TRANSITION TO LEADERSHIP

Transition to Leadership Program
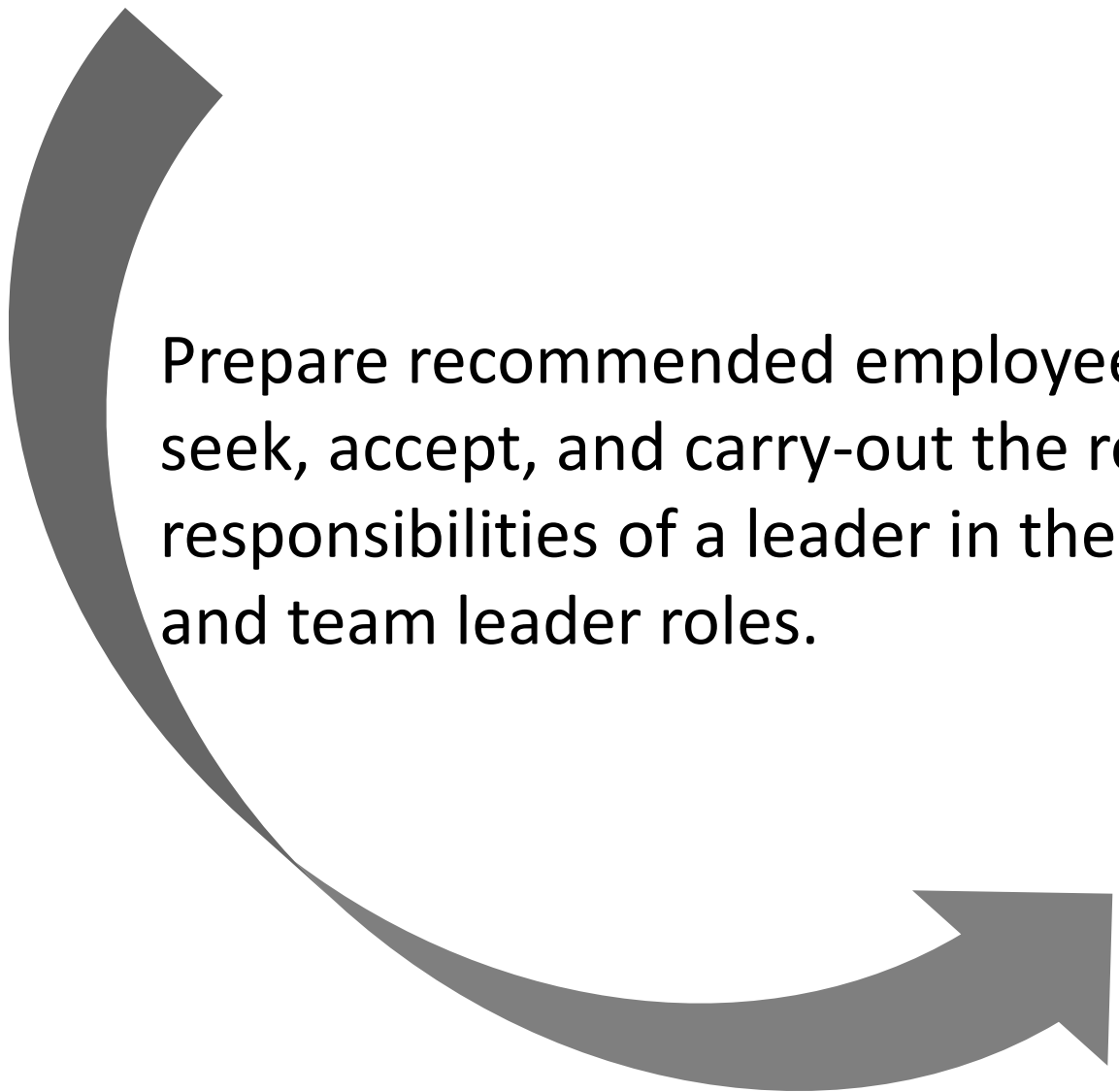
Created and administered by

Lucille Maddalena, Ed.D.

