



What Would You Do With Better Assignment Managers





AGENDA

Schedule:

Kickoff and Welcome

The Case: How Synchrony Built a Community of High Performing Assignment Managers

6 Key Areas of Focus

The Results

Key Takeaways

Open Q&A/ Discussion



Name Vince Bond

Synchrony

VP Leadership Programs & Head of Early Careers

Pittsburgh

PAST EXPERIENCE

- **Synchrony:** VP Leadership Program and Head of Early Career
- **Synchrony:** VP University Relations and Leadership Programs
- **Synchrony:** AVP University Relations & Leadership Programs
- **Macys:** Senior Manager College Relations and Recruitment Strategy
- **Macys:** Campus Recruiting Manager
- **Macys:** District Training Manger
- **Macys:** Asset Protection Manager- Macys Flagship
- **Macys:** Executive Development Program- Stores and Support

A BIT ABOUT ME

- I come from a small family- 1 brother
- Got engaged to my wife 2 weeks after meeting her
- My daughter is a 6yo Pug Mix named Emma
- Amateur DJ
- Former Junior Olympian- Track and Field
- I love cooking and hosting in my free time
- Huge baseball fan (Yankees & Pirates)
- I only read fiction
- Road warrior (I have technically flown to the moon via flight distance 239,000+ miles)

If you had to watch one movie on repeat forever, what would you choose?

Ferris Buellers Day Off

Favorite Quote

“How many times have you noticed that it’s the little quiet moments in the midst of life that seem to give the rest extra-special meaning- Fred Rodgers

Favorite or Ideal Vacation Destination

Italy (Florence)



Before We Start...Context & Acronyms

Synchrony's LDP:

- Two Year Rotational Program (12 Month, 6 Month, 6 Month)
 - **Approx 100 Participants on program**
- 10-week internship program
 - **Approx 100 Participants/summer**
- Sophomore Externship program
 - **Approx 80 Participants**

Acronyms and SYF Lingo:

- **BLP= Business Leadership Program**
 - Both the name of our program AND shorthand for what we call our LDP participants "BLPs"
- **AL=Assignment Leader**
 - Assignment Manager in charge of our BLPs day to day
- **Track Leader**
 - Functional Leader that oversees program for that area of the business (i.e Finance, Marketing, Tech, etc)





How Synchrony Built High Performing and Highly Engaged ALs



Synchrony's Roadmap to and AL Community

1. **Revamp the role of an Assignment Manager as a job...**
 - And clearly articulate their role
2. **Train them...**
 - As much as your LDP participants
3. **Develop them...**
 - Make them MENTORS and COACHES
4. **Use your systems...**
 - To create accountability, touchpoints, and an audit of engagement
5. **Hold them accountable...**
 - With metrics
6. **And finally...**
 - Communication is key





Revamping the role of Assignment Manager as a job

Key Learnings



- **Reframe the role:**
 - We needed to reframe the thought process of getting an LDP participant
 - This is not just a resource...it's a leadership commitment
- **Don't leave it up to them**
 - Most AL's when given specific details and directions followed them
 - Historically they were just given the BLP overview and told day 1 to start managing them
- **Create Roles and Standards**
 - We needed to create a community of support for our LDPs and clearly outline roles
 - Everyone that touched the LDP program needed to know their lanes
- **Know your Audience**
 - Assess who has had LDPs in the past, who has had any direct reports in the past, and assess their leadership talent profile

Assignment Leader JD



Role Summary/Purpose:

Assignment Leaders serve as the front lines, ambassadors, and stewards of our early career leadership programs at Synchrony. As an Assignment Leader you will be in charge with the coaching, mentoring, and guidance of one of our BLPs during their 2-year rotational programs. ALs must be prepared to spend ample 1:1 time with their BLPs to ensure proper assimilation and acclimation to the function, company, and team they are serving.

