



Employee Development



*We don't teach people to only make a difference,
we teach them to **BE** the difference.*



July 2009
Health Advantage

WHY?

- Employee surveys
 - Operational/non-exempt staff felt as though they could never be promoted to a position outside their current area
 - Systems staff felt while there was a good progression but the chance of a supervisor position was almost non-existent
 - Blue Advantage Administrators (BAA) employee satisfaction increased tremendously
- A lot of discussion among employees regarding the opportunities of training within BAA
- Attempted to take this throughout the organization but could not get the buy-in needed
- A lot of convincing to proceed in 2007
- Staff Development Coordinator approved in 2007 budget!!!

Rise to Leadership

- In 2007 Staff Development Coordinator developed the Rise to Leadership program
 - Reviewed with Managers
 - Modifications made where appropriate
- We also recognized that we had an opportunity with our own supervisors and we needed to start from the top
- Initial pilot group consisted of ten supervisors
 - 8 weekly sessions, 3 hours each
 - Completed the course in December 2007
- The classes cover numerous topics at a high level.
- Flexibility in the facilitation allows more time to be spent on areas of concern and discussed in-depth when needed.

Rise to Leadership

Phase 1 – Leadership Training

It's not a program,
it's an experience.



Provides a base for growth in leadership. Developed to assist with creating a culture of leaders that are on the same page and moving in the same direction for the benefit of our customers including members, providers, groups as well as our employees. Daily “real-life” scenarios that arise are used in class as learning experiences.

What is taught....

How to support the corporate vision

Team building and building trust

Learn how to say "no thank you"

