# HiPo Hiccups:

## A Case Study for Implementing Multi-Level Leadership Development Programs

**Dr. Kristal Walker
TICE 2018**

**Effective leadership is in great demand across practically every industry.**

MILLENNIALS – Born 1986-2005, currently around 30 or under

BABY BOOMERS – Born 1946-1965, currently in their 50s to 70s

VETERANS – Born before 1945, currently in their 70s or older

GENERATION X – Born 1966-1985, currently in their 30s to 50s

# Session Objectives



Setting the Stage for Learning & Development
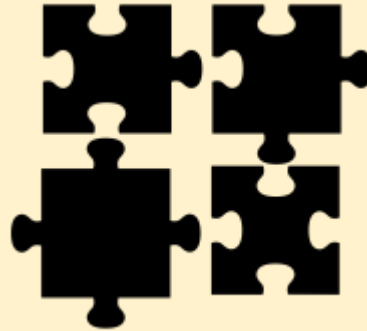
Components of HiPo Leadership Programming

Strategies to Overcome Cultural Barriers

# Dr. Kristal Walker

Director, Professional Development | Guitar Center, Inc.

## Education:
- Doctor of Management, Organizational Leadership
- Master of Science, Management & Organizational Leadership
- Bachelor of Science, Human Services

## Experience:
18+ Years of Progressive Experience in L & D/PC
- Director, Professional Development
- Management, Leadership Development
- Corporate Trainer
- Supervisor, Training & Development
- Sr. Training Consultant/Instructional Design Engineer
- Visiting Lecturer, Freshman Composition
- Adjunct, Business Management, Human Services
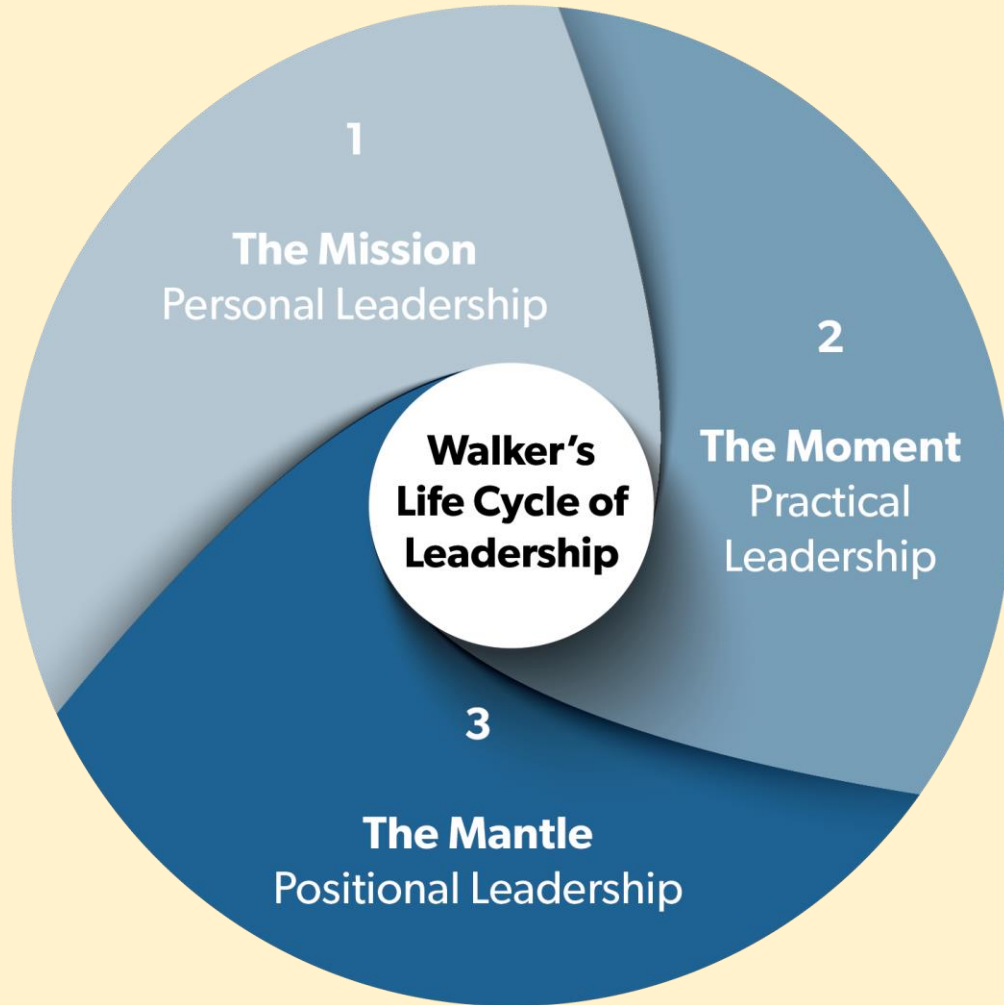- Corporate Administrative Management

