



So You Want To Be A Leader



The Journey

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Who Are We ?

- 
- Largest manufacturing facility
 - Nine major businesses
 - 18,000+ employees
 - 800+ leaders



The Journey

- Site-Wide Cultural Audit
- Identification of Opportunities
- Creation of “The Winning and Inclusive Culture Strategy”
- Implementation Planning




Cultural Audit Findings

- Employee Education and Development
 - Performance Management Systems
 - Strengthen HR Leadership
 - Management Education
 - Strengthen Site Leadership
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Emerging Leader Process

- Self Selection
 - Opportunity for exploratory courses
 - Opt out at any time
 - Self evaluation
 - Combination of classroom and experiential development
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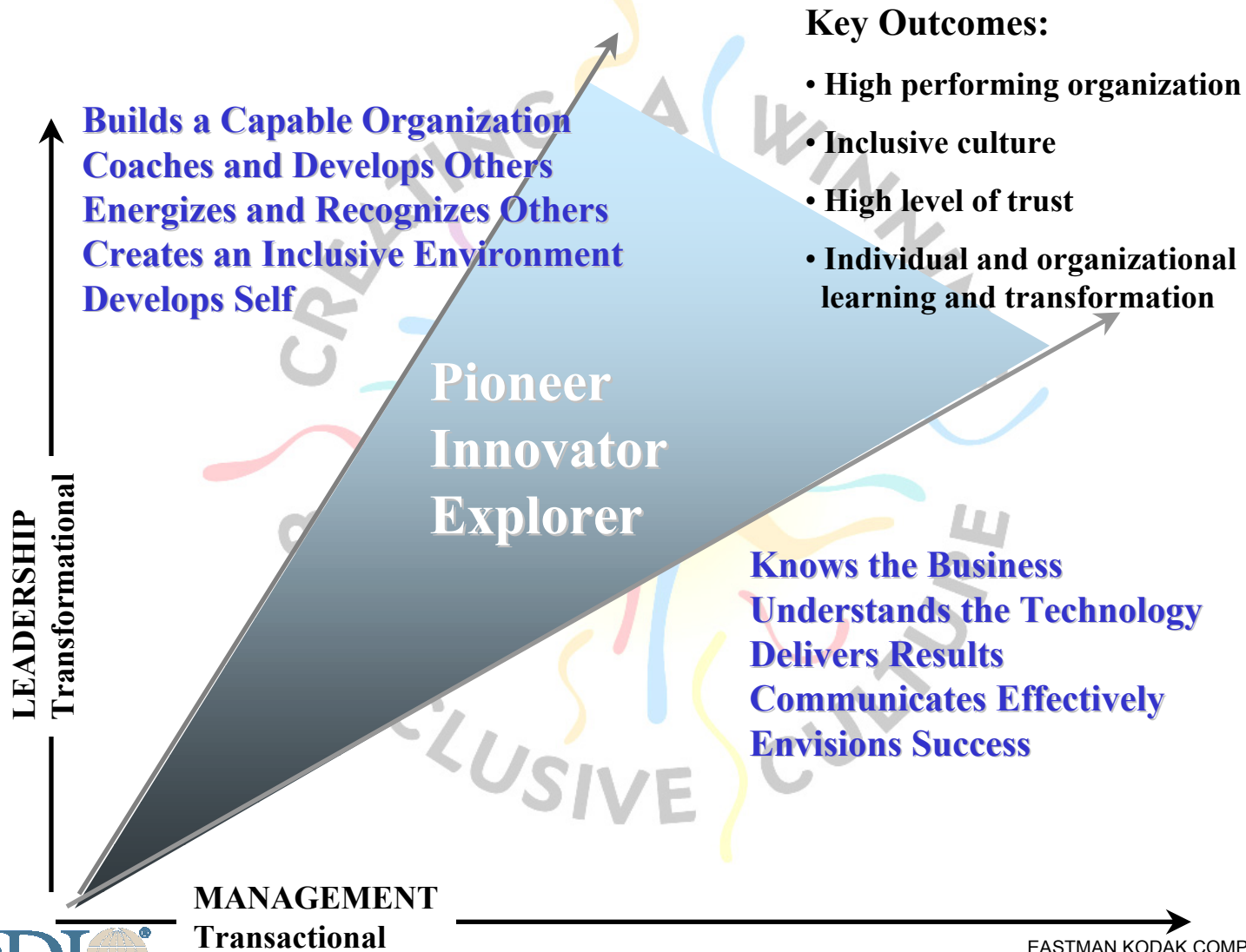
Emerging Leader Process

