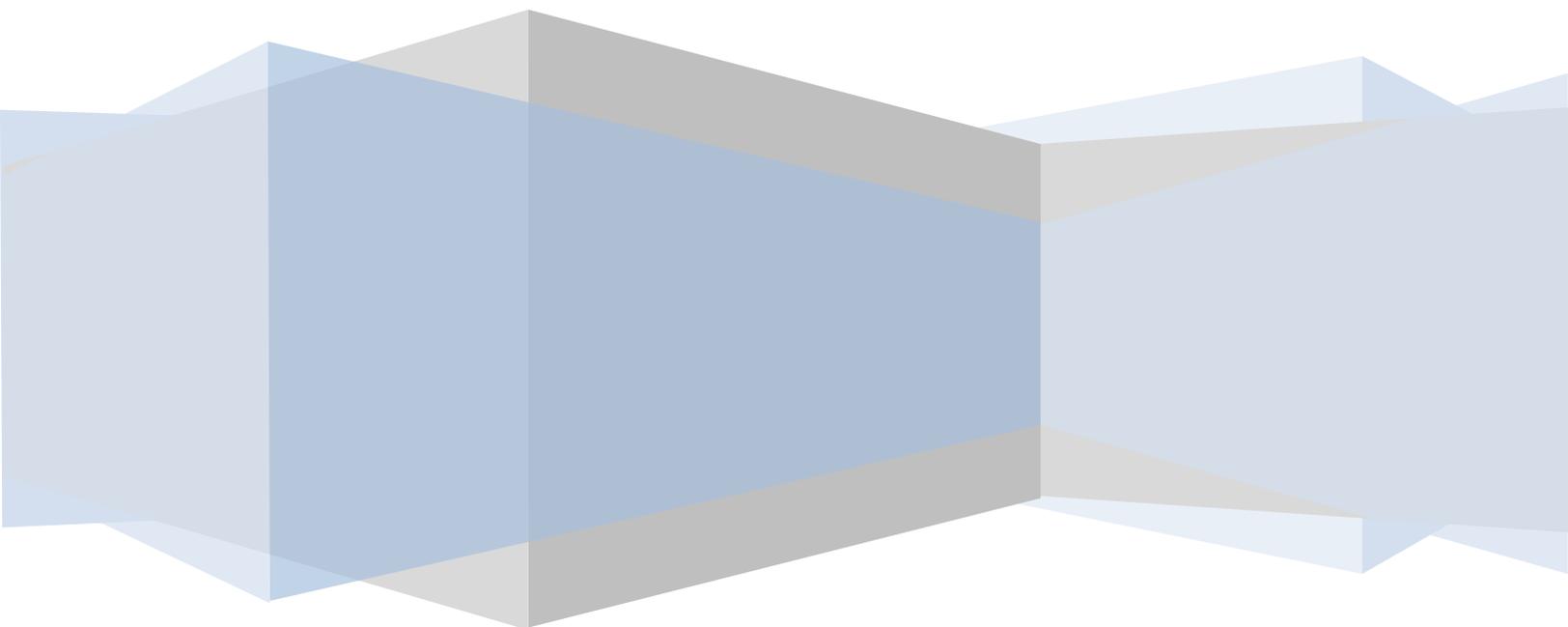# Global Leadership Development Program

Strategy for Health Labs, Inc.

Prepared by SC Consulting

Project Overview

Health Labs' mission and vision, coupled with the constantly changing competitive environment, demand that the company's leaders demonstrate capabilities such as thinking strategically, challenging the status quo, encouraging innovation, taking appropriate risks, and leading change. The basic management skills required for business acumen (managing the business) and people acumen (managing the people) are important, but they are not enough. Strategic leadership is needed to identify and overcome the challenges that face the company, while maintaining the company's values: Integrity, Innovation, Quality, Commitment, Respect, and Performance.

This perspective is reflected in Health Labs' transition to leadership development as a strategic talent management function. As part of that transition, Health Labs plans to implement a Global Leadership Development (GLD) program for the organization's senior management, including Directors, Senior Directors, and Vice Presidents. The program, as part of Health Labs' core curriculum for leadership development, will focus on the strategic leadership capabilities that are so important for the company's success. Its themes will be:

- Strategic thinking
- Innovation
- Change leadership
- Driving for results
- Global mindset
- External focus

Objectives and Desired Results

Health Labs has identified three primary objectives for the GLD program; through our analysis of the need, we have identified one additional objective. These four objectives are listed below, with the outcomes that are expected as a result of meeting those objectives.

