

# Leadership Development from Scratch

*An integrated, high-touch learning approach to developing front-line leaders*

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# Leadership Development From Scratch

- Business Context
- Program Development Journey
- Lessons Learned
- Literature

# Who we are...



## KP Mission

**Kaiser Permanente exists to provide High Quality, Affordable Health Care Services and to Improve the Health of our Members and the Communities we Serve**



## National HR Service Center

**The National HR Service Center (HRSC) processes all employee related transactions, such as pay, benefits, leave, disability etc.**



## Learning Solutions

**Learning Solutions/Learning Services works with organizations within KP to achieve business results by designing effective and engaging learning solutions.**

# HR Service Center: Strategy and Business Plan 2012

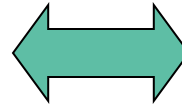
Value drivers frame the strategies and projects that will be implemented to increase service

Value Drivers	Strategic Areas	Key Benefits	Key Projects
Strategic Contribution	Management Model	<ul style="list-style-type: none"> <li>Builds a robust accountability model with widely shared KPI's / measures</li> </ul>	<ol style="list-style-type: none"> <li>Develop Effective HRSC KPI/Metrics</li> <li>Implement Quality and Service Plan</li> </ol>
Service Quality	Operational Excellence	<ul style="list-style-type: none"> <li>Establishes end-to-end management of processes to optimize delivery, Increases transparency of costs and deliver improvement</li> </ul>	<ol style="list-style-type: none"> <li>Process Excellence</li> <li>Simplification</li> <li>Continuous Improvement</li> </ol>
Cost Management			
Risk Management	Talent / Skills	<ul style="list-style-type: none"> <li>Utilize a performance management process to reinforce a high performance culture, reward performance and quality</li> </ul>	<ol style="list-style-type: none"> <li>Develop, Deploy &amp; Connect</li> <li>Communications Plan</li> <li>Reduce PIP &amp; LOA</li> </ol>

# Culture Shift

## Culture A

- Employee centric
- Relationship driven
- High value on transactional activity
- Time and motion



## Culture B

- Operational outcome driven
- High value on process excellence
- Focus on achieving best value to cost
- Right talent-right place

**"Our leadership development program is THE central enabler for organizational success. Our HRSC transformation at its roots is founded on cultural transformation. To accomplish this, it requires a core of leaders that understand their role and the impact they have in this journey. We have to move beyond leaders that manage, to leaders that lead."**

*—Jason Phillips, Vice President, Recruitment and HR Operations*

# Current State Analysis

Organizational Culture	Leadership Development Maturity	Business Outcomes
<ul style="list-style-type: none"><li>▪ SMEs valued</li><li>▪ Crisis management</li></ul>	<ul style="list-style-type: none"><li>▪ Individual contributor behaviors in managers</li><li>▪ Tactical management; lack of strategic planning</li><li>▪ Promotions based on tenure rather than readiness</li></ul>	<ul style="list-style-type: none"><li>▪ “Be better”</li><li>▪ Strategic contribution</li><li>▪ Service quality</li><li>▪ Cost management</li><li>▪ Risk management</li></ul>

# Your Current State

ANALYSIS
Organizational Culture
Critical Stakeholders/Sponsors
Leadership Development Maturity
Data Sources
Desired "Outcomes"/Business Drivers

On your worksheet in the analysis column, list two things in any category related to your current state.

Turn to a neighbor, share the two items you identified.



