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# Leadership Excellence

ESSENTIALS

» 09. 2017

Vol.34 No. 09

Essentials of leadership development, managerial effectiveness, and organizational productivity

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Making HR Professionals Smarter

The Standard of Global Leadership Development

**Inside:**  
**Exclusive Interviews**  
**with Top Winners of**  
**LEAD2017 Awards**



**EQUIP YOUR LEADERS TO ACTIVATE  
POTENTIAL**

*Go beyond engagement*

**Angie Paccione –LEAD2017 Speaker**



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# Warrn Benoit's Leadership Excellence

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Index

## ON THE COVER



### Equip Your Leaders To Activate Potential

*Go beyond engagement*

As leaders, it is incumbent on us to create the conditions for potential to be activated.

Angie Paccione – LEAD2017 Speaker  
PG.05

## Features

06

Beating The Pain Of Culture Change  
*How to do it?*

15

Six Crucial Behaviors Of Collaborative Leaders  
*Optimizing the power of collaboration*

21

Inclusivity And Diversity Of Ideas: The Need Of The Hour  
*Is big corporate structure a hindrance to inclusiveness of new ideas?*

26

You May Not Be As Influential As You Think You Are  
*Check out 5 reasons*

## ARTICLES

- 09 Developing Leadership Readiness For The Future  
Adam Bawany
- 17 Corporate Crises  
Brad Deutser
- 23 Weathering A Business Storm Cycle  
Dave Hopson
- 28 Giving Employees A Voice  
David Shanklin
- 32 Riding the Next Wave of Human Evolution  
Judith E. Glaser and Debra Pearce-McCall
- 38 Leadership Training  
Stephan Pineau
- 41 Planning A Memorable Conference That Makes An Impact  
Sue Wigston

## LEAD2017 AWARD WINNERS' INTERVIEW

- 11 Dimension Data  
Debbie Anders
- 13 New York Life  
Steve Erickson
- 19 Prudential Financial, Inc.  
Beverly Wallace
- 22 G4S North America  
Carmen Murrell Randall
- 24 T-Mobile  
Victoria Himmelberger and Eileen Riccio
- 27 NB Power  
Pam Fogarty
- 29 iQor - Introduction To Technology (ITT)  
Mark Monaghan
- 30 iQor - iQor's Lean Portal  
Mark Monaghan
- 34 PVH Corp. - PVH Executive Coaching Program  
Lori Bradley
- 36 PVH Corp. - Confronting Unconscious Bias  
Lori Bradley

**Editorial Purpose:**

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

**Leadership Excellence Essentials**

(ISSN 8756-2308) is published monthly by HR.com Limited  
56 Malone Road  
Jacksons Point, Ontario  
L0E 1L0

**Internet Address:** www.hr.com

**Submissions & Correspondence:**

Please send any correspondence, articles, letters to the editor, and request to reprint, republish, or excerpt articles to ePubEditors@hr.com

**Customer Service/Circulation:**

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**Leadership Excellence Essentials**

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**EDITOR'S NOTE**

**W**hen we see ourselves and others in degrees of weakness, it kills motivation, deactivates potential, and growth and progress are highly unlikely. Employees who are inspired and fulfilled outperform all others. We had the honor of inviting **Angie Paccione**, a former Colorado legislator and a professional basketball player in the 1980s, as a keynote speaker at the Leadership event, LEAD2017 in February. According to Angie, as leaders, it is incumbent on us to create the conditions for potential to be activated. Check out our cover article, **Equip Your Leaders To Activate Potential** to know how is this possible.

If it looks like an event you want to be a part of, save the dates for LEAD2018; hosted at Salt Lake City, Utah on February 7-8, 2018. Click [here](#) to stay up to date on the conference!

Most executives agree that collaboration is more important than ever in today's turbulent business environment. In fact, a company's existence may depend on how well it can combine the potential of its people and the quality of the information they possess with their ability -- and willingness -- to share that knowledge throughout the organization. But collaboration doesn't happen just like that. It takes strategic leadership. Read Carol Kinsey Goman's article, **Six Crucial Behaviors Of Collaborative Leaders** for tips to help you optimize the power of collaboration.

You may not be as influential as you think you are. Agree? Stacey Hanke in her article puts forth this bold statement that can give you some serious food for thought. Have you or your

team ever considered how you, your message and the experience people have with you come across? Have you ever given thought as to how your communication may be sabotaging your influence without you even knowing? Read Stacey's article to know more.

Leadership, at its core, is not just about skill, it's about *people*: it is about developing relationships, emotional intelligence, and managing diversity. Technology should enhance, complement and optimize, but never replace or overshadow face-to-face interaction. Stephan Pineau's article, **Leadership Training** talks about this topic in detail, debunking some common leadership training myths, and helping us understand where technology fits in this human-centric model.

Change, especially for company cultures, is hard. But there is a process that can help. Read Andi Simon's article, **Beating The Pain Of Culture Change** to know more.

We've also ensured that this issue is packed with a bunch of other articles that focus on various verticals of leadership that can help build a high-performing workforce.

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

Last but not the 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

# Equip Your Leaders To Activate Potential

Go beyond engagement

By Angie Paccione –LEAD2017 Speaker



**“When we see ourselves and others in degrees of weakness, it kills motivation, deactivates potential, and growth and progress are highly unlikely - Angie Paccione, Ph.D. - Senior Director of Client Partnerships, Author, Master Facilitator**

We may have become lulled into a false sense of contentment when we measure employees on a scale of engagement – disengagement. Leaders tell us and we intuitively know that there is a level of performance that goes beyond engagement. A plethora of research continues to confirm the basic truth that employees who are inspired and fulfilled outperform all others. Safety, quality, productivity, innovation, collaboration... every metric is amplified when potential is activated, says Angie Paccione, one of the distinguished speakers at the LEAD2017 event.

Unfortunately, everywhere you look, you will find those whose potential has not been activated. Even worse, you won't have to look far to find those whose potential has been deactivated. As leaders, it is incumbent on us to create the conditions for potential to be activated.

In this high energy presentation, Dr. Paccione, a performance expert with Verus Global introduces the Performance Spectrum and key tools that leaders can immediately use to begin the process of activating potential in every interaction, every day.

If it looks like an event you want to be a part of, save the dates for LEAD2018; hosted at Salt Lake City, Utah on February 7-8, 2018. Click [here](#) to stay up to date on the conference! **LE**



**Angela Veronica “Angie” Paccione** (born February 21, 1960) is a former Colorado legislator and was a 2006 Congressional candidate. A college basketball player at Stanford and professional basketball player in the 1980s, Paccione became a high school coach, teacher and administrator before earning a Ph.D. in education and joining the faculty of Colorado State University. Entering politics in 2002, Paccione, a Democrat, spent two terms representing west Fort Collins in the Colorado House of Representatives, rising to become House Majority Caucus Chair. In the legislature, she focused on issues relating to youth and higher education. In 2006, she was the Democratic nominee for U.S. Congress in Colorado's 4th Congressional district, narrowly losing to two-term incumbent Republican Marilyn Musgrave. After briefly launching a second Congressional campaign in 2007, Paccione stepped out of the race to join a business consulting firm.

Would you like to comment?



# Beating The Pain Of Culture Change

## How to do it?

By Andi Simon



Not long ago, I received a call from an HR director with a newly-installed CEO. Her company needed new leadership, new energy, new products and a **new culture**. Not surprisingly, one of the first things the CEO asked her to do was change the culture. She was stumped.

In the first place, why was HR responsible for the company's culture? What culture did it have now? What did the new CEO want it to become? And, how could she change a culture that's been doing things the same way for a very long time? It always seemed to work in the past, so why not now?

Change, especially for company cultures, is hard. But there is a process that can help.

### How do you assess and change a culture?

For starters, how do you know what type of culture your organization has today? Then, what do you want it to be in the future?

There is a culture assessment tool we frequently use called the [Organization Culture Assessment Instrument](#) (OCAI), developed at the University of Michigan by Dr. Kim Cameron and Dr. Robert Quinn. The OCAI is designed to help employees understand and visualize what they believe their culture is today and what they would prefer it to become in the future.

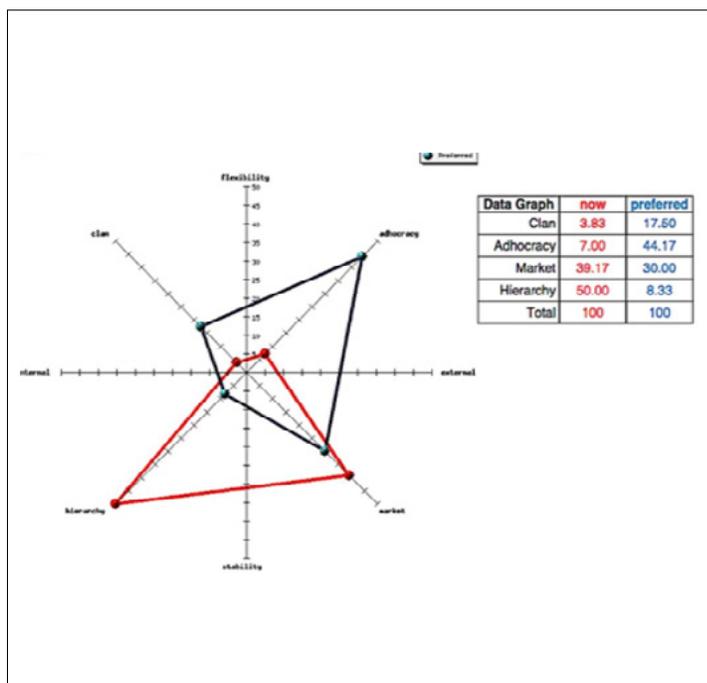
What the researchers developing the OCAI found was that organizations typically fall into four types of cultures:

- **Collaborative Clan cultures** focus on teamwork, mentoring, working together, family
  - **Competitive Market cultures** are externally focused and very results-oriented
  - **Creative Ad-Hoc cultures**, usually led by a visionary entrepreneur, empower employees and encourage original ideas
  - **Controlling Hierarchical cultures** value rules, policies and procedures and favor top-down authority and decision-making
- This chart captures these different styles of cultures:

		Flexibility and Discretion			
Internal Focus and Integration	Clan		Adhocracy		External Focus and Differentiation
	Collaborative orientation Successful leaders are facilitators, mentors and team builders Theory of effectiveness is "human development and participation"		Creative orientation Successful leaders are visionaries, entrepreneurs and innovators Theory of effectiveness is innovativeness, visionary, new resources		
	Hierarchy		Market		
	A controlling orientation Successful leaders are viewed as organizers, coordinators and monitors Underlying theory of effectiveness "Control and efficiency with capable processes"		A competing orientation Successful leaders are hard-driving, competitors and producer Underlying theory of effectiveness is "aggressively competing and customer focused"		
		Stability and Control			

There are no bad or wrong organizations. However, the one you have may not be suitable for the kind of jobs that has to be done today or in the near future. One highly hierarchical client had a difficult time recruiting new employees who wanted more collaboration and team work in their workplace. Another client was highly successful making money in the trading business but had limited team efforts and almost no innovations. Family firms are often very clannish as you might expect but at times to a fault. In one case everyone had jobs but nothing much got accomplished.

What the OCAI survey captures is you and your staff's perceptions of the organization. The graph that emerges may look like this:



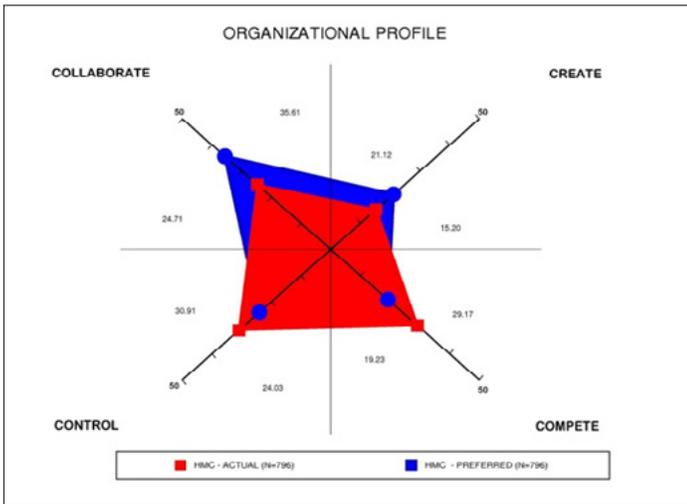
[Click here for a better resolution](#)

### Two Illustrative Case Studies of Organizations That Needed to Change Their Cultures

**1. From Hierarchical to More Collaborative and Innovative**  
 One of our healthcare clients had an organizational structure that was very hierarchical and controlling. The CEO signed all the checks, made most of the decisions and did not empower his staff to test new ideas or innovate easily. After 65% of the 2,500 employees took the OCAI, including the board of trustees, the CEO and the staff all realized that there was a strong desire — and a strong business need — to become more collaborative and innovative. They needed more clan and creativity in their culture.

