

BEST PRACTICES

Leadership development program which includes a year-long mentoring relationship and development of a special project.--

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Learning is part of our culture. We have **regularly scheduled offerings** for all employees with time share opportunities (1/2 employee and 1/2 organization). Many are offered over the lunch hour or at other flexible times. Our employees are in the "habit" of learning.

Succession plans are in place for each position within our company. Performance reviews are done quarterly and succession planning is a part of the review process. **Focus groups and teamwork development groups help to maintain focus on employee development and keep that development aligned with corporate goals and objectives**

Every year **multiple offerings are listed** for all staff/managers to take classes that college gives 1/2 time and employee gives 1/2 time in order to **participate in training**.

We have **unlimited educational opportunities for employees**.

We have a few "developmental" employee programs where new(er) **employees rotate through various departments for 18 months to learn, network get exposure, mentors, etc.--**

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Our succession plans are rolled up to the **CEO**. He **reviews all plans personally with all organizational heads and holds them accountable for development plans**.

In early stages, selectively **offering high level** (university delivered) **programs to those deemed "high potential" for future management** or senior management positions.

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Organizationally, there is not much continuity, so I will talk about one department. The training given to our new front desk staff (I work at a hotel) is very good, high quality. **Technical training is merged with customer service from the beginning**. A great deal of time is invested up front for a position that pays very little. **The pay off has been good--reduced turn-over, better customer service.**

Any employee who attends an educational seminar, conference, course, etc. makes an agreement to share the information with other applicable employees. If the individual is an effective teacher, they may put on a brief class. If they are not, they assist in developing curriculum, handouts, and newsletter articles or simply add information to their next department meeting agenda. This way, we pay for one person to attend the class, but all employees benefit. Plus, this technique maximizes retention of the information for the individual who originally attended.

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We are trying to meet the needs of many audiences by giving "Corporate" resources to all associates and managers. Our philosophy is to **focus most attention on managers, but offer e-learning and other on-line resources to associates**. The **blended learning approach** is the model we have begun to implement.

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Organization's approach to offer development opportunities to all employees by strictly adhering to posting of all **job opportunities** and HR strictly overseeing that process to ensure that **first consideration for all supervisory and management positions is given to employees with potential and drive, not necessarily all the experience required**.

All new supervisors and managers, whether new to the organization or promoted internally, go through a very thorough **orientation program** with the HR Director to give them **nuts and bolts of supervising, including policies and practices of our organization and obligations of managers**.

We have **monthly meetings between people we have identified as those with "potential" and someone two levels above them** to identify areas for more exposure, experience and responsibility outside of direct management's involvement.

1) Skills/Interest Assessments; 2) Provide training and support in identified developmental areas; 3) Provide developmental opportunities; 4) Collaborate w/ BU relative to projected staffing needs; 5) Succession planning. My company is in the process of massive organization re-design as a result of an acquisition of another major company. Throughout various BU, we are administering skills/needs ass (INBASKET/OPQ); conducting SI and utilizing pf ratings to determine position of middle management. In addition, we have a comprehensive management trainee program.

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Our organization is going through an enormous change at this time and many interesting things are happening. One recent event is **leadership development**. The organization has identified the **top 150 leaders in the organization** by asking leaders and managers to 1) identify high potential people who are impacting the business today and 2) people who have the potential to impact the business in the next 3-5 years. **These folks are being brought together to begin to establish development plans and accountabilities**.

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My company has an entrepreneurial spirit that makes it very **open to ideas or suggestions from employee as to new products or processes**. Motivated employees find many opportunities to take on new responsibilities to even "reshape" their jobs.

Cross-functional group discussion held annually about each employee, to identify strengths and areas for the individual's future development and future company position. Takes all day--very comprehensive. Managers come with specific examples of job performance.

We **identified the competencies** for every position in our department of 62 people. The competencies were categorized and then **posted on our intranet** so that anyone in the department can see them and **take steps to develop themselves** in the hopes of being considered for another position.

