

COMCAST  
BUSINESS

# Program Transitions & Offboarding

LDP Summit | May 2023

Enterprise Solutions  
**Sales Academy**

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COMCAST BUSINESS

# Meet Kelly Crane!





- Career Journey:**
- Manager, Talent Programs
  - Sr. Specialist, Talent Management
  - Talent Management Analyst
  - Talent Operations Specialist
  - HR Coordinator

# Today's Agenda

**Program Overview & Journey** 

 **Launch Resources & Outcomes**

**Second Rotation Matching & Transition** 

 **Keys to Success & Opportunities**

**Program Launch & Offboarding Process** 

 **Facilitated Discussion & Q&A**

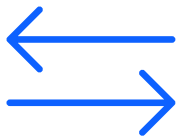
# Key Terms



Associate = Program Participant



Host Manager = Day-To-Day Sales Manager



Transition = Moving from first rotation to second rotation



Launch = Offboarding from program/Moving into new role outside of program

Poll #1

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# Level of Support

What level of support do you believe your program provides throughout rotation transitions and the offboarding process?

A. High Level of Support

*(High touch process with regular connections with program participants)*

B. Medium Level of Support

*(Medium touch approach with few connections with program participants)*

C. Low Level of Support

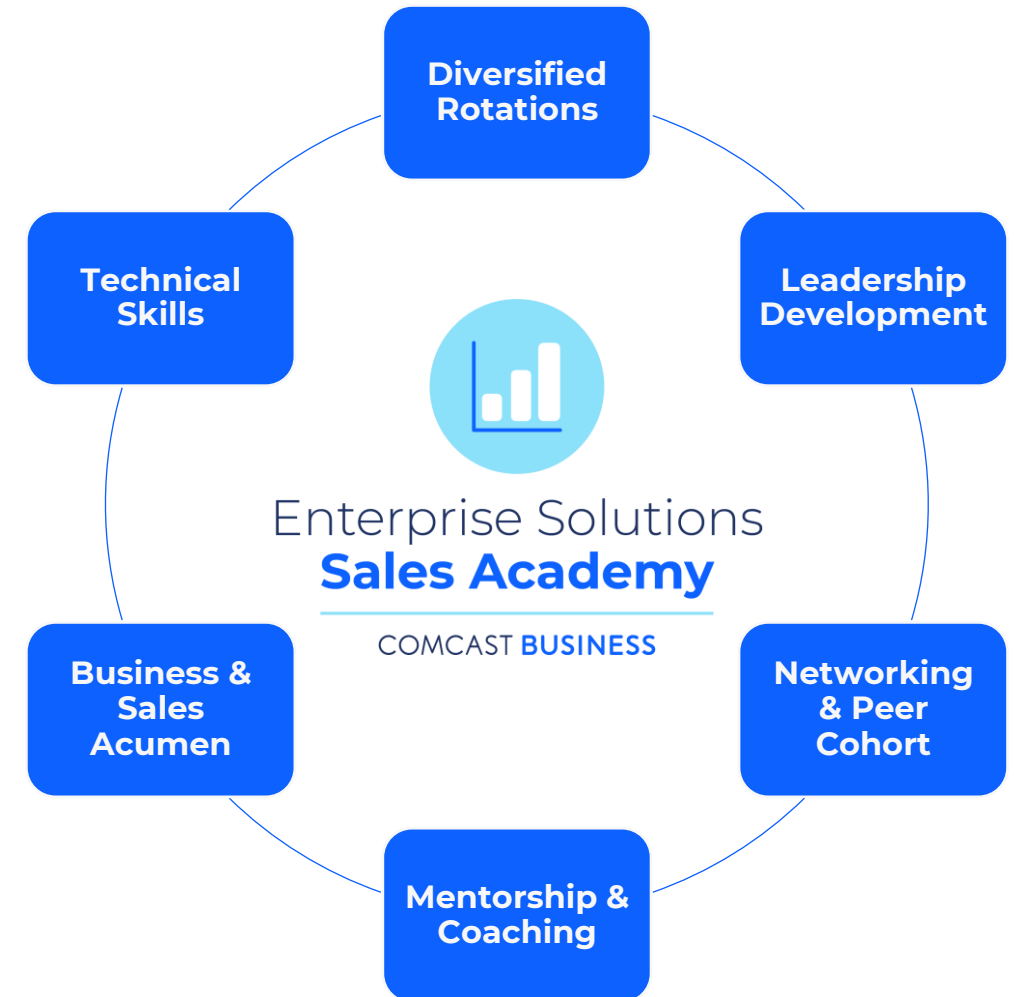
*(Mainly self guided by participant with minimal to no connections between participant and program management)*