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# Program Design

<b>PROGRAM DESIGN</b>
Objectives/Outcomes
Assessment/Measurement
Existing Elements/Resources
People
Educational Materials
Timing/Duration
Other Elements

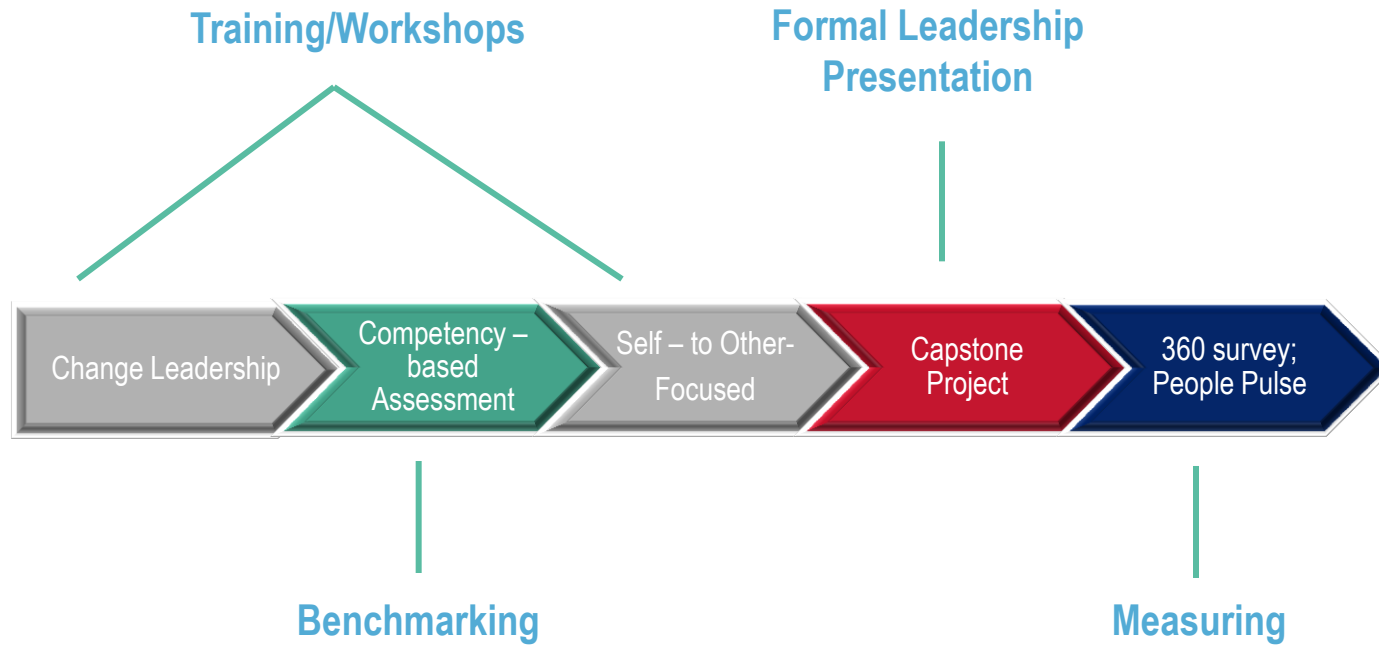
On your worksheet, complete the sections in the Program Design column

In your table groups, take a few minutes to discuss your high-level program design

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# Leadership Academy : Foundations (Year 1)



## Design Decision: Before-program example

### Business Need

HRSC Operational Culture Change

High value on process excellence



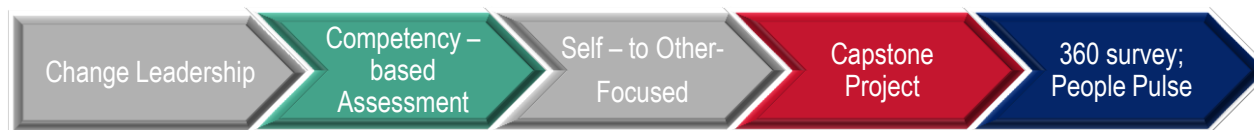
### Outcomes

Managers hold each other accountable for leadership excellence in support of business needs



### Design Decision

Build cohorts of leaders that follow parallel leadership journeys to engender peer support and accountability for learning and application



