



# Program Deconstruction

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An Exercise in Optimization

# About Wronski Associates

## GLOBAL EXPERIENCE & DELIVERY

- 6 Continents
- 40+ Countries
- ILT, Blended-learning, Online-learning, Coaching, Consulting

## LASTING PARTNERSHIPS

- Average tenure with Top 15 Leadership Programs: 13 Years
- Founded in 1984
- Our very first client is *still* a client

## DEPTH & BREADTH OF CAPABILITIES

- Leadership Development spanning the entire succession pipeline.
- Deliver more than 1,000 training days annually.

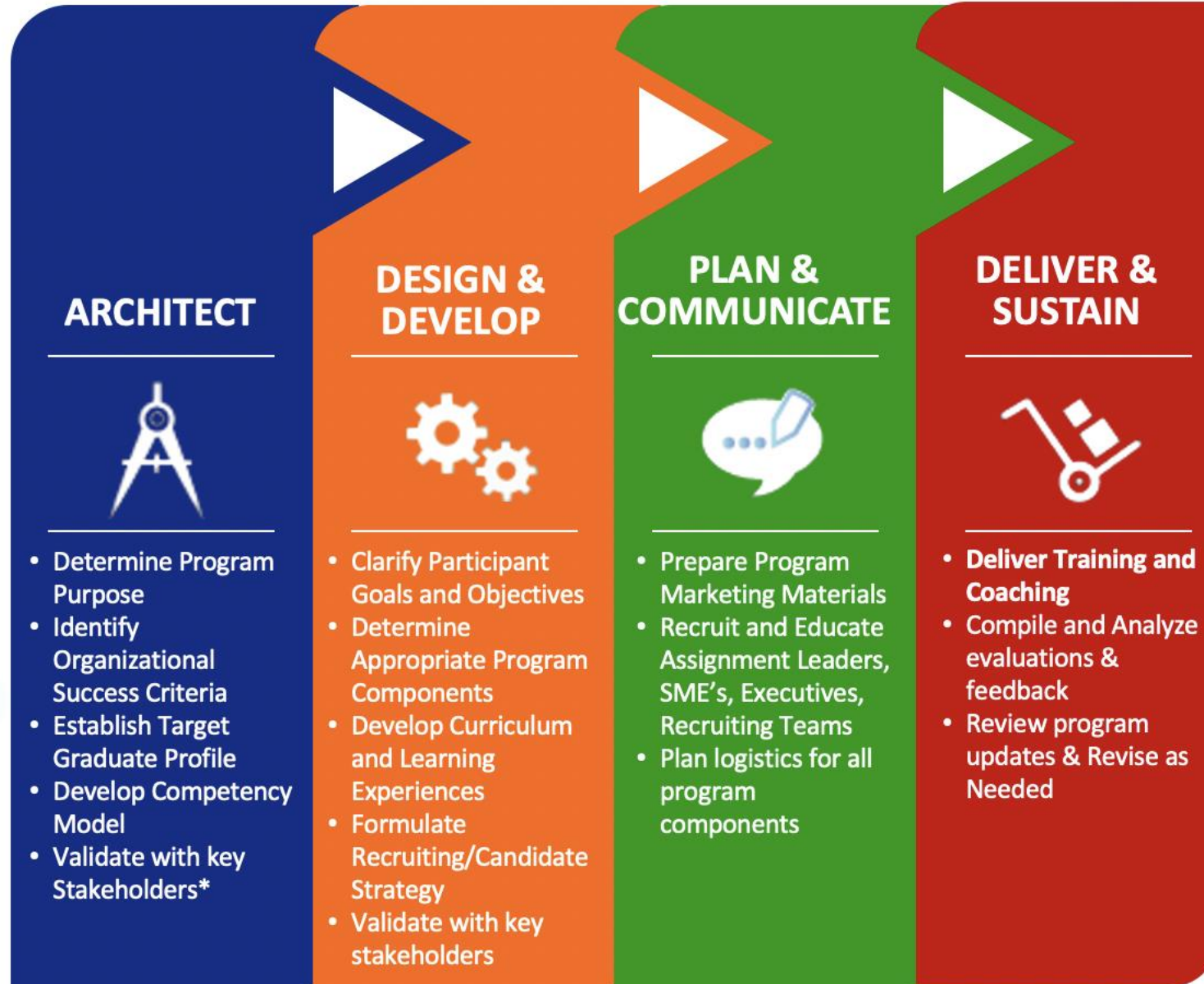
## AWARDS & RECOGNITION

- Brandon Hall Gold - 2013
- Brandon Hall Silver – 2015
- TrainingIndustry.com Leadership Companies to Watch List - 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2021

## A DIVERSE CLIENTELE



# Leadership Program Delivery Process





# Design Pillars

1. Understand and be able to clearly articulate the program's purpose
2. Be of the mindset and ensure the organization understands the program is a long-term investment
3. The program needs to benefit the participants and more importantly the organization
4. Agree at the start on metrics that will demonstrate both long-term and short-term impact/ROI
5. Organizational passion, advocacy and participation drives program success
6. Senior leadership is actively involved and sets the example.



# Today's Fictitious Scenario

# Sample Scenario

## ACME Inc.

- An International Industrial Conglomerate and Services Provider
- Employees: 40,000
- Headquarters: Kalamazoo, MI
- Other locations: San Diego, North Carolina, Germany, Brazil, Sweden, India, and England.
- History: Founded in 1973. Company has grown extensively the past ten years. The majority of this growth having been via a host of acquisitions. To date the company has effectively operated these acquisitions in a somewhat decentralized manner but there are challenges.

# Acme's Business Challenges:

- Stovepipes between the different business units.
- Limited insight into talent outside of the business unit or even beyond one's direct org.
- Aging IT and engineering workforce. A very inexperienced data science capability.
- A desire to create a “growth-mindset” and collaborative culture
- Few technical associates have demonstrated strong business acumen skills and have a true understanding of the needs of clients.
