BlueCross BlueShield

Illinois · Montana · New Mexico
Oklahoma · Texas

HCSC
LEADER
DEVELOPMENT

Presented By: Canakkale Edwards
              Tara Sedlacek

2011: How Do We Do It?

> External Challenges

- Industry Changes
- Talent Requirements

> Internal Challenges

- Organizational Change
- Decentralized learning
- Geographical dispersion
- Consistent experience
- Repeatability
- Sustainability

Comprehensive Needs Assessment

Business Alignment

- Annual Business Plan Alignment
- Workforce Feedback

Internal Data & Feedback

- Talent Review data
- HR CoE Input
- Business Leader Focus Group
- Workforce Analytics
- Engagement Data

External Research

- Industry Best Practices
- Partner Research

Management Effectiveness Series (MES)

Advanced Leadership Experience (ALE)

Management Effectiveness Series

For Supervisors and Managers

A flexible enterprise-wide management development program. This 10-week series is designed to develop a baseline knowledge of the expectations, core competencies, processes and requirements of a people leader.

HCSC Expectations

Management Behaviors

Employment Management

Manager Resources

Thought Leaders

Videos

Podcasts

E-Learning

Workbooks

Workshops

Discussions

Management Effectiveness Series

- Expectations of an HCSC Leader
- HCSC Leadership Competencies Panel
- HCSC Leadership Model
- Your Personal Leadership Brand

Management Behaviors

- Managing Strategic Alignment
- Managing Individuals
- Managing Change
- Managing Teams

Employment Management

- Family Medical Leave Act
- Equal Employment Opportunity
- Preventing Sexual Harassment
- Affirmative Action
- Corrective Action
- Americans with Disability Act
- Short Term Disability

Manager Resources

- Systems & Processes, including:
  - ✓ Recruiting system
  - ✓ Manager Self-service
  - ✓ Performance Management system
- Additional educational solutions and resources

Management Effectiveness Series: Jan-April 2014

Week/Topic	LIVE	SELF-PACED ACTIVITIES			
	ATTEND	SELF-STUDY (WORKBOOK or WBT)	WATCH (on myLEARNING)	VIRTUAL COMMUNITY	WEB-BASED TRAINING (WBT)
Kickoff (Tuesday or Thursday) *All webinars will be recorded and available for review on the Monday following the webinar.*	**Webinar (60min)** · 1/28 @ 10am OR · 1/30 @ 2pm	**HOMEWORK (Read/Review)** · HCSC Leadership Competencies Model (HCSC5001Doc03) · Your Personal Leadership Workbook (HCSC5001Doc05) · Manager Reference Guide (HCSC5001Doc06) **(Get Familiar With)** · myLearning/Quickr · **Webinar recording: HCSC5009DOC01** *(if you did not attend live event)*	**HOMEWORK (Complete before Week 1 Touchpoint)** · Expectations of an HCSC Leader (HCSC5001Doc01- 3 min) · Leadership Competencies Panel (HCSC5001Doc02 - 17 min) · Your Personal Leadership Brand (HCSC5001Doc04) - 7 min) · **Webinar Recording available on 2/3/14**	Post Your Bio in the Virtual Community · **Click on the LIVE link in this column each week to access the Virtual Community**	
WEEK 1 Expectations of an HCSC Leader (Tuesday or Thursday)	**Webinar (60min) WEEK 1 Touchpoint** · 2/4 @ 10am OR · 2/6 @ 2pm	· Complete Self –Study **Homework** activities · **Webinar recording: HCSC5011WBT02** *(if you did not attend live event)*	· Complete myLearning **Homework Activities** · **Webinar Recording available on 2/10/14**	Post your response or comments in the Week 1 Forum	· HCSC Affirmative Action Curriculum (HRCLD5007 - **60min)** · EEO Essentials (HRCLD5001 - **30min)** [Complete by 2/13/14]
WEEK 2 Employment Management/	**Webinar (2 hours) Employment Mgmt** · 2/13 @ 10am	· Webinar recordings: **HCSC5006WBT02** *(if you did not attend live event)*	· **Webinar recording available on 2/17/14**	Post your response or comments in the Week 2 Forum	· **FMLA Basics (HRCLD5003 - 30min)** · FMLA Beyond Basics (HRCLD5004 – 30min) · STD Toolkit (HRCLD5013)