## Design Decision: During-program example #1

Business Need

HRSC Operational Culture Change

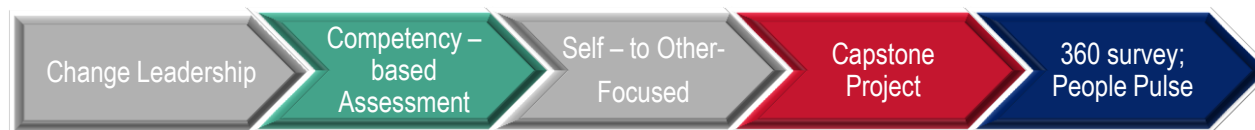
Outcomes

Managers lead, not strictly manage the day-to-day

Raise expectation of change leadership thinking and activity

Design Decision

Use a 2-day training event with embedded application to build common change leadership frame of reference



## Design Decision: During-program example #2

### Business Need

Managers as individual contributors → Managers as leaders

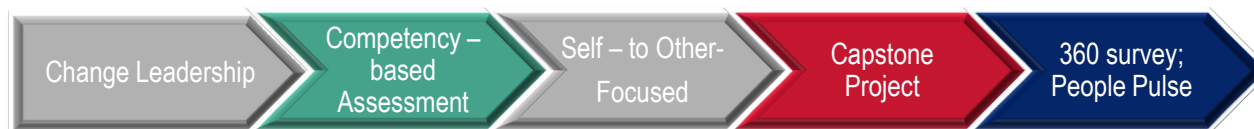
### Outcomes

Managers' thinking is oriented toward getting work done through others

Improved delegation and coaching behaviors

### Design Decision

Utilize a multi-session leadership “thinking transition” curriculum with emphasis on self-reflection, journaling, and capstone accountability event.



## Design Decision: After-program example

Business Need

HRSC Operational Culture Change

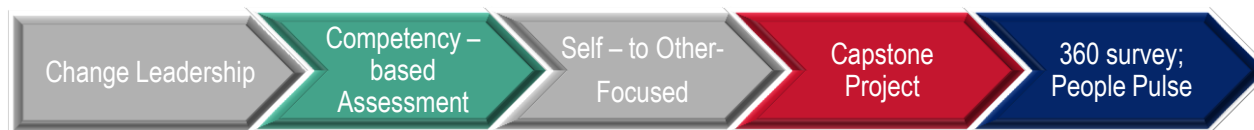
Outcomes

Stakeholders informed of program outcomes

Provide measures supporting “right-talent, right-place” goals

Design Decision

Utilize existing engagement survey, purchase vendor-based 360-survey aligned to targeted leadership competencies, use multiple venues to recognize effort and outcomes





**"When an organization embarks on a comprehensive leadership development program it is imperative that ALL of the conditions to nurture its success are in place. We were not there yet and risked rolling out our Program when leadership was not prepared to fully embrace it and allow select managers to fully engage. You only have one chance to do this type of work well – do not risk future adoption and engagement."**