# Sales Academy Program Overview

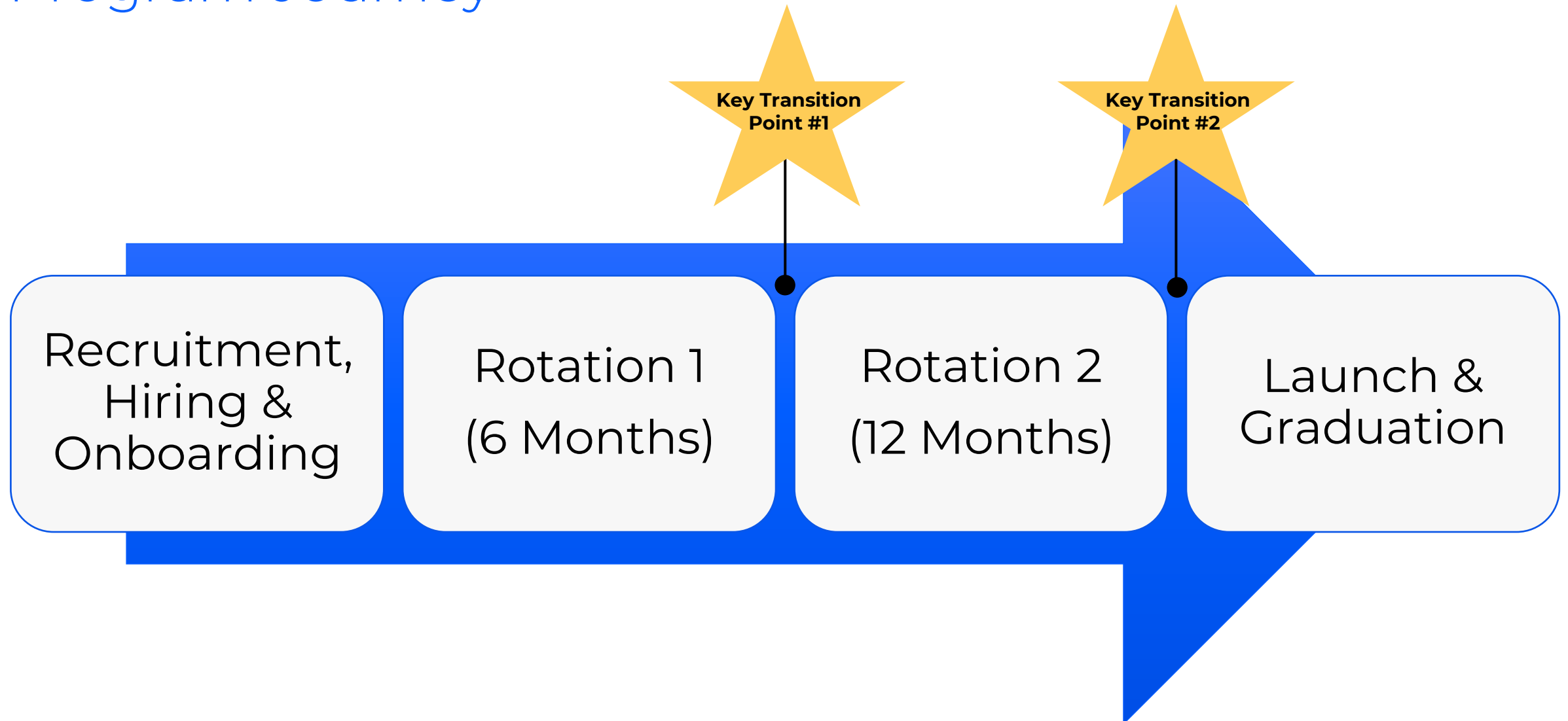
## Program Goal

An **18-month rotational program** intended to hire and develop **non-traditional, diverse sales talent** into sales and account management roles within Comcast Business Enterprise Solutions Sales organization.

After the completion of **two rotations** within the Client Services and Sales teams, **five Associates** will have developed key competencies and skill sets for long-term career advancement within Comcast Business.



# Program Journey



Poll #2

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# Rotation Transitions

How do you facilitate your rotation matching and transition process?

- A. Self Selection by Participant
- B. Assigned by Program Management
- C. Interview Process
- D. Preference Ranking
- E. Mix of Multiple
- F. Other

