Leadership Excellence Through Accelerated Development (LEAD)

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West Lafayette, IN
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Outline

- About CH2M HILL
- Overview of the LEAD Institute
- Intended Outcome of the Program
- Elements of the LEAD Institute
- Discussion
Established in 1946, CH2M HILL operated from its very beginning on **four simple values**: take care of clients, deliver high-quality work, do right by employees, and stay true to our culture of integrity and honesty.

- Holly Cornell
- Jim Howland
- Burke Hayes
- Fred Merryfield
- Clair Hill

CH2M HILL
We are an industry leader in consulting, design, design-build, operations and program management.

Headquartered in Englewood, Colorado, USA
More than 26,000 employees
US$6.6 billion in revenue
Employee-owned
Broadly diversified across multiple business sectors
Actively working in 60+ countries worldwide
Diverse Business Portfolio

As a global leader in full-service consulting, design, design-build, operations and program management services, we help our clients build a better world in the areas of:

- Energy
- Environment & Nuclear
- Facilities & Urban Environments
- Transportation
- Water
Internal Learning & Development Organization

> University Schools
  – Business & Risk Management
  – Business Development
  – Ethics & Compliance
  – **LEAD Institute**
  – Leadership & Management
  – Health, Safety, and Environment (HSE)
  – Project Management
  – Program Management
  – Technology & Innovation
Leadership Excellence through Accelerated Development

> Consistent approach for identifying and accelerating development of high-potentials across enterprise

> Target those with demonstrated skills, potential, aspiration

> Roles requiring strategic, operational, and leadership capabilities

> Year-long curriculum

> Approx. 100 – 150 participants each year

> More than 450 graduates to date
LEAD Candidate Requirements

To be nominated, an employee must:
> Be a Leader of Individual Contributors, or of Managers
> Stand out as emerging leader, ability to move up 2 levels
> Demonstrate potential to contribute to the firm’s most critical current and future business needs
> Demonstrate aspiration for career development, growth

Selection process:
> Nominations based on criteria noted above
> Candidates from all markets, functions, and geographies
> Number of participants based on available resources
LEAD Framework

Program activities include:

> Formal Learning
  – School of Leadership & Management classes
    • *Accelerating Business Results*
    • *Leading Leaders*
  – LEAD Forum Series topics
  – Hogan Assessment
  – Individual Development Plans (IDP)

> Informal Learning
  – Action Learning Project (ALP)
  – Mentor & Sponsor meetings
LEAD Institute Framework Overview

Formal Learning

Experiential Learning

Social Learning
Program Outcomes

> Create a strong bench of well-prepared leaders
> Enhance organizational effectiveness through leaders
> Experience leadership opportunities outside of comfort zone
> Exposure to new parts of enterprise and build network
> Achieve long-term goal of development, retention, and long-term career engagement
LEAD Institute Framework

LEAD INSTITUTE FRAMEWORK

DEVELOPMENT PHASES

Development Planning

Mentoring

On-the-Job Development

School of Leadership and Management Courses *

Other LEAD Activities

ASSESSMENT AND DEVELOPMENT PLANNING

ACCELERATED LEADERSHIP EXPERIENCES

PLANNING FOR THE FUTURE

Timeline

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<tr>
<th>Months 1 – 4</th>
<th>Months 5 – 8</th>
<th>Months 9 – 12</th>
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* Courses can be taken in any order.
# Program Elements

## LEAD Institute Framework

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<th>Development Phases</th>
<th>Assessment and Development Planning</th>
<th>Accelerated Leadership Experiences</th>
<th>Planning for the Future</th>
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<td>Development Planning</td>
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<td>Individual Development Plan (IDP)</td>
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<td>Mentoring</td>
<td>1st Mentor Meeting to Set Expectations</td>
<td>Quarterly Sponsor Meetings</td>
<td>LEAD Experience Conversation with Mentor</td>
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<td>On-the-Job Development</td>
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<td>Bi-monthly Mentor Meetings</td>
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<td>School of Leadership and Management Courses *</td>
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<td>Action Learning Project (ALP)</td>
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<td>Other LEAD Activities</td>
<td>LEAD Kick-Off</td>
<td>LEAD Forum Series</td>
<td>LEAD Graduation</td>
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<td>LEAD Quarterly Updates</td>
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### Timeline

- **Months 1 – 4**
  - Leading Leaders
  - Accelerating Business Results

- **Months 5 – 8**
  - LEAD Forum Series
  - LEAD Quarterly Updates

- **Months 9 – 12**

* Courses can be taken in any order.
Hogan Assessment

> From “Hogan Leadership Forecast Series”
> Provides insight to an individual’s:
  – Core values (what they want out of life)
  – Inherent traits which help them achieve goals (leadership potential)
  – Inherent characteristics which could interfere (derailment)

