



## The Business Impact of Leadership Development :



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June 5, 2007 – TU215: 1:45 – 3:00 pm

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1

## Session Objective

- *Designing and Evaluating Leadership Programs for Innovation and Impact*

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2

## Today's Agenda

- Cisco & Advantage
- Cisco Leadership Programs
- High Impact Design and Evaluation
- Spotlight: Emerging Leader Program



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3

## Main Points

- Cisco has adopted and internalized “high-impact” learning as a fundamental discipline for design, evaluation and continuous improvement
- We have found **Success Case Evaluation Method®** (SCM) from Advantage Performance to be a simple, elegant process for both formative and summative evaluation
- We are continuously refining and progressing our use of evaluation to drive program improvements
- In doing so, we are evolving our model in a way that places SCM within a broader framework of evaluation and continuous improvement.

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# Cisco Leadership Programs

***Recognized, inside and out, for program innovation and business impact***

*-- Moving from events to processes to relationships --*

***“High-impact” leadership programs that build strong leadership foundations to accelerate major business and personal transitions***

**To build and retain pipeline of next-generation leadership**

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**High Impact Design & Evaluation**



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# Impact of Learning & Development

Robert Brinkerhoff



- Linkage to business goals
- Clear alignment (line-of-sight)
- Commitment to line-of-sight
- Alignment with expectations
- Preparation of trainees
- Skill focus
- Active learning engagement
- Practice with feedback
- Realistic action plan
- Commitment of manager
- Opportunity to apply
- Encouragement to try something new
- Coaching and feedback
- Alignment with incentives

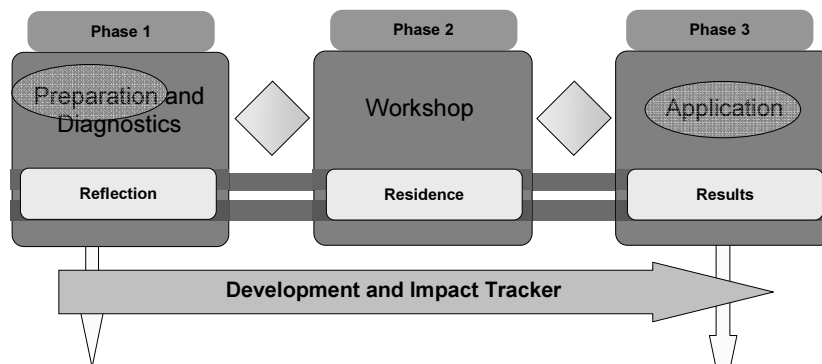
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7

# Cisco Leadership Programs 3-Phase Structure



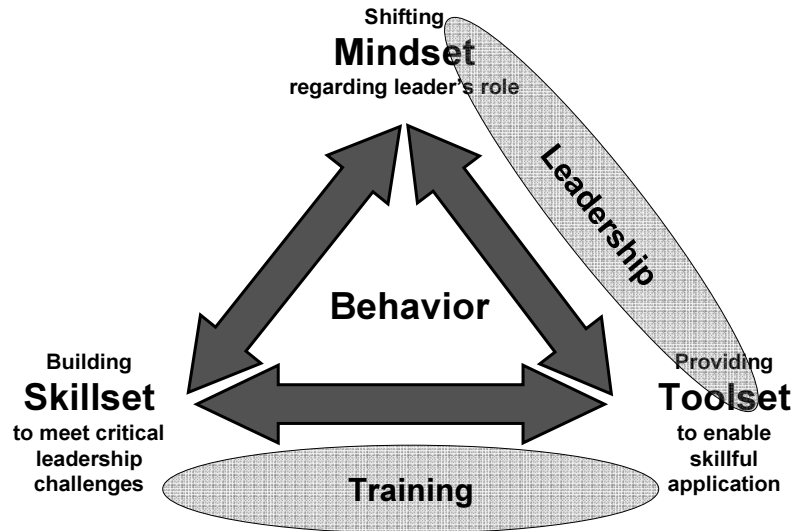
- Learner objectives & initiatives
- Manager conversation
- Self-directed learning
- Assessments
- Behavior gain
- Business impact

