

Mastercard Applies Neuroscience To Strengthen Leader Pipeline

Mastercard
Best Unique or Innovative
Leadership Development Program
December 2017



Company Background



Company At-a-Glance	
Headquarters	Purchase, NY 10577, USA
Year Founded	1966
Revenue	\$10.8B USD (Full Year, 2016)
Employees	11,300 (May 2016)
Global Scale	Mastercard operates in more than 210 countries and territories and has offices in five regions--North America (United States of America and Canada), Latin America & Caribbean, Europe, Middle East & Africa and Asia Pacific.
Customers/Output, etc.	Digital payments & processing, connecting consumers, financial institutions, merchants, governments and businesses, providing value to all stakeholders before, during, and after payment.
Industry	Technology and Global Payments
Stock Symbol	MA
Website	www.Mastercard.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	US \$1M+
Number of (HR, Learning, Talent) employees involved with the implementation?	5: Chief Talent Officer, Senior Vice President Global Talent Management, Business Leader Global Talent Management, Program Manager, Meeting Services Coordinator
Number of Operations or Subject Matter Expert employees involved with the implementation?	10
Number of contractors involved with implementation	1, Peak Teams
Timeframe to implement	June 2015 to October 2015 (4 months)
Start date of the program	October 2015 (Program launch – pilot with U.S. only); February 2016 (global rollout, started with Asia Pacific region)

Business Conditions & Business Needs

There was a significant opportunity for an innovative leadership development initiative in the electronic payments industry because of ongoing disruption and the digital revolution.

Business conditions that led to the development of Mastercard’s Leadership NOW included:

1. **Disruption.** The digital revolution modernizes how people pay. Non-bank entrants transform the customer experience, thereby requiring a different lens for Mastercard leaders when approaching challenges.
2. **Continued rapid growth.** Increasing volume and globalization of the payments industry requires leaders to act quickly and innovate.
3. **Drive from leadership.** To align leaders on the transformation to Mastercard 3.0: understanding the critical juncture the company is in to be on the front end of innovation, the CEO pushed for the program to be built and delivered in a way that aligned with organizational goals.

4. **Leadership bench strength.** No development program existed at Mastercard for leaders at the emerging level of leadership to gain skills, build a community, and form a network of leaders to tackle cross-functional business challenges and drive the vision, values, and behaviors in the organization at the next level.
5. **Inspiration.** Few leaders are as inspirational to teams as Mastercard CEO Ajay Banga, and this program would be a vehicle to inspire the team to strive to become the best version of themselves as leaders.

As a business, Mastercard is shifting its focus and reinventing itself as a technology company, not just a payments company. Its leaders need to be able to transform the way people live and enable global commerce, and that vision requires a different, future-focused set of leadership skills.

In June 2015, The Talent Management team recognized the opportunity to develop high-potential leaders to shape them for their next roles. Through data gathering from executives, the team found that the program also needed to connect them to the overall Mastercard 3.0 strategy.

Mastercard 3.0 repositions the company, which grew from 4,000 employees to 11,000 employees in the past five years. That growth poses a cultural challenge that leaders in the middle of the organization face head-on – the need to find innovative ways of managing the changes that growth brings.

Banga's leadership philosophy permeates Mastercard, particularly in driving behaviors at all levels of the company. His key tenets include:

- A sense of urgency.
- A sense of balance.
- Courage to take thoughtful risks.
- Be competitively paranoid.
- Develop a global view.
- Do well and do good.

To address these business needs, the Talent Management team partnered with Peak Teams to develop the Leadership NOW program.

Overview

In brief, LeadershipNOW is a development experience that equips leaders with new skills, enhanced knowledge, and an expanded set of tools to accelerate business results. The program enables emerging leaders to:

- Build a personal leadership brand.
- Drive a strategic and talent-focused agenda.
- Embrace the Senior Business Leader's role as ambassadors for change at Mastercard.
- Create an environment that encourages innovation.

For Mastercard, there had not been a coordinated effort to develop leaders at the emerging level, only at the executive level, so developing a "version" of the Executive Leader Program (ELP) was the initial step. That program is a five-day experience where executives hear from the CEO and other C-Level officers in a lecture format. While the ELP is useful and insightful, the Talent Management team recognized the opportunity to innovate programming for emerging leaders to drive a stronger innovation culture lower in the organization.

Driving innovation requires doing things differently, and team members realized they needed to provide a different experience for LeadershipNOW.