- Competency-based process
 - Model created by cross-functional team
 - Took into consideration the need to move from current culture to desired culture
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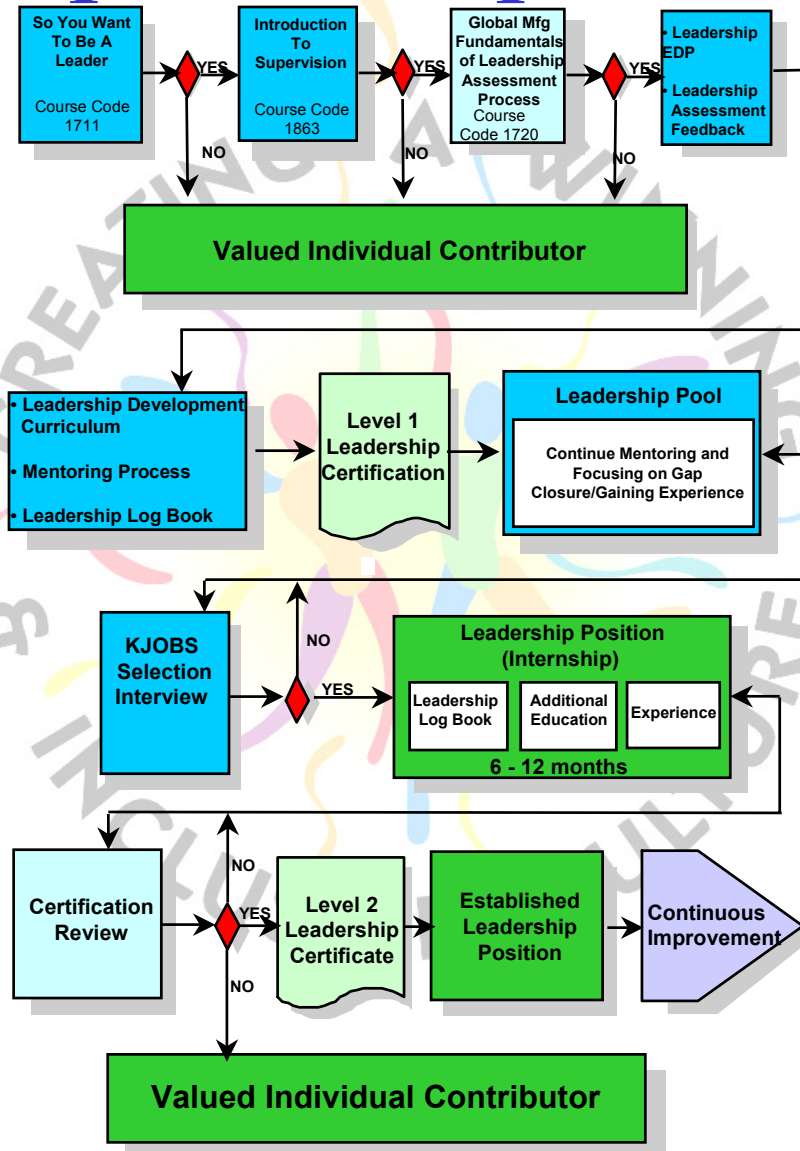
Old Culture vs. New Culture

- Managers give commands/People wait for orders
- Managers “have the answer”
- Lying low
- Conform, fall in step
- Do it the same old way
- Don’t take risks
- Discomfort with change
- Why change? We’re good enough
- Longing for the past
- Stamp out differences
- Cliques
- Look the other way
- Managers communicate one way
- Filtered communications
- Trust lacking everywhere
- Us/Them
- “The Company”
- **Managers involve people/People take the initiative**
- **Managers ask employees for answers**
- **Seizing the opportunity**
- **Be brave, step out**
- **Be open to new ideas**
- **Encourage and reward innovation**
- **Thriving on change**
- **Confident, but never completely satisfied**
- **Looking confidently to the future**
- **Value differences**
- **Everyone counts**
- **Speak up about wrongs**
- **Everyone communicates “up, down, sideways”**
- **Open, honest communications**
- **Trust built through credibility**
- **We**
- **“WE are the company”**