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8

## Three Aspects of Behavior

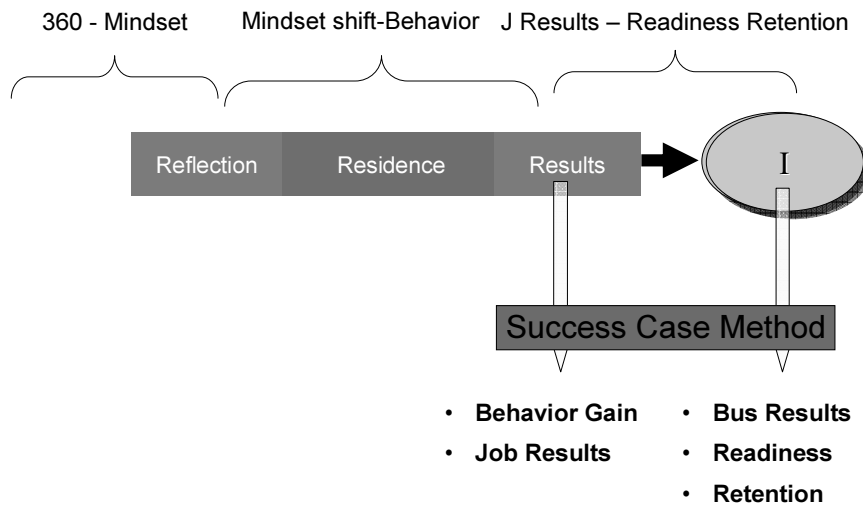


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## Integrated Evaluative Framework



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## Spotlight: Emerging Leader Program



## EmLP Program Overview and Context

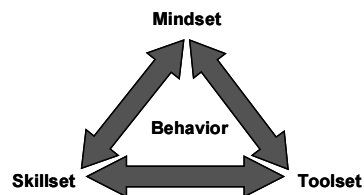
- 13 week Leadership Development Process in 3 Phases
- Rooted in Cisco's Business Realities
- Conducted in 3 Geographies with Cross Functional Representation
- Focus: Build First-line Leaders
- Intensive Learning Lab with Robust Simulation
- 3 Hours of Individual Coaching by a Certified Coach
- 25 People per Program or Cohort Group

## Program Objectives

- **Recognize desired Cisco leadership behaviors, compare your own capabilities with those behaviors, and create an action plan to improve your leadership effectiveness**
- **Understand how your leadership actions contribute to Cisco and functional business strategies, and how to align your team's goals to support them**
- **Demonstrate the skills necessary to establish trust and build collaborative relationships with people within and outside your own team**
- **Demonstrate the ability to simultaneously deliver business results while growing individual and team capabilities**

## Emerging Leader Program Three Essential Shifts

1. **Results through People Leadership**
2. **Development through Real Work**
3. **My Team & Cisco Team**



## Emerging Leader Program Outcomes & Impact

Example of Impact Map

"By applying what I learned in EmLP, I have been able to produce concrete and valuable results against important Cisco business goals that I can describe to others."

Key Skills & Knowledge	On the Job Applications	Leadership Results	Business Goals
<ul style="list-style-type: none"> <li>Develop self awareness and leadership effectiveness</li> <li>Increase business awareness by understanding the levers that impact business performance</li> <li>Improve internal and cross-functional teaming</li> <li>Increase talent development skills</li> </ul>	<ul style="list-style-type: none"> <li>Develop new strategies and approaches for leading others</li> <li>Take specific actions to improve Cisco's bottom line</li> <li>Prioritize team's effort around Cisco strategies</li> <li>Conduct courageous dialogue with others when needed/appropriate</li> <li>Develop strategies that leverage the core strengths of my team and Cisco</li> <li>Expand and leverage the network created in EmLP</li> <li>Conduct honest and direct conversations and feedback sessions with my staff</li> <li>Match the right person with the right role and provide the right support</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of time devoted to developing my team increased</li> <li>Focus on implementing my team's initiatives and goals increased</li> <li>My team's morale and productivity increased</li> <li>Collaboration related to customer needs improved</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction</li> <li>Growth</li> <li>Market Share</li> <li>Profitability</li> </ul>

"Tried, got a concrete and positive result"

"Have not tried, have no plans to do so"

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## Success Case Methodology Overview

- Population is surveyed. Survey respondents are sorted into those few that are most and least successful
- A random sample is selected from among the most and least successful (the tails of the curve). Interviews of these people are conducted to determine the exact nature and extent of their success.
- Interviews of successful individuals seek to discover:
  - Exactly what they used, when they used it, how, when, etc.
  - What results they accomplished
  - How valuable the results are (e.g., in dollars)
  - What environmental factors enabled their application and results?
- Interviews with unsuccessful individuals seek to discover why they were unable to use or benefit from the program. What got in the way? What factors kept them from being successful? and so forth.
- Results of a Success Case study are communicated in "story" form – the most compelling and descriptive examples and are profiled in a richly detailed story.