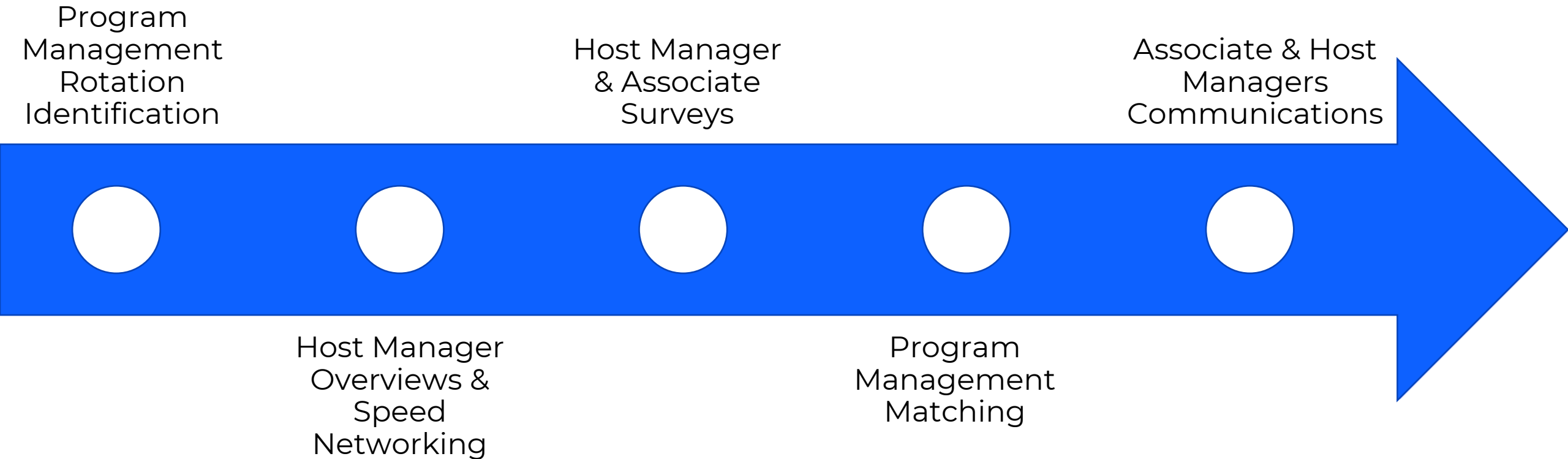


# Second Rotation Matching & Transition

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Key Transition Point #1

# Rotation Matching Process



# Rotation Surveys

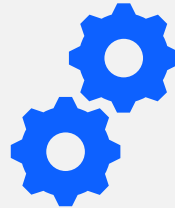
## Associate Survey



**Sales Experience**



**Sales Track Preference**



**Skills Looking to Gain**



**Targeted Qualities**



**Preference Ranking & Explanation**



**Additional Information**

## Host Manager Survey



**Skills You Are Looking to Add to Your Team**



**Skills Associates Would Gain Being on Your Team**



**Preference Ranking**



**Additional Information**

# Transition: Performance Management Scorecard

ENTERPRISE SOLUTIONS SALES ACADEMY: PERFORMANCE MANAGEMENT SCORECARD										
Associate Name:										
Cohort:										
Host Manager:										
Rotation (Client Services or Sales):										
Rotation Dates:										
Competency Ratings										
Competency Ratings: Both the Associate and Host Manager should complete the below scorecard by providing a proficiency ratings and comments for each competency.										
	Associate Self-Assessment						Host Manager Feedback			
	Beginning of Rotation		Mid-Rotation		End-Rotation		Mid-Rotation		End-Rotation	
Competency	Rating	Comments	Rating	Comments	Rating	Comments	Rating	Comments	Rating	Comments
Business and Sales Acumen										
Critical Thinking/Problem Solving										
Adaptability										
Influence										
Executive Presence										
Customer Focus										
Rotation Specific Goals										
Rotation Specific Goals: In partnership with your Host Manager, Associates should align on 2 or 3 rotation specific goals. All goals should be Specific, Measurable, Achievable, Relevant, and Time bound (SMART Goals). After Mid-Rotation, please feel free to add new goals if business priorities shift.										
	Associate Self-Assessment				Host Manager Feedback					
	Mid-Rotation		End-Rotation		Mid-Rotation		End-Rotation			
Rotation Specific Goal	Rating	Comments	Rating	Comments	Rating	Comments	Rating	Comments		
Goal 1....										
Goal 2...										
Goal 3...										
Sales Academy Program Contribution										
As a member of the SAProgram, all Associates are expected to contribute to the overarching mission of the program. Though the contributions made to the program goals might not apply to each rotation, we believe it is important for Host Managers to understand the work the Associate is responsible for demonstrating in addition to their rotations. The program goals are meant to be a running log, and will be discussed during all Performance Management conversations.										
	Associate Comments		Host Manager Comments		Program Manager Comments					
	Mid-Rotation	End-Rotation	Mid-Rotation	End-Rotation	Mid-Rotation	End-Rotation				
Cohort Training, Development & Exposure										
Individual Development										
Networking & Sponsorship										

# Program Launch & Graduation Process

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Key Transition Point #2

Poll #2

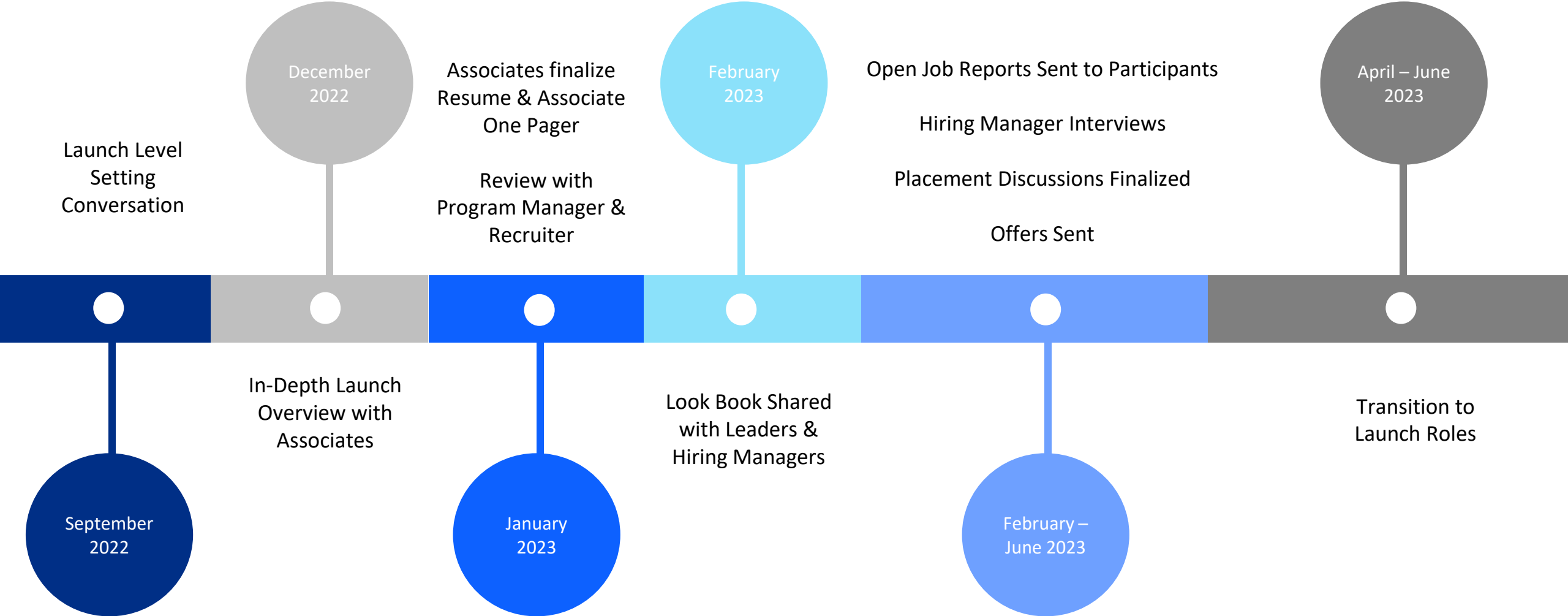
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# Program Launch & Offboarding

How do you facilitate your launch process?