1
The Mission
Personal Leadership

2
The Moment
Practical Leadership

Walker's
Life Cycle of
Leadership

3
The Mantle
Positional Leadership

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# My Personal Philosophy of Leadership



**Walker's Life Cycle of Leadership**

1 **The Mission** Personal Leadership

2 **The Moment** Practical Leadership

3 **The Mantle** Positional Leadership

## HiPo Hiccups: Implementing Multi-Level Leadership Development Initiatives

October 3, 2017 • Dr. Kristal Walker • 4 min read

# The Evolution of Guitar Center

**1964**
- Inspired by the British Invasion to carry guitars and amps
- Changed name to "Guitar Center"

**1980s**
Expanded locations across Texas, Chicago, and Boston

**2009**
- Went private
- Launched "Guitar Center University"

**2006**
- Acquired Music & Arts
- Established GC.com

**2013**
Launched "Rentals" business

**1960**

**1970**

**1980**

**1990**

**2000**

**2010**

**2020**

**1970s**
Opened the first central office

**1959**
"The Organ Center" was founded by Wayne Mitchell in Hollywood, CA

**1981**
Wayne Mitchell died

**1997**
- Went public
- Acquired Musician's Friend

**2007**
Launched "Repairs" business

**2011**
Launched "Lessons" business

**2017**
We are now the largest full-cycle music instrument retailer in the Universe

**Guitar Center**

# REPAIRS
**MAINTENANCE & MODIFICATIONS**

**Guitar Center**

# LESSONS
**INSTRUCTION & WORKSHOPS**

**Guitar Center**

# RENTALS
**RENT NOW • PLAY NOW**
LIVE SOUND | BACKLINE | LIGHTING | DJ | INSTRUMENTS

**Guitar Center**

# PRO COVERAGE
**PLAY HARD. YOU'RE COVERED.**

**Guitar Center**

## PROFESSIONAL
PRO AUDIO • VIDEO • LIGHTING • INSTALLATIONS

**Guitar Center**

# FREE GROUP CLASSES
GUITAR • UKULELE • RECORDING • AND MORE

# We now have over 280 GC Stores

# And nearly 11,000 associates

**Company Growth** **+** **People Growth** **=** **Performance Management**

**What are some of the performance management challenges your company is experiencing with managers and senior leaders?**
**(Please yell them out all at the same time!)**

# Needs Assessment

Training Stagnant

Changes in Management

Limited Trust

Culture of Silos

Fresh Perspectives

Quick Turnaround

# Professional Development Team

## Leadership Development

Leadership Essentials: Core Seven
Leadership Institute

## Talent Development/Management

Career Pathing
Career Development
Performance Management

## General Professional Development

New Hire Orientation/Onboarding
Intern Professional Development
Coaching & Development
360 Mentoring

# Leadership Essentials: Core Seven



Model:
5 WHYs

Model:
SBIDI

New Retail
Recruitment
Process

3 Pillars

Model:
LAPs

Business
Acumen

Coaching
Feedback

Critical
Thinking

Foundational
Leadership
Principles

Hiring &
Selection

Servant
Leadership
in Action

Personal
Leadership
Brand

LEAD Simply

Culture of Accountability

Servant Leadership

# Feedback & Findings

## BLESSINGS

- Excited that training has returned

- New training format seems more sophisticated and sustainable

- Looking forward to using models and applying training on the job

## LESSONS

- Believe Core Seven is the "Flavor of the Month"