myLearning   MES Virtual Community   Contact Human Resources *Leadership and Professional Development*
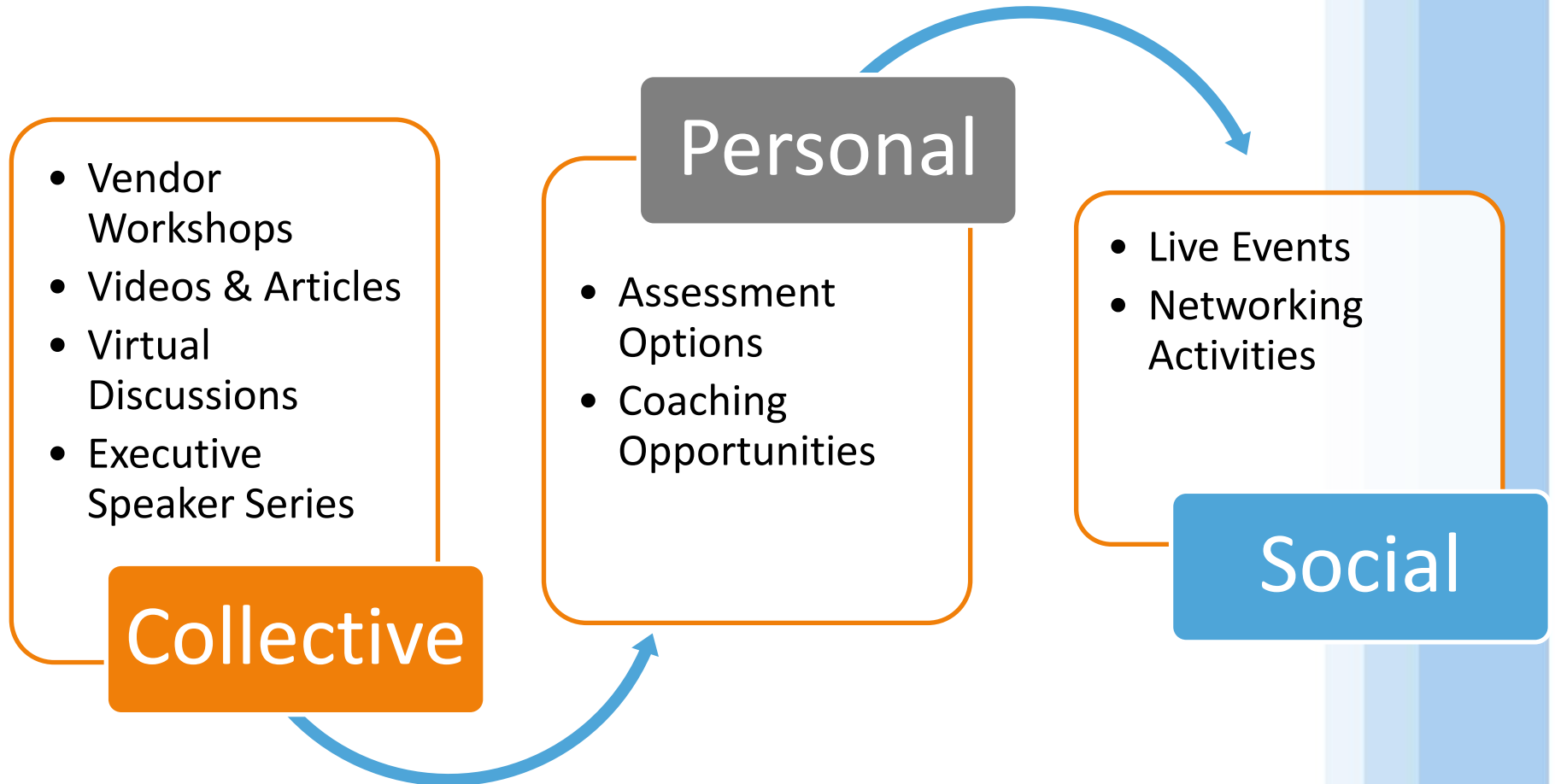
Advanced Leadership Experience