- A. Self Selection by Associate
- B. Interview Process
- C. Assigned by Program Management
- D. Preference Ranking
- E. Mix of Multiple
- F. Other

# Launch Timeline



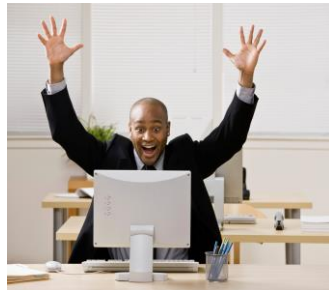
# Launch Discussion



**Set Expectations**



**Trust the Process**



**Acknowledge  
Excitement**



**Provide  
Transparency**

## Enterprise Solutions Sales Academy Program Cohort 1

### Launch Conversation Guide | September 2022

**Purpose:** This meeting is intended to set expectations regarding the program launch process. Thank you to those Associates who have trusted and leaned into the process so far. We understand there is excitement building around the topic of launch, and this dialogue and future conversations will be transparent and are intended to ensure the Associates are supported through this process.

While launch will not occur until Summer 2023, we want to highlight some key milestones and address initial feedback and concerns that are coming from the group during this discussion today.

#### What's coming with launch:

- The program management team will be the primary partner and support for each Associate. From the onset of this program, the goal has been to determine the right role for each Associate that fits their interests, skillsets, and the business needs. The goal is that each Associate launches into a role where they can thrive and support business growth.
- No Associate is guaranteed a specific role or level. The goal of the program is to launch each Associate into a successful sales career at Comcast. However, there are many factors that go into this such as performance, qualifications, skillsets, interests, business needs, etc. Each Associate will earn their position by working hard and putting their best effort forward. Roles are not given, they are earned.
- During the process, the Associates will work with several stakeholders. They will work directly with Kelly as the program manager, as well as their program host teams and talent acquisition partners. Kelly will be the first point of contact and will help each Associate navigate the graduation and launch process.
  - Other key stakeholders will include additional members of the Program Management team, HQ & Division Talent Acquisition, HQ & Division Hiring Managers, Host Managers, Program Executives, Scott as the Program Mentor and HR Business Partners.
- Open communication with Kelly is critical – the more communication the better and we will create tools to support transparency throughout the process.
- A long-term incentive Alumni package will be given to Associates in partnership with offer for new position

#### Launch kick-off:

- The December development session will have a strong focus on the launch process and setting expectations. Key topics will include:
  - Launch Process Overview
  - Sales Roles Overview
  - Recruiter Meet & Greet
  - Resume & Interview Prep
  - Exploratory Conversation Guidance
- In preparation for this development session, Associates will be asked to come with an updated resume.

#### Associate tips for success:

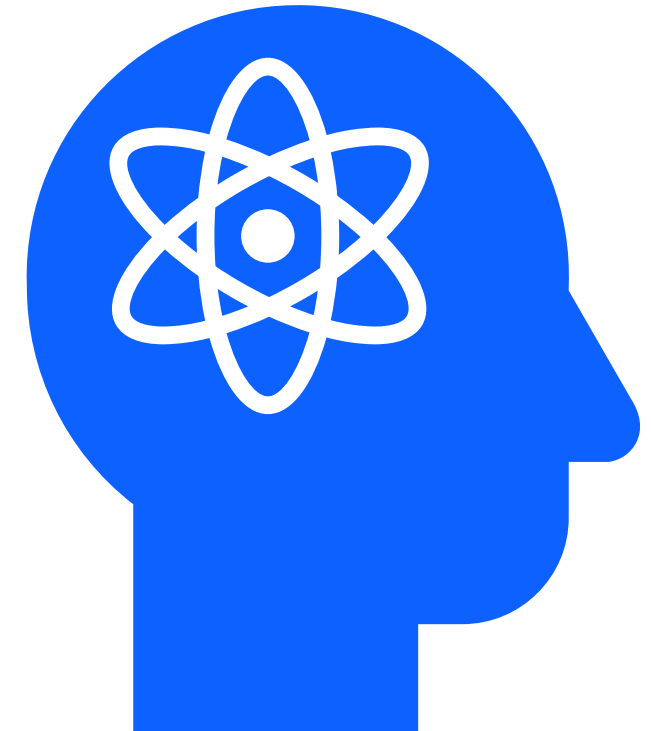
Throughout this process, there is a level of professional maturity expected from each Associate. Throughout the program, we've focused on building the competencies "Executive Presence" and "Accountability" and the importance of building and maintaining a strong brand. The Associate's brand will be the key to success during launch. Associates should:

- **Maintain strong performance.** Associates should remain focused on their experience within the program and learning all that is needed to be successful come time for launch.



