you think success should look like, and ask yourself what it looks like for you and your team. How can you make a difference where you are right now? There's so much more to being successful than an impressive job title or big paycheck. Focus on the big picture, and treat everyone with Dignity and Respect.

### In your personal view what has been your greatest leadership accomplishment?

My greatest leadership accomplishment is just having the opportunity to be a leader. I'm fortunate that I work with a great team and it's very rewarding to watch them grow and develop daily. Their successes are my successes and my successes are their successes which is one of the reasons we're being recognized at LEAD 2017.

Would you like to comment?



**Name:** Carmen Murrell Randall  
**Title:** Vice-President, Training and Development  
**Company:** G4S Secure Solutions (USA) Inc.  
**Number of people you lead:** 4 Direct Reports, 60 Indirect Reports



Chad A. Hall



Name: Chad A. Hall  
 Title: General Manager  
 Company: Regional Steel Products, Inc  
 Number of people you lead: 40



LEAD Award Rank

Top Corporate Leader Award (Over 35)

## Leader with the Heart of a Teacher!

Our editorial team interviewed **Chad A. Hall** from **Regional Steel Products, Inc** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is your strongest characteristic that has made you a great leader?

Having the heart of a teacher. Sometimes this means focus-the ability to create a healthy, team-based work environment by setting clear objectives and how results will be measured.

Other times it means emotional stability-having patience to listen all the way through to people, being empathetic, and reacting rationally rather than emotionally.

It always means practicing effective communication-the most important thing is not what we say, but rather how people process/perceive what we are saying. Knowing the different ways people learn, grow, and communicate is the most important tool a leader can possess.

### Tell us a story of something you have done as a leader that has impacted or inspired others.

Our turnover is very low. We have employees who have worked at Regional Steel for over 30 years. This is a wonderful thing when it comes to having veteran leadership and established company heroes. It is heartbreaking when the employees we have loved for so many years, age, become ill, and pass away.

Beginning in 2013, we began having many medical emergencies, including Cancer, with several of our seasoned employees and recent retirees. There was a strong sense of helplessness and sadness as we watched our loved ones grow ill and sometimes succumb to Cancer.

In 2014, we decided to fight back by turning IRONMAN Texas into a company fundraiser for our employees. The IRONMAN is a 140.6 mile triathlon that includes a 2.4 swim, a 112 mile bike, and a 26.2 mile run. I would train for the IRONMAN and race in honor of our ailing employees. Every mile I completed, employees could donate anywhere from \$.10 - \$2.00 per mile that would benefit organizations that were researching cures. The program has been so successful we have continued it every year and this will be our fourth year! In three years we have raised nearly \$20,000 to support foundations such as the Breast Cancer Research Foundation, Leukemia & Lymphoma Society, American Cancer Society, Alzheimer's Foundation, William's Syndrome Foundation, American Stroke Association and the Melanoma Research Foundation.



IRONMAN Texas has become on one of the biggest rallying moments of the year for our company and has given rise to a very active wellness program. Whereas once impossible, we now routinely have employees and their spouses joining company races and completing their first-ever 5k's, 10k's and even half marathons!

**What are the lessons you've learned this year from your leadership experiences?**

I would say this year has been more of an affirmation of things I believe. Collaboration can be the greatest key to buy-in and goals must be SMART; specific, measurable, attainable, realistic, and time-based. Everyone wants to know how we are keeping score. Setting goals as a team and accomplishing those goals as a team is one of the best motivators any company can have.

**One tip or word of wisdom you can share on what made you a great leader and can help others.**

Listen. Listen with purpose.

**In your personal view what has been your greatest leadership accomplishment?**

Helping our teams to believe that they can accomplish things they previously thought to have been impossible! Creating mutually agreed upon goals that build small victories lead to larger victories which lead to the development of new champions in your company to help keep positive momentum building into the future. Turning a culture of 'not possible' into a culture of 'anything is possible!' and seeing the success of other people has been my deepest reward/accomplishment.

Would you like to comment?

# Leaders Need Flexible Body Language

*Use your warmer nonverbal signals to boost collaboration*

 By Carol Kinsey Goman

**B**efore the meeting began, Adam had assumed a “power pose,” standing with hands on hips and feet wide apart, for two full minutes, to get all the advertised benefits of doing so. And it worked. He could almost feel his stress level lowering and his self-confidence rising. By the time he strode into the conference room, took his place at the head of the table, and made strong eye contact with all the participants, Adam exuded authority, power and status.

Eve was at a different meeting. Naturally empathetic and likable, Eve smiled a lot, nodded to encourage others to continue speaking and tilted her head, in the universal sign of “giving someone your ear.” She waited politely before interjecting her own thoughts, and when she did, she spoke in a soft warm voice.

Adam’s leadership assignment was to facilitate a highly collaborative meeting in which all team members were expected to share insights and concerns about an upcoming project.

Eve’s meeting was her first strategy session with senior leaders, and an opportunity to enhance her “leadership presence” by being perceived as credible and competent.

Both Adam and Eve exhibited good leadership body language. Both made bad choices.

In the workplace, we continuously and unconsciously assess leaders for two distinct sets of nonverbal signals. The first is warmth/likeability/empathy and the second is authority/power/status. Obviously, the art of blending just the right amount of warmth and authority signals is the “secret sauce” of leadership effectiveness . . . most of the time. There are business situations, however, when emphasizing one set of signals over the other gives you an advantage.

Power and status are non-verbally displayed in height and space. The ability to project authority is a body language strength. But, like any strength, when overused or inappropriately used, that asset can become a liability. And it’s easy for status signals to slip into signs of arrogance. For example, a nonverbal signal of confidence is to hold your head up – but if you tilt your head back even slightly, the signal changes to an arrogant sign of “looking-down-your-nose.”

Body language signals of warm are assessed almost instantly, as people check to see if you are “friend or foe” - or in a corporate setting, whether or not you have their interests at heart - even before they care about your level of competence and confidence. If your status signals are too strong, you can come across as uncaring and insensitive.

When it comes to facilitating collaborative teams and building high trust work environments, high-status behaviours can undermine your efforts. After all, if you act like “the boss who has all the answers,” why would anyone else need - or dare - to contribute?

Adam would have been more effective if he had looked more inclusive and less ‘in charge.’ For example, he might have taken a seat in the middle of the table instead of the “power position” at the end. He could have remembered to smile more, to nod and to turn his entire body toward whomever spoke, silently indicating that he was giving others his full attention because their contributions mattered.

Eve faced an entirely different leadership situation, and the very cues that might have been so helpful to Adam were detrimental for her.

Warm body language including head tilts, nods and forward leans, definitely send signals of friendliness, interest and inclusion, but excessive or inappropriate warm signals can also be confusing and a credibility robber. Even a smile (which is the most positive display of warmth) can work against you if you smile too much when delivering a serious message or stating an objection. There are also cases where warm cues can make you look submissive – which is not the best image to project in a meeting where your goal is to impress executives with your confidence and expertise.

Eve’s head tilts worked well when she wanted to demonstrate interest in other members of the team, but when she stated her own opinions she would have been wiser to keep her head straight up in a more authoritative position. Her soft-spoken vocal responses also worked against her, lessening the impact of her comments. She need to speak up in a stronger voice if she wanted her remarks to reflect her genuine competence.

High-powered or confident body language is expansive. When you manifest powerful body language, you are seen as more influential. When you need to be seen as high-powered or confident, remember that power is displayed by height and space. If you stand you will look more powerful to those who are seated. If you move around, the additional space you take up adds to that impression. If you are sitting, you can still project power by sitting straight with both feet on the floor (which makes you look and feel “grounded”) and by spreading out your belongings on the conference table to claim more territory.

Body language not only affects the way others see you but also the way you see yourself. To make sure that your good body language doesn’t go bad, you need to understand what is at stake in any given situation, and adjust accordingly. If you want to be evaluated as authoritative, make sure that your body is reinforcing that message. On the other hand, if you want to encourage others to speak, use your warmer nonverbal signals to bolster collaboration. **LE**



**Carol Kinsey Goman**, Ph.D. is an international keynote speaker, leadership presence coach and the author of “The Silent Language of Leaders: How Body Language Can Help - or Hurt - How You Lead.”

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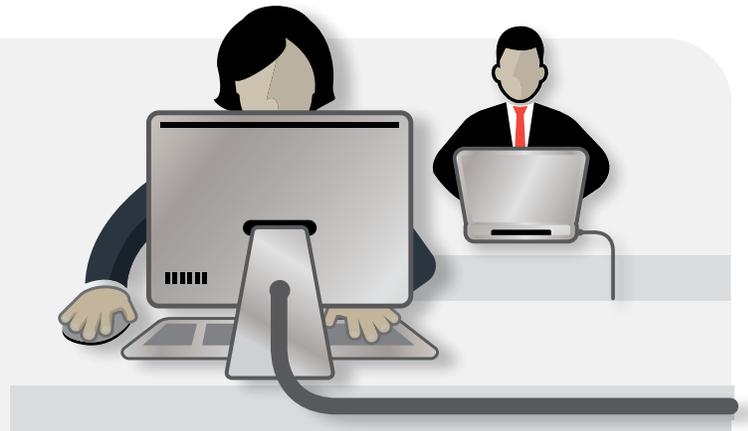
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Kevin Saunders



**Name:** Kevin Saunders  
**Title:** Senior Human Resources Officer  
**Company:** Arrowhead Regional Medical Center  
**Number of people you lead:** 24 direct reports, support approximately 200 leaders.



LEAD Award Rank

Top Corporate Leader Award (Over 35)

## Become a Trusted Advisor To Your Employees

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 your strongest characteristic that has made you a great leader?

Integrity. If you don't have integrity, your employees and leaders will not want to follow you. I have heard some leaders say "Do as I say, not as I do". This is the wrong example to set. I want them to "Do as I do" by setting a positive example for them to follow. How can you ask someone to be on time, if you are not on time? How can you expect someone not to leave early, if you leave early? How can you expect someone to have good time management skills, if you do not have good time management skills? I also believe that integrity leads to gaining the respect of your employees and leaders. When they see you doing the right thing, they will respect you for it. Leading with integrity also leads to transparency and you will have open and honest transactions between your employees and leaders. This leads to an atmosphere of open communication between your employees and leaders, which ultimately leads to trust. When your employees and leaders trust you, they will be more apt to listen to, trust, and follow the advice you give them.