- To stay ahead of the competition and stop customers from going elsewhere the company needs to operate in a more agile fashion this includes fully adopting agile project management processes.



# The Design Process





# Where Do You Begin?

## Foundations

- Sponsorship
- Funding
- Resources
- Headcount Management
- Strategic Focus
- Tracks - Functions/lines of business
- Measurement & Metrics
- US only or global
- Program Office

## Participants

- Recruiting profile – (universities, majors, degrees), work experience, geographic locations, skills & competencies
- Sourcing strategy – campus recruiting, internships/co-ops, internal candidates, referrals, diversity, invitationals)
- # of hires (year 1, year 2, and beyond)
- US citizen versus international

## Structure

- Length
- Rotations (number, length, functional areas, Selection/Assignment Process)
- AL selection/development
- Performance management
- Training curriculum (frequency, duration, delivery method, experience, content, certifications)
- Off-program placement strategy
- Calibration processes
- Onboarding Calendar

## Communications/Marketing

- Stakeholders
- Key messages
- Delivery vehicles
- Timing



## Q1 - Sponsorship

- Who is requesting this initiative?
- Who is the sponsor?
- Are they a lone wolf or is there strong support throughout the leadership team or organization for its implementation?
- Who controls the budget?
- Who will own the overhead?
- Are there other stakeholders?

You find out that she has the backing and support of the CEO, but that **Sasha will be the key sponsor** and **she will be funding the program** through her budget using the savings derived from the operational efficiencies she intends to secure. You also learn **there are some leaders in the organization that are not fully onboard** because they feel it comes at the expense of their own budgets.



## Q2 – Why Now?

- What challenge (or opportunity) will this initiative address?
- Why must it be addressed now?
- What is the impetus or catalyst for this initiative?

The initial aims of the program might look something like this:

- Quickly cultivate project managers who can deliver high-quality, on-time results
- Create a future pipeline of future technically oriented leaders to drive innovation, streamline processes and set strategy
- Build talent sustainability by establishing the company as a destination for top engineering and technology graduates. Hire talent that is both mobile and adaptable and is willing to relocate during throughout their careers.