Essential Responsibilities:

Coaching and Mentorship

- Regular check ins with BLPs weekly to ensure proper education and preparedness for tasks
- Establish regular feedback sessions with your BLPs (best practice is monthly AT A MINIMUM)
- Follow BLP program office Performance Review Process in timely fashion
- Set up specific time with your BLP to get to know them personally

Leadership

- Set up substantial goals and objectives with BLPs in the first 30 days of rotation
- Ensure exposure to leaders within your function regularly
- Promote your BLPs work within your function/team
- Share quarterly updates on BLP performance with your Track Leadership Team
- Encourage BLP to get involved outside of “core role” (i.e Diversity Networks, BLP committees, etc)

Community

- Join BLP program office hours (bi-weekly) when available
- Attend monthly BLP program office updates
- Connect with Assignment Leader “buddy” quarterly .
- Engage with BLP AL teams community conversations

Qualifications/Requirements:

- Level 10+
- Minimum 2 years at Synchrony
- Previous management experience (preferred but not required)

Desired Characteristics:

- Active Listening
- Coaching/Mentorship
- Time Management
- Strong project management skills
- High EQ
- Technical Domain
- Strong Leadership Skills

BLP Stakeholder Roles & Responsibilities

- Program engagement with all track BLPs
- Recruiting and diversity focus
- Onboarding
- Relocation on-program
- Collecting Assignments
- Foundational Program Operations Support
- Critical Experiences (CSE, CFE, TT)

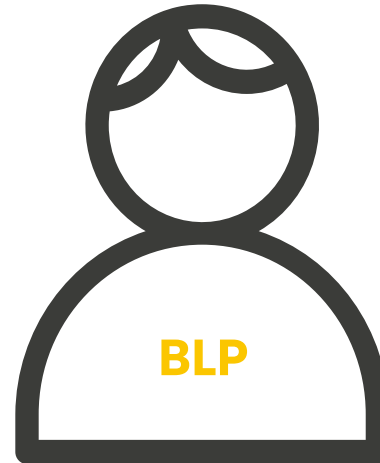
- Provides HR Oversight to BLPs (on program and Alumni)
- Drives career conversations and acceleration with Alumni
- Actively oversees diversity needs of track
- Reviews and Active in TPR conversations

Track Teams (including HR partners) and Assignment Leaders can regularly engage with Program Office via set office hours

Assignment Leader

- Assignment Goals
- Delivering consistent feedback
- Day to Day BLP Management
- Assessing performance
- Performance conversations
- Mentorship/coaching

BLP Program Office



SHRM

Track Manager

- Communicates key updates to BLPs (merit, assignments, etc.)
- Oversees performance appraisals and goals
- Maintains Org and processes in Workday
- Leads Track Updates
- Drives Functional Learning Plans

Track Owner


- Assignment Selection/procurement
- Off-Program Role procurement
- TPR Conversations w/ELT
- Monthly 1:1s w/BLPs
- Advises Functional Learning Plans
- BLP Alumni engagement leader

HR Partner

- Provides HR Support to BLPs in track
- Active in interview process for all intern and BLP candidates
- Actively drives diversity needs of track
- Reviews TPR
- Owns off-program relocation process

Track Leadership Skills and Qualifications

Role	Target Level	Key Skills	Benefits of Role
Assignment Leaders	Hi Pot L10 or L11+ (Dependent on Assignment) 2 Years w/ SYF	<ul style="list-style-type: none"> • Functional Experience • Highly engaging • Bandwidth to coach and engage BLP 	<ul style="list-style-type: none"> • Critical leadership and coaching experience to support career progression • Support of BLP resource on their team

A man in a blue Synchrony jacket is pointing at a whiteboard with a network diagram. The diagram consists of several interconnected nodes and lines. Some nodes contain handwritten text: 'amorphll - amazon', 'device', 'Spring', 'SYFED', 'L realtime', 'Team', 'List of accounts', 'SYFED', 'Dsecrty', 'UI', 'Transmit', 'sdh', and 'TID'. The man is holding a white marker. The background is a whiteboard with various handwritten notes and diagrams. The Synchrony logo is visible on the man's jacket and in the bottom right corner of the image.