### Tell us a story of something you have done as a leader that has impacted or inspired others

In my efforts to be a positive example, I have demonstrated to leaders how to maintain their composure and to use Emotional Intelligence during conversations with employees. During one such interaction, the employee was getting very upset, raising their voice, and accusing myself and the manager of being biased against them. I maintained my calm demeanor and continued to redirect the conversation to the policy they had violated, ensured the employee that it was due to this policy violation that we were having this discussion, and that it was nothing personal against them. After a while the employee relented and accepted the fact that it had nothing to do with them personally but was due to the policy they violated. After the employee left, the manager stated that he was amazed at how well it turned out in the end and was surprised I never lost my composure. I explained to him that we need to use Emotional Intelligence and verbal de-escalation techniques during such conversations. He stated that he would remember this example in the future when interacting with



employees. This also led to other managers learning to use such skills, improving employee relations within the organization.

#### **What are the lessons you've learned this year from your leadership experiences?**

You need to understand that not everyone has the leadership skills necessary to be a leader, but that does not mean they can't gain the knowledge and skills needed. You need to have a lot of patience when working with leaders who have never had leadership experience before. Many leaders are often excellent clinicians or technicians and so are promoted into a leadership role. However, they often don't have any leadership skills or training. We are setting them up to fail if we don't give them proper leadership training in order to develop and enhance their leadership skills. If you encourage them, treat them with dignity and respect, and set a positive example, they will be eager to learn and develop the proper leadership skills. When developing your leaders, you also need to make sure that they understand they need to have patience with the employees they are leading. If someone can't perform expected tasks as well as they are able to, they have to avoid being frustrated with them and guide and mentor them until they are able to perform the tasks at an acceptable level.

#### **One tip or word of wisdom you can share on what made you a great leader and can help others.**

One tip that I would like to share is that to be a great leader, you need to become a Trusted Advisor to your employees and the leaders you support. When you reach Trusted Advisor status they will be more open and honest in their communication and interactions with you. They will be more willing to come to you when they have questions or problems to deal with and will be more inclined to listen to and follow the advice you give them. Being a Trusted Advisor doesn't

always mean that your employees or leaders will be happy with the advice you give them, but if you explain to them why it is necessary, they will trust that you are leading them in the right direction. They also need to see that you genuinely care about their problem and finding an appropriate solution. This will go a long way toward them being comfortable with coming to you with questions and issues in the future and to becoming a Trusted Advisor.

#### **In your personal view what has been your greatest leadership accomplishment?**

I feel that my greatest leadership accomplishment has been seeing the positive results of my Leadership Development efforts in the employees, leaders, and organizations that I lead. Many of the employees I have lead and mentored in the past have gone on to become excellent and successful managers and directors themselves. Many of the leaders I have worked to develop have gone on to become successful and excellent directors and executives in their fields. My Leadership Development efforts within organizations has led to increased efficiency, decreased turnover, increased retention, higher employee engagement, higher customer and patient satisfaction and decreased employee relations issues. When your employees get along with each other and are happy at their organization, they take better care of the customers and patients. Having happy customers and patients will ultimately lead to increased success for the organization and higher profits over time.

Would you like to comment?



Dr. Susan Johnson



Name: Dr. Susan Johnson  
 Title: Manager  
 Company: Texas Comptroller of Public Accounts  
 Number of people you lead: 9



LEAD Award Rank

Top Corporate Leader Award (Over 35)

## I Believe in Collaborative Leadership

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



### What is your strongest characteristic that has made you a great leader?

My strongest characteristic is collaboration. As the Organizational Development Manager for the Office of the Comptroller, I know that allowing employees to obtain knowledge and impart that knowledge to others is a benefit to all. I believe in relationship building, team building, delegating and resolving conflict, which all lead to building synergistic relations, community and Organizational Development.

### Tell us a story of something you have done as a leader that has impacted or inspired others.

I have designed and implemented a Leadership Academy at two state agencies. They have successfully been adopted and had numerous graduating cohorts over the past several years.

### What are the lessons you've learned this year from your leadership experiences?

The most important thing I learned this year was the value of having the support and commitment of the executive management team. Their involvement in the Action Learning Projects I facilitate further allowed project recommendations to be implemented agency wide.

### One tip or word of wisdom you can share on what made you a great leader and can help others.

It is important to be a lifelong learner. Every day I try to learn something new, share a resource and to keep abreast of current trends.

### In your personal view what has been your greatest leadership accomplishment?

I see my greatest leadership accomplishment as watching employees/students that I have supervised or mentored move into leadership roles.

Would you like to comment?

# Crises Don't Create Company Culture

*They reveal it!*

 By Linda Sharkey

**H**ead about any epic customer service disasters lately? The most recent one had more views than the new Star Wars trailer and *united* us all in condemnation of an airline.

## Uber Fail

UBER, the ride-share startup was a darling of the industry—and a major disrupter. In existence for about three years, UBER has recently displayed symptoms of dysfunction that many companies take decades to master. Customer loyalty and market share have suffered, while some top executives have left. Now it's alleged that the company directed drivers away from areas where government regulators might catch UBER operating outside of legal boundaries. Then there's the new algorithm that feeds drivers new opportunities while they're still transporting current riders, which some say adds too much pressure.

The axiom, “there is no bad press” is proving wrong. And the word “ruthless” comes to mind.

## Turbulent Culture

Look at United Airlines. Just one more time, okay? The value of many years, and billions of dollars, of brand-building campaigns were vaporized in twenty-four hours. Consumer video clips were played nonstop on every news outlet. The story was written: company puts profit before customer.

The carefully calculated un-apology by United's CEO only added to the amazement of the public. I wondered how employees felt about working there. Was this event a shock to them? Or was this simply a more public showing of what they experience every day? How can we find the person responsible for the debacle? Yes, after decades as a consultant for companies around the globe, I always point to leadership in situations like this. The examples of UBER and United are no exception. But there's another, even larger force at work, in the best and worst organizations. After all, the CEO didn't order the security team to drag the man off the plane at all costs. Culture did.

Unhealthy company culture creates environments where it seems plausible to treat customers, employees, and communities with disrespect.

## What is Culture?

Culture is the application of *unspoken rules that guide people every day*. It's the set of values and beliefs that dictate how people relate to each other—not the policy manuals or the organizational charts which depict how things are supposed to get done. Look at Wells Fargo, which fired their CEO along with 5300 employees in a scandal involving fake accounts. You can fire a CEO. You can even fire thousands of employees. But you can't just fire a toxic culture. So how do we build a healthy culture?

## The Values and Culture Connection

Culture is rooted in values. Not the ones on the posters in the hallways, but in the values that really shape the everyday practices of the organization. On my own United flight in 2015, I had challenges getting access to WiFi and asked the attendant for help. He said he

didn't know how to get access to WiFi because “they weren't allowed to use it.” What was particularly poignant about his comment was the CEO of the company had just been on the video monitor talking about how much the company valued its great team of people. That CEO was Jeff Smisek, who resigned amid a federal investigation in 2016.

Clearly this attendant missed that value in his day-to-day experience.

United Airlines' recent customer service disasters, including allegations on April 17th that they kicked off a newlywed couple en route to their honeymoon, didn't begin under the current CEO's watch. It takes time to turn a jumbo jet around.

## You Can Drive and Fly but You Can't Hide

All the clever re-apologizing won't keep thousands of people from cutting up their United credit cards and using to Lyft instead of UBER. Ironically, the short term quest for profits will hurt their bottom line, degrade their brand, and embolden their creditors. Yes - leaders shape culture. And I view them as responsible. But the fact is, everyone can be a leader, and everyone can shape culture.

Culture is key to innovation and speed. Culture is everything.

## For Your Company:

- Look for signs of an unhealthy culture like negative engagement surveys and recurring customer complaints.
- Discuss how you and your teams have lived your values in the past six months and how you plan to live them in the next six months.
- Cultural problems often masquerade as “tech issues” or “people problems.” Quality problems are always the result of unhealthy culture.

## For Your Leadership:

- Decide which personal values overlap company values and model them with your peers.
- Give colleagues permission to call you out when they see actions that don't reflect company values. **LE**



**Linda Sharkey**, PhD is a trusted transformational expert, global leadership development coach, and author of [The Future-Proof Workplace](#) (Wiley). Linda has deep experience working with Fortune 50 companies, and held senior human resource executive positions at Hewlett-Packard and GE Capital.  
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Girish Ganesan



Name: Girish Ganesan  
 Title: VP, Enterprise Human Resources  
 Company: TD Bank  
 Number of people you lead: 120+

2

LEAD Award Rank

Top Corporate Leader Award (Over 35)

## Leadership is a Journey

Our editorial team interviewed **Girish Ganesan** from **TD Bank** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is your strongest characteristic that has made you a great leader?

Entrepreneurial attitude has been my strongest characteristic. An attitude that is centered on continuous renewal and reinvention of yourself as a leader, and your business to sustain success and reach for significance.

When you operate on cruise control and have never been forced to shift your thinking and renew the ways in which you operate – it makes it very difficult to start reinventing in a moment's notice. An entrepreneurial attitude allows you to lead, grow and innovate. Great leadership to me requires you to have circular vision to see what lies around, beneath and beyond what you seek, and this could be a business opportunity or potential in people.