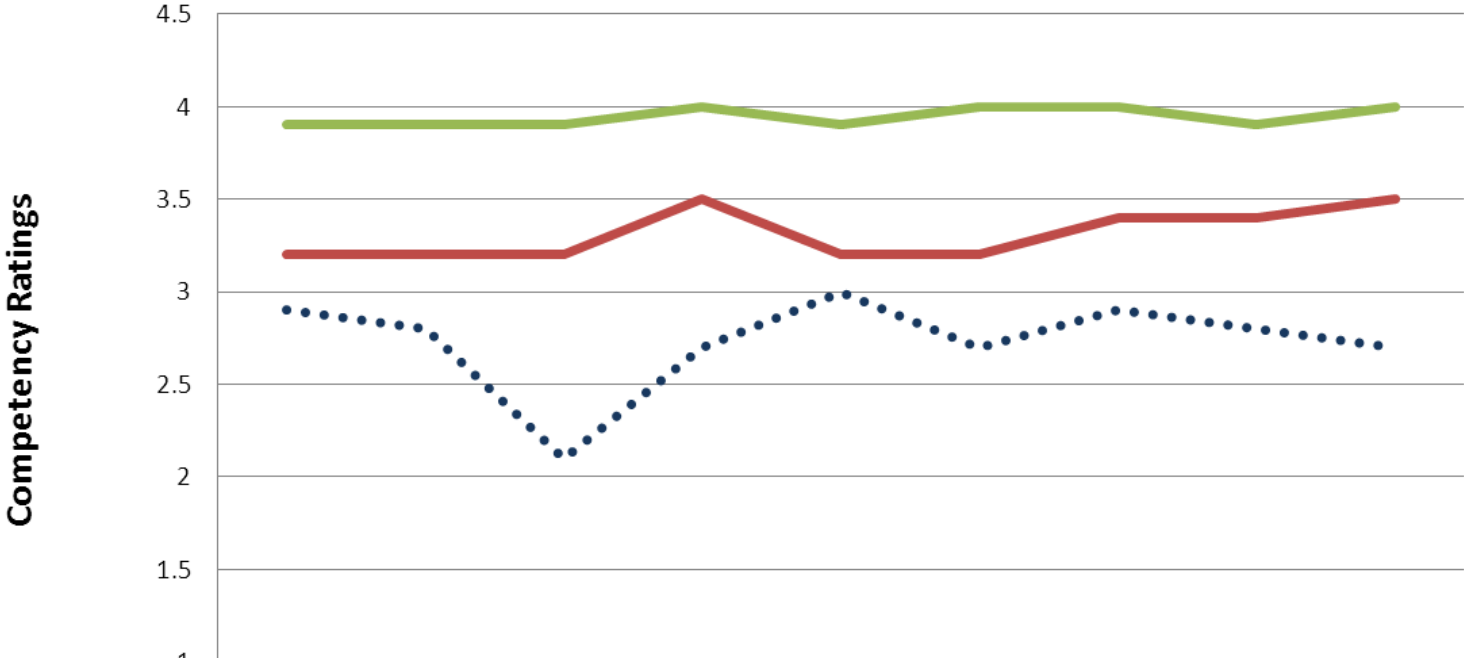
*-Jason Phillips, Vice President, Recruitment and HR Operations*

BEFORE	DURING	AFTER
Stakeholder Engagement	Formal Education/Learning	Culminating Activity
Pre-Assessment	Skill-Practice	Post-Assessment
Community Building	Peer Support/Accountability	Recognition/Celebration
Kickoff	Reflection/Self-Assessment	Stakeholder Reporting

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# HRSC Leadership Development