Preparing employees for change

How to seize opportunities

Emotional Intelligence

Communicating ideas/proposing them professionally

Problem Solving Methods

Understanding the purpose of leadership

Delegation

Generation differences

Conflict intervention

Time management and organizational skills

Interviewing skills

How to inspire, motivate, persuade

How to bounce back from setbacks

Leading effective meetings/preparing for what could go wrong

Managing anger and stress

Using creativity in your work

Mentor/Mentee responsibilities

Building self-confidence

Professionalism

Coaching/Effective feed forward

Learning to read and understand different personalities

Career mapping

How to control nerves and give effective presentations

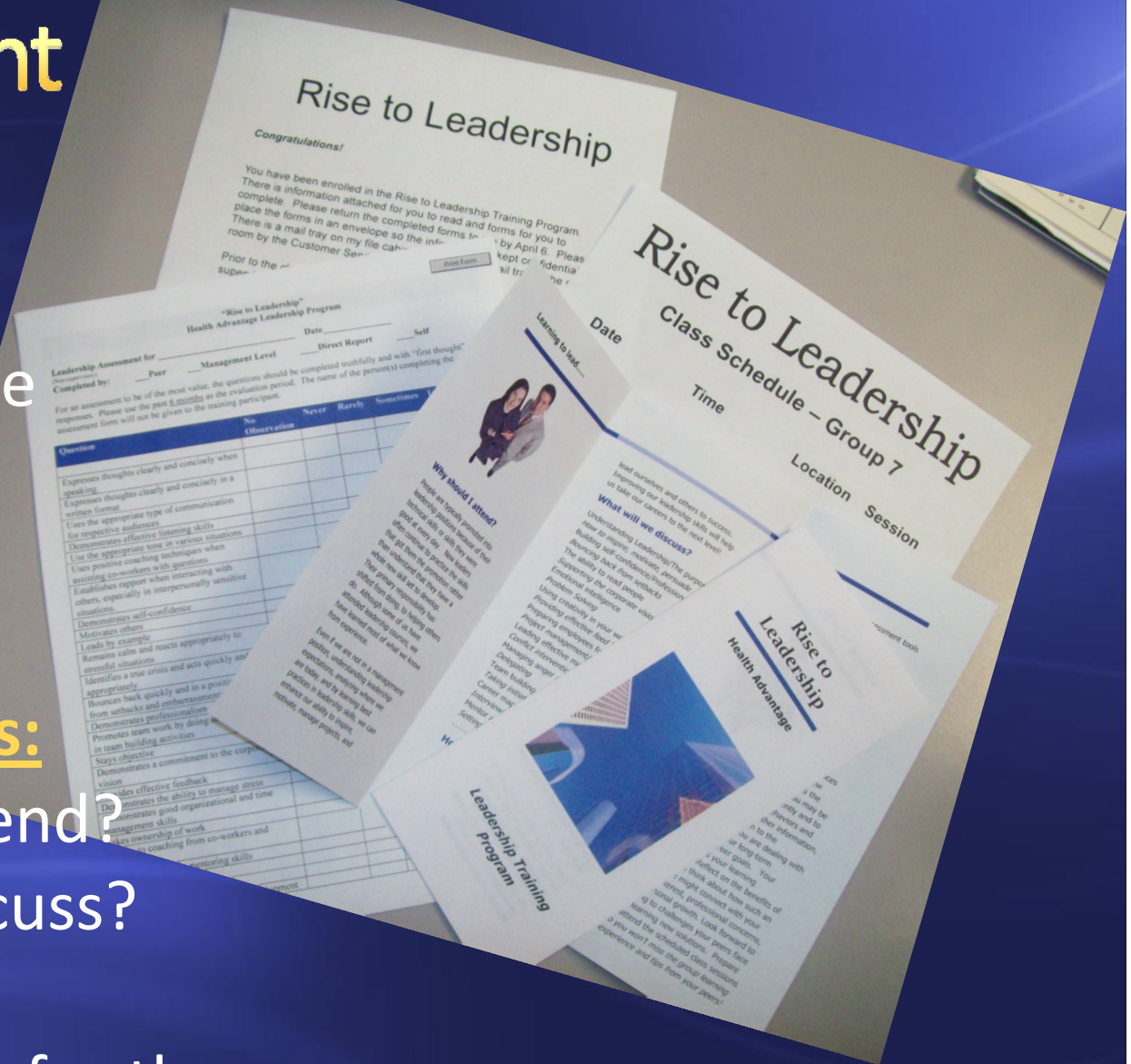
and more!

Class Enrollment Packet

- Welcome letter
- Program Brochure
- Schedule
- Self assessment

Brochure addresses:

- J Why should I attend?
- J What will we discuss?
- J How will I learn?
- J How do I prepare for the training?



The RTL Assessment

Print Form

"Rise to Leadership"
Health Advantage Leadership Program

Leadership Assessment for _____ Date _____
(Non-supervisory)
Completed by: ___Peer ___Management Level ___Direct Report ___Self

For an assessment to be of the most value, the questions should be completed truthfully and with "first thought" responses. Please use the past 6 months as the evaluation period. The name of the person(s) completing the assessment form will not be given to the training participant.

Question	No Observation	Never	Rarely	Sometimes	Usually	Always
Expresses thoughts clearly and concisely when speaking						
Expresses thoughts clearly and concisely in a written format						
Uses the appropriate type of communication for respective audiences						
Demonstrates effective listening skills						
Use the appropriate tone in various situations						
Uses positive coaching techniques when assisting co-workers with questions						
Establishes rapport when interacting with others, especially in interpersonally sensitive situations.						
Demonstrates self-confidence						
Motivates others						
Leads by example						
Remains calm and reacts appropriately to stressful situations						
Identifies a true crisis and acts quickly and appropriately						
Bounces back quickly and in a positive manner from setbacks and embarrassments						
Demonstrates professionalism						
Promotes team work by doing or participating in team building activities						
Stays objective						
Demonstrates a commitment to the corporate vision						
Provides effective feedback						
Demonstrates the ability to manage stress						

Skills
Behaviors
Attitude

Completed by:

- £ Program participant
- £ Management
- £ Team members
- £ 3-5 non-team members that have a working relationship with the participant

Assessment Questions 36-41 Total

What we expect to be demonstrated in order to create a professional, positive and customer focused environment.