> Complete on-line assessment (participants and observers)
> Participant receives results during coaching session
  – Capitalize on performance strengths
  – Target development needs
  – Action plan for personal growth
Individual Development Plan (IDP)

> Tool designed to:
  – Assess strengths and weaknesses
  – Identify development opportunities
  – Establish career goals

> Part of normal Performance Enhancement Process (PEP)

> Framework to document strategic steps and written record of aspirations that supervisors and mentors use to solicit future growth opportunities
INDIVIDUAL DEVELOPMENT PLAN (IDP)

Name: Pat Employee  Date: January, 2014  Period Covered: One Year

Current Position: Engineer  Supervisor: Sam Supervisor

Development goals and actions should be designed to enhance skills and capabilities for current work and possible future positions. They should be linked to needs identified through the PEP process. The development plan should be discussed with your supervisor to get agreement and support.

Short Term (1-3 years) Career Goal: (Enter as many goals as you would like)

Begin working at a higher level and allow those that I work with to also develop skills necessary to move up in the organization. Train my staff to begin taking on tasks/projects that will help me focus on high level project/decisions. Identify projects that will help me get the experience and find a project manager who can help mentor me as I begin to explore new area.

Longer Range (3-5 years) Career Goal: (Enter as many goals as you would like)

Become a Certified Project Manager.

<table>
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<tr>
<th>Development Need</th>
<th>Development Action</th>
<th>Support Needed</th>
<th>Target Date</th>
<th>Expected Outcome</th>
</tr>
</thead>
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<td>Delegation</td>
<td>I will identify opportunities to delegate tasks and/or projects to those that I work with. Also, I need to identify projects that will benefit both myself and my colleagues. Finally, I need to request opportunities to be involved in high level decision making.</td>
<td>I will need to keep open communication with my supervisor to express my interest and gain opportunity. I will also need to set expectations with those that I will be delegating to.</td>
<td>I will find 3 different opportunities to delegate before July and 2 opportunities to take on a high level project/task before August.</td>
<td>I will be more effective and efficient in how I work. I will provide development opportunities for my staff and I will work at a higher level within the organization.</td>
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Roles and Responsibilities

- Participant
- Mentor
- Sponsor
- Supervisor
- LEAD Institute Team & OneHR
Mentoring Role

> 1st mentor meeting to set expectations
  – Establish expectations and goals for the mentoring relationship

> Bi-monthly mentor meetings to provide the following:
  – Guidance and feedback on work behaviors and applicable competencies
  – Guidance on IDP and the ALP
  – Networking opportunities
  – Insight on how to get the most out of the LEAD experience

> LEAD experience conversation
  – Review/revise the IDP to establish a path forward
On the Job Development

Action Learning Project (ALP)

> Short-term project (complete within 12-months)
> Potential to provide significant impact to the business
> Provides learning opportunity for LEAD participant

Project selection and team assignments

> Projects identified by Market/Regional leadership teams
> LEAD participants assigned based on declared preference
> Project teams work on projects, addressing strategic needs
> At conclusion, project teams present to leadership
Sample ALPs

> “Increasing Transportation Market’s profitability through ___(delivery model)____”
  – Assessment, alternative analysis, recommended business model, guidelines for business development

> “Highway/Bridge Market Segment ___(new service offering)___ in North America”
  – Market opportunity, SWOT analysis, strategy for success

> “Becoming Industry Leaders in ___(specific technology)___”
  – Global assessment of current position, SWOT analysis, recommended steps to achieve industry leadership
School of Leadership and Management Courses

**Leading Leaders**

> Two-day course
> Teaches critical skills necessary to lead managers in the business
> Uses CH2M HILL case study to apply learning

**Accelerating Business Results**

> Highly-interactive and challenging two-day course
> Provides concepts and tools that assist in:
  - making interactions a strategic advantage
  - enabling the creation of value faster than competitors
  - maintaining a competitive advantage regardless of circumstance
Lead Forum Series

> Six one-hour virtual LiveMeetings conducted throughout year

> Various topics with direct applicability for LEAD participants
  – CEO Kickoff
  – Building Your Personal Development Network
  – Developing and Utilizing the IDP
  – Career Development and CH2M HILL Strategy
  – Building Effective Teams
  – Leading Teams for Maximum Effectiveness
Program Outcomes

> Create a strong bench of well-prepared leaders
> Enhance organizational effectiveness through leaders
> Experience leadership opportunities outside of comfort zone
> Exposure to new parts of enterprise and build network
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Questions

…or time for lunch?

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