## Q3 – What Does Success Look Like

- What does success look like?
- How will we know if the program has been a success?

### Program Mission:

- Develop associates in three essential areas:
- Grow Capability to positively influence the quality and timeliness of client deliverables and pursue opportunities that add value for clients.
- Drive Execution of solutions that delight the client while simplifying processes and improving productivity
- Build leadership skills fostering an environment of engagement and innovation to generate groundbreaking solutions and products for clients.

### As an organization:

- Get leaders to know the talent
- Create a growth-mindset and coaching culture
- Attract, retain, and promote exceptional, innovative, early career talent.



## Q4 – Foundational Decisions Target Population

- Who will be the target population?
- Is this a single or multi-track program?
- Will this be a US only program or Global?

After consultation it is decided that the program will focus on technology and operations associates. The program for the foreseeable future will be limited to US-based candidates. The program will have two tracks with customization addressed via rotational assignments.



## Q5 – Foundational Decisions Funding and Headcount

- Headcount?
- How much of a financial commitment is the company and/or sponsor willing to invest?
- Will the program have a dedicated program office?

The goal will be to hire 12-16 associates for year 1 and expand to 16 -20 associates for year 2 with an even split between technology and operations.



## Q6 – Associates Graduate Profile

- What roles will program graduates be hired into? Are roles guaranteed?
- What leadership, and technical or functional skills will they need to have?
- Will they be individual contributors or managers?
- Will they be in strategic or tactical roles?
- Will they have budget responsibilities?

### GROW CAPABILITY

- Pursues opportunities to add client value
- Learns and synthesizes complex information quickly
- Thinks strategically and works to build business acumen
- Works to build functional depth

### DRIVE EXECUTION

- Delivers successful projects
- Works to simplify complex processes
- Drives quality in everything we do
- Drives innovation and problem solving
- Works effectively across boundaries

### BUILD LEADERSHIP

- Models integrity and Acme values
- Communicates complex information simply
- Manages teams and works through others
- Leads change
- Develops self and others



## Q7 – Associates Recruiting Profile

- Identify your candidate profile?
- Which majors and universities? Any alternative pathways?
- Required skills and competencies? Required Work/Life Experience?
- Geographic location? Mobility?
- Diversity? US Citizen only?
- Other attributes?