# Launch Philosophy

- Associates may enter the interview process alongside other cohort members, as well as other Comcasters
- Roles will be offered to Associates who are most qualified and whose skillsets and aspirations are the best fit for the role
- The Program Manager will work closely with Talent Acquisition and key hiring managers to relay open positions and opportunities to the Associates
- Associates are encouraged to explore opportunities across Comcast Business HQ and Divisions



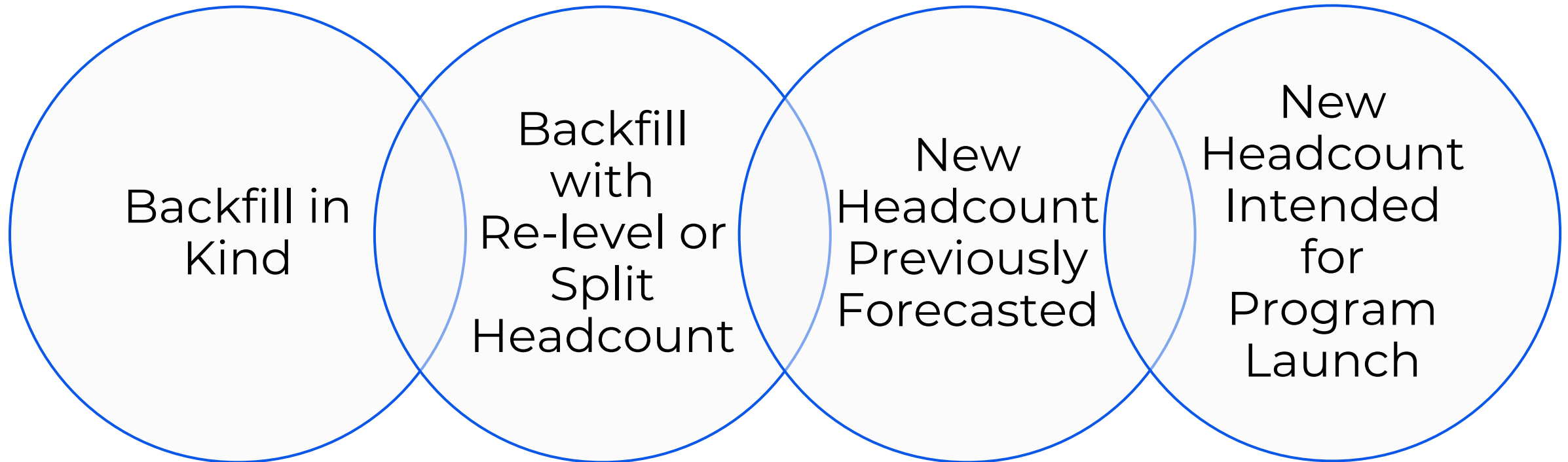
# Launch Partnerships



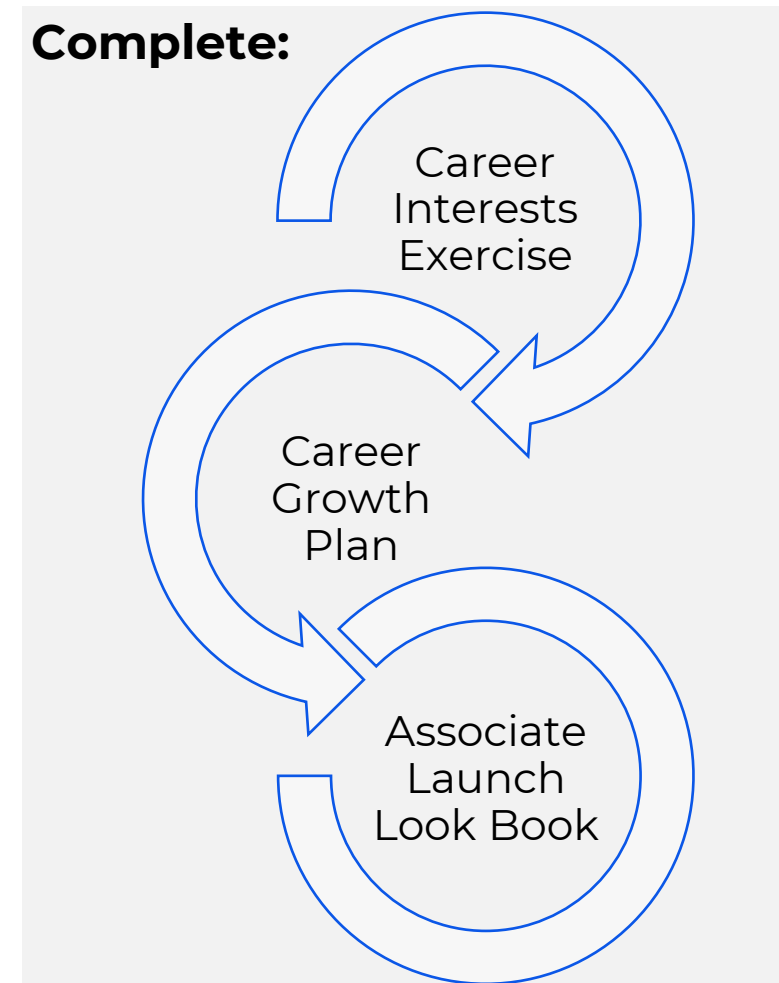
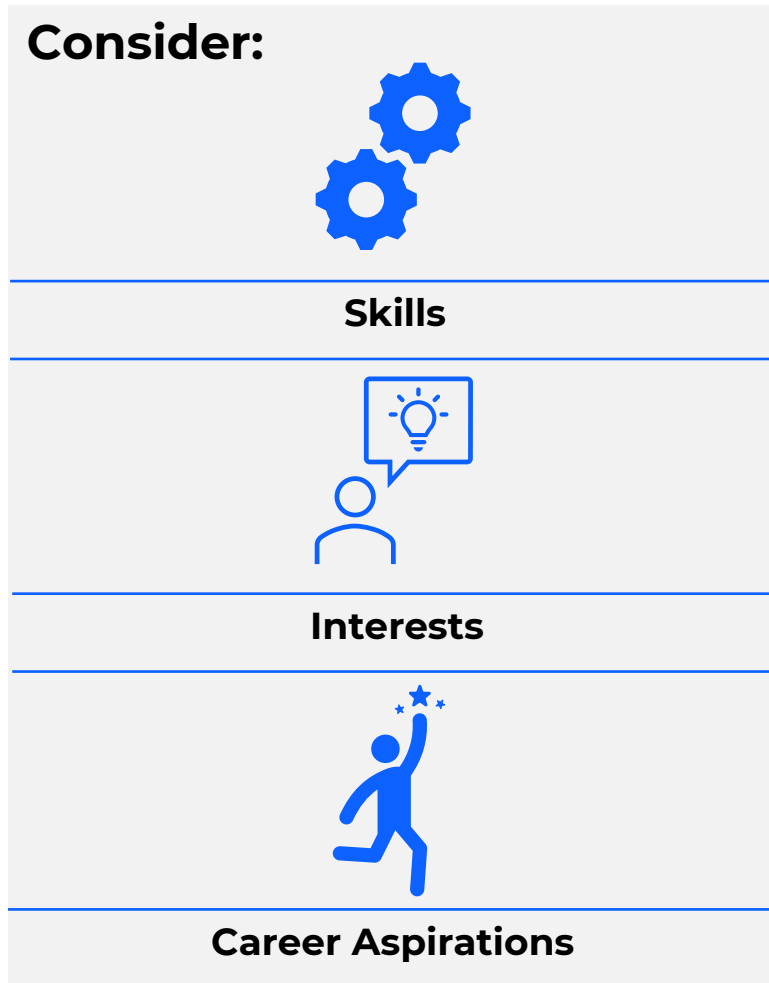
## Key Partnership Highlights:

