

A Case Study of Implementing Multi-Level Leadership Development Initiatives

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

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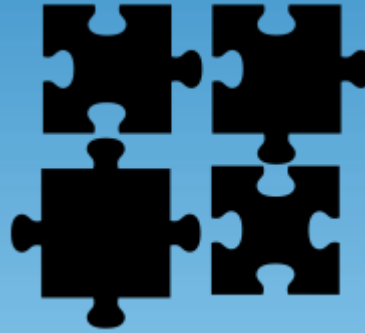
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Session Objectives



Setting the Stage for
Learning & Development



Components of HiPo
Leadership Programming



Strategies to Overcome
Cultural Barriers

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Dr. Kristal Walker
Director, Professional Development

Education:

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

Experience:

17+ 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

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Company Growth + People Growth = Performance Management

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Needs Assessment



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Training Stagnant



Changes in Management



Limited Trust



Culture of Silos



Fresh Perspectives



Quick Turnaround

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Leadership Essentials: Core Seven

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Pillar 1



Pillar 2



Pillar 3

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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

Leadership Essentials Core Seven Training (All Managers)

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**Strategic alignment in
leadership is vital to success.**

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Area of Focus

Topic 1

Topic 2

Topic 3

Topic 4

Topic 5

Area of Focus

Recap of Workshop 1

Topic 1

Topic 1

Topic 3

Topic 4

Area of Focus

Recap of Workshop 2

Topic 1

Topic 2

Topic 3

Topic 4

Area of Focus

Recap of Workshop 3

Topic 1

Topic 2

Topic 3

Topic 4

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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**

High-Potential Leadership Development Program (Management nominated by Senior Executives)

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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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Opportunity to Refocus Our Development Efforts

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Language is Important for Learning & Development

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RESULTS

ACTIONS

BELIEFS

EXPERIENCES

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Our leaders speak **different** languages

**Systems &
Processes**

**Products &
Services**

**Sales &
EBITDA**

**People
Development**

**What area of the
business do your
primarily support?**

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What should we be focused on?

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In the words of our CEO...

“One of the reasons why culture is so important to me, 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.”

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External Customers:

“...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.**”



Internal Customers:

“...We are committed to providing the best possible **customer experience** so that every customer regards us as an outstanding company, and **rewards us with high engagement in their work and our business.**”

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RESULTS

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Our Performance Management Strategy

Ultimate Business Result

Career Advancement Opportunities

Skills Development Opportunities

Unified Practice

Unified Practice

Unified Practice

Core Value 1

Core Value 2

Core Value 3

Core Value 4

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

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Ultimate Goal: Creating a Culture of Accountability

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**Write down one non-negotiable item
required of your team?**

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“A **personal choice to rise above one’s circumstances and **demonstrate the ownership necessary** for achieving desired results—See It, Own It, Solve It, Do It.”**

The Oz Principle

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Level 1 – Buy-In/Invested (Agree – Involved)

Level 2 – Comply/Concede (Disagree – Involved)

Represents the **STANDARD** of what's considered acceptable and unacceptable.

THE LINE

Level 2 – Exempt/Excuse (Agree – Uninvolved)

Level 1 – Resist/Resent (Disagree – Uninvolved)

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“Below the Line” Behavior



THE LINE —————

Make excuses

Point fingers

Cause confusion

Victim attitude

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Take action

Propose solutions

Willing to commit

Take ownership

THE LINE



“Above the Line” Behavior

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Lack of accountability presents an opportunity for coaching & development.

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Is coaching a good or a bad thing? Why?

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Coaching

An ongoing conversation to reinforce best practices or redirect behavior to achieve the desired organizational results.



Counseling

Directed at personal issues that are affecting (or have the potential to affect) performance.



Training

A structured process that provides associates with the knowledge and skills to perform job tasks.

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Coaching works best when you **focus on behaviors rather than character.**

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Our Preferred Coaching Model

S.B.I.D.I.