## Q8 – Associates Candidate Sourcing Strategy

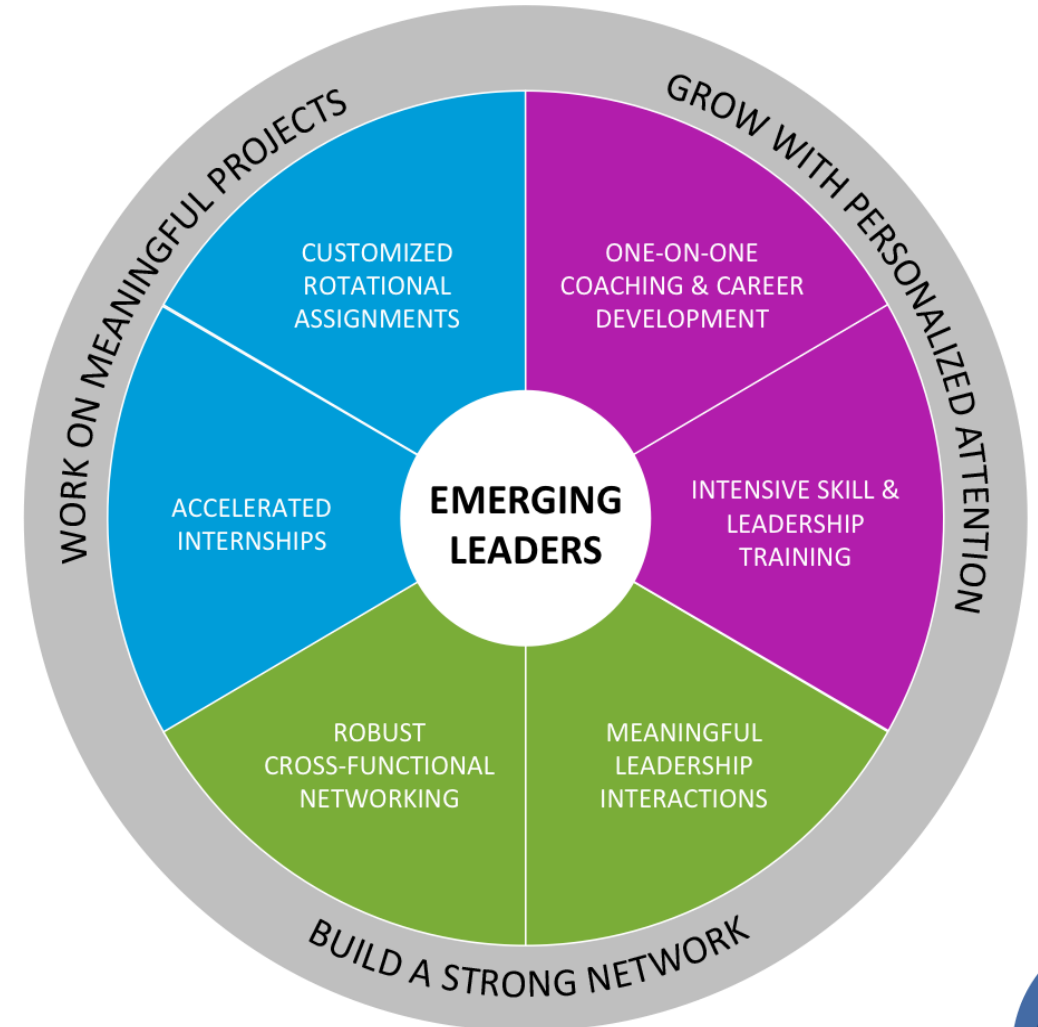
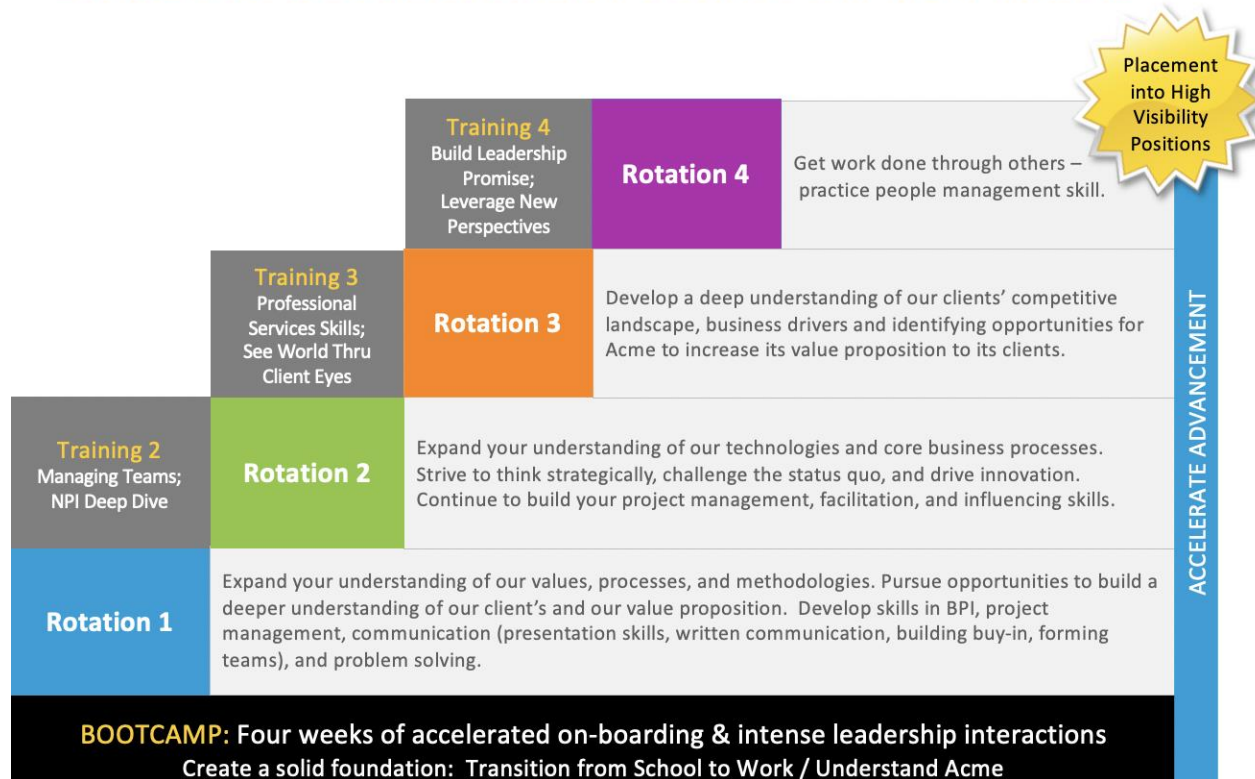
- Select campus recruiting?
- internships/co-ops?
- internal candidate?
- referrals?
- sponsored programs?
- competitions?
- High school / community partnerships?