- Concerned about compliance from current leaders

- Wanted to use the classroom to vent about current leadership behavior
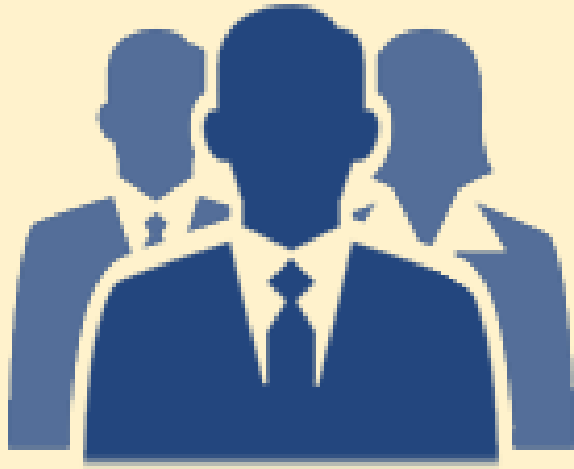
**Strategic alignment in leadership is vital to success.**

| Personal Leadership | People Leadership | Results Leadership | Thought Leadership |
|---|---|---|---|
| Assessment & Application | Recap of Workshop 1 | Recap of Workshop 2 | Recap of Workshop 3 |
| Topic #1 | Topic #1 | Topic #1 | Topic #1 |
| Topic #2 | Topic #2 | Topic #2 | Topic #2 |
| Topic #3 | Topic #3 | Topic #3 | Capstone Presentation |
| Cross-Functional Project | Cross-Functional Project | Preparation for Capstone Project | Post-Training Action Plan |

# Feedback & Findings

## BLESSINGS

- Autonomy for inaugural group

- Greater awareness for leadership development and buy-in from senior leaders

- Excitement around second cohort nominees

## LESSONS

- Clear distinction between HiPo program and Core Seven

- Peers questioned initial cohort eligibility

- Missed opportunity to communicate program's intentions in the beginning

# Feedback & Findings

## C7 Lessons

- Believe Core Seven is the "Flavor of the Month"

- Concerned about compliance from current leaders

- Wanted to use the classroom to vent about current leadership behavior

## LI Lessons

- Clear distinction between HiPo program and Core Seven

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Language is Important for Learning & Development
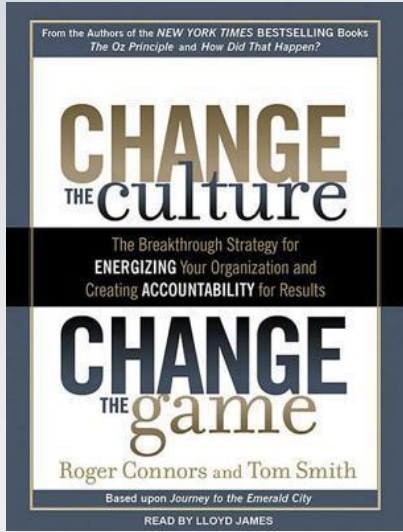
My results can be desirable or undesirable

My actions produce results

My beliefs influence my actions

My experiences foster my beliefs

What should we be focused on?

# In the words of our CEO...

"One of the reasons why culture is so important to me, and to Guitar Center, is that it is what binds people together and gets everybody to be able to accomplish a common purpose…

…We are committed to providing the best possible customer experience so that every customer regards us as an outstanding company, and rewards us with their business."

# Clarify Customer Needs and Expectations

## External Customers:

"…We are committed to providing the best possible <span style="color:red">customer experience</span> so that every customer regards us as an outstanding company, and <span style="color:red">rewards us with their business.</span>"

## Internal Customers:

"…We are committed to providing the best possible <span style="color:red">customer experience</span> so that every customer regards us as an outstanding company, and <span style="color:red">rewards us with high engagement in their work and our business.</span>"

# Performance Management Strategy

Provide the best possible experience so that every associate
regards us as an outstanding company, and rewards us with high engagement in their
work and in our business.

Technical & Soft Skills Development Opportunities

Success Profiles for Career Pathing & Action Planning

| Clarity of Vision | Unity of Team | Discipline of Execution |
|---|---|---|

| Customer First | Integrity | Passion | Respect |
|---|---|---|---|

**Understanding what needs to shift
in our experiences is an important step
toward creating a culture of accountability.**

Who's accountable for this?

"A **personal choice** to rise above one's circumstances and **demonstrate the ownership necessary** for achieving desired results.