Rochester Leader Competencies

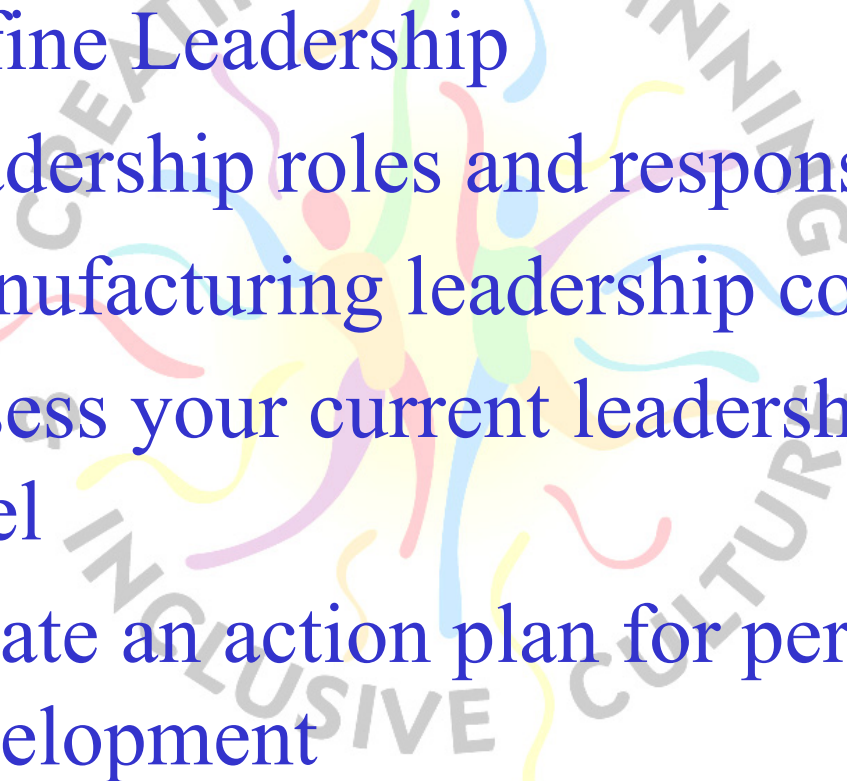


Leadership Development Process





So You Want To Be a Leader!

- Define Leadership
 - Leadership roles and responsibilities
 - Manufacturing leadership competencies
 - Assess your current leadership skill level
 - Create an action plan for personal development
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Introduction to Supervision

- What is supervision ?
- Roles and responsibilities
- Overview of policies and procedures
- Resources available to those in supervisory positions
- What might an actual day be like?



Fundamentals of Leadership

Assessment Process

- A day-in-the-life simulation that parallels the leadership and supervisory challenges
- The competencies, exercises, and performance standards were derived from an extensive job analysis
- The scenarios and problems provide participants with opportunities to demonstrate leadership and supervisory potential
- Participants will better understand their strengths and development opportunities
- Feedback will be provided to serve as the foundation for the leadership development plan



Feedback and Coaching

- One-on-One sessions are held to review assessment results
 - Ongoing coaching for help throughout the process
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Logbook

- Experiential piece of the process
- Based on assessment results
- Includes personal experience as well as leadership observation
- Opportunity to analyze and internalize the competencies



Logbook - Journal Entry

Journal Entry: Leadership Observation

Situation: What was going on?

What were the work/productivity issues? What were the people issues?

Task: What did the leader have to accomplish?