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16

## Segment Trainees by “Reported” Results

?% DID NOT TRY IT AT ALL	?% TRIED IT TO SOME EXTENT, BUT NO WORTHWHILE RESULTS	?% TRIED IT AND GOT POSITIVE RESULTS
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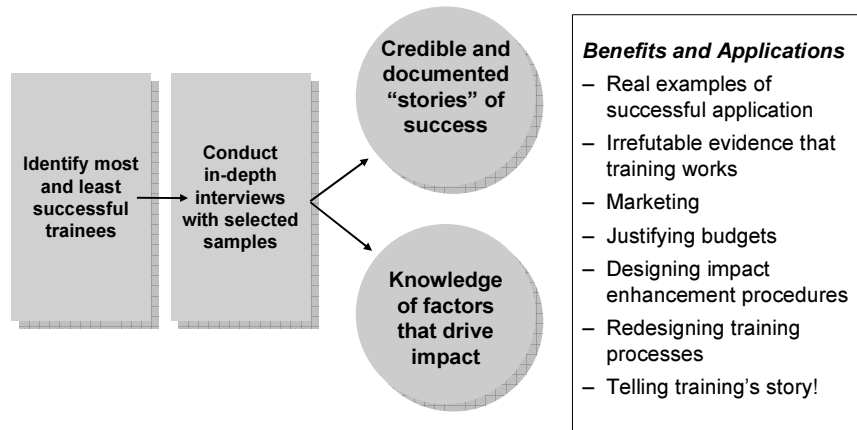
## Survey Structure

1. Before attending, did you discuss with your manager how this program might advance your skills as a leader?
2. The following lists the possible ways you might have applied your learnings from the XLP. Under each description, check the button that best matches your experience.

Behaviors	Tried this, and got a concrete and positive result	Tried this, but not sure about any results	Have not tried this yet, but have plans to do so	Have not tried this, and probably will not
Constructively provided information and perspective to upper management regarding clarity, visibility and execution of Cisco's strategy				

3. Which if any of the following **Results** have you achieved by applying XLP learnings to your job? Check all that are true for you.
  - Team resources allocated to the most strategic issues
  - Effective collaboration on right strategic initiatives
  - Alignment and energy around strategic issues created within and across the organization
4. After you attended XLP, did you discuss with your manager how your learnings could be applied for business impact?
5. Based on your statements to the questions above, overall which statement best represents your experience since participating in XLP? Check One
  - I learned and applied some new things from XLP and this has led to concrete and valuable business results
  - I learned and applied some new things from XLP but I can't point to any concrete and valuable results yet
  - I learned some new things from XLP, but have not been able to put any of it to use yet
  - XLP was good, but was mostly a reminder of what I already knew and was already doing
  - XLP did not really help me learn anything useful or new

## Success Case Evaluation Method® Overview



## Impact at a Glance Profiles, FY05 & FY06

- **ELP:** Participant gains new perspective from program participation that engaging his team early and more strategically, with greater collaboration, can pay off. Actions taken lead to faster development and reduction in false starts, contributing to savings of about \$1 million.
- **SLP:** A technical assistance program leader gains an increased understanding of the “why and how” of process improvement and how to link department goals to unit goals. As a result, he takes action to encourage his team to improve the success rate of fixing software bugs thereby reducing customer frustrations. The team then achieves cost savings of \$600,000 per year and also develops a sustained capacity for working more effectively.
- **BLP:** Participant is motivated and committed by the program to take action to review strategy with his team. They create a new product strategy that takes responsibility from start to finish to develop new security products that will lead to more than \$12 million in new sales. New products are also underway, and the team has developed a sustained change in the way it leverages collaboration and networks in its ongoing work.
- **EmLP:** Participant is motivated by program participation to reach out and take dramatic new collaborative actions leading to \$50 million sale, also opening a new market area with promising opportunities.