Enabling a High Performance Culture

Building Your Leadership Reputation

Advanced Leadership Experience

Collective
- Vendor Workshops
- Videos & Articles
- Virtual Discussions
- Executive Speaker Series

Personal
- Assessment Options
- Coaching Opportunities

Social
- Live Events
- Networking Activities

Advanced Leadership Experience

Human Resources | *Leadership and Professional Development*

Topic	Meetings	Activities		
	Attend	**Read**	**Watch**	**Discuss**
Orientation Learn about the underpinnings of research-based leadership to prepare you for the ALE program.	**Kick Off Webinar:** 2/25/14, 9:30-10:30 2/27/14, 2:00-3:00	*All Change Is Personal, What Was I Thinking?*	Kick Off Recording (if unable to attend one of the live sessions) Anne Riches – *Controlling Emotions*	• Why is emotional intelligence so important? • How have you seen an emotional hijack at work? • What can you do to help someone who hijacked?
Enabling a High Performance Culture Learn how to best influence others and create a culture of sustained high performance.	**Live Workshop*:** 3/18/14 (8:30-4:30, Chicago Columbus C) 3/20/14 (8:30-4:30, Richardson Auditorium C) **VP Webinar:** 4/3/14, 10:00-11:30	*The Four Pillars of High Performance*	Dan Pink – *The Puzzle of Motivation* (TED Talk) Clarissa Peterson – *Increasing Engagement in Your Organization*	• Why are carrots and sticks demotivating in today's workplace? • What motivates you? • What will you do differently to engage your employees?
Building Your Leadership Reputation Learn how to lead authentically with both heart and edge.	**Live Workshop*:** 4/22/14 (8:30-4:30, Chicago Columbus C) 4/24/14 (8:30-4:30, Richardson Conf 3) **VP Webinar:** 4/30/14, 10:30-12:00	*The Power of Reputation*	Simon Sinek – *Representing Yourself As You Truly Are* Dorie Clark – *Take Control of Your Personal Brand*	• Why is authentic leadership important? • What concerns you the most about being in a leadership position? • Think of a person you think is an effective leader. What did you admire?
Personal Development Option	**Choose one option:**	Hogan Assessment plus one professional coaching session 360° Assessment plus two professional coaching sessions 4 professional coaching sessions		

Advanced Leadership Experience

2014 #1 (March/April)

Checklist

✓	Week	Activity	
☐	Feb 24		Attend kick off webinar (or watch recording) Watch Anne Riches *Controlling Emotions* Join the Virtual Community (click here) and post your bio
☐	Mar 3		Read *What Was I Thinking?* and *All Change Is Personal*
☐	Mar 10		Read *The Four Pillars of High Performance*
☐	Mar 17		Attend *Enabling a High Performance Culture* Workshop • 3/18/14 – Chicago • 3/20/14 – Richardson
☐	Mar 24		Watch Dan Pink *The Puzzle of Motivation* and Clarissa *Peterson Increasing Engagement in Your Organization*
☐	Mar 31		Attend VP Webinar Read *The Power of Reputation*
☐	Apr 7	No activities this week	
☐	Apr 14		Watch Simon Sinek *Representing Yourself As You Truly Are*
☐	Apr 21		Attend *Building Your Leadership Reputation* Workshop • 4/22/14 – Chicago • 4/24/14 – Richardson Sign up for Personal Development Option*

Are We Doing It Right?