Situation

Behavior

Impact

Do This
Instead



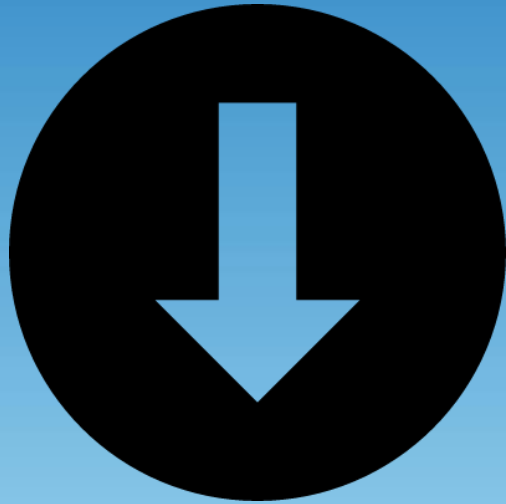
Impact

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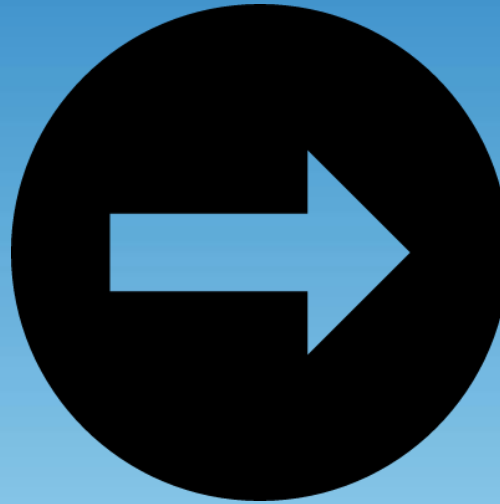
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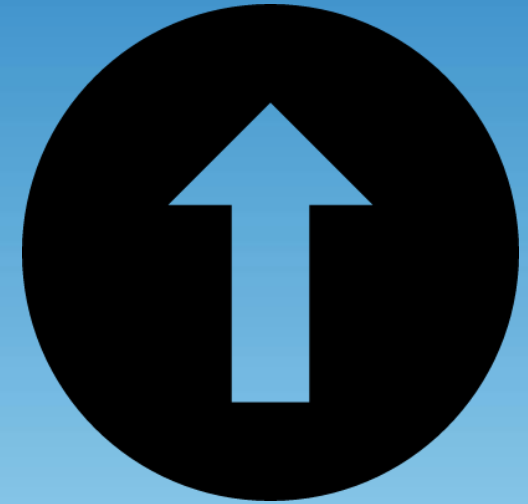
Consider your **audience** but remember your goal



**Coaching
Down**



**Coaching
Across**



**Coaching
Up**

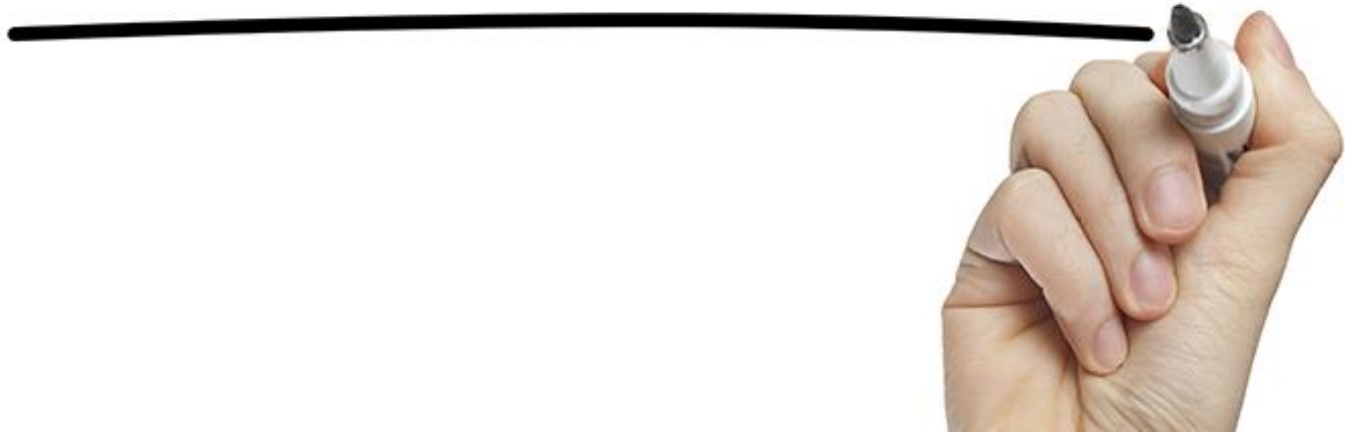
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What do you need to **START, STOP, or CONTINUE** doing to **develop your leadership?**

ACTION PLAN



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“A culture of accountability makes a good organization great and a great organization unstoppable.”

Henry Evans

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Thanks for your participation.

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