# Q9 – Program Structure Length/Rotations

- What is the duration of the program?
- How many Rotations?

## BUILDING DEVELOPMENT THROUGH ROTATIONS





# Q10 – Program Structure

## Assignment Leader: Expectations/Selection/Development

Photo		LDP Assignment Manager Selection Tool				Date: ___/___/___			
Name		Title		# of Current/Past Direct Reports		/			
Function		Company Start Date		Current Role Start Date					
Location		Manager							
Previous Year PPR Rating	<b>Baseline Components</b>				Low		High		
	LDP Working Knowledge: Strategy, Goals, Objectives				NR	1	2	3	4
?	Visibility: Ability to provide ELA with visibility and interaction with others throughout all levels of the organization.				NR	1	2	3	4
	<b>People Manager Index</b>								
Track & Rotation Suggestion (i.e. Tech)	Engagement: Intends to make the development of the ELA a priority. Will be available and accessible. <u>Balances</u> autonomy, empowerment and integration of the ELA.				NR	1	2	3	4
	Aspiration: Has willingness to go the extra mile; desires to advance; makes tough personal trade-offs.				NR	1	2	3	4
1 2 3 4	Managerial Execution: Desires to lead; allocates resources well; builds visions, sets objectives and measures results.				NR	1	2	3	4
	Leader-Coach: Demonstrates coaching skills & characteristics. Constant learner.				NR	1	2	3	4
People Manager Index Score	Interaction: Understands <u>GenZ</u> - their concerns, strengths, weaknesses, motivations. Can communicate effectively with this generation.				NR	1	2	3	4
	Agility: Ability to be flexible and adaptable. Is motivated by change opportunities and does well preparing and leading others through change.				NR	1	2	3	4
<b>Notes: Differentiating Strengths</b>				<b>Notes: Gaps/Challenges</b>					
• TBD				• TBD					
ELP Efforts	Recruiting Team	Yes	No	Simple: Can explain and help coach ELA through the complexity	Yes	No	Previous ELA's Managed	Recommend for future ELA	
	Invitational	Yes	No					1.	Yes
	Training Speaker	Yes	No	Open: Can view rotation from eyes of ELA and the team, open to opportunities, honest about fit	Yes	No	2.	Yes	No
	Intern Manager	Yes	No					3.	Yes
Participant	Leadership Program	Yes	No	Integrated: Advocates for ELA to be involved. Strong network.	Yes	No	3.	Yes	No
	Personal Coaching	Yes	No						Yes