Their OCAI looked like this:





[Click here for a better resolution](#)

In spite of all their good intentions, what everyone quickly learned was that aspiring to become a more innovative organization was one thing, but actually becoming “innovative and empowering” was quite another.

**2. Different Offices Had Dramatically Different Cultures**

Another client in the transportation engineering industry had offices in multiple states, with varying outputs. Some offices performed really well, delivering great proposals, winning bids and producing bottom line results. Others had employees who were smart and well-connected but seemed to flounder. The CEO wanted to know whether the difference was in his people or in their cultures.

This may sound familiar to you. Why do some people deliver great results and others don't? Is it that they just have different ways of getting things done? Do you need to replace the people? Or do you need a new culture?

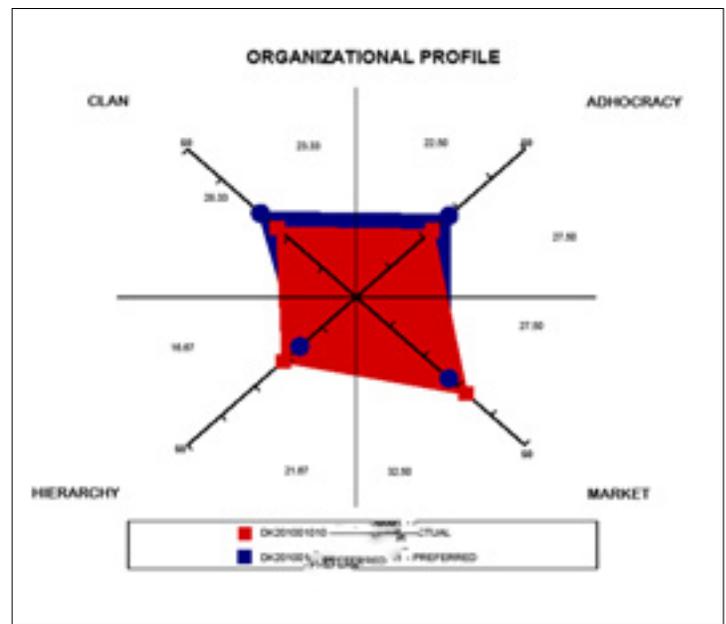
With the transportation engineering client, we had all the employees across the country take the OCAI to see how they viewed the company culture today and what they would like it to become in the future. These graphs show how dramatically different two of the offices were.

The one on the left was very concerned with results and didn't value collaboration or innovation at all, much less an adherence to hierarchical rules. They seemed to realize that they had to change and become more team-focused. And they even needed more controls.

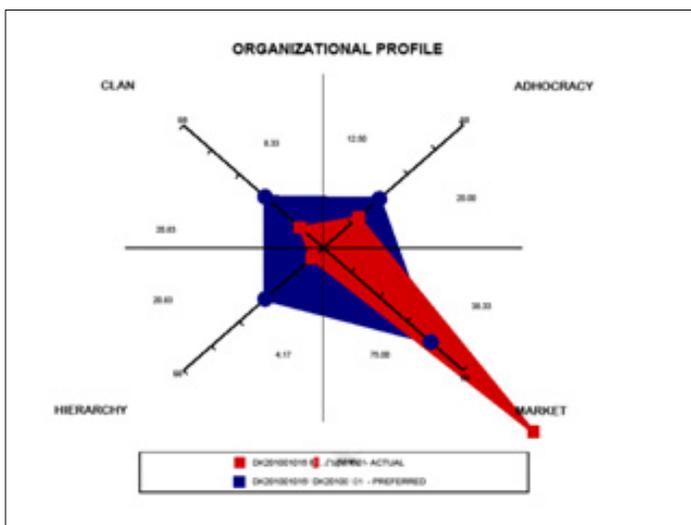
The one on the right was completely the opposite: very focused on collaboration and teamwork but not on getting results.

The CEO, on the other hand, knew that if they were going to compete effectively in a very tight market space, the culture had to be both innovative and policy-driven, enabling people to work together and get results.

His OCAI graph was very centered:



[Click here for a better resolution](#)



[Click here for a better resolution](#)

Did



### They Have a People Problem or a Culture Challenge?

In both of these examples, the companies needed to assess their culture and their people to see how to move their organization in new directions. Word to the wise: Simply hiring new people will rarely change your culture. They will most likely just fold into your existing one. They are not interested in being the outside or the change agent. Rather, they want to belong.

Instead, you must create new ways of “getting the job done” before you can hire new people to build the new culture.

This brings us back to the HR director’s role in assessing and changing a culture. The best way forward is for that individual to own the process. **Transforming a culture requires a process that enables people to visualize the way they do things today and then craft new visualizations of what they will change in the future.** Then they can begin to change what they do and how they do it to move towards a new cultural foundation.

Once you put that process in place, you can start to change your organization’s culture. And yes, change is possible! **LE**



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

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On the Brink

Would you like to comment?



# Developing Leadership Readiness For The Future

*Transforming the next generation of leaders to meet the business challenges of the future*

 By Adam Bawany

**“***There are two things we can say with certainty about the future: it will be different, and it will surprise. Now, more than ever, leaders at all levels have to navigate unfamiliar, challenging times, a quickening pace of change, increasing expectations, and a rising tide of rapidly-evolving conditions. As a result of these circumstances, there is a thirst for next generation of leadership with the new set of competencies and skills, yet leaders face a whirlwind environment laden with remarkable opportunities and daunting challenges through which to lead their people to achieve sustainable organisational excellence and success.*”

**- Prof Sattar Bawany (2016)**

***'2016 Trends in Executive Development: A Benchmark Report'***

Young people will be the workplace leaders of tomorrow. The available evidence indicates that workplaces of the future will look very different to workplaces of today. Future leaders will also come from more diverse backgrounds and have different aspirations for their own futures. This means organisations will have to focus on how best to develop new leadership skills to meet the various challenges leaders will face in future workplaces.

Leading in the future have seen a common theme emerge - managing challenges in a business environment that is disrupted and predominantly digital. Technological advancements in artificial intelligence, robotics, sharing platforms and the Internet of Things are fundamentally altering business models and industries. These changes are often not only alien to businesses; they are taking place at unprecedented speed. How do we equip and transform the next generation of leaders with the relevant skills and competencies to meet these challenges?

## **Leadership Skills Required to Succeed in the Future**

In leading the future, there is also a meta-question: will leadership itself change? Does this skill have “a future?” Will leading mean the same thing in the next generation as it has meant in the past? Or are there new skills leaders will need to acquire for the new era of business and society?

According to the World Economic Forum (WEF), in 2020 over one-third of skills (35%) that are considered important in today's workforce will have changed.

The 'Fourth Industrial Revolution' (a term coined by WEF founder, Professor Klaus Schwab) will have brought us advanced robotics and autonomous transport, artificial intelligence and machine learning, advanced materials, biotechnology and genomics.

These developments will transform the way we live, and the way we work. Some jobs will disappear, others will grow and jobs that don't even exist today will become commonplace. What is certain is that the future workforce will need to align its skill set to keep pace.

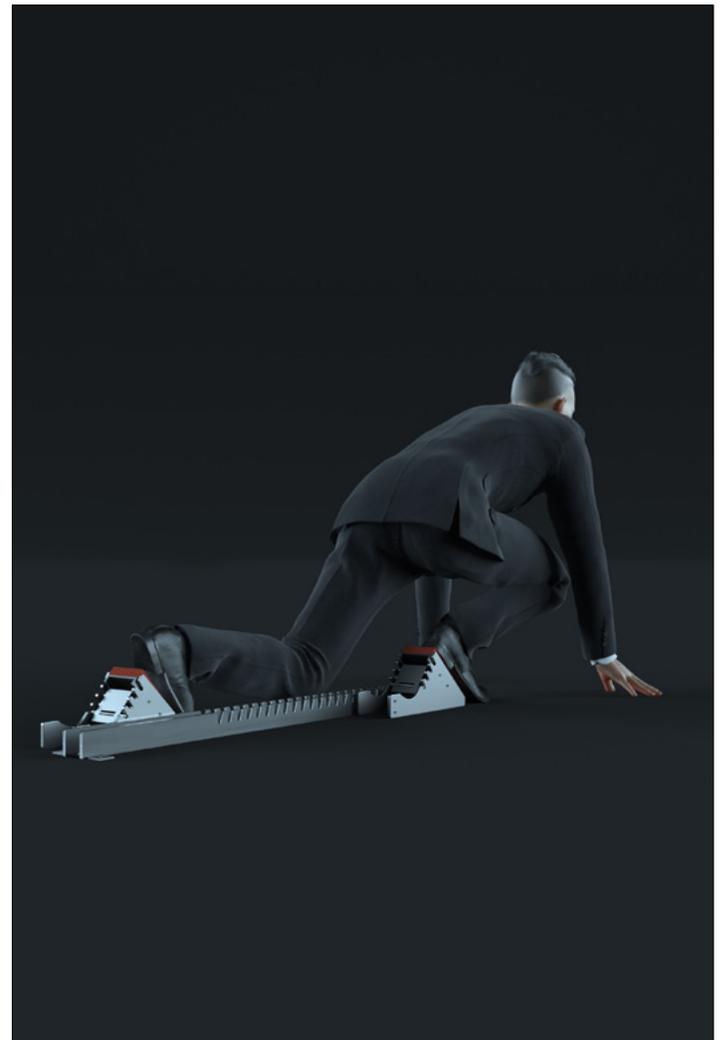
A recent WEF report, 'The Future of Jobs', looks at the employment, skills and workforce strategy for the future. The report asked chief human resources and strategy officers from leading global employers

what the current shifts mean, specifically for employment, skills and recruitment across industries and geographies.

Creativity will become one of the top three skills workers will need. With the avalanche of new products, new technologies and new ways of working, workers are going to have to become more creative in order to benefit from these changes.

Whereas negotiation and flexibility are high on the list of skills for 2015, in 2020 they will begin to drop from the top 10 as machines, using masses of data, begin to make our decisions for us.

A survey done by the World Economic Forum's Global Agenda Council on the Future of Software and Society shows people expect artificial intelligence machines to be part of a company's board of directors by 2026.



Similarly, active listening, considered a core skill today, will disappear completely from the top 10. Emotional intelligence, which doesn't feature in the top 10 today, will become one of the top skills needed by all. (See Figure 1).

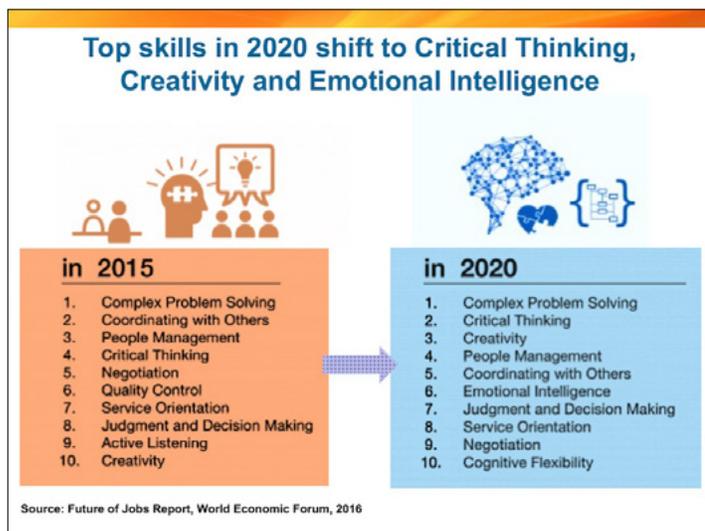


Figure 1: Top Skills in 2010 based on WEF Future of Jobs Report

The WEF Research findings is consistent with that of Centre for Executive Education (CEE) own research as well as that of our global strategic partner, Executive Development Associates (EDA) where we believe leading in the future world would require leaders to demonstrate cognitive readiness set of competencies which is a unique integration of innovative and critical thinking skills along with emotional and social intelligence amongst other skills and competencies. It requires a high level of self-awareness and practice.

In the challenging and ever changing business environment of the future, leaders need to develop and sharpen their cognitive readiness, the mindset and skill set needed to thrive in a complex and unpredictable environment. Cognitive Readiness enables leaders to recognize patterns in chaotic situations, adapt or change problem solutions based on the patterns identified, and then effectively take action to implement the new solutions.