> **Process**
  - When and how often do we offer the program?
  - How many participants per program?
  - How do we handle enrollment and reporting?

> **Challenges**
  - Lean training organization
  - Program administration

> **Solutions**
  - Better utilization of existing systems for more accurate and efficient tracking
  - Cross-training additional facilitators

Do We Have the Right People?

▸ Challenges

– Preparing leaders in the midst of Healthcare Reform

– Where is the most value added

▸ Solutions

– Targeting existing leaders (high performers) and new hires

- 60% targeted vs. 40% open enrollment

– New requirement for newly hired and positioned leaders

– High touch approach resulting in improved completion rates

Talent Analytics - Retention

MES

95.8% Retention of Leaders

95.3% Retention of Direct Reports

Non-MES

94% Retention of Leaders

88.3% Retention of Direct Reports

Talent Analytics - Retention

ALE

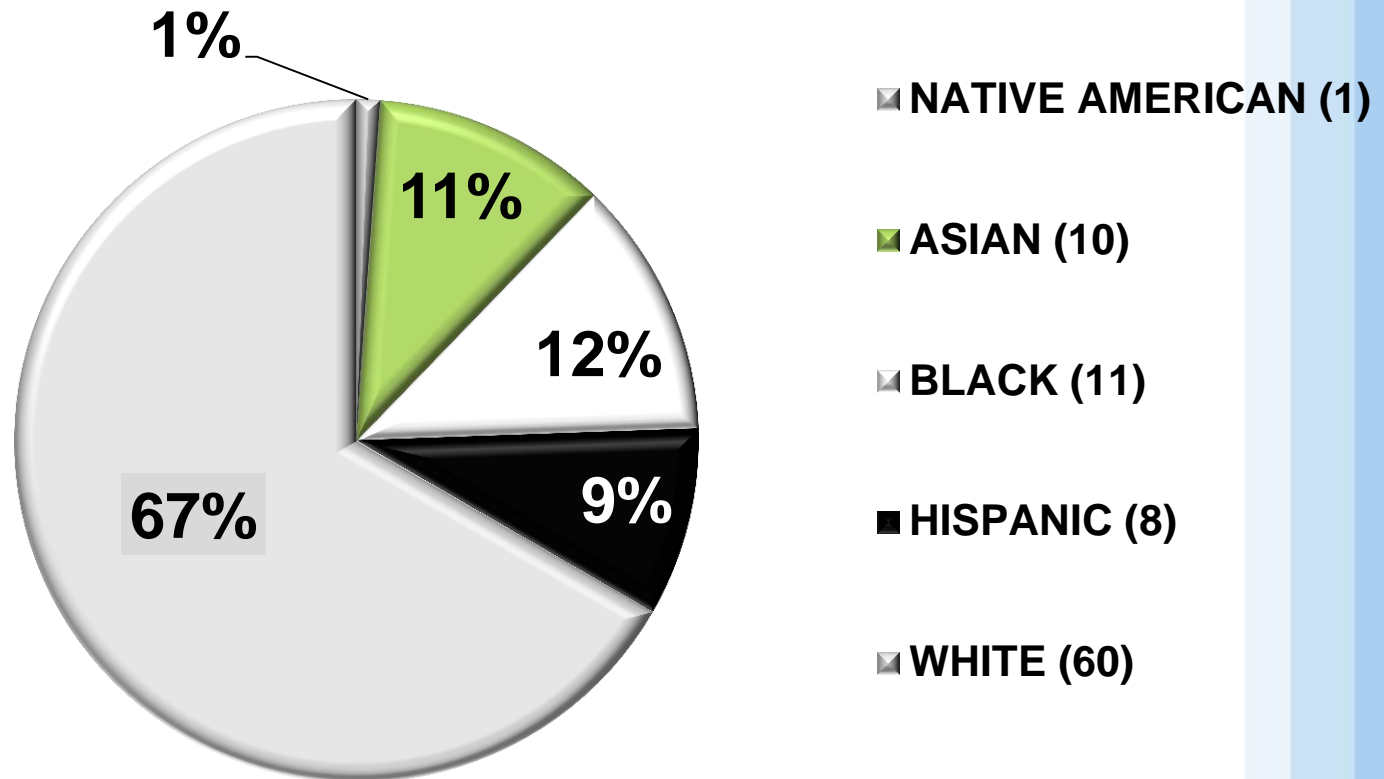97.9% Retention of Leaders

94.0% Retention of Direct Reports

Non-ALE
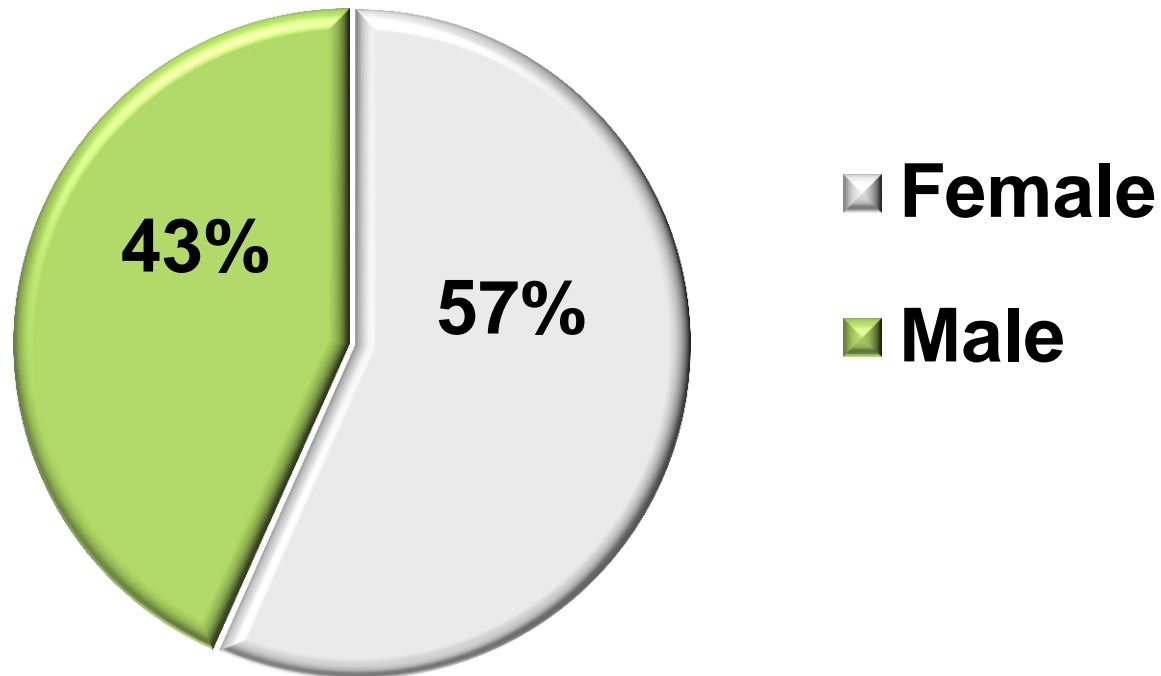
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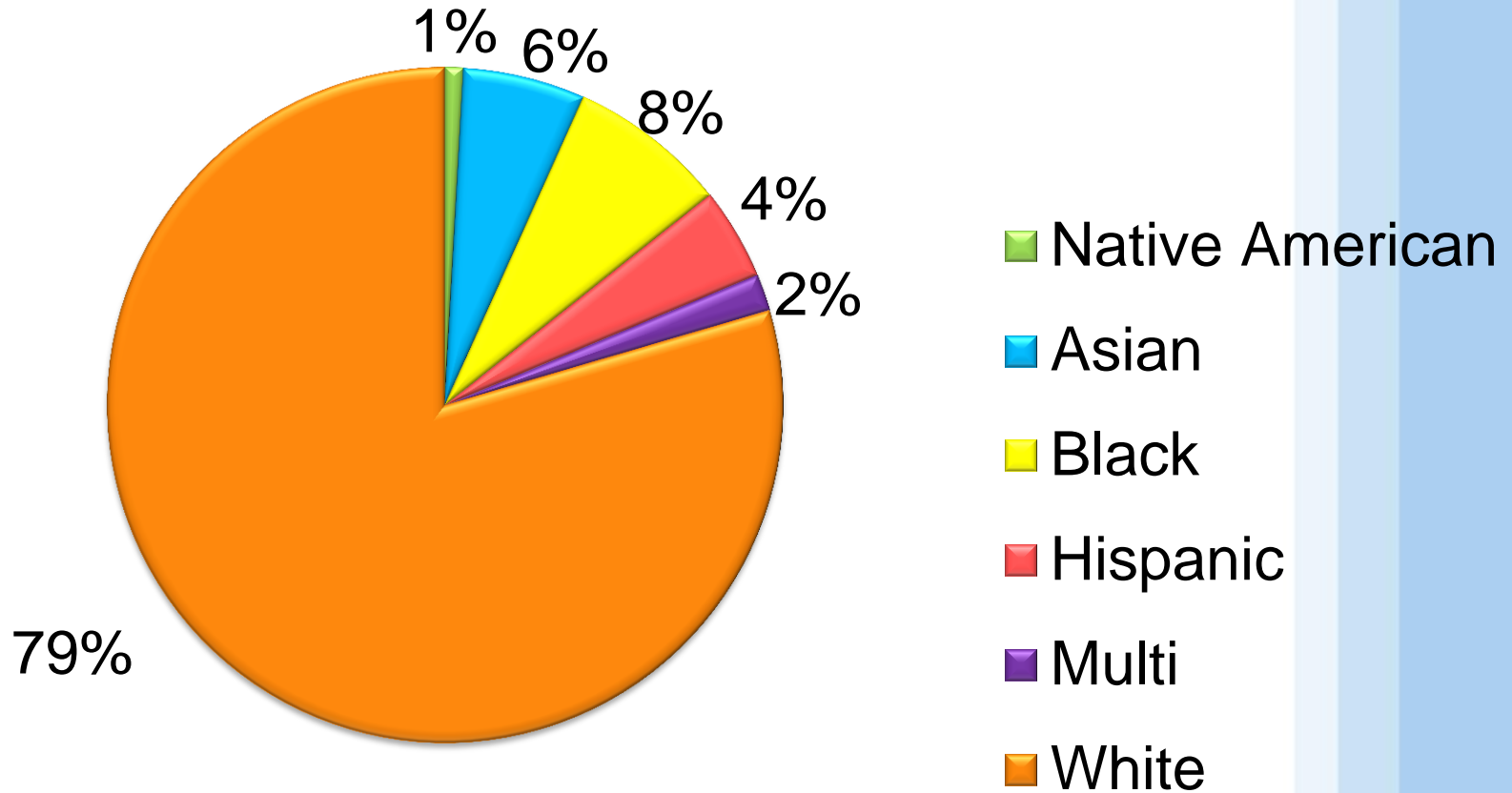
Talent Analytics - Diversity