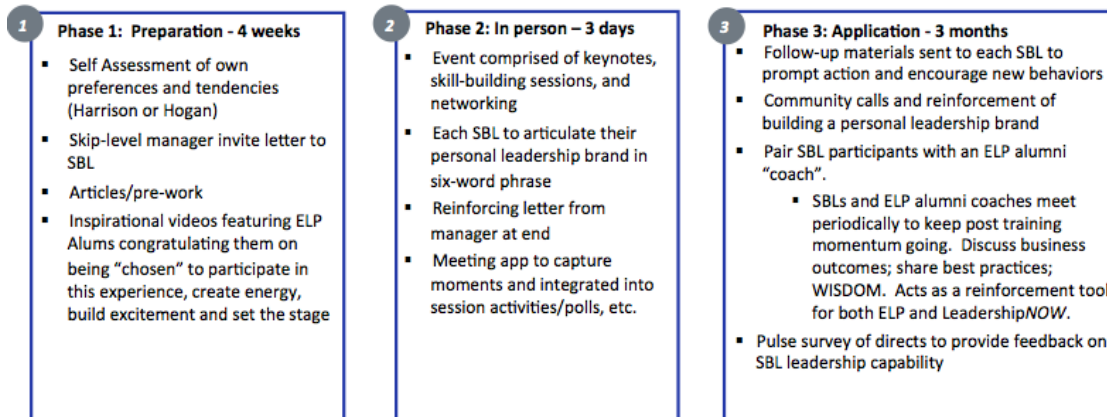
The team's design tenets included:

- Utilizing experiential learning that was inspirational, regional, repeatable, and educational.
- Creating an in-person experience that is not a one-time program or event but builds community and sustain cultural change.
- Focusing on quality, targeting three Senior Business Leader experiences globally per year. Held by region.
- Keeping attendance small to have a more intimate experience and community.

Another key component of the program is the involvement of the CEO, who attends each program and provides his "latest leadership thinking" for the cohort and other attendees.

Success for LeadershipNOW is defined as participants fully able to lead positive change, apply the skills acquired in the program, expand their SBL network and community, and feel supported in their leadership efforts with new tools and a support team.