Traditional critical thinking skills are still required, of course, but as one element of a more comprehensive skill set that goes beyond purely rational, logical approaches to one that is about recognizing assumptions, evaluating arguments, and drawing conclusions based on an objective appraisal of available evidence. Cognitive Readiness complements Critical Thinking by emphasizing non-rational, non-logical skills such as situational awareness, attentional control, “connecting the dots” (sensemaking), intuition, learning agility (a combination of flexibility, speed, stability, and the ability to learn from experience) and adaptability, dealing with ambiguity, and managing the stress of a changing business environment.

Strong situational awareness, attentional control, and sensemaking enable leaders to see the world more completely, enhancing their ability to create a vision that is based on a more robust, comprehensive view of the important factors that impact an organization's future direction. High tolerance for ambiguity enables leaders to maintain

focus on their objectives and not become distracted by the “fog” of the chaotic business environment.

The following are the elements of Cognitive Readiness competencies (See Figure 2):



Figure 2: Cognitive Readiness Competencies of Leaders of the Future

1. **Mental Cognition:** Recognise and regulate your thoughts and emotions
2. **Attentional Control:** Manage and focus your attention
3. **Sensemaking:** Connect the dots and see the bigger picture
4. **Intuition:** Check your gut, but don't let it rule your mind
5. **Problem Solving:** Use analytical and creative methods to resolve a challenge
6. **Adaptability:** Be willing and able to change, with shifting conditions
7. **Communication:** Inspire others to action; Create fluid communication pathways

To be a leader of the future, you will need to remain relevant by continuously assessing your state of leadership readiness in managing successfully the various organisational challenges by developing the relevant leadership skills and competencies that are crucial in driving their respective organisational strategy in this increasingly changing business environment. **LE**



Adam Bawany is a Research Consultant of [Centre for Executive Education \(CEE Global\)](http://www.cee-global.com) and currently pursuing an undergraduate degree in Economics and Social Sciences at the University of Manchester in the United Kingdom. Visit [www.cee-global.com](http://www.cee-global.com) Connect [Adam Bawany](https://www.linkedin.com/in/adambawany)

Would you like to comment?





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LEAD Award Rank

3

Best Use of Mobile Technology

LEAD Award Rank

5

Best Use of Social Collaboration and Knowledge Sharing

## Improving Business Agility and Employee Productivity



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

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

To improve business agility and our employee productivity through ongoing skills development with our 25 Learning Academies and over 1000+ courses available to our employees in classroom, online or via our mobile app.

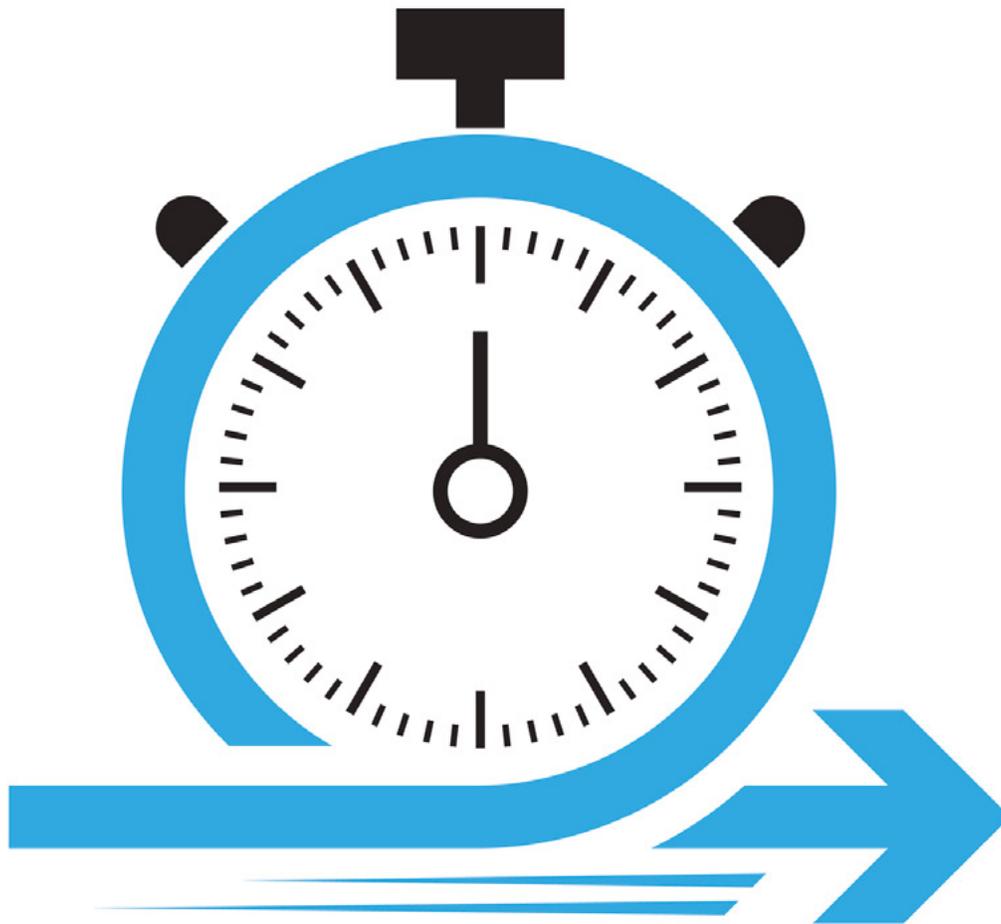
Elevate learner engagement with social, mobile and collaborative learning tools that allows access to the virtual classrooms, blogs, groups and courses translates into collaborative and interactive learning.

### Who do you impact with your program?

All Dimension Data 31,000 employees globally, including 2,280 located within North and South America utilize DDU as a venue for learning, social collaboration and continuous professional development.

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

Learning Organizations are not built overnight. Cultivating a culture of learning is owned by everyone and learning content and courses need to be consumed and socialized within a platform that promotes agility and collaboration. DDU possesses these attributes and we've learned the best way to leverage them is to integrate the use of this platform into key employee performance and development programs such as our annual Performance Promises that underpin our annual review process and also by assigning pre-requisite DDU courses for live classroom trainings. A pre-destined opportunity for employees to access DDU accelerates resource adoption and also encourages individuals to become more familiar with DDU and the empowerment to take an active role in their professional development and education.



## AGILE DEVELOPMENT

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

It's all about aligning skills and professional development opportunities for our employees to ensure we are delivering excellence to our clients and contributing profitable results to the business.

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

Continuous evaluation of learning programs and courses to address the needs of the business.

Would you like to comment?



Steve Erickson



Organization: New York Life  
 Program: Management Development Initiative  
 Program Director: Steve Erickson  
 Email: [steven\\_erickson@newyorklife.com](mailto:steven_erickson@newyorklife.com)  
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4

LEAD Award Rank

Best Use of Mobile Technology

## Developing Leadership Skills

Our editorial team interviewed **Steve Erickson** from **New York Life** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



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

Develop the leadership skills of first and second-line managers, many of who had received little formal skill development, in order for them to lead transformational change within our Service organization with the aim to provide a vastly improved customer experience for our policyholders and agents.

### Who do you impact with your program?

About 300 managers in our Service and Underwriting functions who are overall leading 2300 employees.

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

To make the Management Development Initiative continue to be relevant and successful, we need to renew senior sponsorship and involvement. The more that business leaders teach/facilitate sessions or talk about the importance of the program the more valuable the program becomes. It not only helps participants understand how to apply what they are learning, but also gets them to see the business imperative behind it.

We utilize the cohort connections to build accountability to complete the work and apply the learning. The participants work in consulting groups of five people and hold weekly meetings to discuss what they have learned and to share how they are applying this to their actual work. We've found that if we engage the group to take the program seriously early on, then they will hold each other accountable throughout the program. They motivate each other.

We've also learned to better organize ourselves and pay attention to details. Within our program team, we have built clear work streams and clarified roles/accountability. Taking a closer look at the way we worked has really helped our team to know what we need to do each week to keep the program on track and continuing to make a positive impact. And, there is no substitute for direct contact and occasional follow-up with participants.

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

We measure it on three levels:



### 1. Reactions to the program

- >90% of the learning activities were completed by participants. (External success benchmarks: 75-80%)
- 95% of participants indicate that it was an effective way to learn about the topic and would recommend the module to a colleague.
- Our senior management sponsors have noted the benefits of the program and continue to support this investment in their leaders

### 2. Learning

- 88% reported gained new skills as a result of the training
- Specific feedback indicates that it:
- Provided a new perspective and approach to problem solving and leading change
  - Helped participants focus more clearly on addressing real issues and finding solutions
  - Provided specific tools to navigate better solutions

### 3. Behavior change

- 98% of Leading Change participants actively applied what they learned back in their job.
- We are beginning to get longer-term results about learning and behavior change but need more time to measure.

Some initial results:

- Managers who have attended the program were more likely to hold regularly scheduled one-on-one meetings with their direct reports

- A large amount of anecdotal data indicates that managers and their employees are embracing change and taking action.
- A secondary benefit has been the value gained from working cross-functionally with other leaders, leading to greater exposure to other perspectives, and enhancing their collaboration and networks.

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

- We are completing the design of the final phase of the program, a strategic thinking module, and will roll it out later this year. With each succeeding cohort, we have made minor tweaks to ensure it hits the target objectives and continues to be engaging.
- We are working to adapt segments of the overall program in order for it to be used by a wider audience throughout NYL.

Would you like to comment?

# Six Crucial Behaviors Of Collaborative Leaders

## *Optimizing the power of collaboration*

 By Carol Kinsey Goman

**M**ost executives agree that collaboration is more important than ever in today's turbulent business environment. In fact, a company's very survival may depend on how well it can combine the potential of its people and the quality of the information they possess with their ability -- and willingness -- to share that knowledge throughout the organization. Deloitte's recent Future of Work research find 65 percent of the C-Level executives surveyed have a strategic objective to transform their organization's culture with a focus on connectivity, communication, and collaboration.

But collaboration doesn't happen in a vacuum. It takes strategic leadership. Whether you are an executive, team leader, or first-line supervisor in an organization looking to build a more collaborative culture, the requirements for your job have changed.

In contrast to control-minded leaders of the past, today's most effective leaders are exercising a different kind of power. As one Silicon Valley CEO told me: "There is absolutely nothing wrong with command and control. It's simply *irrelevant* in the 21<sup>st</sup> century." The new leadership is a blending of personal and interpersonal skills that form the basis of your ability to impact, influence, and inspire others.

To help you optimize the power of collaboration, here are six crucial leadership behaviors:

### 1) Silo "Busting"

The collaboration that is so critical for engagement, innovation, and financial success is being blocked by knowledge-hoarding silos. "Silo" is a business term that has been passed around and discussed in boardrooms over the last 30 years. Unlike many other trendy management buzzwords, this is one issue that has not disappeared. Silos are viewed as a growing pain for organizations of all sizes.

Silo mentality describes the mindset present when departments, divisions, or sectors don't share information with others in the same company. Wherever it's found, silo mentality becomes synonymous with power struggles, lack of cooperation, and loss of productivity. Silo mentality can cause organizations to misallocate resources, send inconsistent messages to the marketplace, and fail to leverage scale economies. Silos can be monumentally inefficient and, worse, a major barrier to innovation, profitability, and customer satisfaction.

Silos get "busted" when senior leadership sets unifying goals and promotes a reward structure that emphasizes cooperation and collective success. Business unit leaders must understand the overarching goals of the total organization and the importance of working in concert with other areas of the business to achieve those crucial objectives.

### 2) Building Trust

A collaborative team isn't a group of people working together. It's a group of people working together who trust each other. Trust is the belief or confidence that one party has in the reliability, integrity and honesty of another party. It is the expectation that the faith one places in someone else will be honored. It is also the glue that holds together any group, and it is the foundation of true collaboration.

Without trust, a team loses its emotional ballast. In an environment of suspicion, people withhold information, hide behind psychological walls, and withdraw from participation.

As a leader, you need people to trust you. But how do you show that you trust them? The way information is handled determines whether it becomes an obstacle to or an enabler of collaboration. Some leaders (who profess to value collaboration) undermine their effectiveness by withholding information or doling it out on a "needs to know" basis. Others ask for input, when what they really want is a "rubber stamp" for decisions already made.

Leaders build trust through honest and transparent communication – which is often trickier than it sounds. For example, it is fine to emphasize the positive aspects of a situation, just be careful not to omit or "sugar-coat" the negative. You may think you're "protecting" people by doing so – but the signal you are really sending is that you think they can't handle the truth.