Program Objectives		Related Outcomes/Expected Benefits
Executive leadership plays an active role in the program's execution, including in-class facilitation	➜	Executive leaders become more personally familiar with senior leaders; "tribal knowledge" and culture are shared with potential future executives
The strategic plans developed through the action learning program become initiatives for organization-wide implementation	➜	Specific organizational challenges and/or needs are successfully addressed; there is an implied return on investment for the program through the gains realized by the execution of those plans

The executive leadership team chooses to continue this approach to leadership development and to fund the program	➜	The benefits above continue; return on investment increases as the initial investment in the program is scaled across multiple offerings of the program
The program generates positive "buzz" in the company for the new Learning & Development function and their focus on leadership development	➜	Leadership development is seen internally as a desirable experience; eventually, it is viewed externally as a positive part of the company's employment brand

Proposed Approach

The organizational benefits of this program, outlined above in the right column, depend on the program accomplishing its objectives. Those objectives, in turn, depend on the design and development of a program that adheres to principles and best practices that are supported by research. Health Labs already understands that leadership skills are best developed through doing, reflecting and learning; our proposed approach builds on that foundation and includes the following elements (see Proposed Program Structure for how the elements fit together):

Assessments Two assessments will be used near the beginning of the program: A 360-degree feedback assessment and a "personal style" assessment.

The 360-degree feedback assessment will help participants identify their current level of performance in the knowledge, skills, and behaviors indicated by the program themes. The participants will complete a self-assessment, and assessments will also be solicited from the participant's direct supervisor and/or indirect supervisor(s), subordinates, peers, and customers; these respondents will be chosen jointly by the participant and his/her manager. The feedback gathered by the assessment will be presented to the participant by the consultant, with a focus on making that feedback actionable by identifying specific area for improvement. These areas for improvement will drive some of the participant's self-directed learning (see below) and will be revisited regularly during the rest of the program.

The personal style assessment (e.g., DiSC or MBTI) will help participants recognize their natural behavioral and communication tendencies and preferences, as well as those of others. The results of this assessment will drive some of the participant's self-directed learning (see below), and the styles will be referred to throughout the program as participants are encouraged to consider how their assumptions and behaviors are influenced by their style – and when that style may need to be adjusted in order to obtain optimal results.

Self-Directed Learning The value of reading books and watching presentations as part of the learning experience is often under-valued, but it can be an important part of the adult learning experience. This program will include reading assignments (articles and book chapters), primarily from the popular press, but potentially also from academic literature, as well as assignments to watch TED talks and other presentations. In addition, participants will be asked to identify and make use of resources specific to the developmental areas identified by their 360-degree assessments and relevant to their personal style.

External Speakers The program will include several speakers who are recognized experts in their fields and who will speak to participants on topics related to the program themes. These speakers will provide participants with perspectives from outside the company and outside the industry; the caliber of the speakers will also lend "weight" to the program as a whole and underscore the commitment the executive team has made to developing leadership in the company. The speakers' topics are listed in the Workshop 1 Agenda (see below); specific speakers will be identified once program development begins.

Training Sessions The program will include several training sessions, which will be developed by the consultant and delivered/facilitated by the Director of Learning & Development or her designee. (If Health Labs prefers, the consultant can deliver these sessions; however, we have found that an internal resource can lend more credibility to the experience, especially when company-specific details are needed.) The training session topics are listed in the Workshop 1 Agenda (see below). Each session will be two to four hours in length; the sessions will be interactive, with the facilitator presenting concepts and then guiding the group through scenarios, case studies, and discussion questions related to those concepts.

Team Challenges The core of the program is the team challenges, which will address specific problems currently facing the organization. Several teams will be formed; each team will be assigned a challenge and will work together to develop a strategic plan for addressing it. The challenges will be selected by Health Labs' CEO and Director of Learning & Development.

In addition to generating potential solutions to current organizational problems, this type of action learning also helps build the organization's leadership capacity for future, as-yet-unseen, challenges. There are also other benefits to this approach: Leaders best learn key leadership lessons from their on-the-job experiences, and the team challenges take the learning process into the participants' day-to-day work lives. In addition, working in cross-functional teams that span geographic boundaries help build the participants' internal networks.

The teams will be formed during the initial program workshop, and will continue to meet via regular virtual meetings throughout the program. The purpose of these team meetings will be two-fold: To make progress in the data collection, information analysis, and idea generation that are necessary to ultimately deliver a strategic plan to the CEO; and to support each team member in his/her efforts to address the area for improvement identified through the program and to recognize and exploit additional opportunities to learn from experience. Each team will be guided by a facilitator. For the first program, it is recommended that consultant facilitators be used; as the program is expanded and offered to additional participants in the future, past participants can act as the facilitators.

By the end of the program, each team will have developed a strategic plan to address their assigned challenge. Each team will make a presentation to the executive team, during which each team spends 45 minutes presenting their strategy and 45 minutes discussing that strategy with the executives.