Figure 1: Program Overview



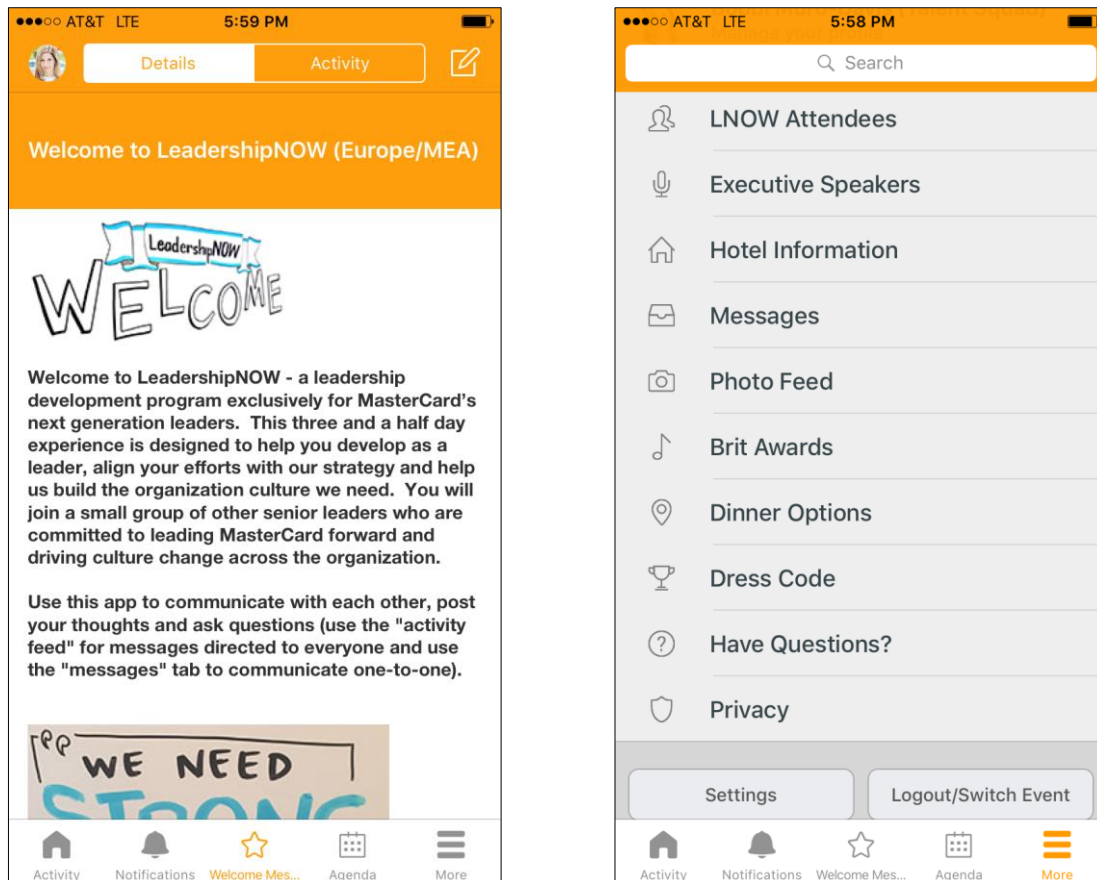
Source: Mastercard 2017

Phase 1: Preparation

The first phase of the program prepares leaders with four elements:

1. **Self-assessment.** Each participant completes a Harrison assessment and has a 1:1 coaching session on the results.
2. **CEO invite.** Mastercard CEO Ajay Banga invites all participants into the leadership community.
3. **Pre-work.** Participants are asked to reflect on when they are "at their best" prior to the event. This reflection positively primes the group's mindset prior to the program.
4. **Alum Video.** ELP alumni send a congratulatory video to participants to celebrate their joining the leadership ranks. Video sets the stage for the program.
5. **Mobile App.** The LeadershipNOW mobile app allows participants to access important logistics and program updates and to connect with colleagues to share what they are experiencing in the program.

Figure 1: Mobile App



Welcome message in the Mobile App captures drawings from the program to emphasize messages and communicate information.

Mobile App menu provides logistics, information on fellow attendees, and a social feed for photos and messages from fellow participants.

Source: Mastercard 2017

Phase 2: In-Person Experience

The Leadership NOW experience hinges on a 3.5 day, in-person event delivered three times per year in varying regions. (US, Latin America/Canada, Europe, Middle East/Africa, Asia). Thus far, the in-person event has been delivered in:

- US (NY/headquarters for US/LAC), three sessions.
- Europe (London for Europe/MEA), two sessions.
- Asia (Singapore for Asia), one session.

Goals of the live experience include:

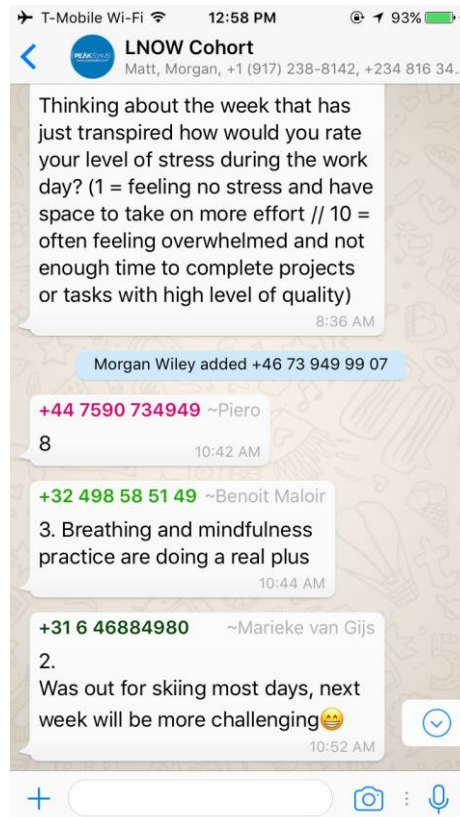
- **Provide context.** Why have you been chosen as a leader? Why is now the time to focus on your skills? What does your leadership journey look like?
 - 3-5 executive leaders and the CEO share leadership perspectives, then hold small-group and large-group discussions on “what it means to be a leader at Mastercard.”
- **Lead positive change.** Understand your role in leading change to execute the Mastercard vision and mission.
 - An immersive learning adventure based on a video simulation titled “Sea of Change,” which uses the metaphor of the ocean and wave surfing to understand how to differentiate in a crowded market and lead innovative change.
- **Build skills.** Add to your own leadership skills to prepare you to lead into the future.
 - Five leadership accelerators built on the principles of neuroscience and performance research:
 - Applied neuroscience for effective communication.
 - Thriving through change.
 - Generating insights and innovation.
 - Dilemma flipping.
 - 5 lenses of progress.
 - Skills then are reinforced by application and WISDOM, an acronym standing for “what I say (and do) differently on Monday,” to assist in learning transfer to post-program work.
- **Foster community.** Create a network of Senior Business Leaders on your own personal journey to leadership.
 - The in-person experience includes numerous opportunities for networking and problem-solving across functions. Cohorts represent a diversity of functional and geographies. The community continues post-program with calls, check-in sessions, and sharing via the mobile app.