In an atmosphere of high trust, where communication is candid, goals are co-created, setbacks are analyzed for the purpose of learning (not blaming), and successes are celebrated and shared, people respond by taking ownership, becoming even more engaged and forthcoming. And nothing builds trust faster in a leadership team (or any team, for that matter) than getting to know one another as individuals. When you hold offsite retreats or workplace events, be sure to create opportunities for social time to develop or deepen personal relationships. Reinforcing these relationships at the beginning of any new initiative will also increase effectiveness throughout the process.

### 3) Warming up their Body Language

There are two sets of body language cues that people look for in leaders. One set projects warmth and caring and the other signals power and status. Both are necessary for leaders today but, in your role as Chief Influencer, the "warmer side" of nonverbal communication (which has been undervalued and underutilized by leaders more concerned with projecting strength, status, and authority), becomes central to creating the most collaborative workforce relationships.

The body language of inclusion and warmth includes positive eye contact, genuine smiles, and open postures in which legs are uncrossed, and arms are held away from your body, with palms exposed or resting comfortably on the desk or conference table.

Mirroring is another nonverbal sign of warmth. You may not realize it, but when you are dealing with people you like or agree with, you'll automatically begin to match their stance, arm positions and facial expressions. It's a way of signalling that you are connected and engaged.

Facing people directly when they're talking is also crucial. It shows that you are totally focused on them. Even rotating your shoulders a quarter turn away signals a lack of interest and makes the other person feel as if their opinions are being discounted. Of course, giving others your complete attention when they are speaking is one of the warmest, most inclusive signals you can send.





#### 4) Valuing Diversity

Experiments at the University of Michigan found that, when challenged with a difficult problem, groups composed of highly adept members performed *worse* than groups whose members had varying levels of skill and knowledge. The reason for this seemingly odd outcome has to do with the power of diverse thinking. Group members who think alike or are trained in similar disciplines with similar knowledge bases run the risk of becoming insular. Instead of exploring alternatives, they allow a confirmation bias to take over and tend to reinforce each other's predisposition.

Innovation is triggered by cross-pollination. Creative breakthroughs occur most often when ideas collide and combine. And, by the way, innovative breakthroughs today aren't taking place in a lab, but rather are a result of conversations with customers (internal as well external), suppliers, and "outsiders" who know enough about the problem to contribute, but bring a unique perspective. As one GE executive put it, "Cross-functional teams are enhanced by outside experts who know enough to understand the terms of the question, but not so much as to run into the same stumbling blocks as the subject experts. Chemical problems at GE are almost never solved by a chemist."

#### 5) Showing Empathy

Development Dimensions International has studied leadership for 46 years. In their latest research with over 15,000 leaders from more than 300 organizations across 20 industries in 18 countries, DDI looked at leaders' conversational skills that had the highest impact on overall performance. At the very top of the list was empathy – specifically, the ability to listen and respond empathetically.

In his book, *On Becoming a Person*, psychologist Carl Rogers wrote, "Real communication occurs when we listen with understanding - to see the idea and attitude from the other person's point of view, to sense how it feels to them, to achieve their frame of reference in regard to the thing they are talking about."

A further discovery in the DDI report was that only four out of ten leaders in their global study were proficient or strong in empathy. As a leader, if you already rank high in empathy, you gain a genuine professional advantage. If not, empathetic listening is a skill worth developing.

#### 6) Creating "Psychological Safety"

Human beings have two primitive instincts that guide our willingness to collaborate – or not - and they are triggered under very different circumstance.

The instinct to hoard can be traced back to early humans hoarding vital supplies, like food, out of fear of not having enough. The more they put away, the safer they felt. Still today whenever we feel fearful, distrustful or insecure, the "hoarding instinct" kicks into high gear, urging us to hold on tightly to whatever we possess – including knowledge. When insights and opinions are ridiculed, criticized or ignored, people feel threatened -- and they typically react by declining to contribute further.

On the other hand . . . humans are also a learning, teaching, knowledge-sharing species. According to evolutionary psychologists, this trait is also hard-wired, linking back to when human first started gathering in clans. Leaders trigger the "sharing instinct" when they create psychologically safe workplace environments in which people feel secure, valued, and trusted.

It is noteworthy to add that in the age of digital transformation, even high-tech companies need soft-skilled talent. In researching what makes teams successful, Google's "Project Aristotle" found that psychological safety is key. Google's most effective teams also exhibited "social sensitivity," meaning that members spoke about equally (usually "short and sweet") and were able to pick up on each other's interpersonal cues, including body language.

Today's corporation exists in an increasingly complex and ever-shifting ocean of change. As a result, collaboration is not a "nice to have" organizational philosophy. It is an essential ingredient for organizational survival. As a result, leaders of collaboration (at all management levels) may need to redefine their roles and update their skills. **LE**



**Carol Kinsey Goman, Ph.D.**, is a keynote speaker at business meetings and conferences in 25 countries. Her list of over 300 clients include firms such as Google, LinkedIn, Petroleos de Venezuela, Dairy Farm in Hong Kong, Petrofac in the UAE, SCA Hygiene in Germany, Women's Leadership Conference, Trinidad. She is a leadership presence coach, the best-selling author of twelve books, including "The Silent Language of Leaders: How Body Language Can Help or Hurt How You Lead, and the creator of LinkedInLearning's video course, "Body Language for Leaders." Carol has served as adjunct faculty at John F. Kennedy University in the International MBA program and at the University of California in the Executive Education Department. She is a current faculty member for the Institute for Management Studies. Follow

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# Corporate Crises

## A lack of clarity

 By Brad Deutser

Everywhere we turn lately, there seems to be a new corporate crisis in the headlines. Some of the largest, most visible and successful companies are being forced to publicly apologize — while feverishly attempting to convince their customers that these unfortunate incidents are only isolated blips — without any implication of systemic organizational issues. United Airlines, Uber, Amazon, Wells Fargo, the Academy Awards, and even Sean Spicer, the spokesperson for the President of the United States, have recently faced public relations challenges that have created significant reputational issues and disruption to their organizations.

So, what's going on here? Is it arrogance, weak leadership, corporate greed, human error, or bureaucracy? Or is it simply the newfound social media cautionary tale? Make no mistake: There is a connection among all of these communications crises.

The reality is that organizations and people haven't changed; there has always been corporate dysfunction. While evolving technology has increased the number of brand touchpoints available for instantaneous distribution of damaging content to millions of people, technology is not the root cause of this dysfunction.



The very DNA of an organization is revealed through each and every touchpoint. When interactions reveal weakness, deeper problems within the organization are exposed. In an interconnected world where companies can fall from grace in hours, it has never been more important for leaders to address the common thread that creates corporate crises: a lack of clarity — from the very core of the organization.

Clarity is what happens when leaders take a holistic view of their strategy, people and story — and ensure that there is alignment with each. An outcome of alignment is a sustainable, positive culture with strong leadership. With clarity, employees at every level know how to live out the vision, mission and purpose of the organization and understand the behaviors expected of them every day. This clarity guides the people who make up businesses and provides the reason for all to come together and serve. It is this DNA that is the soul of an organization and which drives decision-making, profits and improves performance.

Finding and leveraging that clarity is the difference between a passenger walking off an airplane and being dragged off. Clarity is the difference between a spokesperson communicating a difficult decision and creating an entirely new crisis. And it is the difference between being revered for your role as one of the leading technology disruptors in the world and being reviled for the way you treat your employees and customers.

The digital economy has forced leaders to prioritize trust, transparency and authenticity. It is no longer possible to explain our way out of crises or dysfunction. We must understand that the most contrite apology statements and countless refunds and discounts will not fix crises that reveal systemic dysfunction.

There are many examples of great companies that have successfully overcome public relations crises with openness, honesty, and empathy. Their names may not be as memorable. Thanks to the clarity within their organizations, their customers forgave them, and in many cases, the connection with those brands actually improved.

The key to successfully managing any public relations challenge today is to find organizational clarity before the crisis happens.

Have you? **LE**



**Brad Deutser** is president of Deutser LLC, a consulting firm that advises leaders and organizations about achieving clarity, especially in times of transition, growth or crisis. He is an expert at leveraging culture to drive business performance, and his firm has counseled organizations ranging from the Fortune 100 to nonprofits. Deutser launched his firm in 2002.

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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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LEAD Award Rank

Best Use of Simulations

## Strengthening the Talent Pipeline

Our editorial team interviewed **Beverly Wallace** from **Prudential Financial, 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 objective of LGE is to strengthen our pipeline of diverse, talented employees who are well-positioned to move into leadership roles now and in the future. The goal is to foster a distinctive brand of leader who knows the business, embodies our leadership competencies, and has a strong talent mindset.

**Leading the Global Enterprise (LGE)** immerses high potential leaders in a business simulation focusing on business acumen, strategic planning and execution, intelligent risk-taking and leading for shareholder value. The business simulation was designed with extensive input from our senior leaders (including our CEO) to ensure the curriculum reflects our business challenges. During the simulation, teams of participants compete in running a “company-like” enterprise over a period of time.

Other program components include:

- Working with an executive coach before, during, and after the session to focus on development areas expected to have the greatest impact
- Interaction with the company’s most senior executives
- Real-time feedback from coaches and peers

### Who do you impact with your program?

The LGE program highlighted here is part of a comprehensive leadership development curriculum that address a range of needs and skills at all stages of leadership from new manager through senior executive.

The LGE program, targeting high potential Vice Presidents, is highly selective and uses a nomination process to ensure participants meet performance standards and are highly self-motivated. Participants are engaged in learning with peers from different businesses and geographies as well as participate in dialogues with senior executives.

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

Our research has validated the need to build cross-enterprise business acumen. So while we had confidence in our leaders to be successful in running individual businesses or functions, we know that to ascend into more senior roles that requires broader cross-business/function knowledge to be successful individually and for the company.



We have learned that much of the participants' learning occurs outside a classroom, from components like executive coaching, assessments for self-awareness, and learning from peers.

- Assessments are used in our leadership programs, and are integrated into ongoing development, at the individual level and in aggregate to inform development priorities for the enterprise.
- Executive coaching provides our leaders one on one consultation with experts that challenge the individual to think or work differently.

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

Our goal is to increase the readiness of our high-potential talent to lead at the next level. Measuring ROI and progress toward that goal is very important to us. We do this in two important ways:

First: To measure the program's success, an impact study was completed in 2016 to collect impact data from managers of participants.

- The goal was to understand the impact of the learning experience from the manager's perspective and to gain insights that will allow us to continue to improve and enhance the programs.
- Managers are seeing behavioral changes in high impact areas including strategic thinking, influence, and engagement. Results demonstrate meaningful improvements in impact and presence as a leader, as well as stronger strategic thinking skills when back on the job.

Second: We measure cultural and outcome measures that we have an impact on, to gauge progress. We have made an impact because we know that:

- A key outcome in our culture is that talent development is owned by our leaders. Ninety two percent of our senior management team have been actively engaged from program creation through participation as mentors, faculty, and sponsors.

- We are breaking down silos across the organization.
- We are developing leaders with broader capabilities. Cross-business visibility has improved as graduates have built strong collaborative relationships that extend well beyond the program parameters.
- We are retaining the high potential participants. Program participants have stronger retention and engagement than non-participants.

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

We are continuing to invest in our leaders through this and other leadership development programs, given the strong business outcomes they are producing.

- Seeing the continued impact from programs and strategies.
- Continuing to modernize the experience and keeping it relevant to the changing business environment.
- Continuing to increase the number of successors that have completed the program. 47% of our enterprise successors have completed it.
- Continuing to increase the diversity of program nominees.

Would you like to comment?

# Inclusivity And Diversity Of Ideas: The Need Of The Hour

*Is big corporate structure a hindrance to inclusiveness of new ideas?*

By Moritz Kothe

Our lives right now is one of the most dynamic and kinetic times in human history. With the advent of technology, making an idea into a reality is easier than ever before and entrepreneurs touting new thoughts and concepts are popping up all over the place. The companies they create - and more importantly, the employees within those companies - are changing the world.

For example, did you know one of the tools you probably use every day, Google Maps, was initially a side project? A while back at Google, all employees had to dedicate 20 percent of their time to side projects and ideas. Everyone needed to stray outside of their “jobs” for one day a week in hopes that the team would come up with the “next big thing”. One of those great ideas turned out to be a home run with Google Maps, which now dominates the local discovery and turn-based navigation markets. And that’s not all - Gmail and AdSense, now two top earners for the company and the industry standards for each product’s use-case, all came from Google’s 20 percent time side product policy. Unfortunately, a few years back, Google [had a policy change](#) that made it more difficult for employees to work on these types of side projects and it has slowly been phased out.