Training your Assignment Managers Like LDPs





< Synchrony's AL Curriculum

Program Office Hosted Training

- BLP 101
- BLP Rotation Prep calls (30-60-90)
- AL/Program office 1:1 meeting

External Training

- Coaching in the moment
- Engaging and Leading With Connection
- How to lead in the Multigenerational workforce
- The Value of Wellness in Leadership
- Feedback fundamentals
- Synchrony Leaders Experience @ West Point**

*****Each year top 10 nominated ALs get invited***

Pre-Rotation Prep Examples

Project/Responsibility Summary

Project/Responsibility #1

OUTLINE BULLET #1

- Brief description of segment of the project/responsibility (POC: ENTER TEAM POC).

OUTLINE BULLET #2

- Brief description of segment of the project/responsibility (POC: ENTER TEAM POC).

EXAMPLE BULLET BELOW

BRIEFING BOOK STANDARDIZATION

- Conduct an audit of current briefing and prep document formats being used across the CC&B team. Speak with CC&B stakeholders to understand key requirements for prep/messaging documents and develop a standard briefing template(s) that create consistency in how we prep SYF spokespeople and leaders across our teams (template – or a version of it – should be able to shared outside the CC&B team with other stakeholders who may have the need to prep SYF spokespeople) (POC: Steve Kennedy/Lisa Lanspery/Matt McMahon).

Project/Responsibility #2

OUTLINE BULLET #1

- Brief description of segment of the project/responsibility (POC: ENTER TEAM POC).

OUTLINE BULLET #2

- Brief description of segment of the project/responsibility (POC: ENTER TEAM POC).

Goals: Below are Examples Only

Goal 1: Airtable & Team Calendar

Successfully onboard Airtable by end of June and create and deliver training guides to distribute to the team. Have at least 50% team participation by the end of August.

Utilizing the platform, implement (and manage) a cross-team editorial and themes calendar, that helps create messaging alignment and collaboration opportunities for PR, Employee Comms, Business Comms, Brand, Events and Social for both SYF-owned (eg, SYF Pillars Project, speaking opps, State Of Pay, Research, etc.) and non-SYF owned (Small Business Week, Heritage Months, etc.) opportunities. Implement by mid-rotation and project manage at least one, cross-team communication effort.

Goal 2: Leadership Social Media

Develop a leadership communication social media engagement playbook, inclusive of best practices and recommendations for engagement. Incorporate my findings by creating bi-weekly social media posts for both Margaret and Brian, while monitoring likes/favorites and comments.

Goal 3: External and Employee Communications

Gain deeper understanding of communicating across audience types by developing and delivering content for both internal and external stakeholders. Specifically, develop and pitch at least two stories to the media, with at least one placement, write at least three articles to be published on Synchronet and write at least one external bylined article (eg trade publication, LinkedIn, etc.).

Goal 4: Research

With an understanding of priorities and strategic focus across Communication & Brand team, identify, propose and execute a research study (through our research team), while developing and implementing by the end of my rotation an activation plan that includes external relations, business and employee comms, leadership communication and brand.

Goal 5: Additional TBD

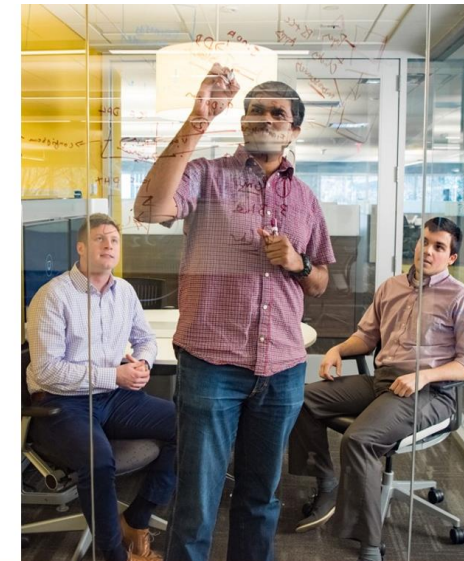
Support additional TBD communications priorities as identified in Q2: Examples may include: leveraging video, in a more effective, simplified way, building a "story repository," maintaining Communications & Brand Team site, etc.