Question	No Observations	Never	Sometimes	Usually	Always
Shows compassion for others					
Accepts change in a positive manner and helps prepare the employees for a change					
★ Takes things too personally					
★ Gets too involved with employee personal issues					
★ Becomes too emotional in difficult work situations					
Demonstrates the ability to have fun					
Asks the appropriate questions at the appropriate times					
Is a good "people" person					
Shows respect for others					
Appears to enjoy their job					

These additional questions are asked for leadership staff.

Question
Avoids using anger and fear as a management tool
Appropriately delegates work
Appropriately gives training opportunities for employees
Demonstrates the ability to read people and assign the right task to the right person
Effectively leads meetings

Comments:



Assessment Results

- Scored by demonstrating the behavior:
Never, Rarely, Sometimes, Usually, and Always
- Goal is to score “usually or always” / average or above.
(The goal for 3 questions is “never or rarely” to help ensure that people are reading the questions and not marking one section for all.)
- Points for each usually/always score are divided by the total number of responses. That total = % score for the question

Example – 17 assessments returned for the participant. On question #1, 13 people out of 17 rated the person usually/always. Result would be that 76% (average) of the people feel that the employee demonstrates the skill or behavior usually or always.

Assessment Scoring System

91-100	Exceptional
81-90	Above Average
71-80	Average
61-70	Below Average
60↓	Immediate improvement needed

Scoring system was developed from coaching by instructors and participants (during the 2008 ASTD International Conference and Expo) that were currently assessing individuals.

In the future, scores could possibly be increased to keep "raising the bar"

Challenged to think outside the box

Practicing being an interviewer and interviewee



Drama techniques! Acting out a scene to ease the nerves and to practice communication skills.

Practicing how to do a team interactive exercise

Learning and practicing presenter styles

Tapping into ideas and "What ifs?"



Follow-Up Assignments

“L.E.A.D.E.R.” Assignments

Assignments are given to assist employees in applying skills learned in the Rise to Leadership Program to real-life work experiences. Some tasks are designed to create interactions between participants and supervisory staff.

Rise to Leadership participants are required to complete this assignment list as it is a part of continuous learning from the Rise to Leadership Program. Tasks should be completed within the 6 month to 1 year timeframe from completion of the program.

As the assignments are completed, the employee should meet with their supervisor or manager within 5 days of the task for feed “forward”. If more practice is needed, the supervisor or manager should assist the employee in determining a task that would allow this opportunity.

Once all assignments have been completed, the supervisor or manager are asked to recognize the employee in their department meeting and/or take the employee to lunch to celebrate the participant’s effort and achievements. The participant’s name should be sent to Lorie when the tasks are completed.



Rise to Leadership

Lorie Murphy, Staff Development Coordinator
Health Advantage

Assignments are given during the 6 month assessment coaching meeting to support continued growth.

Lead a meeting

- Choose a topic
- Determine date/time/location
- Reserve a room on 11UCC or a conference room
- Prepare and distribute the agenda
- Facilitate the meeting
- Document and distribute minutes of the meeting

Name: _____
Due by: _____

Energize a team with team building!

- Facilitate a 30 minute team building activity that helps to build trust, strengthens relationships, promotes laughter, and motivates employees to excel.
- Activity should include at least 3 group discussion questions/points.

Attend Toastmasters

- Attend 3 Toastmaster meetings and participate in at least 1
- Make a 15 minute presentation to your department – you choose the topic. Use the “diamond” presentation outline method taught in RTL.
- Create and distribute a session evaluation form

Delegate. Delegate 2 things to employees that have never had the opportunity to do the tasks. Use knowledge learned in the ability to read people and assign the right task to the right person.