Just as Google itself, once the beacon of a modern workplace, has begun to succumb to old school ways of thought that hinder creativity, many workplaces are in a similar situation and aren’t listening to the creative meanderings of their employees.

## The Need for Inclusivity and Diversity of Ideas

At [kununu](#), we ask employees to rate their company according to various workplace factors and one of these pillars focuses on how diverse and open a company is to new ideas. Based on our latest research of the past 12 months, this pillar (how “inclusive/diverse” their company is) has the lowest ratings across all the workplace factors, with an average score of 2.06 out of 5 stars. Within that factor, the “best” performing industry (out of 42 measured) is HR itself, but even the HR industry only scores 3 out of 5 possible stars, meaning there is work to be done. Following close behind the HR industry, we have Internet/Media companies and the Entertainment industry. You would expect both of these industries to be accepting of as many new ideas as possible as a new concept could potentially be worth billions of dollars or at least give a company the competitive edge.

But these aren’t just ethereal numbers; in our data collection, we have found some interesting testimonials that shed additional light on how receptive companies are to new ideas. An employee of a hotel chain, for example, said that “This company/owners do not listen to any opinion or ideas of employees or management.” It seems like a big corporate structure is a hindrance to inclusiveness of new ideas. This is a common thread, as big organizations have a problem listening to ideas higher on the food chain. Another example, the EPA, an organization that today needs all the help it can get, had an employee share, “No, opinions and ideas were not readily accepted by management, especially if you were not one of the favorites.”



These data points and testimonials tell a story and that story is one of the human ego. The yes-man is a cliché we all know and poke fun at, but what if most bosses in most companies are, in fact, looking for just those people? Those who won’t challenge their authority or ideas, those who will simply fall in line. Well no great idea came from just falling in line, or else we’d all still be using MySpace to communicate with our friends and listen to our favorite bands.

If you look at some of the other data we’ve collected and analyzed, most of the numbers are quite optimistic. For example, gender equality scores high in all industries. But, looking at the data surrounding inclusivity of ideas, it tells me something needs to change in the fundamental way we do business. Businesses should have town hall meetings where new ideas are shared without any ramifications or consequences. The words “stupid idea” should never be uttered by a superior in a company, and the improv method of “Yes, and…” should be a common phrase on everyone’s lips. The fact that Google is going backwards doesn’t mean we all should. This is a time of ideas, and whenever you stifle one, you might be changing the course of history for the worst. **LE**



**Moritz Kothe** is Chief Executive Officer of kununu U.S., and Senior Vice President International for XING AG. Prior to leading kununu’s U.S. expansion, Moritz helped to grow XING AG business from a 200-million-dollar market cap to the billion-dollar business it is today. In that role, he led business-to-consumer subscriptions and XING’s advertising businesses. Moritz started his career with Tchibo in London before moving to the Hamburg-based headquarters of the company building up new business. From consumer goods and services, he moved into the travel and tourism sector at Berge & Meer, and later to telecommunications at blau Mobilfunk where he sat on the Board and lead new business and sales.

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Carmen Murrell Randall



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7

LEAD Award Rank

Best Use of Social Collaboration and Knowledge Sharing

## Encouraging Professional and Personal Development

Our editorial team interviewed **Carmen Murrell Randall, Vice President, Training & Development from G4S North America** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



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

PROMOTE ME! was created for G4S employees to easily and effectively identify their intention to be considered for promotion or transfer opportunities, gain access to important career-related information, and encourage individual professional/personal development.

### Who do you impact with your program?

The program was initially developed for Front-line Employees (security officers). However, the program has been enhanced to include all G4S employees.

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

Provided the right opportunities, employees are interested in personal and professional development. Employees acknowledge that while participating in the Promote Me! program may increase their chances for advancement/promotion and enhance their professional/personal skills, G4S cannot guarantee career advancement. However, employees appreciate the opportunity to have their efforts recognized for consideration for advancement within the organization.

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

Employee Retention, Turnover and Promotion from within. Since the implementation of Promote Me!, our company has successfully engaged 4,914 employees' who may have been looking to leave our company and re-directed on a defined path toward career advancement opportunities.

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

- Continue to fine-tune and develop the program.
- Partner with Colleges and Universities to provide college credits for our employees' professional development accomplishments
- Add course completions to our quarterly, semi-annual, and yearly career development review processes
- The program will continue to succeed by providing customized guidance and tips to employees on how they can continue improving their professional profiles targeting specific information related to their career interests, skills, certifications and licenses, etc.

Would you like to comment?

# Weathering A Business Storm Cycle

## 3 ways to help employees

By Dave Hopson



The modern economy is in a constant state of change, which means businesses – large and small – must move quickly in response to market shifts.

Even the strongest companies will cycle through good times and bad. Bringing out the best in employees is a challenge at the best of times. According to Gallup, only 32 percent of U.S. workers felt engaged in their jobs in 2015 – which was a pretty good year for the economy and business growth.

So imagine the struggle of keeping the best workers happy when the business transitions through a down period.

And it will. Hopson says every business goes through four repeating phases: start-up, high growth (what he calls the “tornado”), declining growth (the “avalanche”), and consolidation.

Picture the employees sliding downhill in that avalanche, and you get the idea: It’s up to a company’s leaders to help them hold on, to turn the inevitable transition period from exhausting to exhilarating.

How does a business leader manage that through possible layoffs and pay cuts or, at the very least, major changes to the processes that are used to get the work done every day?

- **Start putting people in the roles that fit them best.** This is the time to ask some tough questions. Who on the staff is so tired and discouraged they can no longer do their jobs well? Who has been moved outside of their normal roles, and how are they handling their new positions? Do they need to be moved back or not? Once you’ve answered these questions, you can step back and take a more accurate look at your staff. You’ll be able to add people where you need them – and remove people where you don’t.

- **Expect resistance to change.** If this is painful for you as a manager, think about how it is for staff members who have a lot less control over the situation. How you and your leadership team present change to your staff can make a world of difference. Employees who feel involved in the change and understand what’s going on demonstrate a more rapid recovery and may even perform better in the end.

- **Clear and frequent communication is vital.** If you introduce processes that staff members don’t understand or haven’t learned, you’re going to slow things down rather than speed them up. Invest in your people. Make sure they always have proper training and equipment.

During the consolidation period between high times and low times and back to high times again, a leader’s primary role is to rally those frazzled and frustrated troops.

Make sure everyone understands you’re in the midst of a normal process and keep waving that flag so that no one gets discouraged. **LE**



**Dave Hopson**, author of *Surviving the Business Storm Cycle: How to Weather Your Business’s Ups and Downs*, is the managing partner at Triumphus, which offers IT consulting services to companies from start up through exponential growth to IPO. He has a bachelor’s degree in political science from Sam Houston University and a master’s in international relations from Claremont Graduate School. He also has a doctorate in international relations and econometrics from the Peter F. Drucker and Masatoshi Ito Graduate School of Management and School of Social Science, Policy & Evaluation at the Claremont Graduate School. Hopson also served in the Marine Corps.

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LEAD Award Rank

Best Use of Social Collaboration and Knowledge Sharing

## An Innovative, Cutting Edge Program

Our editorial team interviewed **Victoria Himmelberger and Eileen Riccio** from **T-Mobile** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



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

T-Mobile's Magenta<sup>9</sup> program is an enterprise-wide high potential program designed to accelerate the leadership capabilities of T-Mobile's top talent. Magenta9 was unique from the start, leveraging a commitment from all involved to do something new and different in the L&OD space. The program would incorporate the latest principles in learning and design, and create an innovative, cutting edge program.

### Who do you impact with your program?

Top talent Senior Managers across the enterprise.

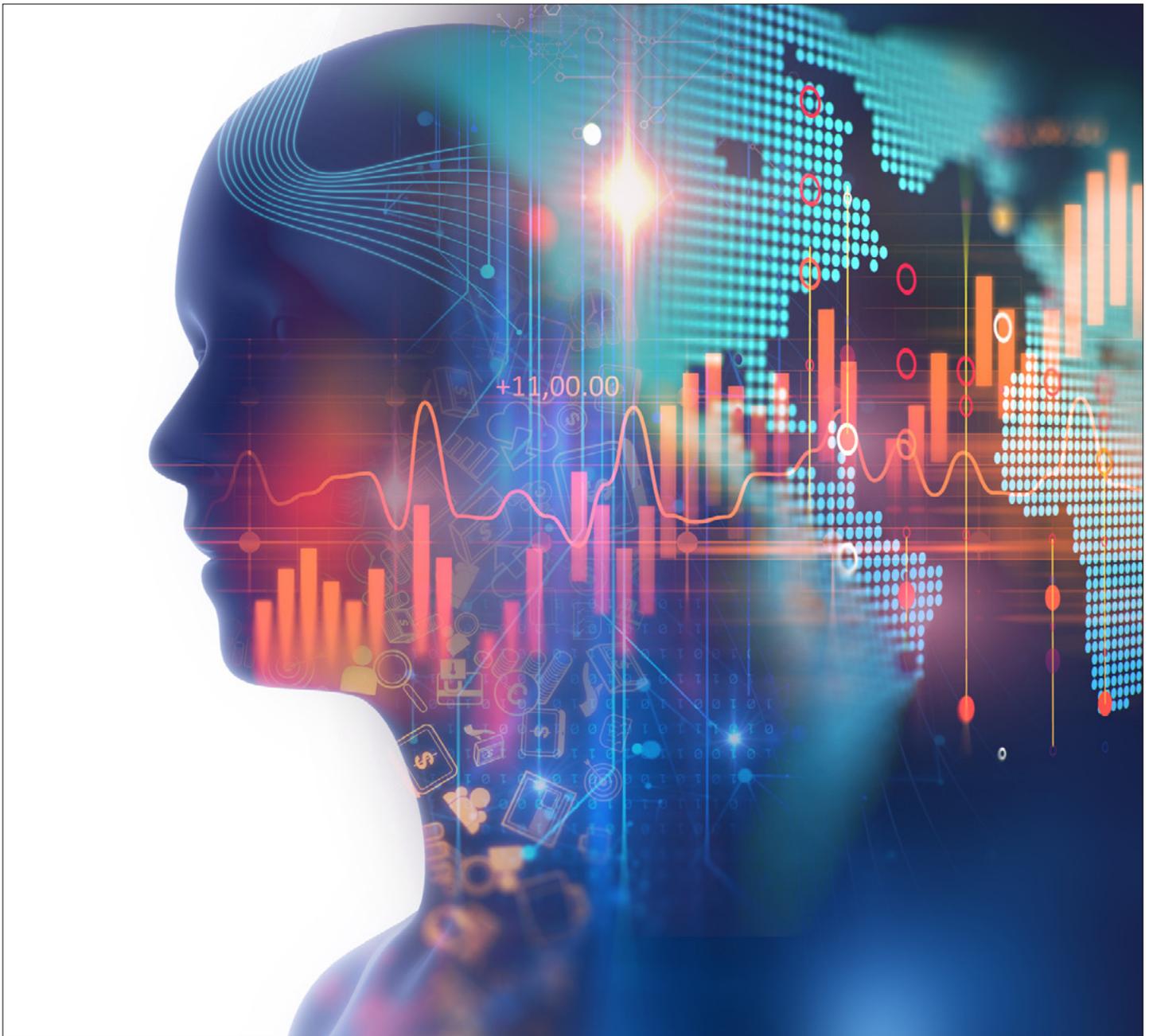
### What are the lessons you've learned this year from facilitating your program?

The successful creation, implementation and facilitation of the M9 program was a result of solid analysis, early stakeholder support and constant communication across many different channels throughout the enterprise. The program is a departure from other HiPo Leadership programs we've delivered in the past at T-Mobile. The M9 program was developed as a complete system leveraging a learning culture that includes early stakeholder involvement, enterprise-wide support, and online social connectivity. Based on learning best-practices, M9 content is broken down into micro-learning components which can be immediately applied to on-the-job situations with real-time feedback.

A key take-away from the first year of M9 is the need to iterate quickly and often. The use of video components, integration of social learning conversations and the implementation of the 70-20-10 model—all under the umbrella of micro-learning—kept us sharp. While it sounds old-fashioned, solid program level objectives and an understanding of our audiences' persona equipped us to transform the required information into relevant and engaging content.