- Host Managers
  - Sales Roles Overviews
- Talent Acquisition
  - Resume Prep, Interview Tips & Personal Branding
- Finance
  - Sales roles compensation plans
  - Commission & ramp time
- Human Resources
  - Role leveling, compensation packages, timing, etc.

# Types of Launch Roles



# Represent Yourself Through A Growth Mindset



# Career Interests Exercise

What I Liked:	What I Disliked:
Role 1: Qualities: <ul style="list-style-type: none"> <li>• #1:</li> <li>• #2:</li> <li>• #3:</li> </ul>	Role 1: Qualities: <ul style="list-style-type: none"> <li>• #1:</li> <li>• #2:</li> <li>• #3:</li> </ul>
Role 2: Qualities: <ul style="list-style-type: none"> <li>• #1:</li> <li>• #2:</li> <li>• #3:</li> </ul>	Role 2: Qualities: <ul style="list-style-type: none"> <li>• #1:</li> <li>• #2:</li> <li>• #3:</li> </ul>
Role 3: Qualities: <ul style="list-style-type: none"> <li>• #1:</li> <li>• #2:</li> <li>• #3:</li> </ul>	Role 3: Qualities: <ul style="list-style-type: none"> <li>• #1:</li> <li>• #2:</li> <li>• #3:</li> </ul>
Role 4: Qualities: <ul style="list-style-type: none"> <li>• #1:</li> <li>• #2:</li> <li>• #3:</li> </ul>	Role 4: Qualities: <ul style="list-style-type: none"> <li>• #1:</li> <li>• #2:</li> <li>• #3:</li> </ul>

# Career Interests Exercise Example

What I Liked:	What I Disliked:
<p>Role 1: Retirement Home – Hostess &amp; Cashier</p> <p>Qualities:</p> <ul style="list-style-type: none"> <li>#1: Interacting with residents</li> <li>#2: Working as a team with coworkers</li> <li>#3: Serving and helping the residents throughout the day</li> </ul>	<p>Role 1: Retirement Home – Hostess &amp; Cashier</p> <p>Qualities:</p> <ul style="list-style-type: none"> <li>#1: Late working hours</li> <li>#2: Working weekends</li> <li>#3: Challenging residents</li> </ul>
<p>Role 2: Waitress</p> <p>Qualities:</p> <ul style="list-style-type: none"> <li>#1: Serving families and friends within the community I lived</li> <li>#2: Working with several people – hostess, chef, other waitresses</li> <li>#3: Worked with consistent customers who frequented the restaurant</li> </ul>	<p>Role 2: Waitress</p> <p>Qualities:</p> <ul style="list-style-type: none"> <li>#1: Long hours &amp; weekend work</li> <li>#2: Pay was dependent on business</li> <li>#3: Unhappy guests could be challenging</li> </ul>
<p>Role 3: HR Coordinator</p> <p>Qualities:</p> <ul style="list-style-type: none"> <li>#1: Close partnership with employees</li> <li>#2: Assisted HRBPs in different parts of the business</li> <li>#3: Utilized organizational skills</li> </ul>	<p>Role 3: HR Coordinator</p> <p>Qualities:</p> <ul style="list-style-type: none"> <li>#1: Mostly ad hoc work</li> <li>#2: Time management with multiple HRBP stakeholders</li> <li>#3: Similar tasks daily</li> </ul>
<p>Role 4: Talent Management Specialist</p> <p>Qualities:</p> <ul style="list-style-type: none"> <li>#1: Project Management Skills</li> <li>#2: Exposure to entire organization</li> <li>#3: Helping others advance their career</li> </ul>	<p>Role 4: Talent Management Specialist</p> <p>Qualities:</p> <ul style="list-style-type: none"> <li>#1: Several stakeholders – HR, TA, Business, Communications</li> <li>#2: Rarely a one fit all approach for projects and initiatives</li> <li>#3: Small immediate team</li> </ul>

# Launch Resources

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# Associate Bio Books

## Request for Sales Academy Associate Feedback - Complete by Friday, 1/13

As we prepare for the Sales Academy Associate's to launch into roles over the new few months, we are creating an Associate Look Book to share with the business and support the Associates job search. The Look Book will include information on each Associate, such as prior work experience, current location, rotation highlights, skills, interests, fun facts, etc.