Building on the talent development foundation established by

- **Elaine Steiner**, Chanel USA

  Manager, Leadership Development/Talent

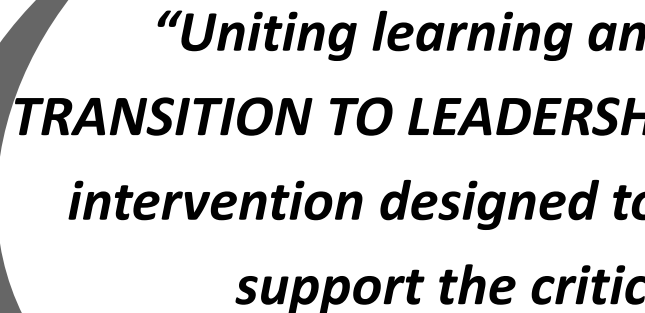- **Mary Borquist,** Chanel USA Director, Human Resources

Goal

Prepare recommended employees to effectively seek, accept, and carry-out the roles and responsibilities of a leader in their management and team leader roles.

Objectives

- Define roles and responsibilities - manager, leader, and role model

- Gain interpersonal communication skills

- Develop an understanding of individual and organization change

- Employ proven management processes

"Uniting learning and development with cultural change, TRANSITION TO LEADERSHIP serves as an Organization Development intervention designed to build bridges across function areas and support the critical role of a leader at Chanel USA"

- Lucille Maddalena

Audience

Content learning points address 'real world', cross-disciplinary needs of participants - 23 in Pilot Program:

1. Employees preparing for a role to lead and manage others

2. New, recently promoted managers

3. Subject-matter experts moving into the role of manager

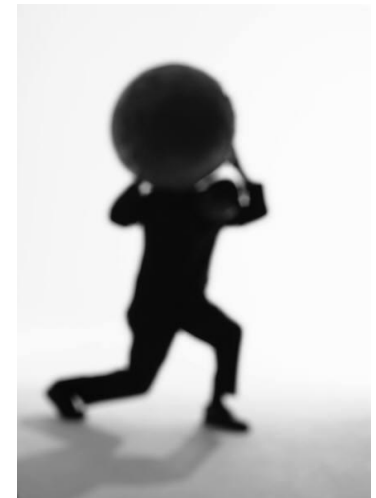4. Experienced manager seeking to enhance leadership skills
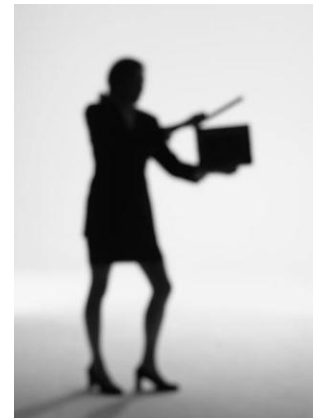
Cultural Assumptions

Employee concerns:

- Employees are concerned about the opportunity for advancement as upward openings are limited

Management concerns:

- Seminar participants may be disappointed if they are not assigned a leadership position upon completion of the program

Andragogy

- Based on the *TRANSITION SERIES*

- Experienced by 6,000 managers

- Employing multi-disciplinary approach,

- Role of a Leader in today's changing work environment

- Blended learning techniques such as:

  - Management theory/Organization dynamics:

  - Psychology/Motivation:

  - Interpersonal Communication/Selling Skills:

  - Planning/Delegation:

  - Leadership Styles/Project Management:
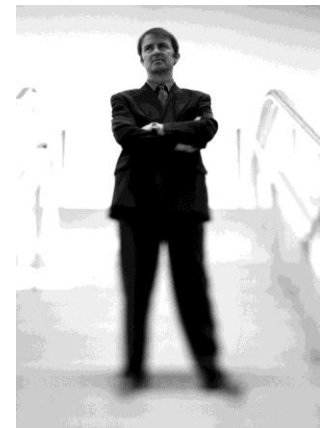
Group & Self-coaching

- In-class group coaching to explore/uncover solutions
- Following each session, small group self-coaching/networking groups
  - ✓ Opportunity to work with different participants in more intimate way
  - ✓ Facilitated discussions enabling participants understand value and application of self-coaching and networking
  - ✓ Self-Coaching Sessions reinforced program concept.