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

- Quality of movement
- Internal mobility (internal vs external hire)
- Cross functional movement
- Time to fill



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

There is significant energy surrounding Magenta9. Its success is reaching people by word of mouth, resulting in a list of participants eager to join. Increasing the number of slots to more participants will be key this year, along with program and content maintenance. This program contains well over 1,000 learning objects that support the models used in each learning path. Continued iteration and updates

to the supporting materials will be critical. Not only do we want to keep the Magenta9 program current, we want to make sure that the learning technologies used stay relevant and fresh for our learners.

Would you like to comment?

# You May Not Be As Influential As You Think You Are

Check out 5 reasons

 By Stacey Hanke

**Y**ou may not be as influential as you think you are. This may be a bold statement, especially because you don't know me. But what if I'm right? Have you or your team ever considered how you, your message and the experience people have with you come across?

Have you ever given thought as to how your communication may be sabotaging your influence without you even knowing?

Most leaders whom I have worked with haven't given thought to this question much less taken steps to increase their awareness of how their listeners hear and see them (rather than what they believe to be true).

You can imagine how many times I hear these misconceptions:

I communicate all the time. I'm comfortable, therefore I'm a good communicator.

When I know my topic, it's easy.

Be careful with these two. "Comfortable" and "easy" do not equal influence. It is a natural human tendency to base our opinion of ourselves on how we feel when we communicate rather than on the facts of how we actually look and sound. Our thinking is, "I feel good, therefore I am good." More often than not, what we feel inside doesn't translate to what listeners are seeing and hearing. And the third excuse:

Our titles determine the level of influence we have.

Influence is not a badge of honor. It's a choice that takes discipline and a lot of hard work every day.

One of the reasons that leaders believe they're more influential than they really are is because our definition of influence is flawed. There's a misconception of what influence is and an outdated, inadequate understanding of what it means to be influential.

You may be familiar with this definition: the ability to motivate people to take action. This is true, but it's not the complete picture. This definition misses a key component of influence. Influence is more than turning it on when you think you need it the most. Instead, it's these five crucial things:

1. Influence is Monday to Monday – your body language and message are consistent during all interactions, no matter whom you're talking to and what medium you're pushing your message through. If you have ever set a New Year's Resolution or you know individuals who have, you have to be all in, Monday to Monday. You can't eat healthy Monday to Wednesday and slip the rest of the week. Influence requires the same level of discipline Monday to Monday.

2. Influence means you have the ability to move people to take action long after the interaction occurs.

3. Influence is built on verbal and nonverbal communication.

4. Influence is measured not by how you feel but by the results you consistently achieve.

5. Influence is a critical skill that can be developed by anyone through feedback, practice and accountability.

Accomplishing these definitions of influence is difficult because we live in a new world of work; it's noise 24/7. Think about how many messages you have already received today. We have noise from our own dialogue and the multitude of messages we receive 24 hours a day, every day.

The critical first step to taking a closer look at your level of influence requires you to be open-minded, vulnerable and committed. Influential communicators acknowledge that they don't know everything, and they are open to self-discovery.

To enhance your influence, you need to evaluate your communication based on facts, not feelings. You need to get to the heart of what is really going on by experiencing your communication through the eyes and ears of your team and colleagues.

Applying this practical and immediate advice will help you gain a greater understanding of how you communicate and continuously grow you and your team's influence. **LE**



**Stacey Hanke** is the founder and communication expert of Stacey Hanke Inc. She is the author of *Influence Redefined: Be the Leader You Were Meant to Be, Monday to Monday and Yes You Can! Everything You Need From A to Z to Influence Others to Take Action*. Stacey and her team have delivered thousands of presentations and workshops for leaders of Fortune 500 companies, including Coca-Cola, Nationwide, FedEx, Kohl's and AbbVie.

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Would you like to comment?





Pam Fogarty



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12

LEAD Award Rank

Best Use of Social Collaboration and Knowledge Sharing

## Create a More Agile Culture

Our editorial team interviewed **Pam Fogarty** from **NB Power** at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



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

This program is designed to create a more agile culture to respond to changes in our business. Follows the 8 Step Kotter Accelerate Methodology.

- Engage employees to create urgency and define Our Big Opportunity
- Identify key strategic priorities that are completed in 90 days
- Create Guiding Coalition (volunteers who apply) that work in a dual operating system, and who advance strategic initiatives. This team works outside the hierarchy and has permission to move faster, break down silos, advance business results

Teams learn about and practice Transformation Leadership Principles: Leadership and Management, Engaging Head and Heart, The Few vs the Many, Want to vs. Have to

### Who do you impact with your program?

Employees at all levels in the organization, formal and informal leadership

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

We are a very traditional 100-year-old electric utility. Change is difficult – we are challenging the hierarchy as we work within a network and shift power to the employees in the network. This allows us to achieve results in different ways, while executing with speed.

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

Employee engagement AND business results. In addition to Guiding Coalition initiatives, we completed 13 – 90 Day Results Accelerator initiatives have yielded approximately \$38 million in efficiencies and savings.

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

Solid business results have determined the need to continue this program. We have now trained 14 Results Accelerator Facilitators and have formalized the process within our Formal Management System.

Would you like to comment?

# Giving Employees A Voice

## Practical ways to follow

 By David Shanklin

**T**alk isn't always a bad thing. In fact, employees chat for a variety of reasons: to vent, to connect, because they have things to say, because they care. From the time-honored tradition of circling the water cooler to online communication platforms like Slack or Lync, employees share their opinions because they have a vested interest in connecting to the work they are doing and to people they are doing it with.

While it is tempting for employers to feel threatened by chatter—whether they consider it a waste of time or an opportunity for negative, emotional contagion—smart employers not only encourage honest discussions, but devise ways to harness energy and feedback, and turn it into actionable progress for their companies.

In business, the best ideas and keenest observations often come from the people closest to a product or customer. The ability to share ideas upwards can keep employees engaged and feeling valued, boosting retention rates and overall morale. While the benefits of open communication across all levels seems obvious, creating a company culture where employees are empowered to contribute can actually be more difficult to bring to fruition.

### Understanding Your Company's Status Quo

Most high-level managers like to think of themselves as being open to feedback or new ideas, but employees may perceive their approachability differently. From an employee's point of view, sharing feedback is a potentially risky move as new ideas may be viewed by management as critical or as complaints about current practices. If an employee has any doubts that their input will be valued, why even bother rolling the dice? Worse, an employee may feel like they lack access to the decision-makers, even if they are willing to share information.

To take a temperature reading around the openness and availability of communication in a workplace culture, leaders should consider conducting comprehensive employee surveys to elicit feedback about whether employees feel their voices are being heard. Sample survey statements include:

- It's safe to speak up here
- I understand the process for advancing new ideas
- My manager listens to me
- Senior leadership listens to employees

In the interest of openness, express to employees exactly why you are looking for feedback. Ideally, you can speak to how feedback has been used in the past and explain that the survey results will help your company understand how to ensure it is living up to its stated values.

### Share Results

Communication is a two-way street. If management expects employees to be open, they must return the favor. A great way to lead by example is by sharing the results of any surveys or discussions (anonymously, of course), even if the results indicate current issues or concerns. An all-hands meeting is a good place to surface results in a non-confrontational way.

Additionally, management should indicate specific actions that will be implemented as a result of the survey feedback. Without seeing direct results, employees will lose confidence in the process, feeling

as though their responses were simply sent into the void.

### Keeping the Door Open

To establish a more open culture, managers should gather information in different ways. While surveys offer one great way to formally elicit feedback, and provide an anonymous channel critical to ensuring there aren't any organizational blind spots, they do not take the place of direct conversations with employees. Personal conversations can bring forth more fully formed insights and provide the opportunity for more in-depth discussions. Supplement survey results by holding regular 1:1 check-ins with individual employees. This provides an opportunity for an individual's leader to respond directly to needs, co-create solution, offer additional context or information, or escalate an issue on an employee's behalf.

A related best practice is the "skip-level" conversation. This format allows employees to meet with their boss' boss. This not only gives leaders an additional listening and learning opportunity, it shows employees that their views count. Topics of conversation can range from the personal to career and development-related or to an employee's best ideas for improving a product, process or offering. It is up to the company or leader to select what option works best for them. The most important thing is that the leader spends time truly listening. It's also never a bad practice for a leader to simply ask "what's on your mind".

### With Stronger Communication, Everybody Wins

Improving communication is not a one-time activity, but an ongoing process. A company that places emphasis on giving employees a voice should continue to solicit opinions from before and after any major changes.

The extent to which managers succeed in creating an atmosphere that empowers employees to speak up will determine whether valuable employee voices spur positive changes or simply foment office gossip. When executed correctly, company leaders can use the wisdom of employee voices to the company's concrete benefit. And in that case, everybody wins. **LE**



**David Shanklin** leads the culture strategy and account team at CultureIQ. He loves data and people, and helping CultureIQ clients figure out how to make their businesses better by combining the power of the two. He's also passionate about helping others achieve their full potential through self-discovery and coaching.  
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Would you like to comment?





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LEAD Award Rank

3

Best Train the Trainer Program

## Innovative Training Approach

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?

iQor is a company with two strong foundation pillars: Customer Interaction and Product Support. ITT is the bridge between those two worlds by providing a common language: Technology. ITT creates a synergetic effect for joint cooperation which actually benefits our clients due to the increased effectiveness of product support specialists, and the confidence in delivering technical support by call center agents.

### Who do you impact with your program?

All new employees. Production and associated customer support employees adopt ITT as their methodology in initial training.

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

We learned that the methodology is easily transferrable to other locations and languages. Training is delivered through an ITT Workshop, which is a four-day train-the-trainer program dedicated to implementing the ITT approach.

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

ITT promotes iQorian values, especially 'Open CommuniQation'. This creates a positive first impression of the company among new hires, especially younger generations that are more comfortable with technology, thus increasing the retention of employees.

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

iQor will continue to implement the ITT Workshop. The first group of ITT-certified trainers were certified in September of 2016. iQor also implemented the ITT mobile application that offers more interaction opportunities for the trainer and trainee. At iQor, one of our values is Innovation, thus we will continuously seek ways to improve engagement and enhance the experience for all ITT participants.

Would you like to comment?



Mark Monaghan



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13

LEAD Award Rank

Best Use of Social Collaboration and Knowledge Sharing

## Aiming for Continuous Improvement

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 Lean Portal is a proprietary and custom built SharePoint platform that introduces and guides our Product Support employees through iQor's Lean World. The Portal provides an inside view of iQor's philosophy of continuous improvement and provides assistance for all company-based Lean activities.

The Portal offers a wide range information from the latest company news to a training calendar, to information on deployment approaches, educational and certification opportunities, report for current metrics and KPIs that impact performance and reporting, and much more. In short, the Portal contains a comprehensive repository of all the materials and information needed to support iQor Lean initiatives.

### Who do you impact with your program?

The Lean Portal extends out to all employees. The Portal encourages transparency between iQor leadership, employees, and our clients by allowing for a high-level look into activities, events, standards, and procedures. It also creates opportunities to share best practices with fellow iQorians.

iQor also implements a Lean Education Program, which is available to all employees at any level.

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

Continuous improvement is vital for the ongoing success of the Lean Portal. To maintain popularity and engagement, iQor continuously works cross-functionally to update and enhance the Portal, its information, and ease of access and use.

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

iQor relies on Key Performance Measures (KPIs) to illustrate the Portal's success and return on investment. Since the Portal was launched, we have seen an increase in the number of completed Lean certifications.

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

As of today, the Lean philosophy and Portal have been distributed mostly to our Product Support division of the company. Our next goal is to encourage the Portal's use to our Customer Interaction side, which includes over 70 other facilities around the globe. We also plan to integrate an online exam into the Portal.

Would you like to comment?