In addition to the information the Associates are providing me, I would like to include feedback from their host managers, mentors, peers, colleagues, etc. If you are willing, please complete the Associate Feedback Form by Friday, January 13th. You will need to submit a survey for each Associate you choose to provide feedback.

I have included some Feedback Prompts to consider, but please feel free to leave any comments as you wish:

- "[Associate Name] is..."
- "[Associate Name] has impacted our team by..."
- "I have enjoyed working with [Associate Name] because..."
- "Since [Associate Name] has joined the team, he/she has..."
- [Associate Name] is a pleasure to work with because..."

Please feel free to forward to any team members who may be able to provide additional input. Thank you!

## Partner Feedback

Sales Academy Associate Launch Information	
Cohort 1   2022	
Associate Look Book Information	
Associate Name	
Rotation 1 Host Manager & Team	Host Manager: Team:
Rotation 2 Host Manager & Team	Host Manager: Team:
Current Location	
Preferred Location(s)	
Favorite Aspect of Rotational Program So Far	
Prior Work Experience (Company & Role)	
Choose at least 10 of the following 20 statements to answer:	
The future of CB Sales excites me because...	
What three words would people use to describe you?	
What drives me in my professional life is....	
My motto is...	
My favorite music genre or song is...	

What is your favorite thing about your career?	
What makes you laugh the most?	
Who is your hero?	
If you could choose to do anything for a day, what would it be?	
Additional Questions for Program Management	
What are the most important qualities you are targeting for your next opportunity?	
What is your biggest value-add to a team?	
What skills you are looking to gain and develop in your next role?	
What cultural aspects and leadership characteristics are you looking for in your next team?	
What are your current role preferences (job titles/teams)?	

## Associate Launch Information

# Sabrina

Current Location	Philadelphia
Launch Date	May 2023
Rotation 1 (6 months)	Client Services
	Host Manager: Tom
Rotation 2 (12 Months)	National Account Management
	Host Manager: Jamie



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## Prior Experience



## Learn More About Sabrina!

**What three words would people use to describe you?**  
Confident, Reliable and Detailed.

**My favorite music genre or song is...**  
I have a soft spot for classical music ever since playing the piano for 10 years growing up, but also enjoy indie pop/rock/alternative.

**If you could choose to do anything for a day, what would it be?**  
I'm happiest having a simple, perfect beach day in Cape May, New Jersey with close friends and family.

**The characteristics I value most about my peers is...**  
Loyalty, Honesty and Empathy.

**What drives me in my professional life is...**  
Being a role model to my sisters and future family by being in alignment with my authentic self, who strives for balance and excellence.

**What is your favorite thing about your career?**  
My favorite thing about my career is that it is unique to me and ever growing. The character and diverse skillsets I've developed and brought into knocking on doors and then into enterprise and technology allows me to stand out in the workforce.

## Partner Feedback

*"I have enjoyed working with Sabrina because she is a true team player. She leads by example and cares deeply about not only her success, but to the success of her teammates."*

*"I appreciate the creative problem-solving ability that Sabrina brings to the workplace. She brings a fresh perspective for others to consider."*

*"I have had the pleasure to work with Sabrina. Her enthusiasm and work ethic are her strongest assets. As a strong and knowledgeable person, Sabrina has a great interest in building a career at Comcast Business. Sabrina has excellent presentation and relationship building skills, not to mention a great personality."*

*"Sabrina is extremely coachable and takes instruction well. She comes to every meeting prepared and asking very good questions. She works well with her teammates and continues to broaden her network both internally and externally to Comcast. Sabrina will be a tremendous asset no matter what role she decides to pursue with the enterprise. Her future and career looks very promising to me."*



# Associate Launch Trackers

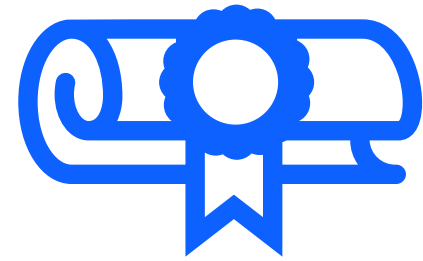
## Sabrina

Job Title	Hiring Manager	Req ID	Recruiter	Status	Additional Notes
National Account Manager (PHL)	Jamie	R354062	Carol	Offer - Start date 4/30	Applied 2.7.23, Interview scheduled 2.28.23. Only one open req for NAM as of now.
Business Development (Eco/Exec Connect)	Gaige	R354049	Carol	Discovery stage/initial convos	An area I've expressed interest in that benefits from & contributes to sales, remains in Mazza/Purazar's org
Sr. Enterprise Solutions Acct Executive	David	R353707	Carol	No longer in pursuit	Had exploratory conversations and determined this role was not a fit
Sr Enterprise Solutions Account Executive	Justin	R351149	Jamie	No longer in pursuit	Also not as in alignment as far as fit for immediate placement
Sr. Specialist SMB Growth	Mary	R351127	Sean	No longer in pursuit	Met w Jamie F to discuss role, ultimately not a fit, junior position
Marketing Specialist	Saurabh	R351186	Keith	No longer in pursuit	Met w Jamie F to discuss role, ultimately not a fit, junior position