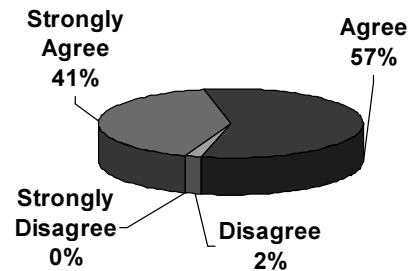
## Emerging Leader Program – Impact Findings



## EmLP Population Surveyed

- 173 Surveyed out of total of 298 served
- 133 Completed Survey – 77% response rate
- Participants report their ability to produce measurable and concrete results against important Cisco business goals that can be described to others

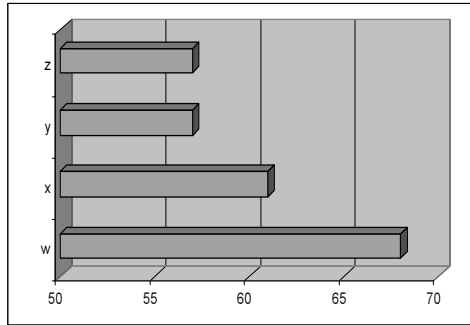
**The EmLP helped me deliver measurable, concrete business impact that I can describe to others.**



## Impact Study: FY05



Round 1



**57% have improved collaboration relative to customer needs**

**57% have improved team's morale and productivity**

**61% now spend more time developing their team**

**68% now report increased focus on implementing team's initiative and goals**

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## Immediate Impacts

### Performance Management

- Provided manager with tools to handle critical performance issues
- Valuable member of team brought aboard and helped to be highly productive
- Poor performer effectively out counseled from employment at Cisco
- Effective performance management principles applied
- Manager/direct report relationship dramatically improved
- Effectiveness of manager to handle performance issues increased

### Teamwork & Collaboration

- Increased Collaboration across functions that had not successfully done so in the past
- Raised appreciation for the expertise and contributions of other functional staff
- Improved use of different perspective to arrive at better sales solution
- Increased leader's ability to accomplish important goals while working with others

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24

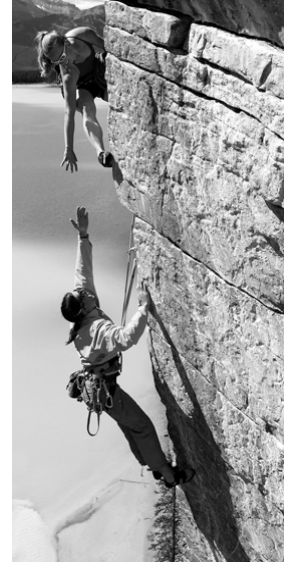
## Enablers

Nomination Clarity and Support

Application Immediately "on the job"

Engagement Throughout Process

*These factors were absent from participants who reported "low" impact*



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25 25

## Emerging Leader Program Now What: FY06 Enhancements

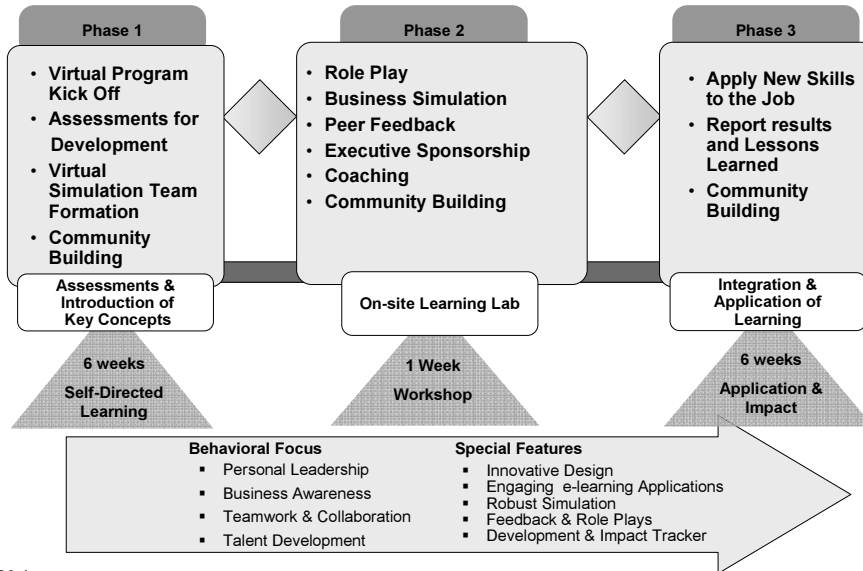
- Migrated to a three phase approach, Reflection, Residential and Results
- Use of Friday 5's to track completion of Phase 1 reflection & follow through to results
- Redesign of program and migrated program from 2 week residential (separated by 3 months) to 1 week residential. Added 6 weeks of self directed learning to set context in Phase 1
- Design, developed and implemented HBDI e-learning
- Design, developed and implemented the Essential Shifts Assessment
- Implemented Success Case process to determine ROI