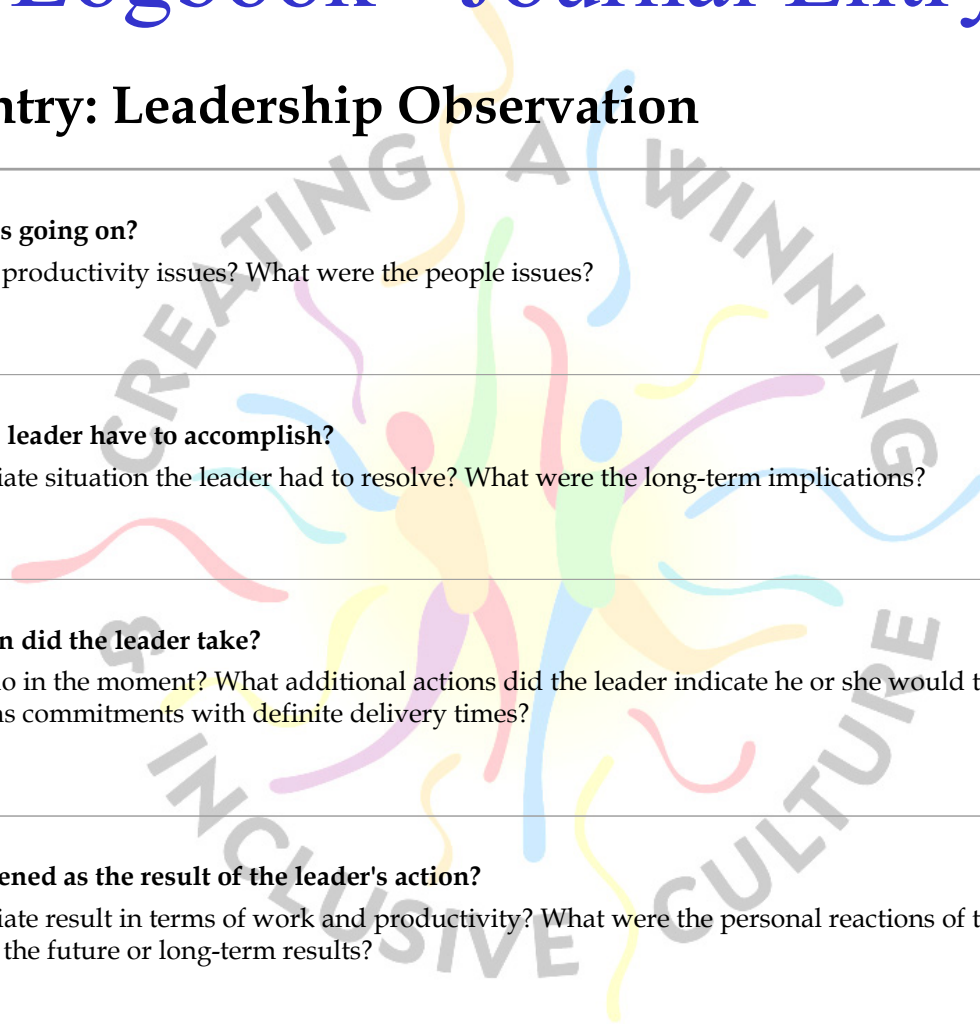
What was the immediate situation the leader had to resolve? What were the long-term implications?

Action: What action did the leader take?

What did the leader do in the moment? What additional actions did the leader indicate he or she would take? Were these future actions stated as commitments with definite delivery times?

Result: What happened as the result of the leader's action?

What was the immediate result in terms of work and productivity? What were the personal reactions of the individuals involved? What were the future or long-term results?



Logbook - Journal Entry - Competencies

What Leadership Competencies did the leader exhibit or fail to exhibit in this situation? How? If the leader failed to show a competency, what could the leader have done differently?

Competency	Behaviors
Explores, innovates and pioneers in service of improving business performance	
Envisions success	
Coaches and develops others	
Energizes and recognizes others	
Creates an inclusive environment	
Develops self	
Knows the business	
Understands the technology	
Builds a capable organization	
Delivers results	
Communicates effectively	



Mentoring

- Each participant is matched with a leader as a mentor
- Participate in training together
- Purpose is to have ongoing input and feedback on the process
- Particularly helpful with the Logbook



Certification Requirements

- Leadership development must be included in the Employee Development Plan
- Complete Logbook
- Complete the Level One curriculum
- Prepare a presentation for the Certification Panel
 - Leadership Statement
 - Examples of 3 or 4 Logbook entries



Program Scope Through August 2002

- More than 1,400 employees have attended “So You Want To Be a Leader”
- Over 800 have attended “Introduction to Supervision”
- 500 have completed the “Fundamentals of Leadership Assessment Process”