- Explain the task and expectation
- Coach and follow-up during the project
- Provide feed forward after the project is completed
- Ask the employee for feed forward regarding your communication and coaching skills

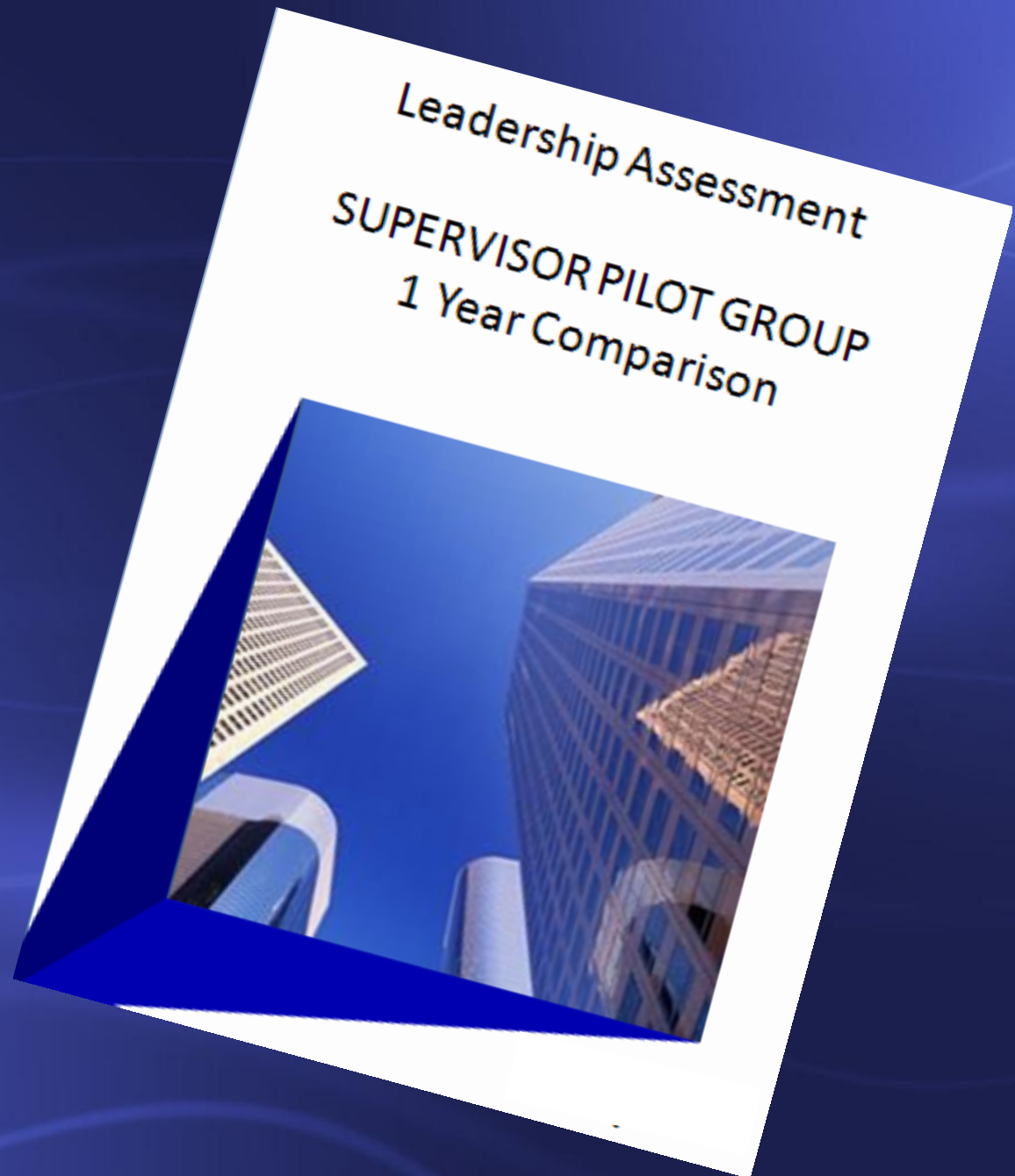
Effective Feed “forward”

- Read one book or complete 1 online or instructor led class on coaching/providing effective feedback
- Supervisor/Manager – Create (or use current situations) 3 opportunities for the employee to coach another employee with a task or concern.
- Supervisor/manager - observe coaching style and skills or let the participant share with you exactly what they said or did. “Role-play” and coach them. Explain what you would have said or done differently.