- An executive sponsor attends each session, works on commitments from the group, and helps build community after the program.

Phase 3: Application and Momentum

1. **Community calls.** Senior Business Leaders join calls with their fellow SBLs to share success stories on applying learning from the program.
2. **ELP alumni coaching.** SBLs are paired with senior executives for ongoing support.

Figure 3: ELP Alumni Coaching



Source: Mastercard 2017

3. **Harrison assessment.** A psychologist meets 1:1 with participants to debrief on the assessment and provide centering activities and exercises.
4. **Mobile group-coaching pilot.** After a London session, the pilot was run with a small group of participants who enrolled in virtual-coaching. Participants received 2-3 short coaching prompts weekly for 12 weeks via a What's App communication channel, where they send short messages on their success with the coaching prompt for the week.

Impact on the Organization

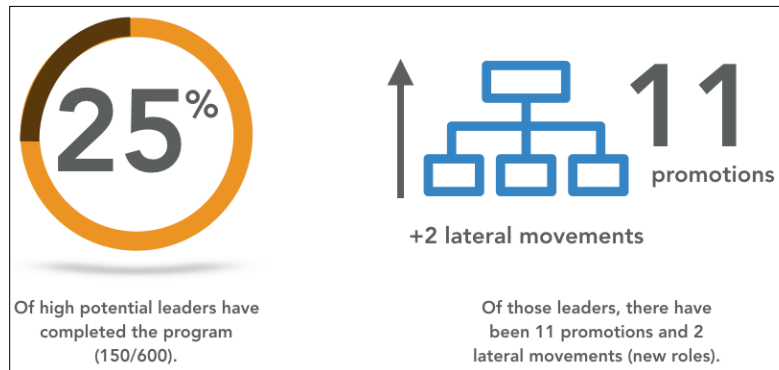
Mastercard now has an innovative program to drive leadership at the critical front-line, SBL level. Cross-functional networks in each region have strengthened the exposure of SBLs to other participants in the program. Participants identified key takeaways from Leadership NOW in their behavioral commitments, including improvements to personal productivity, decision-making, innovation, and team leadership.

Figure 4: Specific skills and knowledge gained from attending Leadership NOW

	Lead Positive Change	Build Skills to Enable	Foster a Community
Knowledge Gained	<ul style="list-style-type: none"> + Deeper understanding of the updated Mastercard strategy + Neuroscience behind change to apply to self and team during change 	<ul style="list-style-type: none"> + Neuroscience research on focus, attention, positivity and productivity + Motivation framework + What the neuroscience is behind innovation + Design thinking + Dilemma Flipping, one of the 10 Leadership Skills of the Future from IFTF 	<ul style="list-style-type: none"> + Neuroscience research showing the human need for social connection in order to fully engage people + Executive leadership perspectives on how to continue their leadership journey
Skills Gained	<ul style="list-style-type: none"> + Translate a globally consistent and locally customized strategy message to teams, customers and clients + How to engage people with both rational and emotional components during change + How to emotionally regulate during challenging times + Measuring both progress and success to enable sustainable, long-term change 	<ul style="list-style-type: none"> + Communicating business content more effectively and concisely using “Concept, Headline, Details” structure + How to motivate individual team members + How to create innovative work environments for self and teams + How to “Dilemma Flip” or change perspective on an unsolvable challenge 	<ul style="list-style-type: none"> + Decision-making in an immersive context taking in global perspectives + How to reach across functions and expose themselves to different perspectives in order to innovate products and services