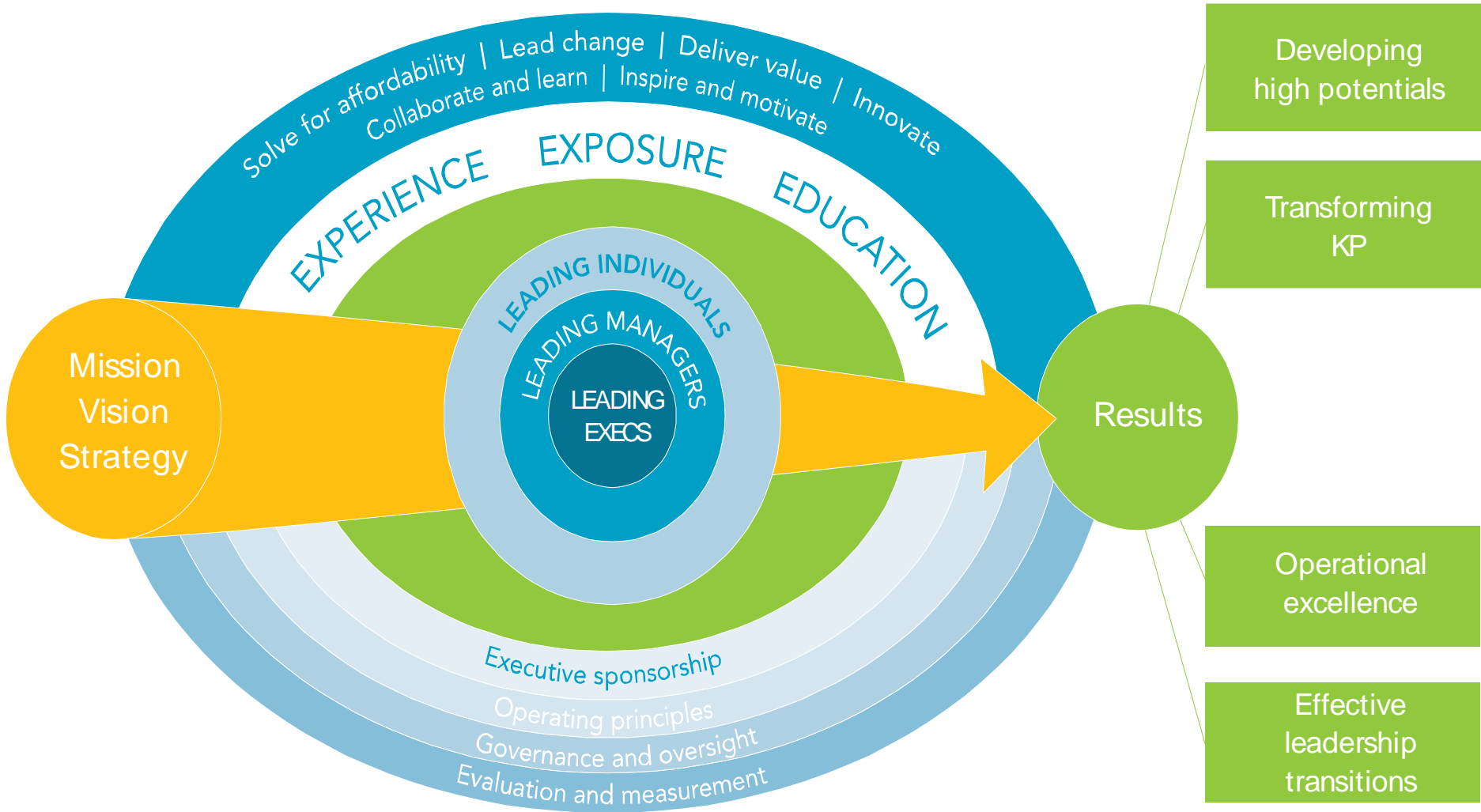


	Coach Improvement	Coach Success	Delegation	Guide Interactions	Influence	Judgment	Manage Relationships	Plan and Organize	Analysis
•••• Q1 2012 Assessment	2.9	2.8	2.1	2.7	3	2.7	2.9	2.8	2.7
— Q4 2012 360 (Past)	3.2	3.2	3.2	3.5	3.2	3.2	3.4	3.4	3.5
— Q4 2012 360 (Current)	3.9	3.9	3.9	4	3.9	4	4	3.9	4

**"Investing in leadership development should always be a central component of an organization's talent strategy - it should never end. Successful organizations have leaders that can lead, and empower them to do just that. Average organizations focus their development efforts around "management 101". We will always choose to invest in the next generation of leaders because it is THE distinguishing component between being good or becoming great"**

*-Jason Phillips, Vice President, Recruitment and HR Operations*

# INTEGRATED LEADERSHIP DEVELOPMENT STRATEGY



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- The Leadership Development Journey
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## Reference Literature

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## Final Thought

*The extent to which one is able to transform their thinking and actions from “self concern” into “other concern” will determine the effectiveness of their leadership ability to inspire others to follow.”*

– *Anonymous*

# Contact Information

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