Remaining calm in stressful situations

- Supervisors/managers – Share 3 real-life stressful situations by acting out the scenarios with role-play. Exaggerate the scenario and challenge them by using strong emotions, negative words, “slightly” aggressive body language and harsh tones.
- Provide coaching/feed forward giving detailed information such as body language observed, emotional words used or reactions demonstrated, etc.

The Pilot Group's 1 year Results



As a group...

ALL areas showed improvement!



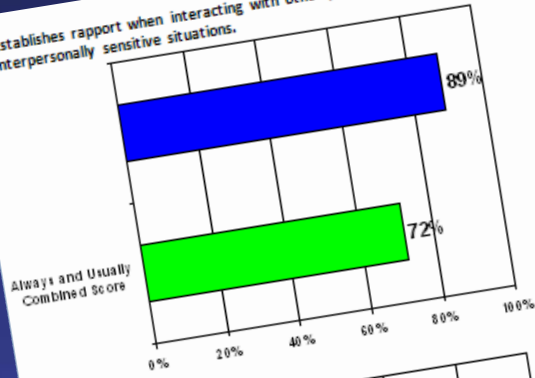
41 Skills/Behaviors Measured

“Pilot Group Combined Scores”

	First	1 year
# scored excellent	0	14
# scored above average	10	26
# scored average	11	1
# scored below average	9	0
# scored immediate improvement needed	11	0

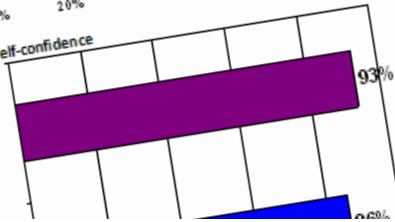
Bottom bar – 1st assessment
Top bar – 1 year assessment

Establishes rapport when interacting with others, especially in interpersonally sensitive situations.