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# Riding the Next Wave of Human Evolution

*Sluffing-off millennial myths reveals the millennial 'possibility' mindset*

By Judith E. Glaser and Debra Pearce-McCall



## What's New About the Millennial's Mindset?

With their deep comfort with uncertainty and technology, coupled with their hardwired sense of inclusion, Millennials are blazing the trail by transforming workplaces. When used well, technological connections facilitate extended conversations and build trusting relationships transcending time and space, with all the potential this unleashes. The future leaders of this *relationship network, where the world is connected in ways that shift our minds and brains, are the Millennials. Consider this: How might the Millennial generation be riding the next wave of human evolution?*

Putting to test our hypothesis that Millennials have been mislabeled, we brought together some Millennials from IBM to get their best current thinking, and through 'asking questions for which they have not answers' and 'listening to connect' – which are CreatingWe Institute's approaches to deeper conversations – we learned about Millennials' evolving mindsets:

*"I feel IBM fosters a culture of collaboration and being part of a team - that you're not trying to one up everyone else or get ahead while other people fall behind, it's more of lifting everybody up together.... I've never met a millennial who is just all for themselves and is unwilling to help anybody else."* (Austin Root)

*"We believe that the best ideas don't necessarily come from a leader. They come from different parts of an organization and from around the world."* (Drew Seward)

*"We're entrepreneurial, communicative, and collaborative. We've grown up in the generation that communicates and is transparent."* (Lexie Komisar)

## Deconstructing our Biases

Our view of the Millennial Mindset is based on the new understanding of our social brains, and how our neural patterns and our minds develop in response to lived experiences. Our focus, Conversational

Intelligence Researchers, led us to ask: How might experiences common to a significant number in this generation impact their social brain development, their mindsets and how they relate in the workplace? We chose to sluff-off some typical and often negatively inflected Millennial Myths, and consider ways that the Millennials' childhood experiences may have harnessed positive neuroplasticity and shaped their mindsets to enable them to adapt, and even thrive in our rapidly changing world. With an open, fresh perspective, let's explore the powers of what we are calling the **Millennial Possibility Mindset**.

*"I think Millennia's have a lot to share; I think all different generations inside the company have a lot to share, and it's about us drawing from our collective experiences, and history...it's about learning and having conversations, because that's actually how you create thriving, open, organizations."* (Laura Vang)

Interestingly, no one in the IBM group felt generational ownership of the term Millennial. Instead, they were sure that anyone, of any age, could share their perspectives. This sense of inclusiveness is the first **adaptive mind quality** we will highlight as we consider **The Millennial Possibility Mindset**.

## Quality #1: Sharing Our Worlds

The upside of "everyone gets a trophy" is an implicit belief that everyone has something to contribute. This generation has embraced the creation of a "shared economy ethic", along with upending many institutional hierarchies and some institutions themselves, through disruptive ideas, disruptive technologies, and businesses based on **more sharing** of items and information. This organic sense of self as part of a collective, when fostered, creates engaged employees who can be less focused on standing out and more inspired by being part of something larger than themselves. Neuroscience research identifies a place in the brain that activates when we share or even think about sharing something with others - it's called the TPJ, the



Temporoparietal Junction (see research by Matthew Lieberman and others, 2013). Perhaps many Millennials can more easily activate the TPJ, and consider and comfortably engage with the perspectives of a wider diversity of others.

### Entitled or Eager to Engage?

These days, some in hierarchically higher positions struggle with millennial workers who don't seem to understand deferential communication; some say their younger colleagues are entitled or disrespectful. In addition to receiving those over-debated trophies, many Millennials grew up with more parental consideration – they were seen and heard, asked and answered. They also had social connections at the move of a mouse, whether messaging a friend or gaming with someone on another continent. They may not feel or behave like they have to earn their place or their voice, assuming a more equal sharing of power; but they are totally willing to take up their part of the load, especially when meaning and story connect with the goals.

### Power-With and For All

We propose their childhood relationships and experiences helped this generation develop a different internal concept of the web of social connections that surrounds them, more “horizontal” and full of options than hierarchical and limited. Today's realities require pervasive or distributed leadership in businesses and communities, where work is spread among people who value their part in a greater whole, and can self-manage and co-create toward a common goal. Moving forward any human system in ways that truly increase its health requires trust and transparency more than protectionism and siloing. The Millennial Possibility Mindset helps us flourish in a more inclusive and interconnected world, sharing power and unleashing potential.

*“Leadership is about being open with your team. It's about uniting team members behind a common purpose, and creating an environment where they can jump in with their ideas and knowledge.” (Sarah McNee)*

### Quality #2: Embracing Uncertainty and Diversity

Being more open and inclusive means life is less predictable and we encounter more differences. Our brains function, in part, as efficient predictors, and for generations many folks have been raised to believe there is one right answer – and they feel most comfortable with certainty, order, and when things and people are as expected. Our brains also evolved to quickly identify “friend or foe” based on predictability and commonality as a cue for safety, but this old “neuro-model,” based on a simplistic definition of “like me, not like me,” no longer suffices for contemporary relating.

Today, we need to see all our co-workers, of all tones and world-views, as enough “like us” to learn and work together. In rapidly changing circumstances, having more comfort and trust with a large swath of humanity, and approaching unknowns or problems with curiosity and flexibility, can be keys to survival. Organizations thrive on innovations that emerge from open and energized collaboration and co-creation. But being able to stay comfortable and thoughtful, in the face of differences, the unknown, and all the other forms of uncertainty we face each day, requires an update or override to our automatic nervous systems' responding to uncertainty with discomfort or confusion, experiencing it as a stressor or a threat.

### Run away!!? No way!

Millennials were the first folks to grow up with endless information and the full panorama of humanity available for viewing at the

touch of a button. This increased exposure to variety, complexity, and the capacity for ongoing seeking may have changed their reaction to uncertainty, even evolving into a new perception of and response to “not knowing,” one that is more **approach** than **avoid**.

*“Uncertainty is just a constant, that's just life. For me and for a lot of my peers, uncertainty really is opportunity.” (Lexie Komsar)*

*“If you're not the right person, what's your 'yes, and'? What's your next step to go and further move something forward?” (Sarah McNee)*

*Failure excites me just as much as succeeding... what you get from failure is learning. 'Cause there's no such thing as failing, it's just what you take from that experience to guide you.” (Austin Root)*

We wonder if the Millennial Possibility Mindset rides on a nervous system made more familiar with uncertainty and differences, and therefore experiencing less of the sympathetic arousal response of flight/fight and more of the social engagement response with its energy of approach and curiosity. Imagine how having this (instead of the old model of defensive reactivity where an activated amygdala and fear circuits overwhelm higher brain functioning) would allow people to *approach uncertainty with a core confidence and optimism that it's okay not to know, and to just keep trying something*. This calmer inner attitude serves as a springboard for asking questions for which answers are not known, quickly learning from mistakes, and comfortably welcoming different perspectives.

*“I think that some of the conversations tend to have less boundaries. We don't feel there are hard limits and, thus, extend our vision of what is possible.” (Drew Seward)*

These two adaptive mind qualities work synergistically. Unpredictability (uncertainty and difference) becomes an invitation for curiosity, connecting, and co-creating. Feeling part of a trusting team with shared power makes approaching dilemmas easier. The possibilities for figuring out how to thrive together become magnified. This is the Millennial Possibility Mindset. **LE**

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Would you like to comment?





Lori Bradley

PVH

Organization: PVH Corp.  
 Program: PVH Executive Coaching Program  
 Program Director: Lori Bradley  
 Visit: [www.pvh.com](http://www.pvh.com)

8

LEAD Award Rank

Best Use of Executive Coaching Programs

## Offering Individualized Approach to Development and Growth

Our editorial team interviewed **Lori Bradley, EVP of Global Talent Management and Inclusion & Diversity of PVH Corp.**, at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



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

The PVH Executive Coaching Program provides an individualized approach to development and growth, helping a leader to be more effective in his or her current role or preparing a leader to assume a role of greater responsibility. Coaching is a process of discovery, guided by the coach, designed to draw out and enhance the leader's strengths and address potential derailers.

### Who do you impact with your program?

The PVH Executive Coaching Program is geared toward senior leaders. It helps leaders at this level become more effective and better equips them to develop and manage high performing teams.

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

We have received a growing number of requests over the last year for executive coaching, so we have refined our processes to be more efficient and effective. Managing a pool of coaches and supporting multiple coaching engagements can be very time/labor-intensive. We have refined our processes to include standardized forms and templates, where it makes sense. It is important though to strike the balance between a standard process and a tailored approach to each engagement.

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

As with any development initiative, it is important to show the tangible impact coaching has on the leaders and the organization as a whole. While anecdotal success stories have been documented since the start of the program, our team has elevated our focus on collecting data and measuring results. In addition to a post-engagement evaluation survey, we now initiate a pre-survey aligned with our leadership competency model to provide an improved way to measure behavior change resulting from the coaching engagement.

To measure the success of the program, we also use our Associate Engagement Survey results, promotion/retention data, and information from individual coaching plans, which leaders update with their progress throughout the engagement.



Leaders work with the coach's support to develop a coaching plan that details the goals they want to accomplish during the engagement. Examples of successes provided by the leaders or their managers are compelling measures.

We use a survey to capture data from both the leader and the manager at the conclusion of the engagement. The leaders are asked to note what they have been able to impact or change, the effectiveness of the coach, and the overall effectiveness of the process. This year 100% of participants who responded said that the coaching engagement was a valuable development experience.

Our company-wide engagement survey, PVH Listens, is also a source of data on program success. In the most recent survey, executive coaching participants indicated a level of engagement 25 percentile points higher than all other associates. According to the survey, executive coaching participants were twice as likely to demonstrate discretionary effort and to go "above and beyond" compared to other associates.

Of the company's top leaders, more than half have worked with an executive coach in the past two years. 43% of those have been promoted or given additional responsibilities either during or after their work with their coach. The retention rate among those who work with a coach is two points higher than the average at that level. We see executive coaching as a very effective engagement driver as well as contributing to our bottom line.

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

One of our main strategies for growth is to invest in talent, develop our people and expand career opportunities while providing an inclusive environment where every individual is valued. The Executive Coaching Program directly supports this strategy by investing in and providing support to senior leadership. We plan to continue to grow and refine the program through expanding our network of coaches, partnering with key regions to develop local Executive Coaching Programs, and enhancing the execution and measurement process. We plan to include success stories and metrics on retention rates in annual executive reviews to help build even more support and awareness of the program.

Would you like to comment?



Lori Bradley

PVH

Organization: PVH Corp.

Program: Confronting Unconscious Bias

Program Director: Lori Bradley

Visit: [www.pvh.com](http://www.pvh.com)

12

LEAD Award Rank

Best Use of Classroom/Traditional Training

## Helping Leaders Mitigate Bias Within the Workplace

Our editorial team interviewed **Lori Bradley, EVP of Global Talent Management and Inclusion & Diversity of PVH Corp.**, at the **LEAD2017 Awards** this past February. Here are some excerpts from the exclusive interview.



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

Confronting Unconscious Bias is a foundational component of PVH's focus on Inclusion & Diversity (I&D). The course, which is offered in partnership with Cook Ross, Inc., is designed to help PVH leaders and associates to:

- Practice strategies and leverage tools to create an inclusive environment where every individual is valued.
- Explore how they think, process information and communicate, so that they can recognize unconscious bias that may unintentionally result in excluding people or making unfair decisions.
- Expose patterns of unconscious bias so that they can mitigate its impact on leadership, decision making, and organizational processes and structures.

### Who do you impact with your program?

All associate levels (Senior Executive through Individual Contributor) in the U.S. Our CEO and his senior leadership team attended the course in 2015 before rolling it out to our entire U.S. organization. To date, more than 1,500 associates have completed the course.

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

The feedback on the course continues to be overwhelmingly positive. We've learned that education around inclusion and diversity is a topic that speaks powerfully to associates.

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

We use course evaluations and also key metrics from PVH Listens, our Associate Engagement Survey.

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

Confronting Unconscious Bias was made available to all U.S. associates in the fall



of 2016. The course will continue to be a foundational component of PVH University's Inclusion & Diversity Academy curricula for all new or recently promoted leaders. The course is now also being used in Asia and Canada as part of their regional Inclusion & Diversity strategies. A new course on the topic of Micro-Inequities in the workplace was recently piloted. The course is designed to further identify the link between unconscious bias and unconscious micro-messages and how they appear and impact our workplace. The new course enables participants to:

- Articulate how the need for social belonging and appreciation is affected by the micro-behaviors of exclusion.
- Uncover personal micro-behaviors and micro-affirmations.

- Practice effective ways to shift bias-based events into “teachable moments.”
- Create an action plan for increasing self-awareness, building relationships and creating an organizational culture of affirmation and inclusion.

Would you like to comment?

# Leadership Training

## *The case for face-to-face*

 By Stephan Pineau



**W**e remember great leaders because they inspire. Knowing this, it's hard to expect e-learning modules, videos, or gamification techniques to inspire or develop leaders through a screen. However, leadership training is such a burning topic that it's easy to get swept away by the latest trend. Leadership training should be “continuous”, “adaptive”, “social”, and “leverage technology.” However, these buzzwords hold many contradictions: can learning be online *and* social? Personalized *and* inclusive?