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# Emerging Leader Program 3-Phase Approach



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# Emerging Leader Program Phase 1: Self Directed Learning

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6
EmLP Kick-off Conf-Call (activity)	Shareholder Value Made Simple (e-learning)	Introduction to InfoMaster VOD (e-learning)	eLearning Scenarios – 3 Essential Shifts	Simulation Team Formation Meeting (activity)	
Manager Discussion (activity)	Why Should Anyone Be Led By You (reading)	Essential Shifts Assessment (instrument)	InfoMaster Reports (reading)	Post – Simulation Team Meeting Reports	
EmLP Business Imperative Case Study (reading)	HBDI Assessment (instrument)	HBDI e-Learning (e-learning)	Essential Shifts Assessment Reports	EmLP Application Coaching	
			Identify Personal Business Challenge (reflection)		Transition to Phase 2

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## Emerging Leader Program Phase 2: Agenda

WEEK 7	Monday 9AM – 10PM	Tuesday 8AM – 6:30PM	Wednesday 8AM – 10PM	Thursday 8AM – 6:30PM	Friday 8AM – 4PM
Morning	<ul style="list-style-type: none"> <li>▪ Leadership Models</li> <li>▪ Business Imperative for EmLP</li> <li>▪ Executive Discussion and Q&amp;A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employee Conversations</li> <li>▪ Courageous Leadership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Simulation Round One Debrief</li> <li>▪ Shareholder Value</li> <li>▪ The 2<sup>nd</sup> Essential Shift</li> </ul>	<ul style="list-style-type: none"> <li>▪ The 3<sup>rd</sup> Essential Shift</li> <li>▪ Collaboration to Reach Agreement</li> <li>▪ Simulation Round Three</li> </ul>	<ul style="list-style-type: none"> <li>▪ Simulation wrap-up</li> <li>▪ Cisco Application &amp; Commitments</li> <li>▪ Strategy Communication – Elevator Pitches</li> </ul>
Afternoon	<ul style="list-style-type: none"> <li>▪ Self-awareness: HBDI</li> <li>▪ The 1<sup>st</sup> Essential Shift</li> <li>▪ Inquiry and Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Simulation Round One</li> <li>▪ Role-play courageous conversations</li> <li>▪ Buddy Feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Simulation Round Two</li> <li>▪ Employee Conversations</li> <li>▪ Team Dynamics Debrief</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employee Conversations</li> <li>▪ Buddy Feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stand and Deliver</li> <li>▪ Phase 3 Overview</li> <li>▪ Phase 2 Evaluations</li> </ul>
Evening	<ul style="list-style-type: none"> <li>▪ Off-site dinner and team activity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Free night</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dinner with Executives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Free night</li> </ul>	<ul style="list-style-type: none"> <li>▪ End: 4PM</li> </ul>

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## Emerging Leader Program Phase 3: Integration and Application

WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	WEEK 13
Re-entry Manager Discussion		Essential Shifts Post- Assessments	Essential Shifts Post- Assessment Reports	Manager Discussion	Applications Impact & Lessons Learned Report Out
			Phase 3 Sim Team Meeting		
			Phase 3 Coaching	→	
Phase 3 Application Commitment	→				