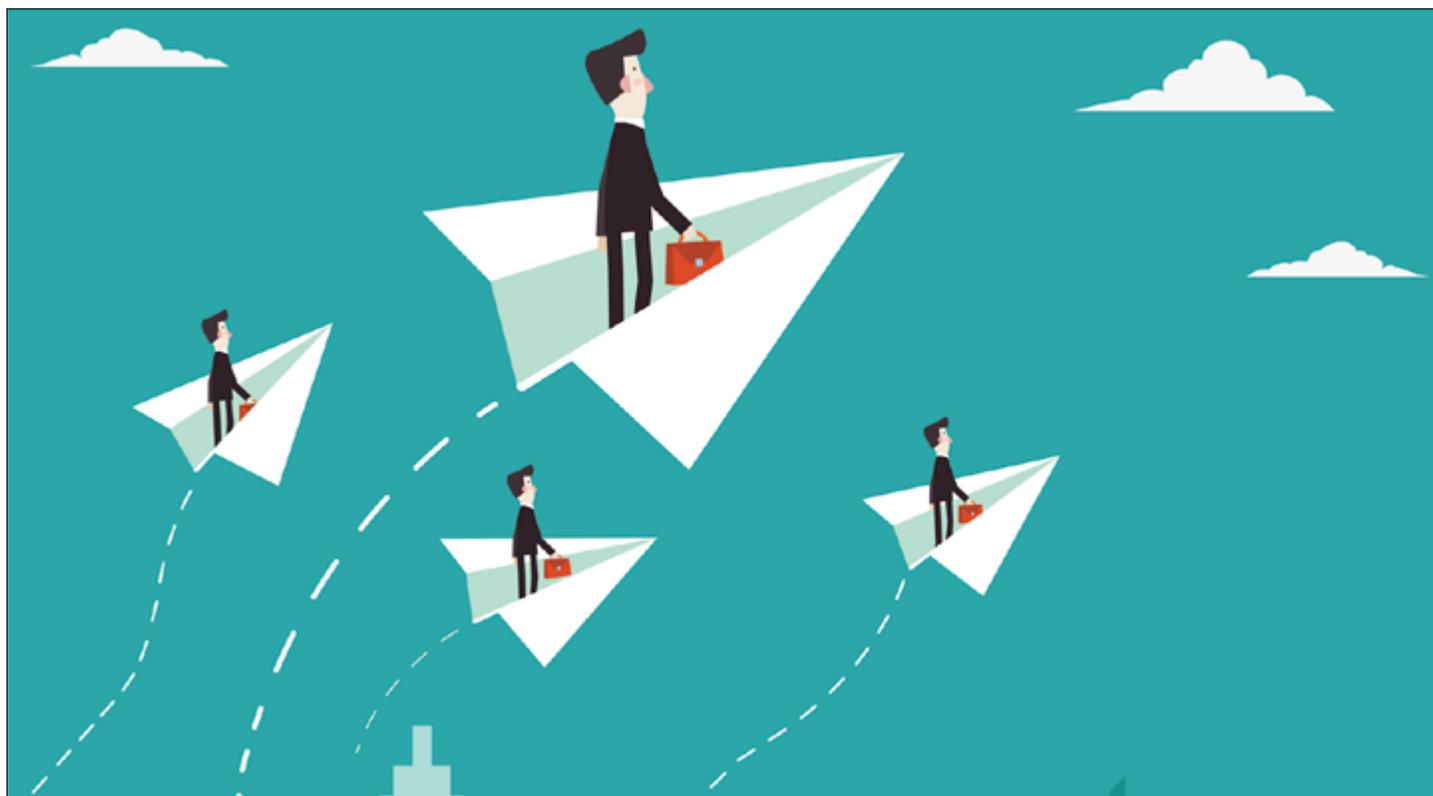
### Tell us a story of something you have done as a leader that has impacted or inspired others.

Ultimately, it is a relationship based on trust that inspires employees to perform. When you trust someone, you believe in them. People are inspired when they know that their leaders believe in their capabilities to deliver. As a leader I took a risk on one of my team members by putting them in a role they were partially qualified for. This is because I knew this move would strengthen their experience and they had the potential and capability to pull it off. This level of trust inspired them to perform not only for the sake of seizing the unique opportunity that was given to them – but equally to prove that it was the right decision.

Inspiring employees to optimally perform requires a leader who can see beyond the obvious in people. Inspiration comes not from something that you turn on and off, but rather from constant behavior – triggered through multiple ways – that makes your employees feel that they matter and that you genuinely care.

### What are the lessons you've learned this year from your leadership experiences?

I have two lessons that I have learned this year that will stay with me. Leaders are faced with adversity almost every day. How you confront it and lead through it are defining moments in your career. Adversity management primarily reveals you. What others might see as a big problem – you might see as a situation that is easily manage-



able. For example, when you encounter an adverse circumstance, up close it can appear insurmountable. However, when you step back and view it with wide-angle vision, you will begin to see the adverse circumstance with greater clarity and understanding. When you see adversity through a lens of opportunity, it gives you a leg-up and a powerful competitive advantage.

Succeeding as a leader does not mean you have to give up being who you are in the process. Staying true to yourself and being the same person will help you become a strong leader. After all, that's what got you there.

#### **One tip or word of wisdom you can share on what made you a great leader and can help others**

Embrace diversity of thought! I believe a true leader surrounds him or her with individuals with diverse background and experiences. Innovation requires different mindsets and unique individuals to help create the future. A good place to start is, of course, to have a well-rounded team.

Great [leaders have always been defined by certain skill sets](#). The current era demands something more. The new leader must be team oriented, empathetic, and intuitive. He/she must be able to harness the essence of diverse thinking, and share it with employees to develop and capture ideas and solutions that will move their business forward in new directions.

#### **In your personal view what has been your greatest leadership accomplishment?**

Leadership is a journey and you can never go at it alone. The significance of your leadership tenure is defined by your complete body of work including the people you work with. My greatest accomplishment is that throughout my leadership journey there has been one constant and that is that I have focused on enabling the full potential in others. I've been fortunate to work with some very talented individuals and taking interest in their ability to stretch themselves to prepare them for the next phase in their career has not only been gratifying but also a true test of my ability to coach and develop people.

No matter how much potential an employee has, it can remain dormant if not managed rightly and properly nourished with the right ingredients. A great leader will never allow an employee's potential to go unnoticed or to lose its momentum. Realizing potential to its fullest often requires breaking through barriers and creating new paradigms.

After all, success as a leader is a by-product of the leaders and mentors we associate with throughout our careers, isn't it?

Would you like to comment?



Ralph Romero



Name: Ralph Romero  
 Title: Director, Talent Management  
 Company: U.S. Xpress, Inc.  
 Number of people you lead: 22

**1** LEAD Award Rank  
 Top Future Leader (35 & Under)

**1** LEAD Award Rank  
 Innovation in Deployment of Leadership Programs (Xpress Elite)

**22** LEAD Award Rank  
 Innovation in Deployment of Leadership Programs (Leadership Xcellence)

## A Systematic Approach to Leadership

Our editorial team interviewed **Ralph Romero** from **U.S. Xpress, Inc.** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is your strongest characteristic that has made you a great leader?

I believe one of my strongest characteristics that has afforded me opportunity to be a great leader is the systematic approach I take with critical workplace issues. The ability to sort through the clutter and find the best route. I believe this perspective was further polished with my masters in Industrial/Organizational Psychology. The scientific approach I/O takes has helped me see patterns where others may see complexity. I believe the scientific approach coupled with strong communication skills is what has allowed me to lead my team and execute on our talent strategy.

### Tell us a story of something you have done as a leader that has impacted or inspired others

Being an advocate of lifelong learning has to be more than just words. The team has to buy-in and represent this mindset in order for these principles to be part of the organization's culture. I make every effort to support lifelong learning by coaching, supporting others development plans, helping others find the right job fit, closing skill gaps, sourcing high caliber continuing education opportunities as well as teaching at a local University. This is only a part of our overall Talent Philosophy which clearly articulates our principles on how we manage, invest in and develop our talent. The Human Resource career field is rewarding when you can observe people being successful because the organization has embraced these principles.





**What are the lessons you've learned this year from your leadership experiences?**

All professions have their own unique “language” and Human Resources is no different. While research, data, plans, project management, and people with the right skills are all important, nothing can derail an initiative faster than a breakdown in communication. Approach each opportunity with the primary goal of making the message as clear and concise as possible which will elicit your audience to take the necessary action. Using technical terms unique to your profession may feel good; however, when we make something more complicated than necessary the chances of success become nominal. In short, balance the value to complexity ratio.

**One tip or word of wisdom you can share on what made you a great leader and can help others.**

Embrace crucial conversations as they are critical to growth and to maintain alignment. Get comfortable with receiving feedback, both positive and constructive. Not every idea is going to get approved, no matter how well-researched or well-intended. Continue to push well-developed and researched ideas with tact and respect. Listen. Research. Execute. Evaluate.

**In your personal view what has been your greatest leadership accomplishment?**

While I could name off various programs, projects or initiatives the fundamental fact is that none of them could have been accomplished without the right talent. With that being said, my greatest leadership accomplishment is selecting my current team of Talent Management professionals. I truly believe that having the right people in the right job is critical to any leader's success. Each of our talent management professionals has their own unique strengths that help us meet departmental goals which directly impact the organizations strategy. To be clear, I am in no way trying to take credit for any of their unique abilities, more so, drawing attention to how important it is to select the right people for the right roles.

Would you like to comment?

# Nine Reasons Leaders Aren't Leading

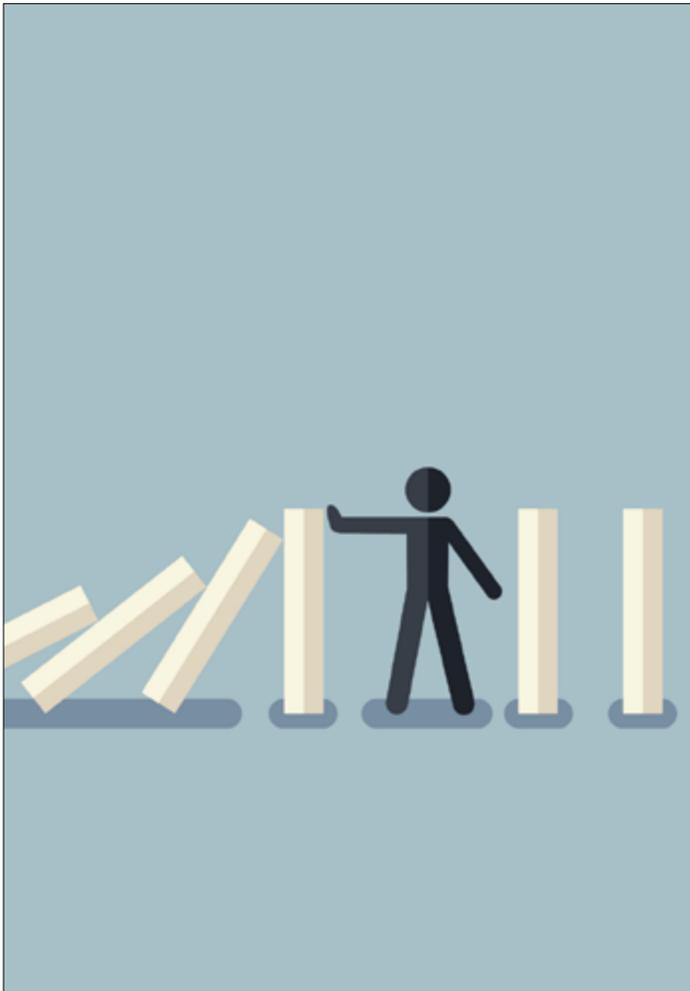
*How many of these reasons apply to you or your leaders?*

 By Jim Clemmer

**W**hat percent of time do you or your leaders spend among these three areas:

1. Solving technical problems or applying your technical expertise?
2. Using data and analytical skills, sending/receiving e-mails, planning, directing, and decision making?
3. Talking individually or collectively with people inside and outside your organization, coaching, developing, and inspiring action?