Source: Mastercard 2017

Figure 5: Macro Level Impacts Within the SBL Community

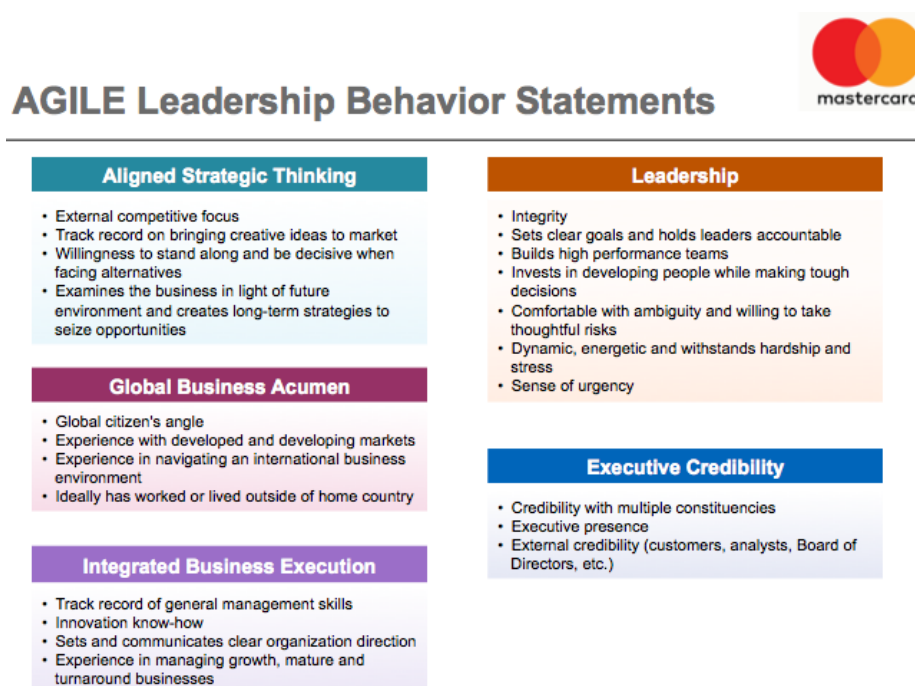


Source: Mastercard 2017

Design of the Program

The design of Leadership NOW was a collaborative effort between Mastercard and Peak Teams. The goal was to bring something new to the Senior Business Leader population and inspire them to achieve the Mastercard 3.0 vision. To maximize the impact, experiential learning initiatives were combined with leadership skills accelerators and stories from executives and incorporated the AGILE leadership framework.

Figure 6: AGILE Leadership Behavior



Source: Mastercard 2017

From the needs assessment, the team determined the macro need of leading change, and that's where things got interesting. Team members asked what they could do that would spark a different way of working for the people of Mastercard to be more innovative. The program had to be innovative yet practical; it had to inspire leaders to do things differently, not just have a point-in-time event that was quickly forgotten.

For a program that also felt true to Mastercard, it needed to be based on the current Mastercard leadership framework, AGILE. LeadershipNOW is anchored by an experiential simulation and supported by application of leadership skill accelerators and personal executive leadership stories throughout.

The thematic base for the program centered on Big Wave Surfing. Participants would select an adventure-style, surfing-video simulation that puts them into the shoes of professional big wave surfer Mark Mathews, a member of Peak Teams.

The experience was designed to manage the energy of participants over the 3.5 days by using productivity principals from neuroscience, new information, exciting content, and thoughtful business speakers. The session includes breaks with healthy-food options, time for walking outdoors, and evening networking events that included cocktail hours, formal dinners, and team-building activities. This combination makes for an engaging 3.5 days, culminating with a face-to-face session with the CEO.

Figure 7: CEO Speaking Captured on Mobile App



Source: Mastercard 2017



The parallels between Big Wave Surfing to the payments industry are numerous—fast moving waves, changing markets, and unpredictability. To succeed in the multi-billion-dollar surf industry, professional surfers must adapt to rapid change, be able to differentiate themselves for sponsors, and work effectively in global, virtual teams.

Senior Business Leaders quickly understood the parallels and the powerful metaphor. The theming went beyond ideas and concepts, physically transforming the location (usually near a body of water) with a wetsuit, jet ski towrope, buoyancy vest, and surfboard.

Figure 8: In-Person Agenda Overview

	DAY 1	DAY 2	DAY 3	DAY 4
Morning		Exec Story Leadership Accelerator	Leadership Accelerator Exec Story	Exec Story Leadership Accelerator
Afternoon	Welcome Executive Sponsor Speaker Strategy	Leadership Accelerator Exec Story Surfing Simulation	Leadership Accelerator Surfing Simulation PR Campaign	PR Campaign Surfing Simulation CEO Story Program Close
Evening	Networking Cocktails	Networking Team Building Activity	Networking Dinner	

Source: Mastercard 2017

The program leverages adult-learning concepts from neuroscience, which shows that learning delivers the best results with a focus on content in the mornings and activities in the afternoons. Thus, speakers and deeper, more-cerebral content was scheduled in the morning with the surfing simulation and quick neuroscience insights in the afternoon.