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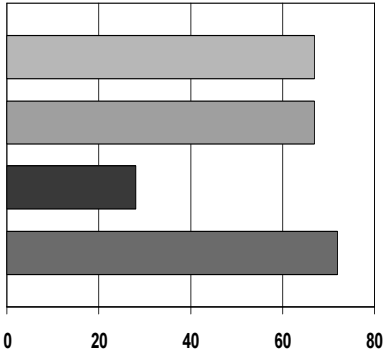
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# Impact Study: FY06



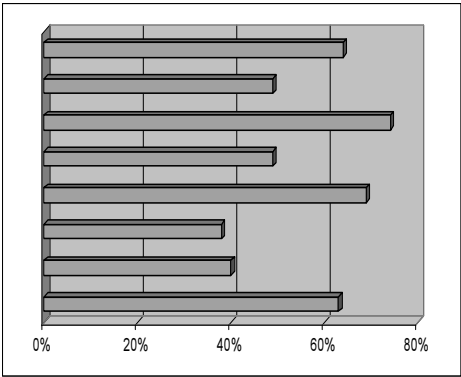
Round 2

## Results of Applied Learning



- 67% have improved collaboration relative to customer needs
- 67% have improved team's morale and productivity
- 28% now spend more time developing their team
- 72% now report increased focus on implementing team's initiative and goals

## Behavior Gain



- Developed new strategies and approaches for leading others
- Took action to improve Cisco's bottom line
- Prioritized to focus team around Cisco strategies
- Conducted a courageous dialogue with someone back at the office
- Developed strategies that leveraged the core strengths of my team and Cisco
- Increased my ability to conduct honest and direct conversations and feedback sessions with my staff
- Enhanced my ability to match the right person with the right role and provide the right support
- Extended and leveraged my personal leadership network in ways that have contributed to my business objectives and personal development

## Emerging Leader Program Now What: FY07 Enhancements

- Re-ordered Phase 1 Experience Map to increase impact
- Separate Targeted Program Kick-Off calls for Participants and Managers
- Additional Professional Coaching (Phase 3 - 2:1 Participant/Manager/Coach)
- Increased Executive Participation, Engagement and Presence
  - Executive Cohort Sponsor addressing transitions in leadership and communicating strategy
  - Additional executives for Networking
  - Increased Faculty role in Shareholder Value & Points-of-View modules
- Program Report-Out by Sim Teams (co-facilitated by Executive Sponsor & Program Leader – no external resources)
- Program Alumni Participation (Dinners & Leadership Stories)

## Closing

- We have adopted and internalized “high-impact” learning as a fundamental discipline for design, evaluation and continuous improvement
- We have found SCM to be a simple, elegant process for both formative and summative evaluation
- We are continuously refining and progressing our use of evaluation to drive program improvements
- In doing so, we are evolving our model in a way that places SCM within a broader framework of evaluation and continuous improvement.

## Resources

- **High Impact Learning.** R. Brinkerhoff and A. Apking, (Perseus, 2002)
- New book! **Telling Training's Story** by Robert O. Brinkerhoff (Berrett Koehler, 2006)
- **"Using Evaluation to Build Organizational Performance and Learning Capability: A Strategy and a Method."** R. Brinkerhoff and D. Dressler, *Performance Improvement – International Society for Performance Improvement*, July 2002.
- **For more info:** contact your APG representative or  
Tim Mooney — (630) 469-6080 [tmooney@AdvantagePerformance.com](mailto:tmooney@AdvantagePerformance.com) or
- **Visit our website:** [www.AdvantagePerformance.com](http://www.AdvantagePerformance.com)

## Job Aid: How Impact-Capable Are Your Learning Processes?

- *Please rate your learning organization's capability on each of the dimensions below, choosing the appropriate response based on the five-point scale.*
- Rating Scale**  
1 = To a very low degree  
2 = To a low degree  
3 = To some degree  
4 = To a high degree  
5 = To a very high degree
1. How effectively do managers support learning *prior* to training for their employees?
  2. How thoroughly are learning initiatives aligned to support business goals?
  3. How thoroughly are trainees briefed on and prepared for participation in training?
  4. How effective and thorough are the *designs* for learning activities and programs?
  5. How thoroughly and effectively do managers follow up and support training provided to their employees
  6. How thorough and effective are your training evaluation processes?
  7. How does your senior leadership react to and use evaluation results?
  8. How thoroughly does your training function seek to support learning transfer to the workplace?
  9. To what extent is training managed in your organization as a full performance-improvement process?