# Q11 – Program Structure Training

## To Succeed at Acme, You Must...

Business	People	Technology
<ul style="list-style-type: none"><li>• Understand business practices and approaches</li><li>• Understand business organization, politics, and culture</li><li>• Behave commercially</li><li>• Understand and analyze the complete situation</li><li>• Manage projects</li><li>• Manage change in the business from IT applications</li><li>• Plan, prioritize and administer work</li><li>• Communicate: listen and gather information</li><li>• Focus on customers</li></ul>	<ul style="list-style-type: none"><li>• Lead, inspire and build trust</li><li>• Think creatively and be innovative</li><li>• Focus on results</li><li>• Think strategically</li><li>• Coach, delegate, and develop others</li><li>• Build relationships and teamwork</li><li>• Influence and persuade</li><li>• Be principled negotiators</li><li>• Resolve conflicts and problems</li><li>• Be adaptable</li></ul>	<ul style="list-style-type: none"><li>• Understand the process</li><li>• Lean before digitize</li><li>• Understand finance</li><li>• Gather requirements</li><li>• Analyze workflow</li><li>• Be Agile</li><li>• Use existing systems and technology</li><li>• Embrace IT tools and core methodologies</li><li>• Integrate systems &amp; processes</li><li>• Design technical solutions</li></ul>

Springboard Mission: Provide “quick start” training program that builds the skills and competencies program members need to “hit the ground running” and successfully deliver on their objectives while on program and after graduation.



# Q11 – Program Structure Training

## TRAINING ROADMAP

	Bootcamp	Session 2	Session 3	Session 4
Grow Capability	<ul style="list-style-type: none"> <li>• Intro to Acme's Business</li> <li>• Transition School to Work</li> </ul>	<ul style="list-style-type: none"> <li>• Translating client needs into business requirements</li> <li>• Creating flexible platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding our clients' needs</li> <li>• Client research</li> <li>• Strategic Thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Acme's strategic and operations planning processes</li> </ul>
Drive Execution	<ul style="list-style-type: none"> <li>• Project Management Fundamentals</li> <li>• BPI Basics</li> <li>• NPI Overview</li> <li>• Business Acumen</li> </ul>	<ul style="list-style-type: none"> <li>• Managing Complex Projects</li> <li>• Root cause analysis</li> <li>• Design in Quality</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Service Skills (prepare for client facing rotation)</li> </ul>	Leading Project Teams
Build Leadership	<ul style="list-style-type: none"> <li>• Team Foundations</li> <li>• Professional Image</li> <li>• Giving and receiving feedback</li> <li>• Influencing stakeholders</li> <li>• Managing Ambiguity</li> </ul>	<ul style="list-style-type: none"> <li>• Building an Effective Network</li> <li>• Presentation Skills</li> <li>• Facilitation Skills</li> <li>• Innovation – change the way you think</li> <li>• Making a Case for Change</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a Client Focus</li> <li>• Projecting a positive image of Nielsen</li> <li>• Managing Stakeholder Expectations</li> <li>• Influence and Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>• Career Planning</li> <li>• Managing others</li> <li>• Decision Making and Consensus Building</li> <li>• Fostering Innovation</li> <li>• Driving change</li> </ul>



# Q & A

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Sharing Thoughts



# Final Thoughts

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Attributes of Great Programs

# Attributes of Great Programs

1. *Leadership Involvement*
2. *Clear Program Mission and Objectives*
3. *High Quality Managers*
4. Great Recruiting
5. Challenging Work Assignments
6. Consistency & Community
7. Effective Management
8. Continuous Improvement





## Q12 – Program Structure Performance Management

- Varies by company
- Will it be aligned with the company's regular process and timing or will it be a unique process for on-program associates.
- What is the process for both voluntary and involuntary terminations.
- Be transparent on process and rankings



## Q13 – Program Structure Off Program Placement Strategy

- Construct and communicate a plan to associates and the organization
- Be transparent
- Be adaptable but fair
- Balance needs of associates and the organization



## Q11 – Launch Timeline

- Phase 1: Initial Planning & Approval
- Phase 2: Detailed Planning
- Phase 3: Development
- Phase 4: Recruiting
- Phase 5: Launch/Implementation



## Q12 – Communication Strategy

- Internal & External Communications
- Program & Company Branding
- Stakeholders
- Key Messages
- Delivery Vehicles
- Timing