Have you lost your balance? If you're like the hundreds of groups whose leaders have gone through this self or team assessment in our workshops or retreats, you feel you need to spend much more time leading and less time managing and using your technical expertise. Study after study shows that leadership skills account for 60 – 75% of the difference between leaders with the best and worst results. This includes levels of engagement, quality, safety, productivity, innovation, and customer service.



When groups discuss why they're not spending as much time leading as each leader there feels he or she needs to be, these reasons often emerge this look in the mirror:

1. **“Soft Skills” are Hard** – technical and management skills are easier to define, measure, and apply.

2. **Comfort Zone** – most leaders were promoted for his or her technical and management skills. Many aren't given a cross-training map on how to leverage his or her leadership strengths.

3. **The E-mail Beast** – screen sucking drains time from leadership activities. E-mail is a terrible way to persuade, coach, have a meaningful conversation, deal with conflict, or inspire performance.

4. **Meeting Mess** – many meetings start late, run overtime, lack structure, get off track, don't focus on top priorities, fail to document decisions and action plans, allow screen distractions, fall into group think, drive conflict underground, and overlook bad behavior.

5. **Upward Delegation** – many managers accept the monkey off the back of their direct reports and put it on their own by solving problems for them.

6. **Micromanagement** – frequent monitoring and follow ups can feel like “snoopervision,” feeds The E-mail Beast, and transfers the monkey to the manager's back.

7. **No Time for Coaching** – managers who fail to invest in their coaching skill development and invest time in developing others are often overworked and overwhelmed with daily firefighting.

8. **Priority Overload** – new projects and initiatives are piled on top of overflowing workloads. Little time is spent pruning and prioritizing conflicting activities.

9. **Trivial Many vs. Vital Few** – when daily operations crowd out strategic time to reflect and refocus, minor and urgent issues overpower the major and important ones.

How many of these reasons apply to you or your leaders? What's needed is a time shift from technical and management to leadership. **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. Visit [www.clemmergroup.com](http://www.clemmergroup.com)  
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Anya Douglas



Organization: Dell Inc.  
 Program: Dell Global Marketing Rotation Program  
 Program Director: Anya Douglas  
 Email: [Anya\\_douglas@Dell.com](mailto:Anya_douglas@Dell.com)  
 Call: 512-723-9517  
 Visit: [www.dell.com](http://www.dell.com)



LEAD Award Rank

Best Global / International Leadership Program

## Developing the Future Leaders of Dell

Our editorial team interviewed **Anya Douglas** from **Dell Inc.** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is the overall objective of your program?

The Global Marketing Rotation Program is designed to develop Dell's future leaders. The experience provides the selected individuals an incredible opportunity to develop their careers at an accelerated rate. 8-12 candidates are selected globally each year, and participate in strategic level assignments, leadership training and gain executive exposure as well as the credibility of being a part of a recognized top talent program. And of course, Dell also benefits from the participants adding external perspectives to the teams they are joining.

### Who do you impact with your program?

The program focuses on a global marketing population within Dell. Specifically, it identifies mid-level team members who have demonstrated significant growth potential and a desire to develop themselves into the next generation of marketing leaders. As a pre-screen, eligible candidates must first get the support of their leaders before being able to move to the application and subsequent stages. This ensures a very high caliber pool at the beginning of the application period who will enter into the highly competitive vetting process.

The application phases consist of several steps including an in-depth application, a video interview and a panel interview with a marketing executive, HR executive, current rotation program member and a member of the steering committee.

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

It's essential to have the program, which supports top talent across various countries, be flexible and have the ability to adapt to different styles, cultures, and career journeys. Listening to team members' needs and being able to align with their goals is critical for their accelerated development and potential impact they will have on the company. However, this will not be successful without the alignment to great rotation managers/leaders. Leaders, who trust the program and the capabilities of the talent, are the ones who will see the greatest benefit. It allows the team member to make incredible advances for themselves as well as the company.



Also being able to influence executive stakeholders is a must for a successful program. Executives must see the value/benefits in order to view this talent pool as their key talent to lead their most critical projects/roles. We need to ensure this group of talented members are in front of executives on a regular cadence.

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

We look at performance reviews, awards received, strategic impact, revenue, promotions, Think Tank executive level projects and various certifications.

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

We will continue to strengthen the engagement and visibility to our executive team. We would also like to partner with other Fortune 50 company's top talent programs to have members experience projects outside the company.

Would you like to comment?

# 4 Conscious Culture Stages

Learn what causes culture misalignment

By Russ Elliot

While recently having blood drawn for a medical screen, the attendant asked what I did for work. I shared with her that I was a company culture consultant, the founder of the [Conscious Culture Group](#). She didn't understand what company culture was and asked about it. We discussed her work, her work environment, her manager and the leaders in her organization. After talking about other culture related topics, her response was, "Oh, I understand what culture is. They want it to be the things on the back of this card [company values] but the truth is that this card is useless. We don't follow any these values. We really have no culture."

Unfortunately, I hear that a lot. There is a large misalignment between what the leaders say they want and what employees actually experience. Most companies are operating in an "unconscious unintentional" culture stage.

Wells Fargo is an example. They created values that included "doing what's right for customers." yet they veered off in the wrong direction with "widespread illegal" sales practices that included opening as many as two million accounts without customer permission. This led to a \$185 million fine and many lost clients.

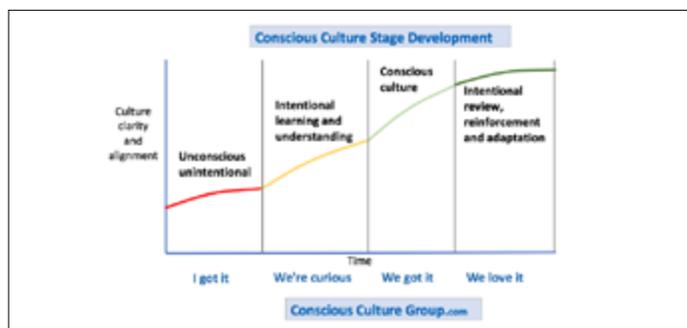
Why? The misaligned HR system of compensation drove the culture. "I had to meet sales goals every day or I could get written up," according to one employee. Another employee stated, "The quotas were simply a way to keep my job, not to earn any substantial bonus or commission."

These are examples of significant misalignment wherein the employee experience, which is what really matters, runs counter to the intentions of the leaders.

## Four Stages of a Conscious Culture

As the Founder and Chief Consultant of the [Conscious Culture Group](#), I am asked how organizations move forward toward a conscious intentional culture. There are four stages:

1. Unconscious unintentional culture
2. Intentional learning and understanding
3. Conscious culture
4. Intentional review, reinforcement and adaptation



[Click here for a high resolution image](#)

Let's examine each stage and indicators for each stage.

## 1. Unconscious Unintentional Culture

The example of the medical attendant is a great example of an unconscious unintentional culture. The leaders believe that they have done what it takes to build a culture, but the results, based on employee experience, show that there is not a connection between what the leaders declared the culture to be and what the culture actually is. Many organizations are focused on making their operation more efficient/effective without delving into culture.

Every organization, whether a start up with three employees or a fifty-year-old company that has not moved with the times, has a culture. Often when organizations are small, the culture is defined by the founder's personality and values. Founders often hire staff like themselves and then the culture is built with stated and unstated norms, practices and behaviors.

This stage is best defined as "I got it" because it reflects each employee's own journey and interpretation of the culture. Employee experiences vary from manager to manager and location to location. Managers manage to their own styles rather than managing to the company culture.

At this stage, you will find:

- Leadership's lack of clarity for a unique culture.
- Vision and mission are nonexistent or, if they are written, not unique.
- Unstated values and/or values that are not consistent with the employee experience.
- Little or no surveying of employees.
- New hire orientations are only about completing paperwork.
- Manager training on the basics of managing are not tied to the unique culture.
- Little attention to the impact HR systems have on the culture.
- Hiring those people managers know personally rather than for culture fit.
- Little or no employment branding exists on the company website.
- Little, if any, exit interview process; people just leave.
- Little or no cultural training for employees.

## 2. Intentional Learning and Understanding

This stage often begins the journey to understanding that culture matters and there has not been focused effort. Management often begins to understand that culture can account for up to half of the difference in operating profit between two organizations in the same business. It is the "We're curious" stage since the culture moves from an individual sense to a broader organizational purposefulness using diagnostics. Many times this step involves external culture consultants to help the organization grow in its understanding of the impact this effort will require and the resources necessary for success.

With the knowledge that culture matters, leaders begin to understand the elements that make up culture and begin using the [Conscious Culture model](#) as a reference. They understand that building an intentional culture takes time since it is more like steering a big ship





rather than turning a speed boat. A thoughtful plan is created that determines the existing behaviors and the required behaviors. It is often determined that the best way to begin is with a culture survey assessment or with leadership insights and cohesion. Leadership must be supportive of any assessments, ready to move forward using the knowledge from these assessments; and employees must be fully knowledgeable about how the process works and be willing to be part of the effort. Employee trust can begin to be built here.

At this stage, you will find:

- Initial benchmarks through surveys are launched which help leadership understand employee experience.
- Leaders look internally at their unintentional impact on others and want to improve their impact through 360-degree feedback and executive coaching.
- Leaders hold leadership team offsite meetings to establish their unique vision and mission.
- Communication of findings are shared using multiple forums: email, memos, face to face, department meetings, all hands meetings, etc.
- Values and behaviors are brainstormed with the help of employees.
- New hire orientations are enhanced ensuring enculturation into the organization's intentional culture.
- Assessments are initiated that determine the skills needed for managers to be successful in their unique culture.
- HR systems are reviewed to better understand those that are supportive of the culture and those that encourage behavior different from the intended culture.
- Organizations choose to use culture fit as a key factor for hiring selection.