To resolve these contradictions, we need to reveal the core. And leadership, at its core, is not just about skill, it's about *people*: it is about developing relationships, emotional intelligence, and managing diversity. This is precisely why the classroom, which is inherently social,

remains such an essential part of leadership development – it provides the environment and learning opportunity developing leaders need for success. Technology should enhance, complement and optimize, but never replace or overshadow face-to-face interaction.

So, let's back-up a little, debunk some common leadership training myths, and understand where technology fits in this human-centric model.

**Debunking Common Leadership Training Myths to Focus on Outcomes**

**Micro-learning, video, simulations: the end of the face-to-face era?**

New delivery methods have brought about much-needed value in multiple areas: learning tailored to learners' needs, greater flexibility,



less time away from work. However, in leadership training, in particular, “tailored” online learning is not a panacea. One area in which face-to-face significantly outperforms online learning, year after year, is in engagement. Great facilitators know how to be flexible and engage their audience to communicate effectively, and leaders in particular thrive on human interaction. In a 2015 study by the Chartered Management Institute, 72 percent of managers surveyed emphasized the importance of a good course leader<sup>1</sup>. Especially for emerging leaders, “live” training methods and participation help develop essential soft-skills such as coaching, giving feedback, and delegating.

**“Experiences, not formal training?” Rethinking the 70/20/10 model for leaders**

If we follow the 70/20/10 framework, it would seem that the place for formal face-to-face training is minimal. However, a 2015 DDI study<sup>2</sup> found that the highest quality leadership development programs actually have a ratio of 52/27/21, giving much more importance to “Learning from others” (27%) and “Formal Learning” (21%) at the expense of “On-the-job”. What does this tell us? Leaders *do* crave formal and collaborative learning; what they reject are aimless, isolated learning experiences. And indeed, with millennials entering the workforce, leaders are looking at a team-centric approach for their business, with only 14 percent of executives believing in a traditional organizational model, according to Deloitte’s 2017 Global Human Capital Trends. There’s a fine line between “tailored” learning and “isolated” learning. Training programs where instructors and learners, facilitators and leaders engage and interact with each other mimics the collaborative workplace environment. When given a task in such a setting, developing leaders learn through experience and build team dynamics, collaboration and conflict management skills.

**The power of networks, or how to help your leaders build their brand**

Peer-to-peer learning is increasingly being applied to a more diversified workforce, especially with such models as the flipped classroom and social learning. In this context, a common argument is that today’s learners are sick of formal certificates, but prefer building their “brand” on their own by cherry-picking experiences and bite-sized learning. Is face-to-face really this static, driven by course completion and not individual development?

On the contrary, the classroom as an inherently social experience is actually a far better place to develop a network than through video learning or individual simulations. Online, emerging leaders build what we could call a “network of skills” by picking relevant learning content, not a “network of people” which is actually more crucial to the successful executive. Through the classroom however, experienced leaders and higher-level executives provide other leaders, at various levels, with important business knowledge. By actively sharing and exchanging ideas, they share skills and advice that aren’t in a fixed training module, which is essential to our human-centric approach of leadership.

**Leveraging technology in a human-centric leadership model**

Keeping face-to-face interaction as a core, there are three main areas along which technology can provide value in leadership training programs.

**Complementing face-to-face for a continuous learning experience**

Leadership training programs need to combine individual “tailored”

learning needs with the collaborative “social” experiences necessary to build great leaders. In this context, technology like micro-learning and video learning can be used to complement face-to-face sessions with personalized content, and Learning Experience Platforms can integrate both methods into a continuous learning path.

**Enhancing in class effectiveness**

Classroom training need not be a static lecture. The face-to-face training experience can be enhanced through tools such as smartboards, interactive polling, real-time content sharing, immediate questions-and-answers. All of which increase collaboration, facilitate communication and improve engagement.

**Optimizing face-to-face training efficiency**

The complexity of managing logistics, resources, and administrative processes and the high associated costs often deter managers from investing in effective and much-needed face-to-face programs. However, face-to-face training doesn’t have to be so complex nor costly.

Organizations can leverage dedicated back-office technologies to optimize resource use, streamline scheduling and administration, track-costs and training budgets, and get precise reporting to make the most of their face-to-face training investment.

“Leadership, at its core, is not just about skill, it’s about people: it is about developing relationships, emotional intelligence, and managing diversity.”

**Keeping it Real**

The digital revolution has brought exciting innovations and massive changes in technology and learning delivery, transforming how companies develop leadership training. However, face-to-face training hasn’t gone out of style. The social and nonverbal communication that occurs in settings such as the classroom or informal face-to-face learning is key for leadership development. Among many benefits, it allows leaders to learn how to build collaboration and relationships, manage change, take initiative, and become inclusive leaders. Don’t be fooled into thinking it’s about delivering quizzes to a new leader’s cell phone or showcasing their latest win on a digital leader’s board. It’s about meaningful human interactions and the classroom still delivers on this value proposition. **LE**



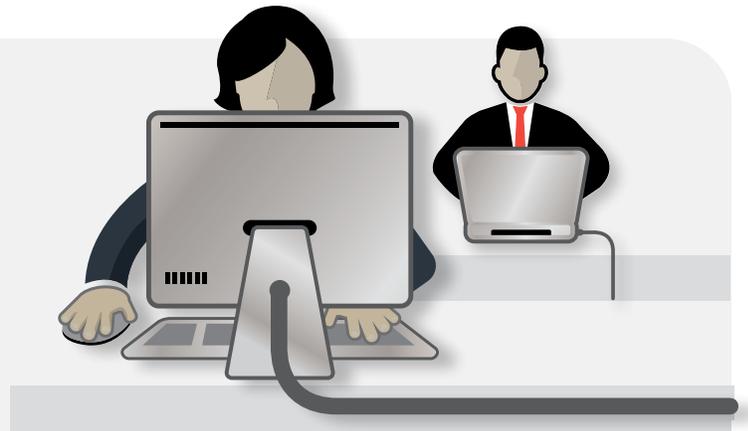
**Stephan Pineau** is CEO at [Training Orchestra](#), a leader in Training Resource Management System which provides an integrated full-web solution dedicated to the entire training ecosystem: Training Departments, Corporate Universities, Extended Enterprises and Training Companies. Covering the whole training process: logistics, finance, administration, and sales, Training Orchestra has proven its efficiency with over 300 satisfied clients, 1.5 million users and \$1.5 billion of training budgets managed.

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# Planning A Memorable Conference That Makes An Impact

*Top 10 tips for you*

 By Sue Wigston



**H**ow long after your last corporate conference were participants still talking about the event? Was it forgotten in the subsequent days as the pressures of the business took over, or did it influence ongoing conversations and result in positive changes in your organization?

A conference or team-building event is a great opportunity to bring the organization together; however, there are many things to consider beyond having a good time (which is important too)! Executives want

to see a return on their investment, and participants who gave up valuable time to attend need to understand how the event will benefit them back on the job. As you think about your next corporate event, use our 10 tips for planning a memorable conference that will keep participants captivated and your executives thrilled.

## **1. Plan! And then Plan Your Backup Plan**

Is your goal to plan and execute a successful conference? Of course,



and the keyword there is plan. Your conference *must* be thoughtfully planned and supported with a contingency plan, to be prepared for any one of the many aspects that may go wrong.

Give yourself enough strategic planning time so that not only the event but the months before the event are as stress-free as possible. For example, our experience has told us that it is best to get executive buy-in and plan their involvement 10 months prior to the event. By planning early, and getting executive buy-in up front, you have the input you need to make decisions, or quickly course-correct, and can rest assured that the decisions made support the outlined goals.

## 2. Provoke Preconference Excitement and Curiosity

The process to get attendees excited about a conference shouldn't start the morning of the event. It should begin long before so that when people arrive, they are ready to engage and are curious about what is in store for them. Developing a pre-event communication strategy as part of your event-planning process is key. Keep the benefits that attendees will experience front and center to build momentum before your event and ensure engagement at the event itself. Want to further pique interest? Creatively theme your pre-conference communications to spark intrigue.

## 3. Get Senior Management Buy-in and Participation

Executive involvement is crucial, yet getting time on their calendars can often be difficult. [Involve this essential group of stakeholders](#) early in the process as you outline goals for the conference. Leaders who not only support the conference behind the scenes but are actively present and engaged before, during, and after the event will significantly influence the mindset of attendees. This is critical, as employees look to their leaders for direction on what they should invest their time and energy into.

## 4. Maintain Enthusiasm Throughout the Conference.

Whether your conference spans multiple days or just a few hours, you want to hold your attendees' engagement and enthusiasm for every second. Build your conference around an engaging theme and don't necessarily reveal everything in the agenda given to participants. Plant teasers and surprises throughout your event—when participants expect the unexpected, it keeps them on their toes.

## 5. Drive Engagement with Captivating Experiences

In today's diverse workforce, conference agendas of the past that appear tried-and-true are falling flat in the eyes of a multi-generational audience. It's time to [think outside the box](#) and consider more engaging, exciting, and memorable alternatives. When selecting experiences for your conference, keep in mind the outlined goals and organizational objectives for the event and the audience that will be participating.

## 6. Embrace Social Media

It's best to not fight the following fact and begin to accept it as a reality; attendees will use their phones during the conference, even if you ask them not to. Instead of fighting it, take advantage of it and have fun with the opportunity to promote engagement! Use an event hashtag or [design a custom Snapchat filter](#) and use them to promote your social media presence.

## 7. Capture the Moments

Luckily, [social media](#) supports this! Whether you hire a photographer, set up a themed photo booth, or encourage employees to share their photos using your event hashtag, the chance to share memories between colleagues may inspire them to continue engaging with those

relationships after the conference ends.

## 8. Require Personal Commitments to Change upon Return to Work

Build in the expectation and the time for attendees to reflect on and capture what they have learned and how they will apply their experience to drive results when the conference is over. Encourage attendees to share this with their colleagues, thus creating a culture of accountability and support back at work. This is a key element to ensure your event makes an impact back on the job.

## 9. Get Feedback from All Stakeholders

When running a corporate conference, you cannot be everywhere before, during, or after the event. Though you may hear feedback from the odd person, to truly see a return on your investment and if the event was, in fact, memorable, you'll need to seek feedback from a more diverse group. Ask questions about all phases of the process, to all levels of participants. This will allow you to [discover what worked](#) and what to improve on for the next event.

“

Give yourself enough strategic planning time so that not only the event but the months before the event are as stress-free as possible. For example, our experience has told us that it is best to get executive buy-in and plan their involvement 10 months prior to the event. By planning early, and getting executive buy-in up front, you have the input you need to make decisions, or quickly course-correct, and can rest assured that the decisions made support the outlined goals.”

## 10. Re-emphasize the Message Post-conference

Keep the message and learning alive with a post-event communication plan. Your communication plan should include all key stakeholders. Enlist leadership to support and repeat the key messages and plan follow-up activities for participants that not only reinforce the learnings but provide them with practical ideas to apply them.

It is crucial to remember that your corporate events must be memorable *and* add value in the eyes of attendees and the executives involved. These 10 tips are invaluable to arm yourself with and will dramatically increase the influence your next conference has—on both memorability and impact. **LE**



As Chief Operating Officer of Eagle's Flight, **Sue Wigston** has established herself as a trusted partner and organizational development expert, through years of senior leadership experience and extensive work in facilitating these types of conferences. She has a proven track record of successfully leading culture transformations in Fortune 500 companies. Sue has over 20 years of experience in the creation and delivery of programs and custom designed solutions for Eagle's Flight client's.

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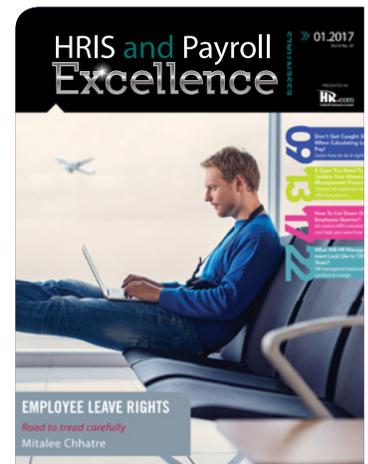
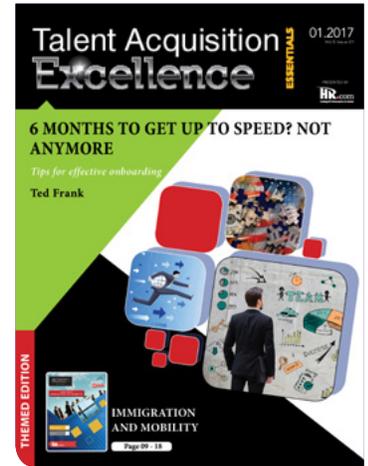
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