Leadership Forum

- Senior Leaders stepped back and empowered the Leadership Forum – giving them responsibility for the program

- Leadership Forum - managers of all participants

- The leadership forum developed their vision:

"A collaborative team of courageous, visionary leaders dedicated to developing future talent"

...and their mission:

"Drive and nurture excellence in Chanel's future leaders through training and empowerment"

Program Design

PHASE ONE: TRANSITION TO LEADERSHIP I
 Seminar: Two Day seminar of 5 modules.

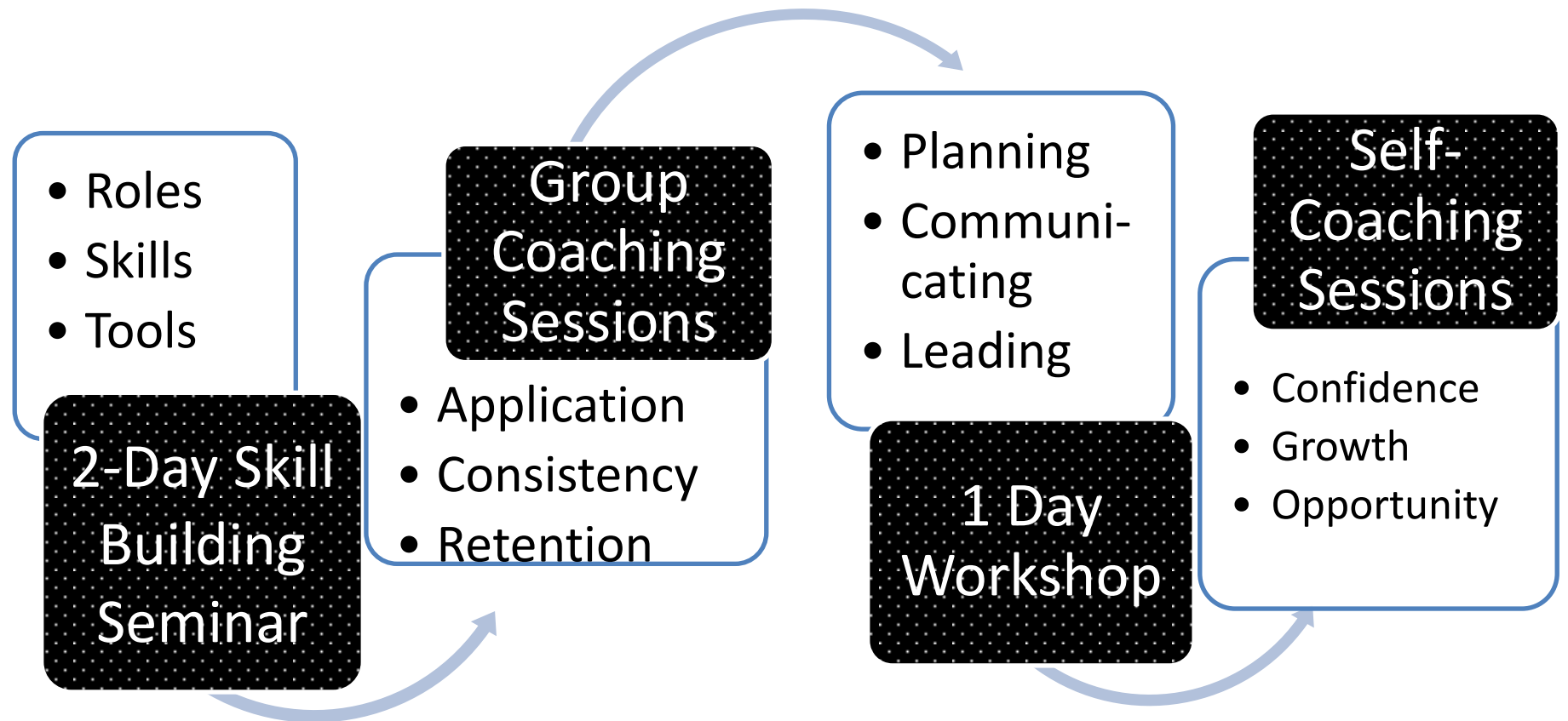**PHASE TWO: Group Self-Coaching**
- 3-6 months of Group coaching