- Relevant training on culture fit is researched.
- Employment branding that shares the internal culture with the outside world is researched.
- Exit interviews are started to understand why employees leave.

### 3. Conscious Culture

This stage occurs when there is alignment of leader intentions to the employee experience. One way of determining if there is alignment is to inquire and listen to new hires. In a conscious culture, new hires will tell you that they understood the culture before they joined the company and that the culture is actually exactly what they were told it would be. New hires continually seek to understand ways of behaving in a company and therefore can tell you if there are disconnects.

Stage two is about learning and understanding gaps while stage three provides fruit from all the effort. Employees feel the desire to be successful and self-motivation creates results. Employees are aligned to the vision, know the values and expected behaviors, and are engaged. Employee referrals are restricted to those who fit the culture. Managers are recognizing employees with a tie into the values and culture. The entire company has the sense that “We got it” and the ship is well on its way to turning in the right direction. Everyone is feeling it.

At this stage, you will find:

- The vision is attracting candidates who want to be part of the organization since the higher purpose is about something bigger than themselves.
- The mission clearly expresses to employees and clients how the organization will move toward the vision.
- The values are well defined and tied to behaviors; employees are coached and evaluated upon the values they exhibit each day.
- The conscious culture survey is trusted by all employees with very high participation rates and there are only narrow gaps between



the leadership’s desires and the employee experience.

- The culture leadership team is formed to understand the “truth” of the employee experience.
- Communication is key - employees at all levels must have full understanding of where the organization is headed, why it is headed there, what will be required, and related time tables. Consistent communication of findings and plans are shared using multiple forums: email, memos, face to face, department meetings, all hands meetings, etc.
- Leaders are welcoming 360 assessment and executive coaching so they can become better leaders. Leaders may share issues they are working on and solicit feedback on ways they can improve upon their behaviors and methods.
- Significant on-boarding (e.g., two weeks) allows the new hire to fully understand the culture and the organization.
- Managers are trained on the behaviors expected and are given regular feedback on their performance with regard to these expectations. Training can be initiated with executive leadership participating as facilitators and coaches, and by finding necessary ways to support this effort throughout the organization.
- There is a long-term leadership development program that teaches top level leaders the leadership competencies required to be a successful leader in the unique culture.

- All HR systems are aligned to the culture and when a new policy is needed, culture is part of the conversation.
- For hiring, culture fit is at least 50% of the selection criteria for hire selections and managers are well trained to screen for both culture and technical fit. The first factor in any hiring is “do they fit into who we are, will they add value to our culture, can they function here?”
- The employment brand on the company’s website shares the amazing employee experience, including videos of employees and an explanation of the company culture.

**4. Intentional Review, Reinforcement and Adaption**

This becomes the easiest stage and most fun of the four stages because the work environment is engaging and purposeful with employees who want to be part of the company. Good friendships are developed at work. Friends and families become proud of the employee because they have found a job that is a great place to work. This is why it is called the “We love it.” stage.

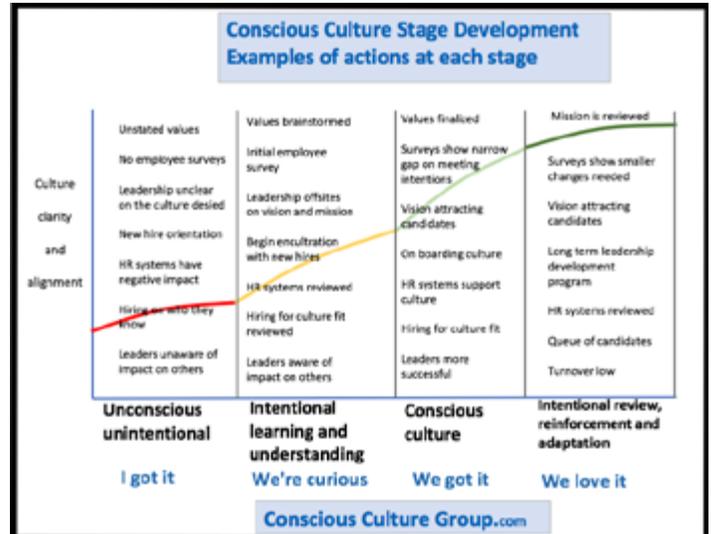
Stage four is the continuous improvement phase and may also be the stage for adapting to a new CEO, industry environment, technology breakthrough or other unplanned change. Creating a culture of innovation is easier at this stage since trust is high and purpose is known.

At this stage, you will find:

- The mission being revised as the company, industry and technology changes.
- Culture surveys become a regular part of the fabric with positive results coming from each survey; opportunities for improvement are reviewed and plans put in place to move forward in the process.
- The culture leadership team (with a key role of communication) is a coveted committee with a waiting list to belong.
- HR systems are regularly reviewed and revised.
- There is a queue of candidates for each job opening.
- Turnover is low and those not meeting expectations are initially coached for success or coached out the door.
- There is great interest in being part of the long-term leadership

development program

- Newer managers are trained by “expert internal managers” on the skills needed to be an effective manager in the company culture.
- Exit interviews become something employees want when they exit since they know the intention is to use that information to improve culture.
- Culture is considered when acquiring other companies.
- Turnover is low after acquisition since the enculturation of the new company’s employees has been effectively implemented early on.



[Click here for a high resolution image](#)

Creating a conscious culture is neither easy nor fast. It takes time and a plan to begin building. Every organization starts somewhere, and at the [Conscious Culture Group](#), we love to work with leaders on creating the map that outperforms competitors by helping to develop their own unique and intentional culture. **LE**



**Russ Elliot** is the founder and chief consultant of the Conscious Culture Group (CCG), a consulting and executive coaching company committed to linking culture to business performance by creating widespread ownership for shaping the culture and the business.  
 Visit [www.consciousculturegroup.com](http://www.consciousculturegroup.com)  
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Wagner Denuzzo



Organization: IBM  
 Program: IBM Manager Champion Group  
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2

LEAD Award Rank

Best Global / International Leadership Program

## Improving the Role of People Managers

Our editorial team interviewed **Wagner Denuzzo, Vice President, Leadership and Management Development, IBM Leadership Academy at the LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is the overall objective of your program?

The Manager Champion Group (MCG) was created to recognize and elevate the role of the People Manager. The program is designed to enrich the company's 36,000+ manager population through the development of 'on the ground' front-line change-agents across the globe.

The Manager Champion Group provides value through the Manager Champions' behaviors and actions:

- Serving as the voice of company managers
- Influencing enterprise-wide decisions that impact managers
- Sharing their expertise to build the next generation of leaders
- Benefiting from visibility and a broader network of global peers committed to mobilizing for action

### Who do you impact with your program?

The target audience impacted by the MCG is the whole of IBM. The 52 top performing IBM managers from around the world role model, advocate on behalf of and teach the 36,000+ managers in the company and more than 350,000 IBMers overall.

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

One of the lessons we have learned is related to the initial stage of the MCG application process: bring forward the collection of nominations earlier for the MCG Program to accommodate a longer review period from the program team and sponsors, once applications are submitted by the nominated managers. Because of the high ROI and success of MCG initiatives to date, the program team is working with the 200+ MCG Alumni and business unit leadership teams to create business unit/country specific Manager Champion Groups.

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

The Manager Champion group has seen improvements in the way that managers have an impact on the business. Across the four years of operation, our champions have



facilitated six leadership live sessions, impacting over 3500 managers. The Manager Champion Group held two transformational leadership forums, which was a direct result of one of our team projects that impacted over 150 managers. Additionally, we have held over 50 management development workshops that helped 1,000 managers improve the way they work with their teams.

In addition to acting as change agents, our teams have worked to improve processes and capabilities of their teams. We've refined and driven a new way of assessing our people, and led over 30 sessions on the new way of working and upskilling, informing over 29,000 managers in peer-led sessions on the changes.

But for us, the key measure of success has been the surge in attendance by our managers to their Manager Development courses. Seeing a +50% improvement in attendance has been a real confirmation that The Manager Champion Group has been seen by our managers as a real and measurable change in the way we value their input: they are not only being listened to, but hold a key advisory role in our business decision making process.

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

Continue to evolve the program experience, and align it further to industry-leading trends and practices; better enable our Manager Champions to be thought leaders both inside and outside IBM. We anticipate evolving the selection process again by asking employees to nominate managers, so we can bring the employee perspective into the program. Our hope is that we will not only get great applicants but also involve the 'employee' in the program so they feel more connected alongside their people manager.

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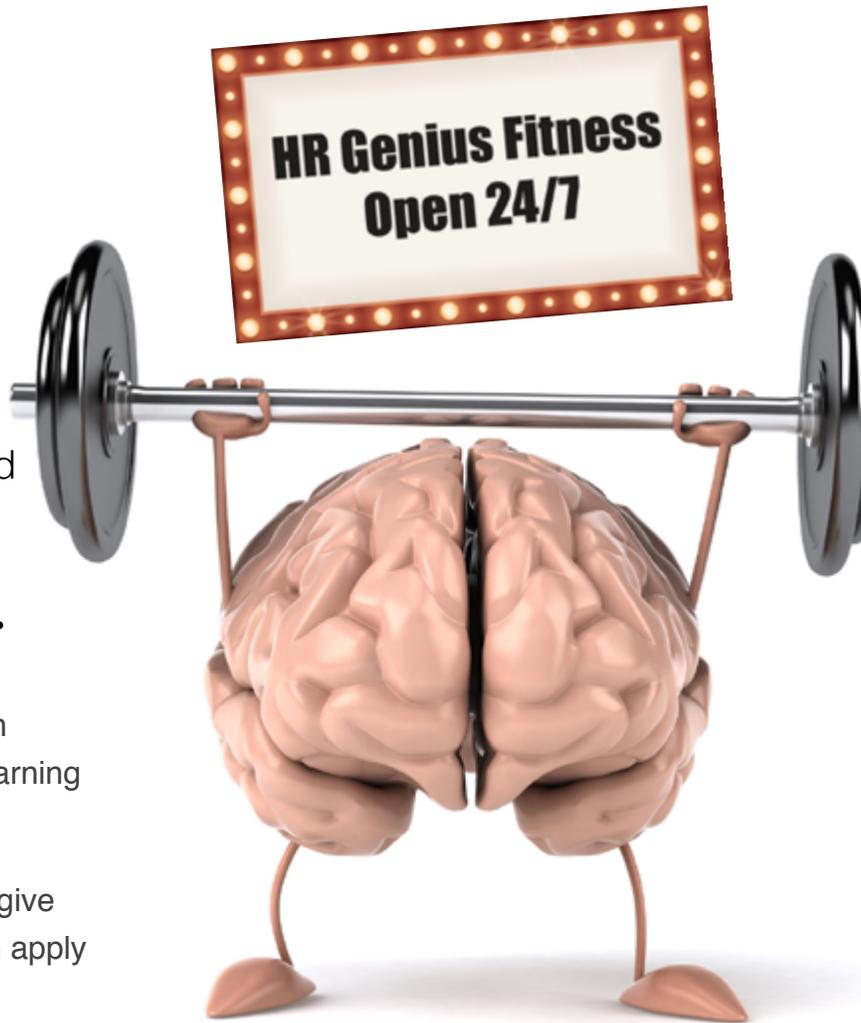
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Shawna Erdmann



**Name:** Shawna Erdmann  
**Title:** Head of Intel Global Leadership & Learning  
**Company:** Intel Corporation  
**Number of people you lead:** 115



LEAD Award Rank

Top Corporate Leader Award (Over 35)

## Embrace a Growth Mindset!

Our editorial team interviewed **Shawna Erdmann** from **Intel Corporation** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is your strongest characteristic that has made you a great leader?