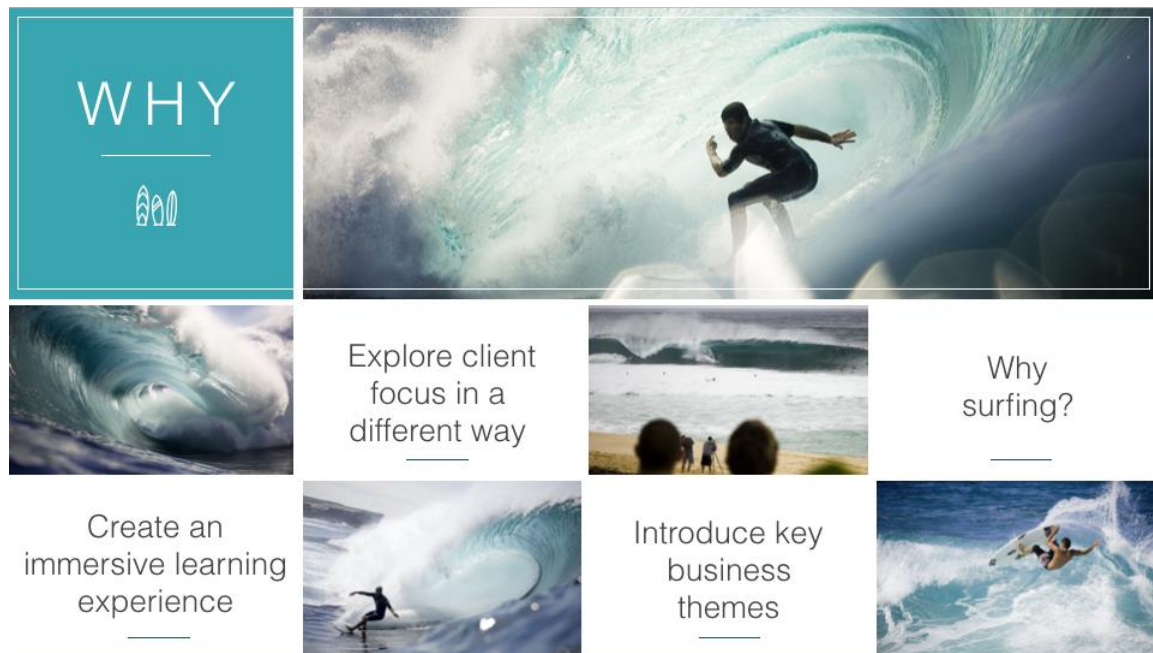
Sea of Change Simulation

The Sea of Change surfing simulation is an interactive experience that follows the career of Mark Mathews in a video-based diary. The program requires participants to make decisions on issues similar to ones Mark had to make in his professional career. The program uses gamification around adapting to change and making decisions with incomplete information. Participants are placed in surfing teams of 6-8 members, and the teams watch a video that sets context, reviews what happened in the video, and then presents them with a decision-making scenario. Teams make different decisions that

result in differing outcomes and are debriefed as an entire room, allowing each individual to learn lessons from all the various scenarios.

- Reflect on client needs and find ways to differentiate in a crowded market.
- Maximize the effectiveness of virtual teams.
- Enhance leadership and change management skills.
- Prepare to execute when the next opportunity arises.

Figure 9: Why Sea of Change



Source: Mastercard 2017

The primary objective of Sea of Change is to manage a changing environment to deliver return on investment. There are three stages, and after each stage teams receive a checkpoint score and mock financial bonuses based on their earnings and sponsor satisfaction. The simulation is delivered over multiple days and debriefed to draw the parallels between the decision-making criteria in the simulation and real-world decisions each Senior Business Leader faces on the job.

Stages in the simulation:

- **Setup.** Provides context and background on surfing and the surf market, information on how to participate in a decision-making scenario, and a debrief of a sample decision. Each team member is given a role, and teams discuss success criteria and decision-making models, meet the three corporate sponsors and potential new sponsors, and understand the objectives of each sponsor.
- **Competition.** Follows Mathews in his decision-making process to participate in the European-surfing circuit or focus on longer-term sustainability and injury prevention. Choices become more complicated as teams have up to four paths that require decision-making. At the end of this stage, participants create an interactive, multimedia PR campaign using the ideas and concepts from the leadership accelerators and context to deliver to the group.
- **Tow-in Stage.** Teams deliver their PR campaigns at the start of this stage, receiving bonuses for creativity and use of lessons learned. They then learn about the dangers of shark attacks and making decisions around team safety and measured risk. Teams debate their directions and whether to excel in local Australian markets for current sponsors or take risks and push for elite international sponsorships with O’Neill and Red Bull.