PHASE THREE: TRANSITION TO LEADERSHIP II
 Workshop: One Day Workshop of 4 module

PHASE FOUR: Self-Coaching
- 3-6 months of Self-coaching

Day 1
Learning

Day 90
Practicing

Day 180
Doing

2-Day Skill Building Seminar
- Roles
- Skills
- Tools

Group Coaching Sessions
- Application
- Consistency
- Retention

1 Day Workshop
- Planning
- Communi-cating
- Leading

Self-Coaching Sessions
- Confidence
- Growth
- Opportunity

2-Day Seminar

- Needs Definition
- Leadership Forum program content preview
- Skills and tools introduction

Group Coaching Sessions

- Apply action plan tools for retention and consistency
- Build personal networks across function lines
- Monitor content retention

1 Day Workshop

- Introduction of Self-Coaching
- Leadership Forum Workshop Preview
- Planning skill acquisition
- New opportunity exploration

Self-Coaching Sessions

- Self-Coaching application
- Networks, role models and mentors
- On-going personal growth
- Graduation

Measurements

How we measured success...

Using the four levels of Don Kirkpatrick's evaluation model to essentially measure the program from the very beginning using different methods:

- **Reaction of student**
- **Learning**
- **Behavior**
- **Results**

Measurement

PARTICIPANT REACTION SURVEY: *Level 1 –* Program Evaluation

- At the end of the Transition to Leadership I two day training program feedback discussion to capture **Pros and Cons**

- Information used to:

1. Ensure we met the needs of the participants
2. Develop the Self-coaching program
3. Transition to Leadership II materials
4. Shared with the Leadership Forum team as they worked on ways to support the participants in the program

Measurement

Learning activities most helpful

Measurement	Response Total	Response Percent
Group discussions	20	100%
Exercises	8	40%
Role plays	6	30%
Planning sessions	3	15%

Measurement

Self Coaching/Networking sessions

|	Response Total	Response Percent
Working with participants in my department is most helpful	4	20%
Working with participants outside my department is most helpful	9	45%
Working in small groups provides opportunity to share more	16	80%
Face to face sessions were more effective then telephone conversations	19	95%
I had resolution to a situation I was experiencing	3	15%
I received good advice and realized a different point of view best helped me with my situation	13	65%
Will continue to reach out to other participants	9	45%
Have expanded my networking contacts outside Chanel	4	20%
I am working on building relationships with all participants	6	30%
Total Respondents		20