My sense of “team” is one of the strongest characteristics that helped shape the leader I am today. I grew up playing lots of team sports. Those early experiences taught me that when you’re part of a team, others depend on you to do your job and you must always give your very best. It’s never a single person who wins the game. It takes the whole team working together, communicating well, leveraging the unique talents of each individual, supporting and encouraging each other in order to reach the goal.

Those simple principles have had a profound effect on my leadership. As a leader, I not only try to get the best from others; I ensure I give my very best to the team. This could mean clearing roadblocks, securing additional resources, assessing the health of the team and celebrating our success. Being a successful leader has also given me opportunity to create teams that demonstrate and model diversity and inclusion.

### Tell us a story of something you have done as a leader that has impacted or inspired others

Just recently, our CEO asked my organization to lead a learning initiative that will impact the entire company. A great deal of visibility comes with leading a project of this scale. One of my first steps was to solicit input from our broader HR community and business leaders regarding what they felt was needed for this project to be successful. To me, seeking feedback and gaining support and buy-in from others is important. It makes them feel part of the initiative and therefore they feel accountable for its success. Collaborating and evolving good ideas is simply best practice!

Seeking thoughts and suggestions from others and not relying solely on my own ideas, or fearing who might get credit for a good idea, makes a huge impact on others. Approaching this as what is best for “us” created an environment where this project is now seen as an enterprise initiative with broad partnership across our company. Sometimes doing what feels like a simple step can often lead to significant results.

### What are the lessons you’ve learned this year from your leadership experiences?

I’m always learning! It’s one of the things I love about my job and working with



such talented people. A recent insight of mine is that you can't only anticipate change, you need to identify where change can be influenced and shaped. This past year has been a wonderful lesson on building a mindset of continuous improvement.

**One tip or word of wisdom you can share on what made you a great leader and can help others**

Embrace a growth mindset! You may not be good at something yet, but you can always learn and always improve.

**In your personal view what has been your greatest leadership accomplishment?**

For me, the leadership accomplishment I'm most proud of is creating strong, effective teams I can step away from and know success will continue. A good leader creates a culture and environment where diverse ideas are valued, communication flows and success is shared.

Would you like to comment?



Lynne Iati



**Organization:** CA Technologies  
**Program:** Leadership Development Program at CA Technologies  
**Program Director:** Lynne Iati  
**Contact:** (631)-342-2901  
**Email:** [lynne.iati@ca.com](mailto:lynne.iati@ca.com)



LEAD Award Rank

Best Global / International Leadership Program

## Cultivating the Leadership Pipeline

Our editorial team interviewed **Lynne Iati** from **CA Technologies** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is the overall objective of your program?

The CA Technologies Leadership Development Program (LDP) is designed to enable employees to develop themselves as leaders, ensuring a pipeline of capable leaders at all levels across the organization. Based on the goals and needs of the organization, feedback from previous participants, industry best practices, external research, and annual internal leadership capability audits, the LDP is continuously updated. To accomplish the goals of the program, the following objectives are in place for participants:

- Develop and strengthen leadership capability and build bench strength in a way that enables a superior CA customer experience to move the organization forward.
- Better align our leaders' individual work to our organizational goals.
- Enable future leaders to influence others in a positive way by demonstrating Our DNA Principles.
- Drive employee engagement.
- Empower alumni to demonstrate enterprise leadership through network learning, career engagement, and giving back to the program and organization.

### Who do you impact with your program?

The LDP is designed for mid-level employees who are aspiring leaders in the organization and may someday assume a leadership position. This target audience includes both individual contributors and managers.

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

Applying year-over-year enhancements based on our measurement data, external research, and our internal leadership capability audit, the LDP at CA Technologies is positively driving impact and insights. Our overall return on investment and net promoter score are well above the industry averages.

As a result of the LDP experience, participants are able to demonstrate increased:

- skills and awareness associated with our DNA principles: Self-awareness, results-oriented, authentic, resilient, customer-centric, uncompromising integrity,

agile, creative, socially aware, and collaborative.

- self-awareness about how they are perceived by others.
  - business and finance acumen; explaining how their role can have a positive impact on the company's financials.
  - ability to apply adaptive leadership and act as an enterprise leader.
  - ability to identify personal strengths, challenges, and development opportunities.
- decision-making skills using data analysis, inclusive leadership behaviors, and unconscious bias.
- coaching effectiveness.
  - ability to articulate the corporate strategy and how their role supports that strategy.
  - networking with other program participants to obtain diverse perspectives and learn from others.
  - engagement and reinforcement of skill application working with their manager.
  - investment in their personal growth and development through career engagement and pay it forward LDP Alumni opportunities to lead, coach, mentor, and network.

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

We carefully measure overall reaction and knowledge transfer, with our main focus on ensuring our leaders can apply what they have learned on the job, and share their learning with others.

Our measurement strategy is based upon Kirkpatrick's Four Levels of Evaluation theory.

- Level 1: Reaction: evaluating participant expectations.
- Level 2: Learning: evaluating participant's perception of being able to directly apply what was learned on the job.
- Level 3: Application (Behavior Change): evaluating Return on Investment of participant time, energy, and resources.
- Level 4: Business Impact: evaluating Net Promoter Score to see how likely a participant is to recommend the program to a friend or colleague, voluntary attrition rates, and employee engagement scores.

Gathering and analyzing feedback for each of these levels is not enough. Stakeholders, executive leaders, managers, and potential future participants want to know if this program is a worthwhile career development investment, and if it is positively impacting the business. Therefore, we groom the measurement strategy based on these audience groups to help determine the data we need to collect and how we will share the story.

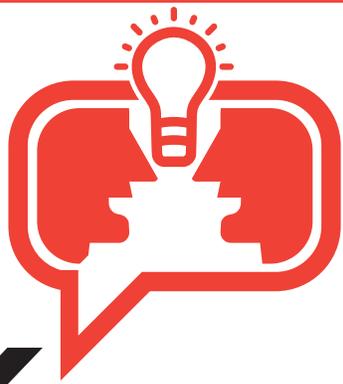
#### What lies ahead for the program and how it will continue to succeed?

Our focus continues to be on positively affecting behavior change and business impact. Some enhancements and new

content for this year's program include:

- Updates to our custom **LDP Mobile App** providing more interactivity, easier access to content, networking, and tools.
- A **Participant Roadmap** providing a holistic view of all required activities.
- Partnering with **getAbstract**; a leading online media company that provides participants with access to current compressed business-related information, relevant knowledge to drive innovation and help solve everyday business problems with accuracy and efficiency.
- Expand the scope and focus of the **Alumni community** providing alumni with a framework to host local, live events, based on current LDP content packaged to be easily shared.
- **Neethling Brain Instrument (NBI)**: The NBI assessment drives self-awareness in to thinking styles. The assessment has a number of implications for how you lead, communicate, negotiate, innovate, and make decisions, etc.
- **Unconscious Bias**: Partnering with the Neuroleadership Institute to help participants improve understanding of unconscious bias and how it impacts decision-making, and to provide them with mitigation strategies.
- **Customer Experience**: To help leaders engage and build a customer-centric mindset regardless of role, the Customer Experience theme will be embedded in the LDP experience.

Would you like to comment?



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Mark Monaghan



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 Program: iQorian Values  
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LEAD Award Rank

Best Global / International Leadership Program

## Making a Difference

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 overall objective of the iQorian Values is to provide employees with a clear description of the behaviors, actions and attitudes that define expectations of an iQor employee. Each Value has a description of the personal attributes, competencies and expectations that all iQor employees should exhibit and identify with. Many of these expectations focus on personal drive, attitude and initiative. We believe that these traits are choices rather than innate skills that can be enhanced and measured. By defining iQor's expectations, as well as the content and context of each iQorian Value, individuals develop and maintain positive behaviors. These are life Values. So what iQorians learn and implement into their own work efforts and choices can positively impact them for a lifetime.

The Values help us hold each other accountable by setting the standards by which we are measured against. It's imperative that each iQorian accepts and follows the Values as defined as well as in spirit. As iQorians, we are driven by our Values which define our culture and the kind of leaders and employees we aspire to be. By setting measurable and trackable goals and expectations, we can address company challenges and areas of opportunity in a constructive and developmental manner to set the stage for continued improvement and sustainable growth.

### Who do you impact with your program?

The entire company, over 40,000 employees in over 60 locations and in 18 countries. This includes contact center agents, product support front line representatives, management up to the executive team.

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

Since inception in October 2016, more than half of our sites have installed new iQorian Value branding and have begun to create games, performance contests and their own recognition programs. This prompt action gives a clear indication that this type of program was exactly what was desired by employees. This swift action on behalf of the sites and feedback from employees shows that the program is being well received.

iQorians love to feel that they are making a difference and we have several company-wide community initiatives that allow employees to take part in making a difference



globally. Our last iQorian Value – Need to Give Back – is making a dynamic impact amongst our employees. Our company prides itself on supporting the communities we work for and finding causes that can make a positive local impact. We had a tremendous increase in participation for our 2016 community events from October – December and we will continue to strengthen our community involvement to build comradery and a sense of fellowship.