Leadership Accelerators

Integrated throughout the program are leadership accelerators, which are 60-90 minute, skill-building sessions that provide tactical-leadership skills. Participants have application conversations anchored with an activity, story, or visual designed for maximum retention and engagement based on neuroscience. Accelerators reinforce the AGILE leadership competency framework.

Applied Neuroscience for Leadership

Neuroscience research is unlocking new information about the brain and helping provide keys to sustain long-term behavioral change. This information helps learners understand how to lead more powerfully, create stronger relationships, be more influential, and achieve accelerated results. Components include:

- Better understanding of your brain and how to optimize it for success and productivity.
- Looking at your current approach to communicating for focus and attention.
- Brain hacks to be more effective when working with your team.
- Learning to harness positivity to achieve goals more effectively and reduce stress.

Thriving Through Change

As the world becomes more diverse, dispersed, and dynamic, people can feel stressed, unmotivated, and unable to prioritize or innovate. These changes offer leaders the opportunity to make a difference. The best leaders understand the human response to uncertainty, anticipate negative responses to change, know how to reduce fear and prepare a team for working through ambiguity. Most importantly, they ready themselves and their teams to embrace the next change, not just survive or manage the current one. These leaders will drive an organization's success in today's volatile business landscape.

Components of this session include:

- A better understanding how your brain responds to change and uncertainty.
- Practical skills grounded in applied neuroscience on how to lead yourself and your team through change.
- Ideas and insights into where and how such actions already are happening in the organization – connecting and best-practice sharing.
- Simple and effective ways to communicate for maximum impact during change.

Generating Insights and Innovation

How does a leader come up with an “a-ha” idea? In this fast-paced world, how can leaders make time for themselves and their teams to approach the toughest challenges in an innovative way?

This accelerator combines neuroscience and design thinking. Components include:

- Understanding the insight process in your brain.
- Environmental factors that contribute to having more insights.
- 5-step checklist for setting yourself up for more insightful thinking.
- Overview of the design-thinking process.
- Applying insight and design thinking to a creative challenge.

Dilemma Flipping

One of the key leadership skills of the future, according to Bob Johansen at the Institute for the Future, is Dilemma Flipping, defined as an unsolvable problem that requires a leader to hold two differing perspectives at the same time, neither of which will actually make the problem go away. It is the ability to manage an unsolvable problem by approaching it in five ways:



1. Standing in different places.
2. Using lenses from other domains.
3. Immersing yourself in possible scenarios.
4. Fostering new and different knowledge.
5. Changing the pace of attention.

In this session, teams explore dilemmas in the context of Mastercard and identify a specific dilemma to “flip.”

Executive Leadership Stories

Storytelling is a cornerstone of the program. Speakers share their personal leadership journeys for 15-20 minutes, then open dialogue with participants for the remainder of the 45 to 60minute timeframe.

The commitment of the large number of executive level leaders in the organization to show up and share their perspectives differentiated the program and proved to be a highlight for participants. Open and honest dialogue and “real talk” sessions shifted the way the Senior Business Leaders viewed their roles at Mastercard—as leaders of the future.

Leadership stories were told by Ajay Banga, President and CEO; Ann Cairns, President, International Markets; Gary Flood, President, Global Products and Solutions; Craig Vosburg, President, North America; Mark Barnett, President, UK and Ireland; Mark Elliott, President, South Africa; Carlos Menendez, President, Enterprise Partnerships; Ari Sarker, Co-President, Asia Pacific; Ling Hai, Co-President, Asia Pacific; Jeff Wilson, President, Latin America and Caribbean; Lulienne Loh, EVP Products and Marketing, Asia Pacific; Nancy O’Malley, EVP; Jeff Portelli, Group Executive; Eimar Creaven, SVP, Sales and Business Management; Andrea Gilman, SVP, Innovation, Technology & Transformation; Rob Luton, Head of Corporate Development; and Eric Schneider, SVP.

Delivery of the Program

Leadership NOW is a 12-month journey that begins with preparation, culminates in a 3.5-day experience, and continues with ongoing support. Program components were facilitated jointly by the Mastercard Talent Development team, Mastercard executives, the vendor Peak Teams, and others.