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Assessing management talent and the potential gaps between **managers who are leading teams because they are good at developing associations and those who are managing teams because they are technical experts**. Also **developing early talent**.

Discussion opportunities to talk about and identify leadership traits and how to demonstrate them, not only at the managerial level, but at the front-line employee level. **Leadership is not confined to managers**.

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Employee development through the use of **assessment tests** and **working with company leaders to further develop that talent**.

Annual reporting on career development activities done by individuals. Each professor is asked to provide information on what they have done to maintain/keep current their skills/knowledge in their field of expertise. **The expectation to stay current is reinforced by this reporting while the what and how of development is individually managed**. The curriculum manager has a chance to work with an individual professor if they are not pursuing development. **The driver is accreditation**.

Leadership development training program for middle management. Chief of Staff (#2 person in organization) attends every class and serves as a coach. He is truly the champion of this program.

Leadership development team--**design, develop and coordinate two-day leadership development sessions quarterly**. The team members are managers identified by their peers as good leaders.

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Targeted selection--fit with culture, fit with job; **performance management system** based on whats and hows--key business targets and behavioral competencies

Granted employee development is based upon company needs and business strategy, our company develops employee at all levels; however, the training varies. For example, being a manufacturing company, **line employees are cross-trained within and among production departments**. Therefore, those who are in controls are trained in electrification as well as in test, etc. Therefore, this cross-training aids their development. While **profession staff are identified and grown and trained through various outside training programs as well as inter-departmental training or at least understanding**. **All managers and executives have one or two employees who were identified and are mutually agreeable to being their manager's successor and they receive appropriate training**. In general from line to executives, the employees have a long-term and business as a whole perspective.

Blended learning using **e-learning that is mapped to specific competencies** as well as **group sessions using high potentials as facilitators to further drive points home**. All of this maps back to performance objectives.

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1. **President promotes hiring people better than you to work for you (grow exponentially better)**; 2. Vice President of Sales talks to sales managers on a regular basis to find out potential bench of candidates then puts them through 'leadership' classes discussing different ideas (i.e., recruiting, coaching, motivating).

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We are engaging in a **job profiling process** to identify key behaviors for success in each role in the organization. Top performers complete an assessment as part of the process. Key behaviors are identified. We use this information to assess/hire to these key behaviors. **Development plans are implemented based on gaps (i.e., "Where is the person today, where do we need to get them tomorrow?")**

All managers are expected to **identify at least one staff member who has characteristics/potential for a future significant leadership role**. With employee, they **create/supplement an individualized development plan** for the employee.

All leaders/managers are asked to **meet regularly (weekly or bi-weekly) with each of their direct reports**. **The direct reports goes first** to share any issues/concerns, etc. It has opened the door to better communication throughout the organization.

Immediate and specific feedback tied to the company's rewards program.

Feedback from lower-level employees

DAP--**Developmental Action Plan--Completed with manager once a year; monitored quarterly**. Can include internal or external training, mentoring and action items. (Example: read a specific book.) Developmental areas based on current job or future job development.

Consulting Pairs--**A program designed to facilitate session(s) between employee and employee, employee and manager or manager and entire workgroup to overcome issues and concerns**. Trained by an outside vendor

Allow all employees to have the ability to assess their own skills and abilities; to have a hand in designing their development plan alongside their manager.

Providing one whole day "Spring Spotlight" for employee development with topics identified by the "team/employees" that appear to have the most need for development. (Key note motivational speaker, luncheon speaker and topics that pique everyone's interest.) --

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Employee development is embedded as a part of the culture. As a manager, I am expected to develop my people every day. As a management team, **we discuss the strengths and weaknesses of each person on the team. We then work individually with each person. We do not shy away from the hard conversations with each person.** Our people expect these conversations to happen.--

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Initial stages of mentoring program being implemented. Identifying those with potential--need to broaden their perspectives, experiences--**mentor (more seasoned person) is assigned to meet with person 1-2 times per month.**

We offer **leadership development at three levels, local, state and national for our employees.** (National is for women only.) --

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