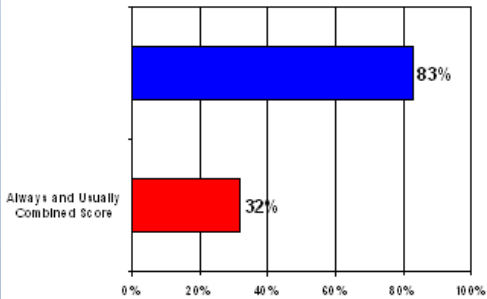


Always and Usually Combined Score

Demonstrates self-confidence

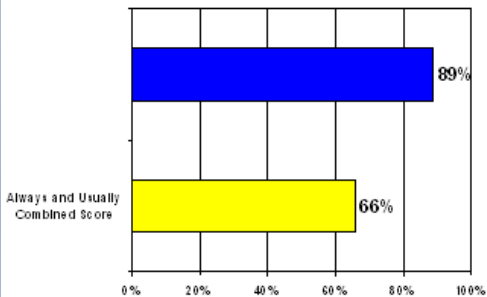


Promotes team work by doing team building activities



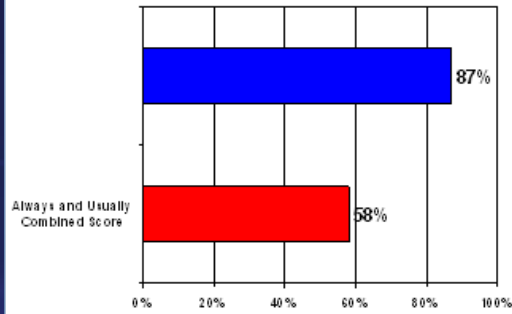
Always and Usually Combined Score

Provides effective feedback



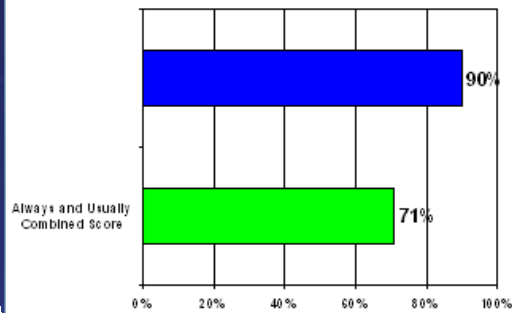
Always and Usually Combined Score

Remains calm and reacts appropriately to stressful situations



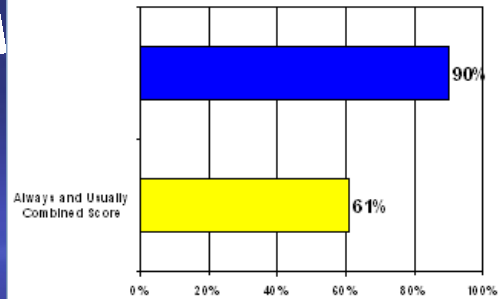
Always and Usually Combined Score

Identifies a true crisis and acts quickly and appropriately



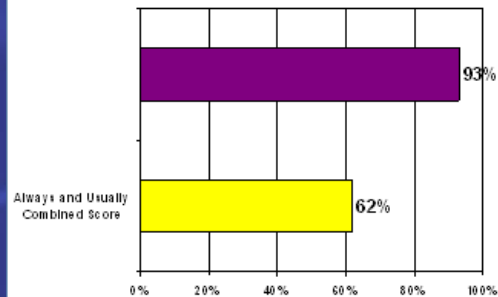
Always and Usually Combined Score

Appropriately delegates work



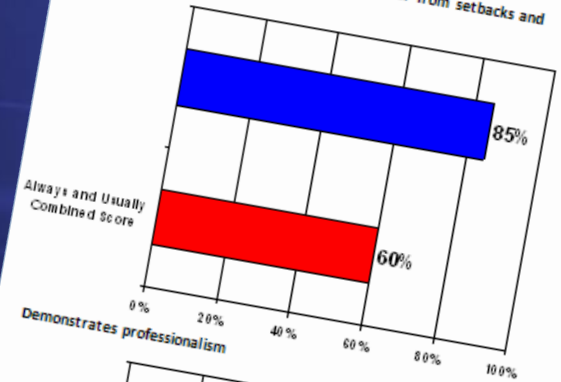
Always and Usually Combined Score

Appropriately gives training opportunities for employees



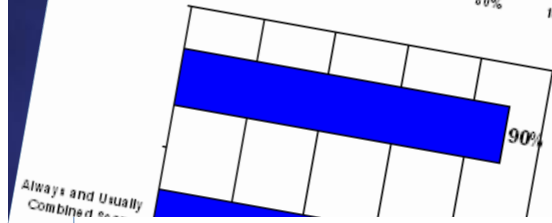
Always and Usually Combined Score

Bounces back quickly and in a positive manner from setbacks and embarrassments



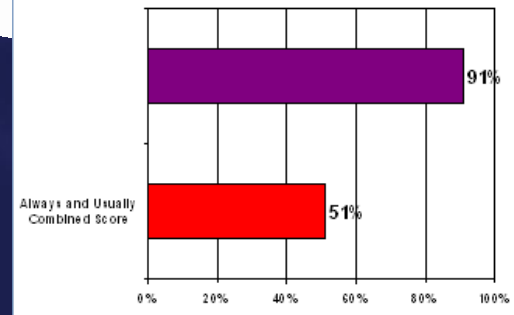
Always and Usually Combined Score

Demonstrates professionalism



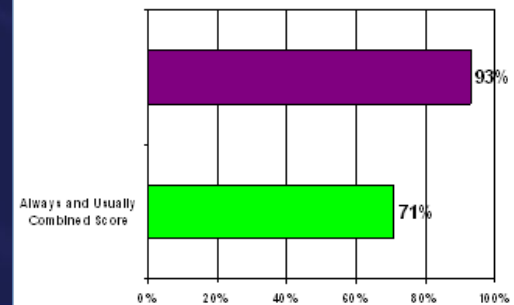
Always and Usually Combined Score

Is open to coaching from staff



Always and Usually Combined Score

Effectively leads meetings



Always and Usually Combined Score