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

We use our employee engagement survey, Pulse CheQ, to measure the impact of this program. We also use exit survey data and termination reasons to gauge our success. As we see the Values being adopted and incorporated into everyday life, we have begun to see a decline in attrition and retention naturally.

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

The Company is ensuring future sustainability and growth by

incorporating our iQorian Values and their competencies into our candidate selection processes, job descriptions, job evaluations, performance processes, Employee Handbooks, policies and procedures as well as Corporate Management and Leadership Training programs. The Corporate Human Resources team will continue champion every opportunity available to enhance or exceed expectations by sharing or incorporating the iQorian Values in every aspect of company operations.

Our iQor Values are continuously reinforced at the corporate and site levels with artwork, branded gifts available for display and ownership thus allowing those at local levels to best represent their communities and cultures.

Future Values features include a Corporate Employee Recognition program, iQor University Value Training Courses and Global Orientation updates. The company also plans to have an annual iQorian Values Week, where the Values will be front and center globally.

Would you like to comment?



Dr. Janette Shimanski



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## Developing High Potentials

Our editorial team interviewed **Dr. Janette Shimanski** from **3M** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



**3M** Science. Applied to Life.™

Organization: 3M  
Program: 3M Leadership Way

### What is the overall objective of your program?

Our promise with the 3M Leadership Way is to develop our top talent to unleash their full potential, adding value to the company, our customers and the world we live in.

The 3M Leadership Way consists of four programs that build upon each other; Spark, Ignite, Amplify, and Catalyst. Each reflects a journey over time, from six months to over a year depending on the program. They share common elements, such as discovery and assessment, spot coaching and a “University” that features external and internal thought leaders. The programs are all results-driven and experiential, but are also tailored to provide the experiences necessary to prepare leaders. They are very high touch at our more senior levels and more virtual at the lower levels.

Through the 3M Leadership Way, we consistently develop leaders across all 3M businesses, functions and geographic areas.

### Who do you impact with your program?

The 3M Leadership Way is for our high-potential talent at four levels within the organization. Spark focuses on newer graduates, individual contributors and first-time leaders; Ignite is for the next level of leadership; Amplify is for those leading larger teams or organizations; and Catalyst is for our game-changing population.

### What are the lessons you’ve learned this year from facilitating your program? Think big and bold

3M is currently ranked within the top 10 companies on leadership award lists from CEO Magazine, Fortune and Hay Group. This recognition reflects the work we’ve done to incorporate breakthrough ideas into the 3M Leadership Way.





Our participants are exposed to different ways of thinking from leaders of large, multinational companies, futurists, world-renowned thought leaders, and experts in fields ranging from economics to neurosurgery.

We also encourage participants to think big and bold by taking them out of their comfort zones. Depending on the program, our leaders may give singing performances, do improv exercises, work directly with our CEO on a high-priority project, or visit a developing country to help solve a major community problem such as access to clean air and water.

#### **Engage diverse leadership**

From top-level executive sponsorship to active involvement from leaders in different functions, businesses and geographic areas, it has been essential to engage leaders as stakeholders in the 3M Leadership Way. We involved leaders in our advisory council when designing the programs, and regularly invite them to participate as speakers, panelists, and sponsors.

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

From a quantitative perspective, we evaluate the impact of all elements of the program, including speakers, panelists, and program content. We specifically capture whether the program aligned with

current business priorities, increased participants' job effectiveness, and strengthened their ability to coach their teams and lead with agility.

Qualitatively, participants have shared that the 3M Leadership Way has made them better leaders not only at 3M, but in all aspects of their life. We've also heard from customers and community partners about the remarkable impact our participants have had by helping them solve critical problems.

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

Our senior leadership team is extremely supportive of us expanding the 3M Leadership Way so more and more of our high-potential talent experience and learn from these programs.

We also look externally for emerging best practices and new ways to engage participants through social collaboration platforms, interactive online courses, and face-to-face development experiences like coaching, shadowing, and our University programs.

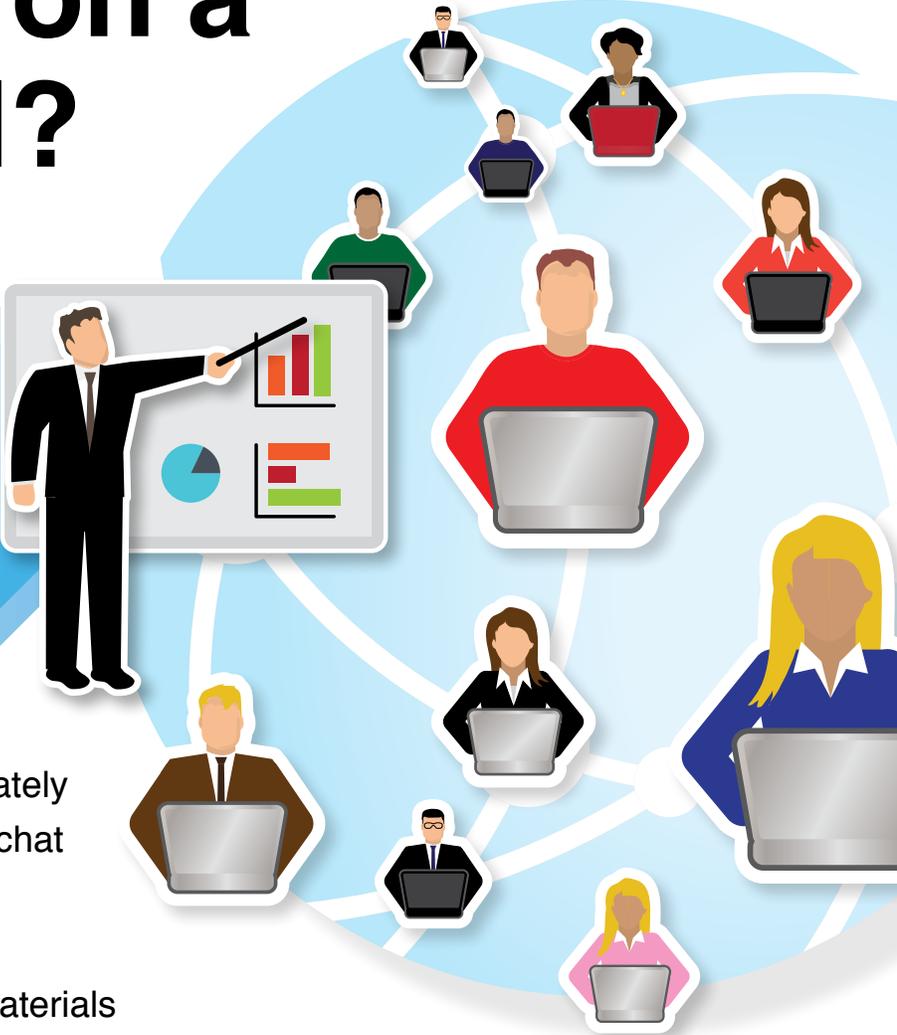
The 3M Leadership Way will continue to succeed because we continually refresh the programs with relevant and powerful content to prepare our leaders to thrive in our rapidly changing world.

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# Where To Focus Leadership Development This Year

*Using the same leadership development program every year? Your employees won't learn anything!*

 By Thuy Sindell



**I**magine in companies across the world as anticipated leadership programs start, participants are immediately disappointed -- it's the same materials as last year. Bummer. They push aside their notepads and settle in for hours of daydreaming and zoning out.

This is the last thing you want, and it does not need to happen!

Developing your leaders should be exciting for everyone involved; for the individuals and teams creating these programs, for the leaders sponsoring them, and most of all for the people participating and learning from these programs. Especially with the new range of leadership programs, tools, and methods available to support their development.

If your leadership development programs are not delivering what they should, they are doing damage in the form of wasting time, money, and sending the message to your leaders that “we really don't care enough about your development to do something more.”

Below is a roadmap to get you started in reviewing, refreshing, and energizing your leadership development program:

## **Start with Feedback**

The last step of every leadership development program should be collecting feedback from participants. Conduct a survey to gauge employee satisfaction with the program and how useful they found



the material.

After gathering the feedback, develop ways to improve the program. Create a team made up of former participants, potential participants, and executives so you can get a multidimensional look at any issues. This will also ensure adjustments to the programs become more beneficial to employees, while still meeting the organization's goals.

Also, remember to follow up for additional feedback further on down the line. Last October, the Harvard Business Review [studied](#) the leadership development program of a company code-named 'SMA.' After completing the training, the general consensus was positive.

However, down the line, an additional round of feedback discovered that while employees had enjoyed the program, they found it difficult to apply what they'd learned because of the company's structure. If they'd asked for feedback sooner, they could've save years of wasted time and resources on a program that wasn't working in the long-run.

Identify the new needs of leaders at different levels.

For your leaders and potential leaders, each year brings hope for new assignments, goals, and responsibilities. They're ready to build on skills they've learned so they can continue to push themselves.

If your leadership development isn't updated so they can rise to tomorrow's challenges, it won't be long before their skills are outdated. Just as you'd re-evaluate your business strategies frequently, take the time to rethink the opportunities available for employees to grow.

Take a look at Zappos, for instance. In 2015, Tony Hsieh, the company's CEO, [announced](#) that Zappos would be abandoning the traditional management structure in favor of holacracy. Without getting too in-depth into the switch, the main difference would be empowering employees to self-manage instead of reporting to a particular leader.

The change has received a wide range of criticism, but one of the most interesting outcomes might be that employees weren't fully prepared or educated to self-manage. In 2015, for the first time in eight years, Zappos wasn't on [Fortune's 100 Best Companies to Work For](#).

If the company had better adapted to its leadership development program for the new needs of leaders and potential leaders, the transition to the new way of doing business might have been smoother.

### Explore Modes of Delivery

Whenever you're revising your leadership development program, it's important to reconsider all the different ways employees can complete their training. While classroom learning might have worked in the past, new evolution in technology or changes to your overarching goals might require a new approach.

That's why it's important to stay on top of all the options and how well they lend themselves to employee development.

### One-on-one Coaching

Traditional coaching has occurred face-to-face or via a video call. While this seems like an effective approach that gives the participant individualized attention, the material that's covered tends to still be one-size-fits-all. This means the program might not truly relate to the employee or resonate with their style of learning.