Measurement

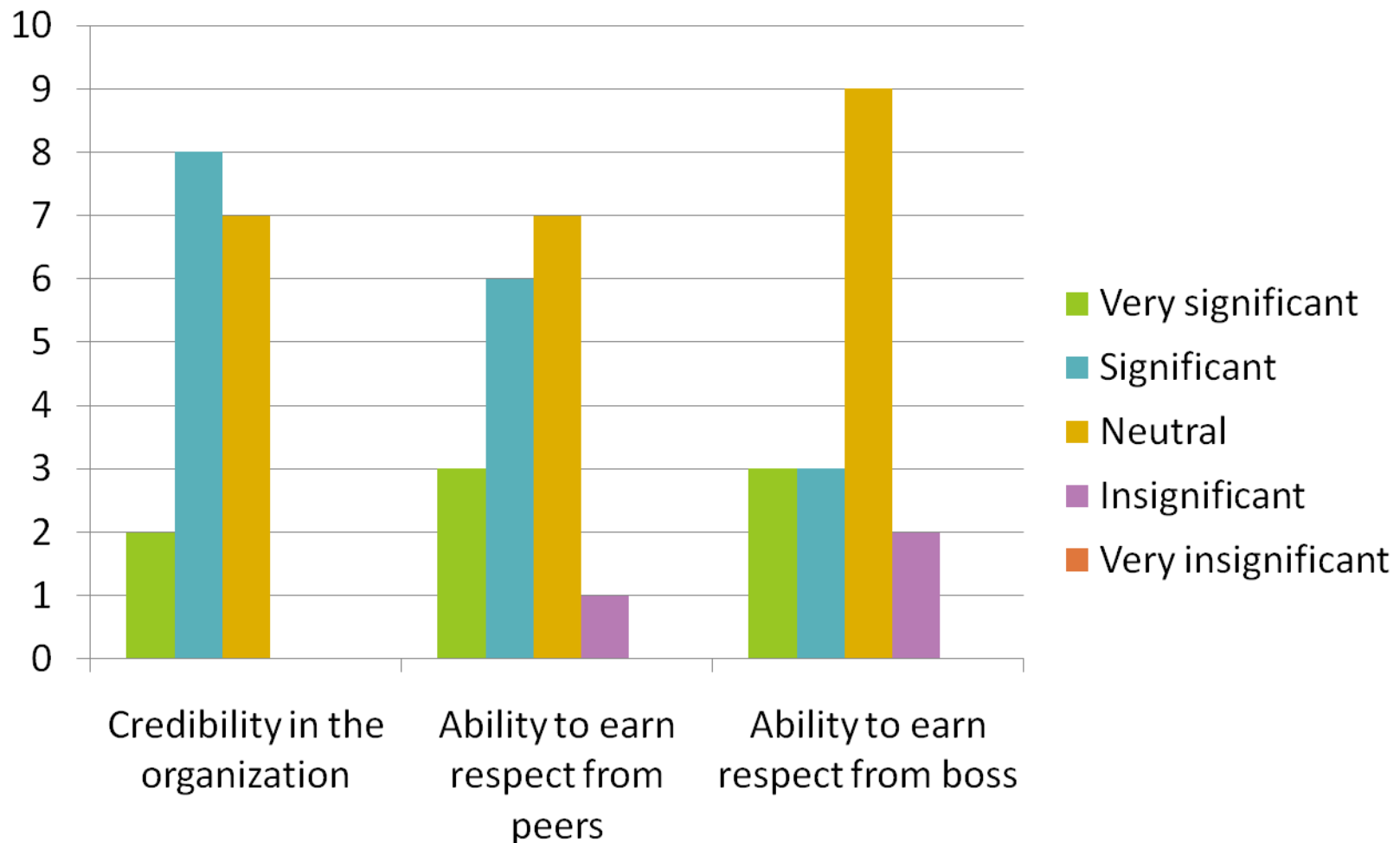*Learning how to