By Ethnicity

- NATIVE AMERICAN (1)
- ASIAN (10)
- BLACK (11)
- HISPANIC (8)
- WHITE (60)

Talent Analytics - Diserity

By Gender

43%

57%

Female

Male

Talent Analytics - Diversity

By Gender

46%

54%

- Male
- Female
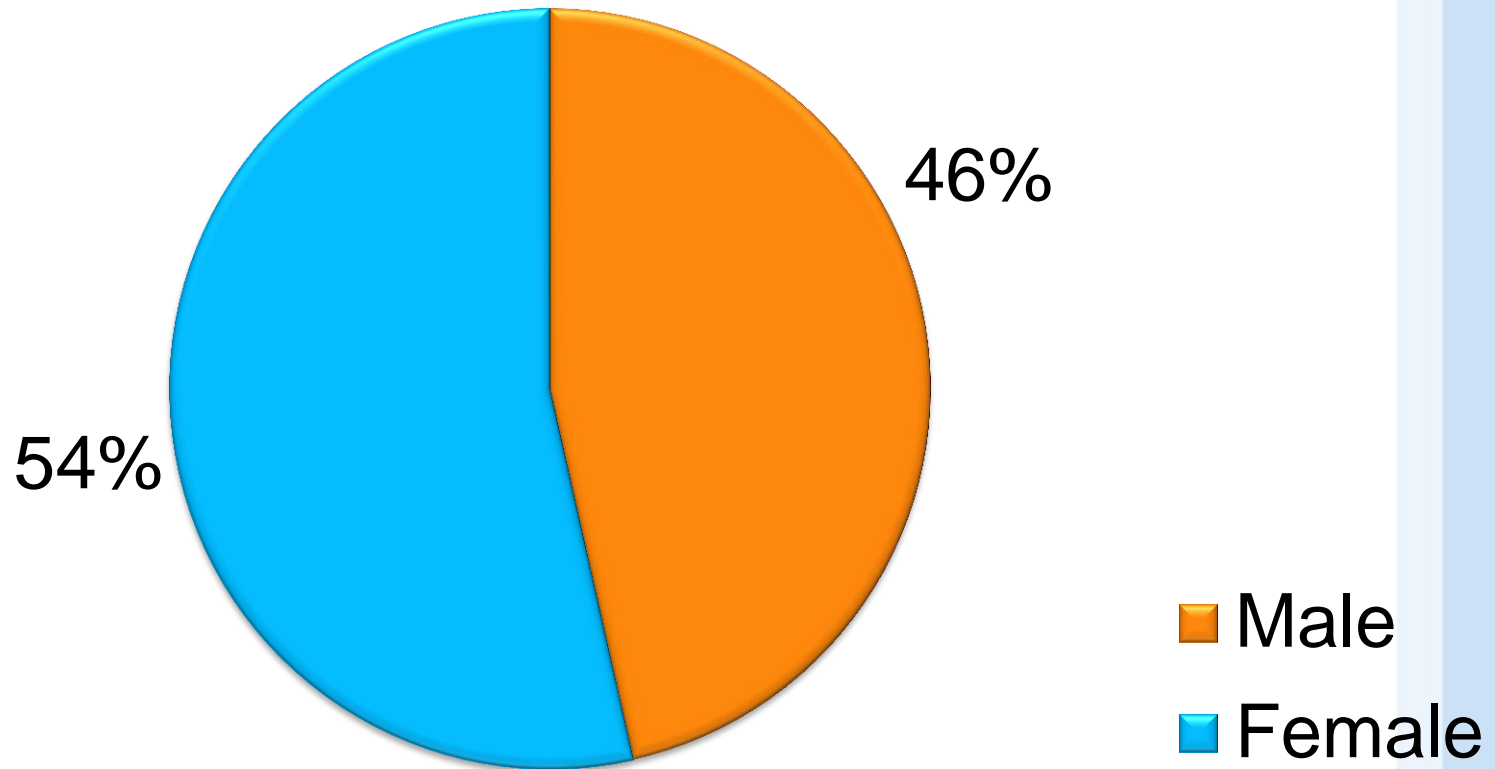
Participant Report

> After **completing** MES and ALE, participants reported the following improvements

	MES	ALE
A role change at work:	21%	13%
Increased accountability:	76%	69%
Heightened performance:	91%	94%
Applied skills or knowledge obtained:	94%	100%
Enhanced professional network:	82%	75%
Increased overall effectiveness as a leader:	97%	100%

2014: What's Next?

> MES
- – Outreach
- – Redesign
- – Increase the number of facilitators
- – Increase the number of thought leader presentations

> ALE
- – Technology (videoconferencing, webcams)
- – Alumni activities
- – Refresh topics

?Questions