# Associate Launch Outcomes

## Associate Launch Highlight:

- 4 of 5 Associates graduated and launched into new roles
  - 2 via new headcount forecasted for program
  - 2 via backfill in kind
- 1 Associate extended in rotation to allow more time to determine role



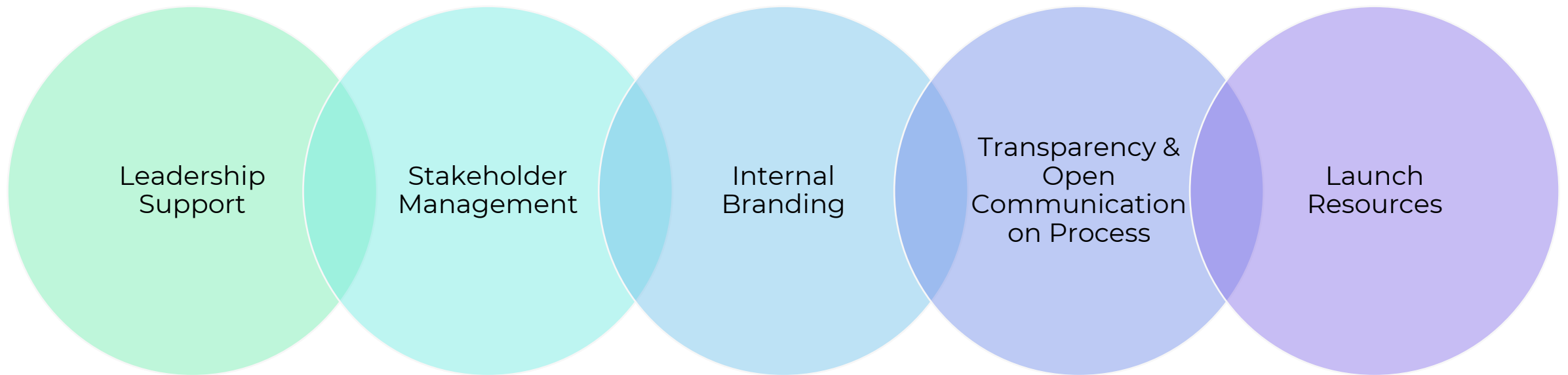
## End of Program Transition

- Congratulations Email including Executive Sponsors
  - Program Transition Meeting
- Alumni Incentive Package Delivered
  - Graduation Event

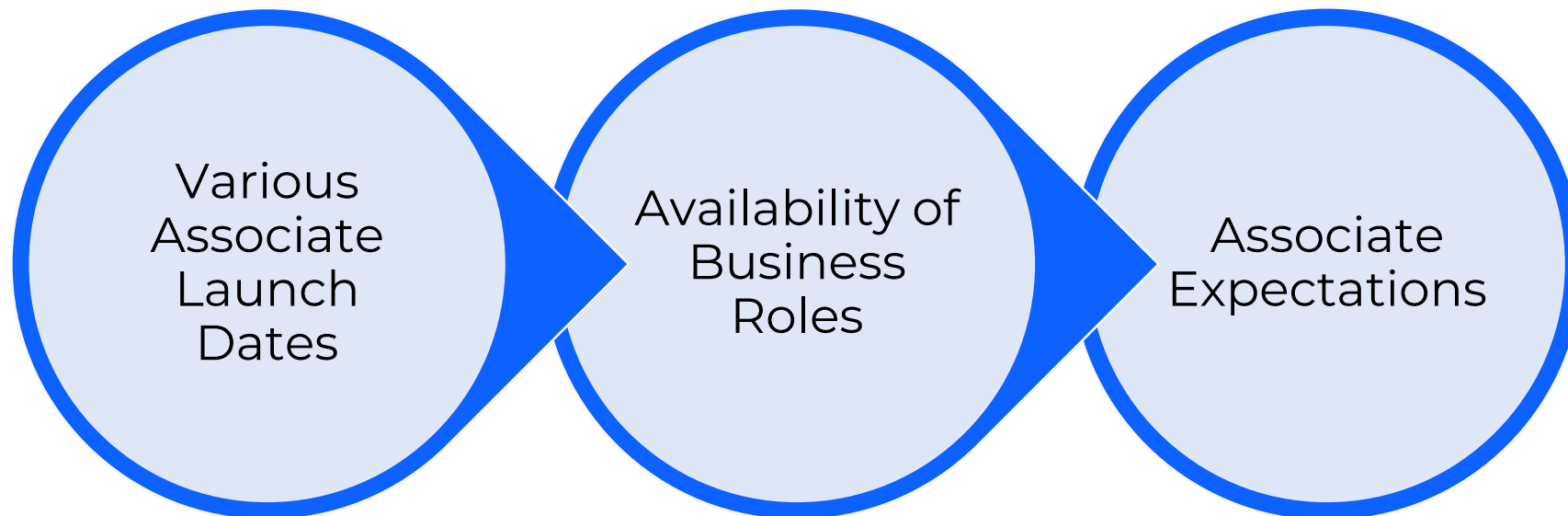
# Keys to Success & Opportunities

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# Keys to Success



# Opportunities



# Facilitated Discussion

Share one key to success for your own program as it relates to program transitions and/or offboarding.

Thank You!

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