self-coach...*
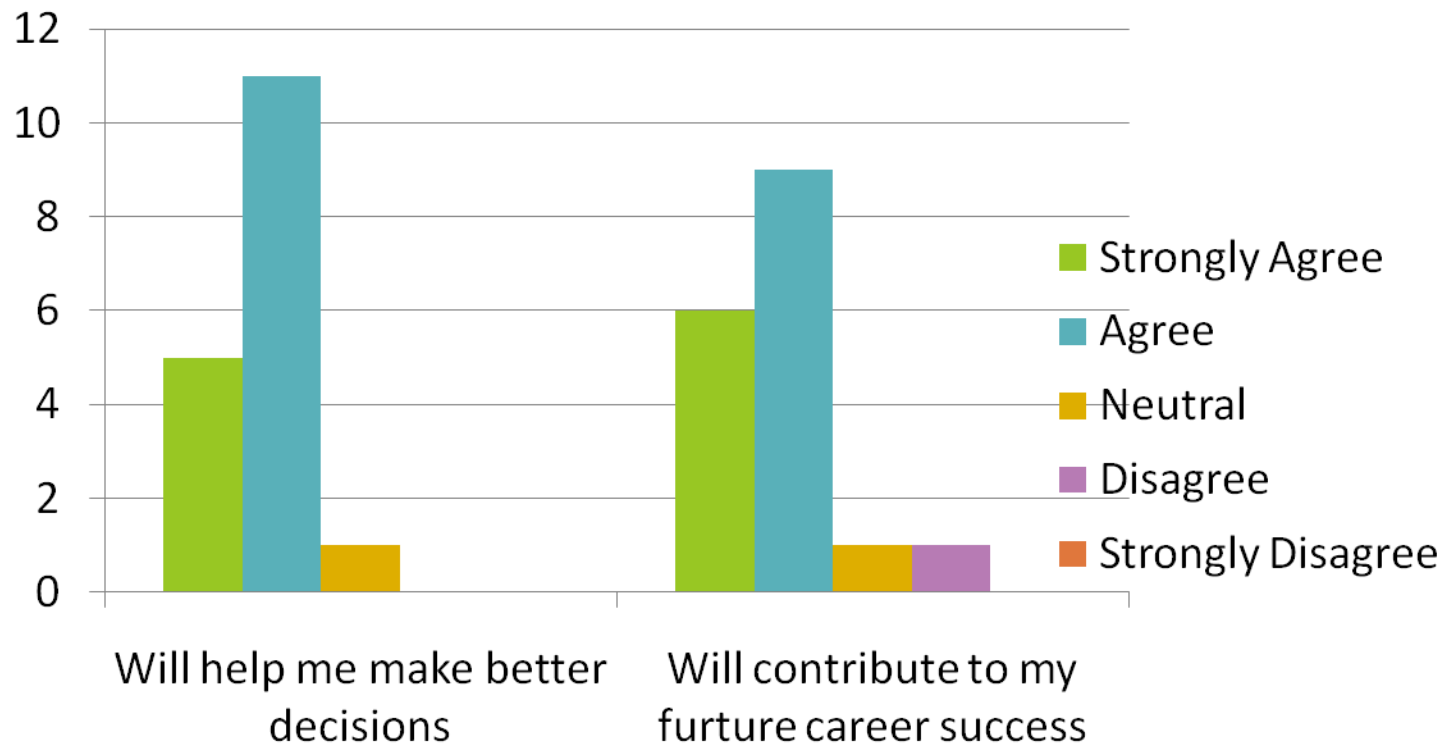
Measurement