The Oz Principle

# 2 Primary Tools

**Coaching in Real Time**



**S** SITUATION

**B** BEHAVIOR

**I** IMPACT (CURRENT)

**D** DO THIS INSTEAD

**I** IMPACT (NEW)



1. Self Evaluation

2. Career Awareness

3. Career Planning

4. Skills Development

**Grow with Guitar Center**
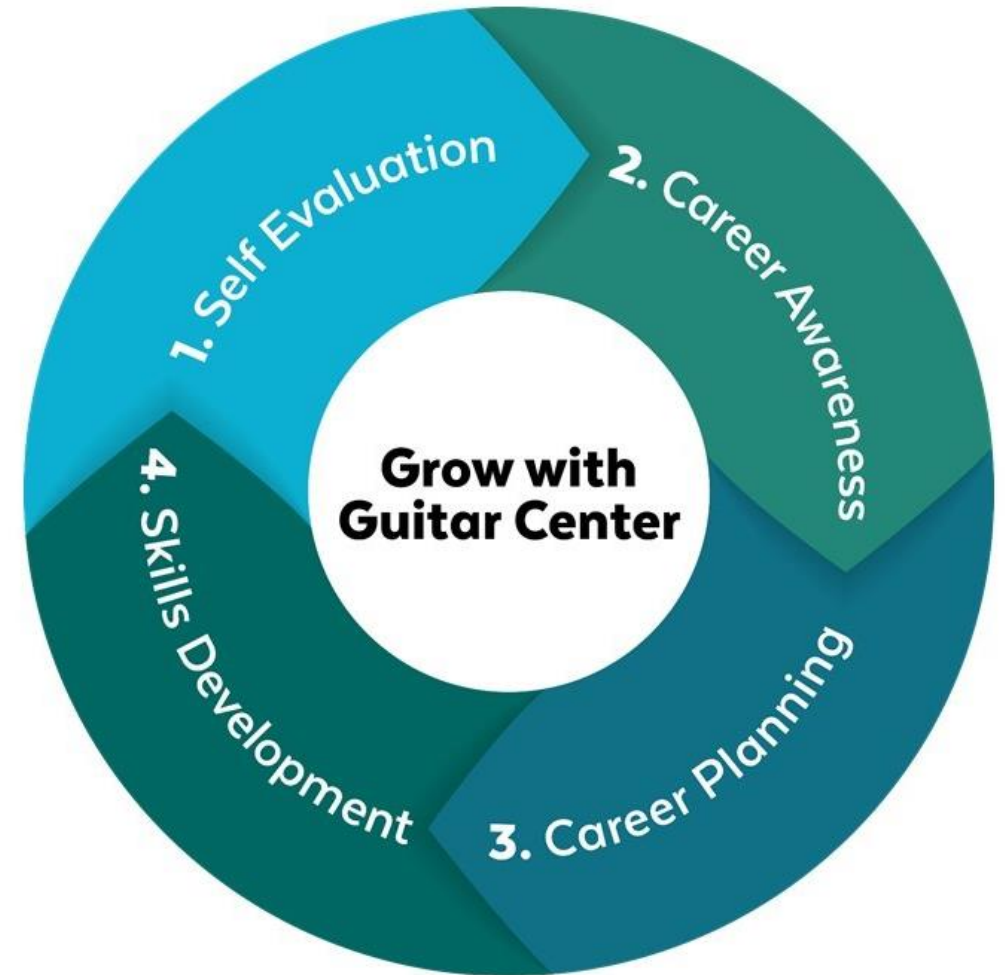
**Incentive for elite performers**

# Metrics for Professional Development

- **Performance Reviews**
  - Evaluate average scores period-over-period identifying common themes to create development opportunities across the enterprise and department-specific
- **Corrective Action Tools (ROD, Written Warnings)**
  - Review the number of entries per quarter and conversion rate
- **Career Development Tools (PIPs, CAPs)**
  - PIP - Review the number of entries per quarter and conversion rate/goal to decrease
  - CAP – Review the number of entries per quarter and conversation rate/goal to increase
- **Skill Assessments**
  - Identify the number of closed skill gaps
- **ER Issues**
  - Review the number of issues per month identifying individual behaviors to for structured coaching and development
- **Promotions and Retention Linked to LD/TD/PD Offerings**
  - Review monthly HR metrics and survey previous participants to gain perspective

# Indicators of Desired Behaviors

## Leadership Development

- Increase in solution-based thinkers
- Favorable ratings on performance reviews
- Improved communication across & within teams
- Fewer performance management issues reported
- Higher performing teams & increased engagement
- Increase in qualified candidates for executive leadership roles

## Talent Development/Management

- Executable CAPs
- Number of associates meeting skill proficiency levels for current role
- Number of associates taking learning courses attached to their skills
- Conversion of PIPs to appropriate behavior or role re-alignment
- Increased internal talent pool

## General Professional Development

- Decrease in turnover within first 6-months of employment
- Favorable ratings on introductory and annual EE surveys
- Increase productivity and morale
- Intern conversion to FTE
- Increase in applications for internships
- Fewer coaching conversations required with interns to redirect behaviors

Let's Stay Connected

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