Core Skills to develop/enhance during assignment

Skill	Application during assignment
Project Management	Create project plans, meet with key stakeholders, ensure mile markers are met, keep project team organized to hit key objectives, and ensure end of project recap complete
Edit Master text styles	Edit Master text styles
Edit Master text styles	Edit Master text styles
Edit Master text styles	Edit Master text styles
Edit Master text styles	Edit Master text styles

Tips on learning objectives

- Set SMART goals-** Objectives should be Specific, Measurable, Attainable, Relevant, and Timely
- Know your projects-** Ensure the objectives you develop together are actually attainable within the internship. Verify you and your team has capacity to support your intern
- Inspire ambition-** Encourage interns consistently to push themselves on their goals. Remind them to be uncomfortable BUT to ask for help when needed
- Keep it flexible-** Let interns know that while objectives should be clear, that they are NOT set in stone. Goals provide direction but the process of pursuing may reveal necessary restructure to original plans
- Revisit Regularly-** Use daily standup's and weekly 1:1's to gauge progress



A photograph of an office environment with several people. In the foreground, three people are sitting on a light-colored sofa, engaged in a conversation. On the left, a man in a dark blue long-sleeved shirt with a small 'synchrony' logo is smiling and gesturing with his right hand. In the middle, a man with glasses wearing a maroon sweater is also smiling. On the right, a woman with long dark hair, wearing a grey patterned cardigan, is smiling and looking towards the other two. In the background, other office workers are visible, including a man in a plaid shirt and a woman in a white top. The office has cubicles, computer monitors, and a bright, modern atmosphere. A network diagram overlay of white circles and lines is visible in the upper left and lower right corners.

Developing Assignment Managers into Coaches and Mentors





Moving to a “Coaching and Mentor” Relationship

Using Wellness Coaches and content as our vehicle for change

- **Step 1: Recognizing we are not experts**
 - To build a culture of coaching you need to ID specific soft skills and support and you need professionals to do that
- **Step 2: Bringing in professionals and building a framework**
 - We utilized career wellness coaches to come in, audit our current program, and identify key areas that we could train to
- **Step 3: Ensuring it was both PERSONAL and PROFESSIONAL development**
 - These areas were not just professional skills but life skills that impact early careers professionals that our ALs needed to be prepared to handle
- **Step 4: Offer ongoing support outside of sessions**
 - The wellness coaches needed to also be seen as support, so they also offered 1:1 wellness session with our ALs

Examples of Curriculum



1. Emotional Intelligence 101
2. Understanding Mental Health: Anxiety, Stress and Depression
3. Healthy Habits – physical, sleep, nutrition, substance use
4. Managing Relationships – professionally and personally
5. Burnout and Setting Healthy Boundaries – including tips and techniques for working remotely
6. Handling Stressful Situations at Work
7. Getting Started With Mindfulness
8. Processing Grief and Loss
9. How to Support a Colleague Who is Struggling
10. Effective Communication
11. Understanding Trauma and Vicarious Trauma
12. Diversity, Equity and Inclusion – Cultural Awareness
13. Positive Psychology and The Study of Happiness

All content is offered to ALs & BLPs

They are trained in different session but have a common dialogue to create stickiness to topics

Using your systems to create accountability and touchpoints



Using Systems

Who here uses Workday?



Who of that group **LIKES** using Workday?



How we use Workday to build Standards

BLP Performance and Appraisals

- **Engaging Participants, ALs, and Functional Leaders**
 - Through Workday we have a robust performance process for all participants
- **Triggered Process**
 - Those processes have triggers for the BLP and AL to meet to engage and set goals, meet regularly, give feedback and engage on their careers
- **Ongoing Documentation**
 - This is all documented and tracked in the system
- **Reporting:**
 - The Program office gets ongoing reporting on completion rates for both BLPs and ALs
 - This helps us to gauge engagement
 - Non-completes get immediate follow up from program office