Applying self-coaching with a support network has enabled me to:


Response
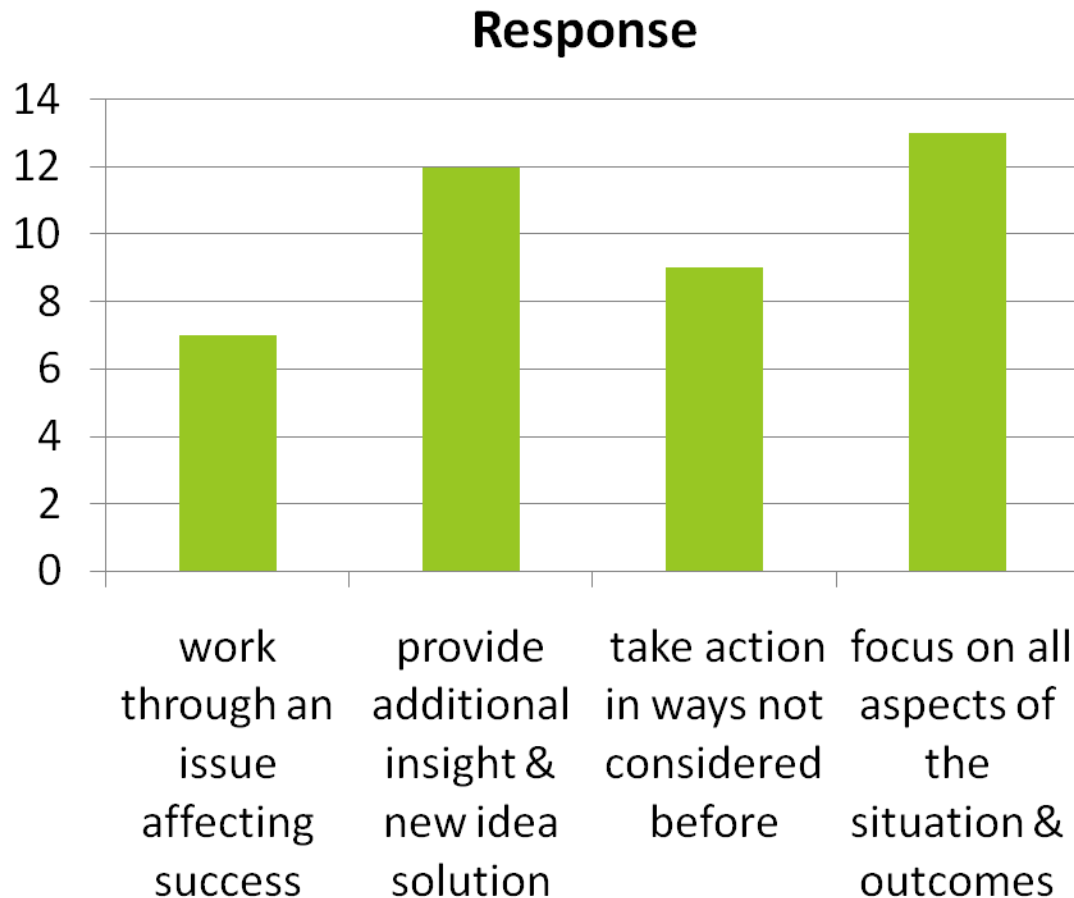
Rate the level of impact self-coaching has had on the following:

Success

We measured success by:

- Reputation of program**:** employees feel they are engaged in an effort to achieve Corporate goals

- Knowledge retention: relevant and immediately useful tools are recognized and consistent terminology is employed

- High-potential leaders: are recognized and supported to take risk and accept greater responsibility

