

**C-TEN Best Practice Roundtable Discussion
July 19, 2018**

Steve Antonoff, CalPortland Company
Julie Fletcher, AMN Healthcare
Jacqui Welch, Freddie Mac
Violet Bloom, Citizen's Property Insurance
Mary Dymond, Graebel
Adrienne McCoy, Baptist Health South Florida



Quarterly opportunity to get together with other members to discuss what are you doing that might be new to you, or struggling with, or have an opportunity to improve. What are you working on right now?

Exciting news for the team –

Skills inventory – We are creating an online skills inventory for C-TEN members as part of the member directory. You'll be able to do a search on "strategic workforce planning" for example to see what members have experience with this and may be able to assist.

Julie – looking for best practices on “learning bursts” as it relates to leadership development. Used to hold longer, intense sessions, but hard to schedule. How to do pull people together to help re-enforce leadership competencies? Need creative ways to give them “booster shots” to help leaders be better.

Adrienne – done a lot on leadership development, challenges is always logistics. Have explored vendors to do more on a virtual level. Give tools and opportunity to use them Learn while doing. Bring people together onsite or virtual and have them work together on a problem. Challenge is to make sure these learnings are supported and actually sticks in the local offices.

Mary – created a program called Leadership Essentials. Starts off with face to face then moves to mentoring phone discussions. They have global cultural dynamics and time differences to factor in as well. The mentoring aspects has been successful, young people like to bouncing ideas off of others and need constant feedback. Adjust leadership program to address this. Moved pm to a more agile platform to provide more feedback as well.

Julie - Mentoring by competency – for high potentials, had the leader access if there is one competency that if they could improve or one they are lacking.

Violet – has a well- established leadership developed program meant for leaders new to role and organization. 6-months long and at end you get to participate in mentoring circle, made of 2 high potential leaders and 2 that you went through the program with. Working on building an emerging leader program and one for more seasoned leaders that teaches them to be better coaches.

Mary – they are in the mist of implementation ERP system. Been painful. Working with CFO and CIO trying to come up with some ways that they can build better collaboration between finance and IT. They are not playing well together right now, so they asked Mary to help them break down any barriers. They don't see eye to eye on anything. Finance is resistance to change their processes, some of which are necessary for new ERP system and IT dept is having a hard time getting this across. Finance wants to customize, IT is advising this is not wise. Future updates could break customization. Needs to find a way to translate between the two groups. Also has been asked by CEO to come up with an performance improvement plan for CFO.

Steve – asked how large are the two groups? 5 or 6 people. Had success to get their mind out of problem and duplicate in another setting so they can see how they are behaving. Experiential learning – game playing, take them out of their environment. Process what they did. Take back to workplace and see why things succeeded or failed in the workplace. **Eagles Flight** is the organization Steve has used and had great success. Mary is going to explore this option.

Jacqui – they have business the offices that are deployed to each portfolio. Report to CFO but work in each portfolio. Helps with what to centralize and decentralize. Aligns with implementation. Helps with expenses.

Steve – biggest challenge, they are very distributed, 3k employees out of 100 locations. Rural areas, small plants who do not see their supervisor often. Very disconnected from Org. Wants to create an employee engagement program for a very remote workforce.

Mary – Graebel used to be a trucking company. One way to got engagement was to create competitions between drivers – safest driver, for example. Hosted quarterly or bi-annual get-together where possible. Communicated with them where they gathered, warehouses for example.

Jacqui – wrapped up pilot program – “sponsor-ready”. Offers an experience and overall more career success and satisfaction. Requirements – sponsors have to be officer level. 23 pairs where put together for a 6-month program. Vast majority considered it a success. 85% said they will continue their sponsor relationship beyond the program. End goal being they will imbed in how to talk about and train for culture.