AL “Nudge” Program

- Monthly Reminder program and pushes to the AL community to build engagement



Microsoft Teams



- Examples include
 - **January:**
 - New Year, New Goals! Set up time with your BLP to review each others personal and professional goals for the year
 - **April:**
 - April Feedback bring May Performance. Make sure to set up a substantial moment to review feedback with your BLP
 - **June:**
 - Summer interns join us this month for their 10 week program in Stamford CT. Plan to come into the office this month to engage with our new cohort and build a sense of community with our new hires
 - **July:**
 - Annual BLP Symposium is this month! All BLPs will be in training for a full week. Make sure you meet with plan out their week OOO
 - **November:**
 - Remember to give thanks to your BLP this month. Spend time this month giving special recognition to your BLP for the efforts and hard work





Hold them Accountable with Metrics



Using Metrics- Key Learnings

- **It's the Starting Line:**
 - No matter where you are in the journey...this is always a place to start/return to
- **Hear your Participants Voice**
 - You LDP participants are they key stakeholders...ask them for the insights
 - **KEY LEARNING:** You need trust to drive “real results”
- **Hear your Assignment Managers Voice**
 - While the LDP participant can share about their ALs, we must remember they are still early career
 - Gain BOTH SIDES to get the full view of your current state of program
- **Use an external survey where possible**
 - This allows for the feedback to be collected and shared in a more “confidential” way and allows for more transparent feedback in surveys



Synchrony's Approach- Rotation Quality Assessment and Index Scores

Rotation Quality Assessment

- Total Survey that allows us to hear voice of BLPs
- Gauges three main areas (Program office, Functional Leadership, and Assignment Leader)
- Three Parts:
 - Pulse sent to start the rotation
 - Mid point to get a gauge
 - End of rotation to collect all feedback and gauge overall rotation work

Program Office Index

- Gauges Program Office Centralized Performance
- Key focus areas
 - Communications
 - Support with LDP milestones (moving, rotation changes, etc.)
 - Sense of community built
 - Overall sentiment

Track Leadership Index

- Gauges functional leadership team performance
- Key focus areas
 - Meeting cadence/engagement
 - Functional training and preparedness for roles off program
 - Commitment and presence of senior leadership
 - Overall track assimilation experience

Assignment Leader Index

- Gauges AL performance on rotation
- Key focus areas
 - Meeting cadence/engagement
 - Feedback provided
 - Ability to distribute and communicate tasks and projects
 - Relationship built with BLP
 - Overall Satisfaction with rotation and day to day management



BLP 2022-2023'R1 – Your Assignment Leader

	Data Analytics	Enterprise Operations	Finance	Technology	Marketing	Risk Management	Credit & Capital Management	Sales & Relationship Management	Total
My manager is effective at his/her job	100%	100%	75%	100%	80%	100%	100%	100%	92%
The expectations on my performance and tasks are made clear by my manager	100%	100%	50%	100%	80%	100%	100%	100%	89%
I receive regular feedback from my manager about how I am doing	100%	100%	75%	100%	80%	100%	67%	67%	85%
My manager's feedback helps me improving my performance	100%	100%	50%	100%	80%	100%	100%	100%	89%
I have open and honest communication with my manager	100%	100%	75%	100%	80%	100%	100%	100%	92%
I feel comfortable asking my manager for directions when I need them	100%	100%	50%	100%	80%	100%	67%	100%	85%
My manager listens and respects my ideas and opinions	100%	100%	50%	100%	80%	100%	100%	100%	89%
I feel that my manager is open to delegation	100%	75%	50%	100%	80%	100%	100%	100%	85%
I feel that manager trusts my decisions	100%	100%	50%	100%	80%	100%	100%	100%	89%
My manager is able to facilitate my professional growth	100%	75%	50%	100%	80%	100%	100%	100%	85%
AVERAGE	100%	92%	54%	100%	80%	100%	94%	100%	87%
On a scale from 1 (Not At All Satisfied) to 5 (Very Satisfied), how would you rate your experience and relationship with your AL?	100%	100%	75%	100%	100%	100%	100%	100%	96%