- Culture has changed: as a result of some promotions employees now perceive opportunity for growth
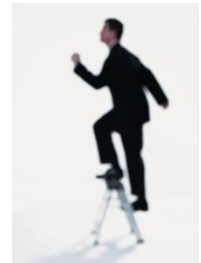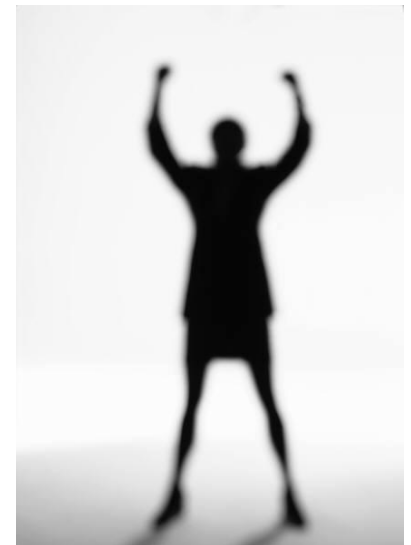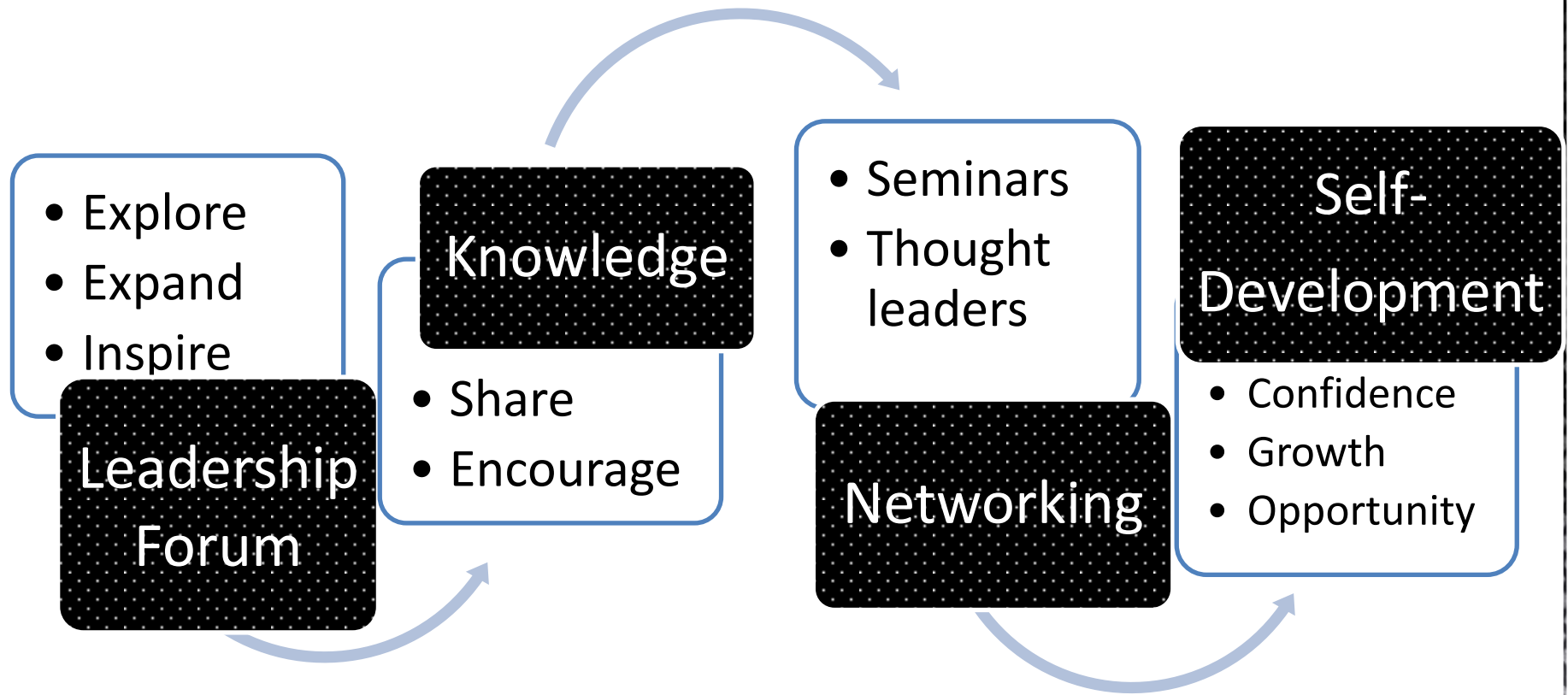
Continuous Learning

How did the program end?

The program hasn't come to an end !

▪ The Leadership Forum continues and participants continue to have opportunities to use their leadership skills as team leads, project managers, etc.

▪ Celebrated the participants successful completion
of the program and their futures

▪ Celebration included a networking opportunity with
leaders, congratulatory speeches from Senior Leaders
and a luncheon

▪ Participants continue to meet and support each other

Continuous Leadership Learning

- Explore
- Expand
- Inspire

Leadership Forum

Knowledge

- Share
- Encourage

- Seminars
- Thought leaders

Networking

Self-Development

- Confidence
- Growth
- Opportunity

Conclusion

It is now evident that individuals, function areas and the organization itself will benefit from results of this initiative. The steps taken here have united learning and development with cultural change to serve as an Organization Development intervention.

"When thoughtfully-conceived goals are based on respect for individual contribution, genuine commitment is evident in groups, and a foundation for growth has been embedded in the organization, positive cultural change and personal development are inevitable"

- Lucille Maddalena