

"Leadership Excellence" Process



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THIS PROCEDURE IS TO BE USED FOR ALL LEADERSHIP EXCELLENCE TRAINING:

Purpose

Define the set-up, facilitation, pre and post activities for the Leadership Excellence program:

1. Ensure set-up for the program is planned in advance and communicated
2. Students are actively engaged in all aspects of the program
3. Follow-up and coaching to continue after completion of the program to ensure the adoption of new ideas.
4. Guarantee post work is completed

Requirements for the Leadership Excellence are:

1. Participants will be at the Director/Manager/Supervisory level.
 - a. All employees at these levels will be nominated by their Vice-President.
 - b. High-potentials will be considered only when room allows, upon nomination by their Vice-President.
 - c. Vice-President will meet with each nominee to review expectations of their participation in the program, and any specific opportunities for growth.
2. Participants will commit to completion of the program, including all classes and course work, making their schedule to enable them to participate fully.
 - a. Because these classes may build upon one another, participants must attend all scheduled classes. If a participant misses a class, they are expected to schedule an appointment with the Talent Development Specialist to fill in any dependent knowledge before the next class. Participants will have to make up that class in the next wave before they get credit for the completion of the program.
 - b. Missing two classes in a wave of the program will interrupt the flow of learning, and the participant will be removed from that wave and with available seating and approval of their VP, allowed to start again with the next group on the calendar.
3. All post activities are completed in a timely fashion.

References

- Vice-President Training Needs Assessment, April 20, 2015

Course Objectives

Vice-Presidents identified consistent needs for their upper-level delegates to be developed and improved:

1. Lead team members according to their talents and strengths
2. Build a culture of accountability with a positive and principled strategy
3. Recognize and effectively respond to team shifts in mood and performance
4. Complete a strategic plan for their team’s contribution to the organization strategy
5. Support and prepare the team for any pending changes to their job or roles
6. Manage projects from start-to-finish

Process Overview

The Leadership Xcellence program will be comprised of several topics defined by the Vice-President Needs Assessment survey. Classes will be around 2 hours in time length, allowing for additional class dates on any topic when the content stretches beyond the 2-hour time limit.

Leadership Excellence Courses:

- Strengths-Based Leadership
- Lead from “Above the Line”
- Maximizing Team Performance
- Making Change Happen
- Project Management for non-Project Managers

Process Work Instructions

Upon acceptance of the Leadership Excellence program, a letter of congratulations will be sent to each participant with instructions listing the necessary obligations of being enrolled in the program. The participant will need to commit to fulfilling these obligations as a condition of enrollment.

Process Activities

Before Class

Pre-Assessment will allow each participant to reflect on their strengths and identify areas to improve. It will also allow the Talent Development Specialist to tailor training for the group.

- Will assess leadership experience on the job
- Will assess prior knowledge/experience on subjects in class
- Will assess particular interests/needs
- Will assess learning style

360-degree feedback will be performed by the participant, their immediate leader, their subordinate team, peers and customers (when applicable). These exercises will give them a view of how their performance is perceived by others. The surveys will be conducted anonymously via Survey Monkey and results to be reviewed with the Participant in person by either the Talent Development Specialist or their VP.

- See Appendix 1 for example document
- Follow-up 360 degree feedback will be conducted 90 days after course completion

During the Leadership Excellence Program

- Students will be assigned pre-work to be completed before some classes to prepare them for the subjects being covered and discussed.
- Students will be given post-class activities on some courses to practice new techniques being introduced and expected to report back on the experience either during coaching sessions between classes or in the next class.

Coaching

- Throughout the program, the Talent Development Specialist will maintain a coaching relationship with the participants to ensure success. They will meet between classes to discuss success or challenge with new techniques and tools. If the opportunity presents itself, the Participant may be shadowed by the coach on some tasks or meetings.
- The purpose of this process is to ensure:
 - New ideas are understood.
 - New techniques are successfully put into practice.

During Coaching - Execution

1. The participant will be expected to provide examples :
 - a. Techniques they have put in to practice
 - b. Techniques tried and not adopted
2. Discussion of any other challenges/goals that can be worked through with Leadership tools/methods.

Post Coaching - Reporting

1. After the coaching session is completed the coach should complete the coaching form.
 - a. See Appendix 2 for coaching form
2. When the coaching form is completed it is sent to:
 - a. The Participant
 - b. The Participant's leadership
 - c. Talent Development Team
 - d. Any other identified people in the organization
3. The process is repeated the same way for subsequent days of coaching
4. When the coaching form is submitted the Talent Development Specialist will:
 - a. Update the Overall Coaching Summary details with date and score
 - b. Prepare Coaching summary report for each Group - Quarterly

Report, Rewards, and Recognition

Upon completion of the Leadership program, an awards ceremony will commence with attendance by any available Vice-Presidents to join the recognition. During this event, each Participant will give a brief presentation to report what they found most valuable in the series and what they have already seen success with and/or commit to changing to improve their Leadership at USX. A trophy or plaque will be presented to each participant that completed the course entirely, along with a celebration luncheon. The announcement of recent graduates will be posted on the Talent Development Website and announced in the HR Newsletter and Xpress Wired.