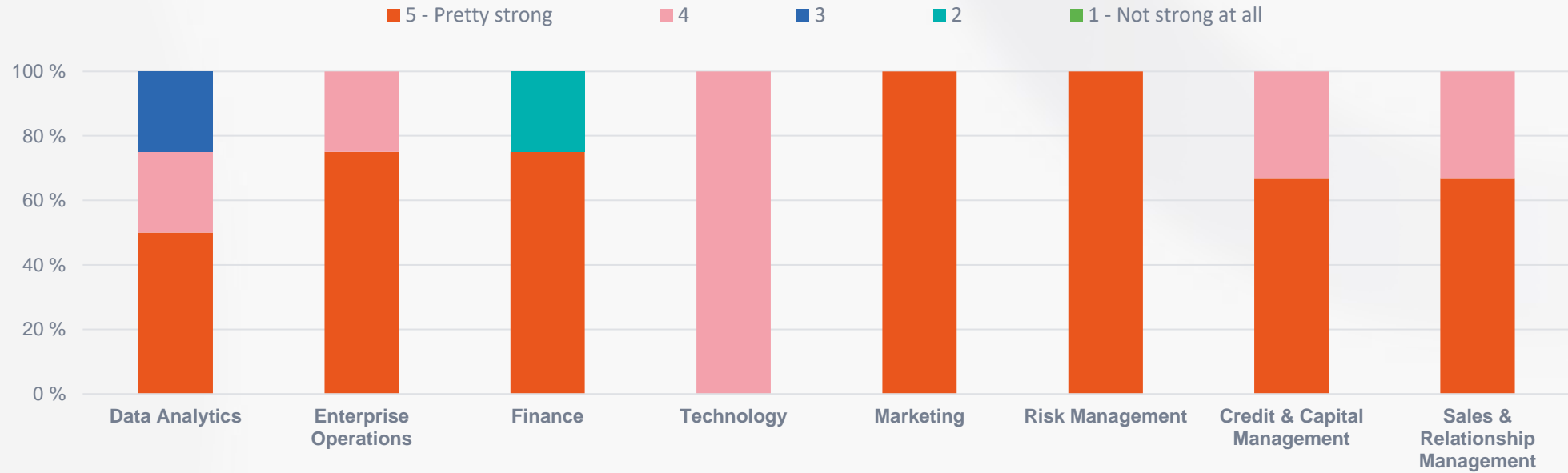
* Data reflects percentage of people choosing "Agree" or "Strongly Agree" for each statement

** Data reflects percentage of people choosing "5 (Most Satisfied)" or "4 (Very Satisfied)" for each statement



BLP 2022-2023'R1 – Your Assignment Leader

How would you rate the leadership skills of your AL on a scale from 1 to 5?



The Results:

These actions lead to a sense of community and highly efficient Assignment Managers



How we see our AL community show up:

- **Bi-Weekly Office hours**
 - 30-40 ALs connect regularly on Teams
 - Usual agenda is updates then breakouts
- **Monthly Program office Update**
 - Highlight 2-3 ALs to come off and speak to their best practices
 - Attendance is “soft mandatory” but we record every session
- **AL trainings**
 - Mandatory and audited for ALs to attend
 - We run multiple options, so everyone usually is able to make the trainings
- **Misc. Events**
 - We invite our ALs to all LDP events we host (community service, happy hours, social events, etc)



Results...

	Data Analytics	Enterprise Operations	Finance	Technology	Marketing	Risk Management	Credit & Capital Management	Sales & Relationship Management	Total
Number of Participants									
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Key Takeaways

Key Takeaways for Assignment Manager Engagement

Things We Covered

- **Assignment Managers need the same (and sometimes more) training than LDPs do**
- **Use systems and structure to help you “audit” engagement**
- **Community and Transparency Matter**
- **Hear the voice of your program (always and often)**

Things We Did Not Cover (quick hits)

- **Intentionality Matters**
 - Invite your ALs to EVERYTHING your office hosts (social events, community service, etc)
 - CC them on EVERY email...even if you think they wont care
- **Recognition is important**
 - AL of the year
 - Special offsite trainings for top performers
 - Executive Leadership team recognition
 - Special SWAG

synchrony

Questions and Open Discussion





Thank You

The Synchrony Business Leadership Program



The BLP Program Office









AL Toolkit

Preparing for a successful BLP Start