A better approach to one-on-one coaching embraces technology and analytics that help the employee and their coach create a customized set of lessons. By using the results from their individual assessments, great coaching technology can draw from a library of content to give the participant exactly what they need.

### Virtual

Over the years, technology has made virtual learning more engaging

and interactive. It's possible for employees to build skills in a realistic but virtual environment, but it can still be disorienting for participants when they need to translate what they need to learn to the real world.

Counteract confusion by making all virtual material available for employees to review at a later time. That way, when they are asked to apply their skills to their job, they can go back to the material and use it as a resource.

### Classroom

A 2015 [study](#) from West Unified Communications found that classroom learning is still by far the most popular form of training with 76 percent of employees saying they'd recently been in that setting. However, that doesn't always make it the best option, especially when the material is so generic it becomes uninteresting.

The best way to utilize this type of learning is to develop skills that require you to work with others. For instance, the West Unified Communication survey found that 45 percent of employees want to be able to interact with others while they're learning, which makes the classroom a great option for skills like group problem-solving.

Expand your program to include everyone

This year, don't limit leadership development to managers and executives. When you only offer these programs to a small portion of your workforce, not all employees receive the same chance to grow. And without the promise of progression and upward mobility, they will get bored and start to look for opportunities elsewhere.

As it is, 63 percent of millennials [surveyed by](#) Deloitte in October 2015 said their leadership skills aren't being fully developed. Is it any surprise that 66 percent also say they plan on leaving their current employer 2020?

At the same time, you're limiting the quality of leadership within your organization. If you only develop leaders after they've taken on a management role, how can you expect them to be successful? Your employees need to know how to lead before they're promoted to these positions.

Step back and really examine your current leadership development program. Give it a refresh this year with a new focus tailored to today's workplace challenges, company goals, and issues your leaders will face.

What will your leadership development program focus on this year? **LE**



**Thuy Sindell** is a principal in Skyline Group International, Inc., Skyline Group is the leading provider of scalable leadership solutions with a foundation built upon decades of executive coaching with some of the most recognized companies in the world. Skyline is revolutionizing the leadership development industry with the C4X coaching platform. C4X is the only coaching solution that gives you the ability to develop all leaders consistently and systematically from onboarding to executive development. C4X combines a flexible and mobile technology platform (integrated assessment, personalized content, metrics, and coach management system) with the impact and connection of 1:1 coaching.

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Would you like to comment?





Anita Bhasin



**Organization:** Microsoft in collaboration with Sage Ways Consulting

**Program:** Microsoft Leadership Potential and Development (LeaderPaD)

**Program Directors:** Microsoft's Erin Raynaud, Senior Director of Talent Development for Global Sales and Marketing and Helena Gilman, Director Talent Development of Marketing and Operations

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## Strengthening the Leadership Pipeline

Our editorial team interviewed **Anita Bhasin, CEO of SageWays Consulting** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is the overall objective of your program?

To improve the quality and reliability of succession for key roles by ensuring an integrated approach to determining readiness, surfacing gaps, and effectively developing potential leaders. The result is an improved internal slate, accelerated talent development and fewer disruptions to the business. **Key benefits of the program include:**

- Increased quality and bench strength
- Higher levels of engagement and retention
- Deeper connection to stakeholders

### Who do you impact with your program?

Successors for key roles in global sales and marketing.

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

Building a pipeline of future leaders requires an integrated approach that engages the business in articulating what future success looks like. This becomes the foundation for a clear, consistent, business-centric definition of success which is used to gather feedforward from the business (proactive development suggestions) and to support coaching for development planning.



The success profile is used to engage business stakeholders and summarizes current and future capabilities required for target roles. The key is to create a very specific profile of what “excellence” looks like for the role – consisting of three main parts.

- 1) **Leadership key results and competencies**, considered critical for any leader at this level of the organization.
- 2) **Versatility**, the future skills they will be required to balance.
- 3) **Experiences**, a mapping of all the business and functional experiences that a senior leader has gained in their career

**The Success Profile is the pivot point for other unique benefits:**

**Transparency.** A clear process is critical to employee engagement, satisfaction, and retention. Employees who understand expectations and know where they stand feel inspired and committed to their careers.

**Alignment.** Connecting talent management to business strategy is crucial. Intentional employee development through this process accelerates employees’ capacity to change around a consistent set of skills.

**Real-time & relevant.** Providing a level of feedforward that is relevant to the development needs required of critical roles is valuable. These development suggestions ensure development plans are actionable and pipelines predictable.

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

The program delivers:

- A consistent approach for evaluating the potential of internal candidates.

- Targeted and accelerated professional development using the support of executive coaches.
- Increased involvement and accountability from senior leadership.

The future-focused program aligns each key role to the company’s business strategy, then provides real-time, relevant data from multiple stakeholders that is totally transparent. The result is a pipeline of talent, in which each individual is being prepared for a similar set of future needs. This process accelerates the power and reliability of succession planning by ensuring participants are focusing on the capabilities that will have the most impact.

Recent results include:

- Increase in ready talent for key roles and accelerated time to fill. 69% of talent moved into key roles.
- Improved diversity focus on succession plans. Gender diversity of the talent pool up by 11%.
- Targeted destination-oriented development planning with 98% coach satisfaction.

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

Next steps are to re-evaluate the success profile and penetrate deeper into pipeline cultivating successors who may be two moves away from these key roles, allowing us to ensure targeted development and even shorter time to fill for key roles.

Would you like to comment?



Jon Urquhart



**Organization:** Sabre in Collaboration with FranklinCovey

**Program:** Leadership Evolutions

**Program Director:** Jon Urquhart, Vice President, Talent and Organizational Development

**Email:** [Jon.Urquhart@sabre.com](mailto:Jon.Urquhart@sabre.com)



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## Increasing Global Leadership Capability

Our editorial team interviewed **Jon Urquhart** from **Sabre in Collaboration with FranklinCovey** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is the overall objective of your program?

Increase Global Leadership capability to Lead & Develop talent at the mid-level manager positions of the organization. Increase collaboration amongst leaders across the enterprise globally.

### Who do you impact with your program?

- New Senior Managers or Senior Managers who have completed Leadership Essentials, our first time leader experience.
- 3 years' experience leading regional or global teams.
- Potential to move into a larger leadership role within the next 12 - 18 months.

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

Geographical dispersion of the organization challenges us to maintain communication and alignment of talent to achieve and sustain key business objectives. A greater amount of leadership collaboration at the mid-level of the organization is required. Consistent application of company values is the key to driving leadership capability across large geographically dispersed organizations.

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

- Number of high impact leaders selected to attend
- Attrition of those who attended relative to the balance of the organization
- Number of promotions of those who attended

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

Continue to make the experience relevant, personal, and aligned with key operational objectives of the business. Each experience will remain focused on bringing together a diverse population of leaders to ensure collaboration is strengthened across the organization both regionally and globally.

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Gabriela Carmona



**Organization:** NatureSweet Ltd.  
**Program:** Unleashing the Power of People (U PoP Model)  
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LEAD Award Rank

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## A Holistic Approach to Leadership Development

Our editorial team interviewed **Gabriela Carmona** from **NatureSweet Ltd.** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



### What is the overall objective of your program?

Our Unleashing the Power of People Model (U PoP) is a holistic approach to leadership development. The programs' goal is to transform people's lives.

Our U PoP Model has five main components. It includes Talent Attraction and Selection, Talent Management, Talent Planning, Training, Coaching and Development, and finally a culture crafting strategy.

We at NatureSweet believe that it is through Unleashing the Power of People that we can make our dreams real. We believe that we reap what we sow. We have a robust rewards and recognition program that is evidence of this. Another one of the programs that is part of U PoP is our Speeding Up Readiness (succession planning) in which we are preparing leaders of the organization for the next challenge through mentorship, cross functional projects, and job rotations.

We have worked on the U PoP model for over seven years now. Constantly looking for ways to give the best of ourselves and demanding the best of each other trusting that we will harvest what we sow. For us LEAD recognition is clear evidence of that.

### Who do you impact with your program?

Our 9,000 associates are impacted by Unleashing the Power of People. U PoP in the words of Juana Zumaya: "Since I started working here, there have been many positive changes, in my case, I was recognized as the 2014 Groundbreaking Associate for my teamwork, and unleashing the power of my coworkers"

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

We have learned that we must be constantly evolving and we have the task to share our story with the world and train all our 9,000 on our philosophy so they can be the biggest ambassadors for transforming the lives of agricultural workers. This group includes our associates in all plants and offices, our customers, consumers, and strategic partners.



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

We measure success of the program in many ways. We measure category transformation, incentives, executive dashboards but undoubtedly the most important measure for us is the percentage of happy and proud associates. We ask every one of our 9,000 associates if they are happy and proud. For us, that is the measure that counts!

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

We are constantly looking for ways to share our story with the world. We have reinvented our roadmap and one of our Unleashers (competencies in other companies) is "I AM a Powerful Partner".

Everyone in the organization is reaching out to other functional areas and putting together cross-functional teams to innovate and create something that does not exist today!

Would you like to comment?



Pascale Winnick



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**Program:** HR Leadership Cohorts  
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LEAD Award Rank

18

Best Global / International Leadership Program

## Leading the Next Generation of HR

Our editorial team interviewed **Pascale Winnick** 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?

Bringing together people leaders in HR who develop, inspire, and lead the next generation of HR professionals to deliver a compelling employee experience. Our objectives are in service to our People Deal, connecting everything, innovating everywhere, and benefiting everyone:

- **Connect** leaders with impactful networks, collaborate with relevant and versatile role models
- **Innovate** breakthrough leadership behaviors and HR Next Gen Capabilities critical to our success
- **Benefit** leaders with development that enables business strategy and builds organizational capability

### Who do you impact with your program?

All people leaders in HR with at least one direct report

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

There is great power and benefit in bringing together our leaders to have a dialogue on current business issues as well as our own evolution to become the next generation of HR. We have gained higher transparency and visibility to our talent and strengths. Our leaders walk the talk: living and role-modeling HR Next Gen Capabilities and our People deal.

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

As a result of the program, we have enhanced our reputation as indispensable advisors who drive value and business outcomes including making great strides in our transformation of what we believe is the next generation of HR

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

We look to expand the program by offering to everyone in HR. This will enable us to go beyond leaders and include individual contributors so even those new to HR have the opportunity to benefit from this great program.

Would you like to comment?

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