Program Workshops The program will include two workshops at company headquarters, incorporating many of the elements described above. The workshops' suggested agendas are available on the next page.

The first workshop, one week long, will occur at the beginning of the program's second month. Although it may seem that the initial workshop should be held at the beginning of the first month, scheduling the workshop later in the program means that participants will be better prepared for the workshop content because they have already spent time becoming familiar with it through the 360-degree feedback assessment and their assigned self-directed learning. This allows for a deeper, richer workshop experience

During the second workshop, held at the end of the program's third month, participants will refine their strategic plans and then present those plans to the executive team. The first two days of the program will be spent in "dry runs" where each team will present its plan to other teams, and receive feedback that can be considered to strengthen the plan presentation (e.g., by explaining things more clearly or proactively addressing potential questions). Depending on the total number of groups, this may be accomplished with all teams working together, or the teams may be split into two groups. Then each team will present their strategic plan to the executive team.

Program Follow-Up and Close-Out One week after the teams present their strategic plans to the executive team, they will meet (virtually) for the last time to reflect on the program as a whole. Soon after (ideally, within two weeks of the presentations), the CEO will conduct a virtual meeting with all program participants; during this meeting he will announce with strategic plans are being adopted.

<table>
<tr><td colspan="3" align="center">**Health Labs Challenge: Workshop 1 Agenda**</td></tr>
<tr><td>*Day 1*</td><td>AM:</td><td>Arrival, registration, networking</td></tr>
<tr><td></td><td>PM:</td><td>Program introduction (CEO), including goals, expectations, etc.
Introduction of facilitators and executive team
Presentation: "What it Means to be Strategic" (guest speaker, tbd)</td></tr>
<tr><td></td><td>EVE:</td><td>Team-building activity</td></tr>
<tr><td>*Day 2*</td><td>AM:</td><td>Presentation: "The Global Mindset" (executive team member)
Training session: Cross-cultural communication (Director, L&D)</td></tr>
<tr><td></td><td>PM:</td><td>Round table discussions of pre-work (assigned reading, 360 assessment)
Introduction of team assignments and team challenges</td></tr>
<tr><td></td><td>EVE:</td><td>Initial team meetings (review and discussion of detailed challenge information)</td></tr>
<tr><td>*Day 3*</td><td>AM:</td><td>Training session: Change leadership (Director, L&D)</td></tr>
<tr><td></td><td>PM:</td><td>Presentation: "The Impact of Innovation" (guest speaker, tbd)
Innovation round table discussions (facilitated by executive team)</td></tr>
<tr><td></td><td>EVE:</td><td>Team meetings: prepare action plan for challenge</td></tr>
<tr><td>*Day 4*</td><td>AM:</td><td>Team presentations of action plans with feedback from other participants and executives</td></tr>
<tr><td></td><td>PM:</td><td>Training session: Personal style assessment (Director, L&D)
Presentation: "How External is Your Focus?" (guest speaker, tbd)</td></tr>
<tr><td></td><td>EVE:</td><td>Team meetings: Adjust action plans, agree on next steps and schedule for virtual meetings</td></tr>
<tr><td>*Day 5*</td><td>AM:</td><td>Training session: Driving for results (Director, L&D)</td></tr>
<tr><td></td><td>PM:</td><td>Closing remarks (CEO)
Departure</td></tr>
</table>

<table>
<tr><td colspan="3" align="center">**Health Labs Challenge: Workshop 2 Agenda**</td></tr>
<tr><td>*Day 1*</td><td>AM:</td><td>Arrival, registration, networking</td></tr>
<tr><td></td><td>PM:</td><td>Presentation dry runs: team deliver presentations to peers and receive feedback</td></tr>
<tr><td></td><td>EVE:</td><td>Team meetings as needed</td></tr>
<tr><td>*Day 2*</td><td>AM/PM:</td><td>Presentation dry runs continue</td></tr>
<tr><td></td><td>EVE:</td><td>Team meetings as needed</td></tr>
<tr><td>*Day 3,*
Day 4*</td><td>TBD</td><td>Team strategic plan presentations to executive team
After all presentations are done: closing remarks from CEO
Departure</td></tr>
</table>

*Number of days and except timing will depend on the number of teams

Proposed Program Structure

Participant Selection

↓

Manager Conference Call
Call held with participants' managers to explain program requirements, support of participants during the program

Program Kickoff
Virtual meeting during which participants are introduced to the program

360-Degree Feedback Assessment - - - → **Self-Directed Learning**

Workshop #1

Team Challenge Meetings and Work ← - - - → **Self-Directed Learning**

Workshop #2

Program Follow-Up and Closeout