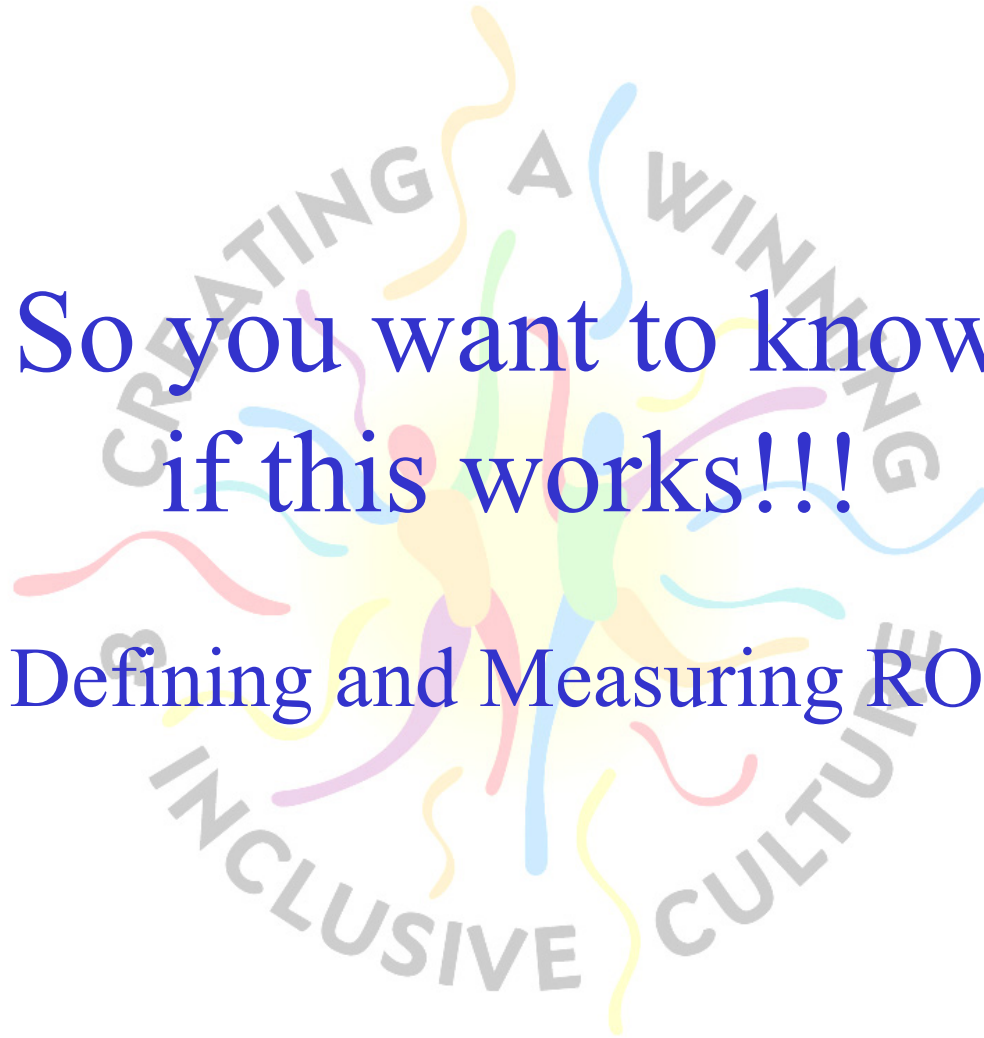
Processing Progress

- 14 have received “Level One Certification”
- 25 more will be Certified by years’ end
- Approximately 250 are at various stages in the development process




So you want to know
if this works!!!

Defining and Measuring ROI





4 Levels of Measurement

- Participant Reactions
 - Learning
 - Behavior Change
 - ROI at an Organizational Level
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Participant Reactions

Key Questions

- Affective reaction?
- Quality of delivery?
- Value for you?
- Intent to apply?
- Confidence in the process?
- Anticipated barriers?

Measures

- Survey just before feedback (about the actual assessment day).
- Survey after feedback (about the one-on-one feedback).

Learning

Key Questions

- What level of knowledge and skill have been realized from participating in the process?

Measures

- Knowledge checks – multiple-choice inventories linked to training events.
- Administered before and after training.



Behavior Change

Key Questions

- To what degree have the skills been applied to the job?
- What factors have facilitated or inhibited transfer of skills?
- What examples do participants have of their skill application?

Measures

- Multi-rater survey results.
- Comparison of leaders who went through the process to individuals who did not.
- Testimonials regarding the impact of the process on performance.

ROI

Key Questions

- What is the value received from the process relative to cost?
- Are employees who complete the program more loyal to Kodak?

Measures

- Utility analysis.
- Number of promotions for people who have completed the process.
- Comparison of production/quality/ safety data for groups led by process participants vs. others.
- Turnover data for process participants vs. others.
- Survey data on loyalty.



Next Steps

Path Forward

- Continue to refine the process and implement the development plans
- Examine ROI on-going; report out at key milestones
- Look at global implications of the process
- Look for ways to continually improve the process