Figure 10: Phase Delivery

Phase 1: Preparation	Phase 2: In Person Experience	Phase 3: Application and Momentum
Delivery method primarily virtual over email and teleconference.	Delivery method in-person (face-to-face) immersive learning experience.	Delivery method virtual including multiple modes of delivery via email, mobile, online, and teleconference.
	5 sessions (thus far): Connecticut, near Mastercard HQ in Purchase, NY (3x) London, England (2x) Singapore (1x)	
<ul style="list-style-type: none"> + CEO invitation + Harrison Assessment + 1:1 with a psychologist 	<ul style="list-style-type: none"> + 3.5-day experience in region + CEO “top of mind” session + Surfing simulation + Leadership Skill Accelerators + Executive Stories + Mobile App 	<ul style="list-style-type: none"> + 360 assessment + online training + seminars + community calls + community intranet site + internal mentor + group coaching
Facilitated by members of the Mastercard Talent Development Team and external psychologist	Facilitated by members of the Mastercard Talent Development Team, Executive Leaders, and vendor Peak Teams	Facilitated by members of the Mastercard Talent Development Team, supported by external programs

Source: Mastercard 2017

The Peak Teams’ Engaging Equation accelerates results by engaging people rationally and emotionally to transform behaviors. The equation was used to help participants transform how they facilitate work with their teams and customers.

Figure 11: Engaging Equation



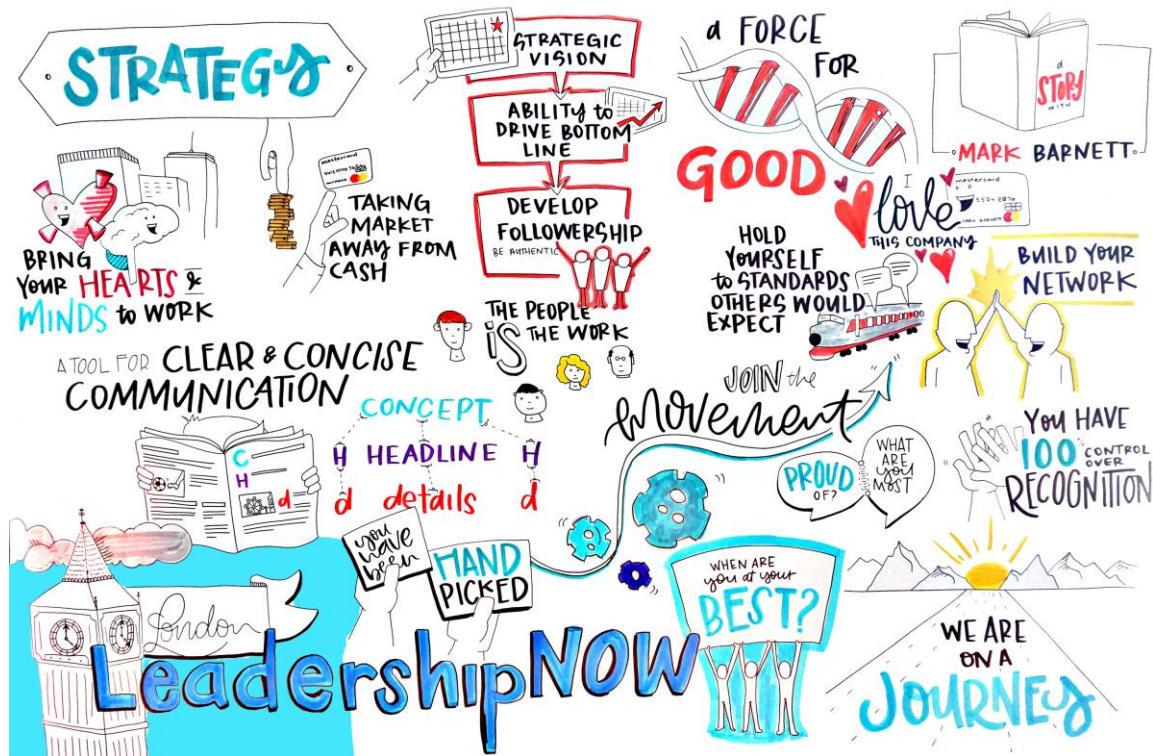
Source: Mastercard 2017

The Engaging Equation components:

1. **Direction.** Contains the critical business content of a program or initiative, engaging people rationally. Direction consisted of the Mastercard 3.0 strategy, the AGILE leadership framework, and content provided in leadership accelerators.
2. **Conversation.** Focuses on engaging people behaviorally and socially. Conversations connect people with the business content and their colleagues.
3. **Anchoring.** Shows the power of engaging people emotionally to improve execution. Anchoring makes business content memorable and meaningful and triggers emotions to increase focus, enhance learning, and improve retention. Anchoring techniques include storytelling, experiential learning, simulations, and compelling visuals and imagery.

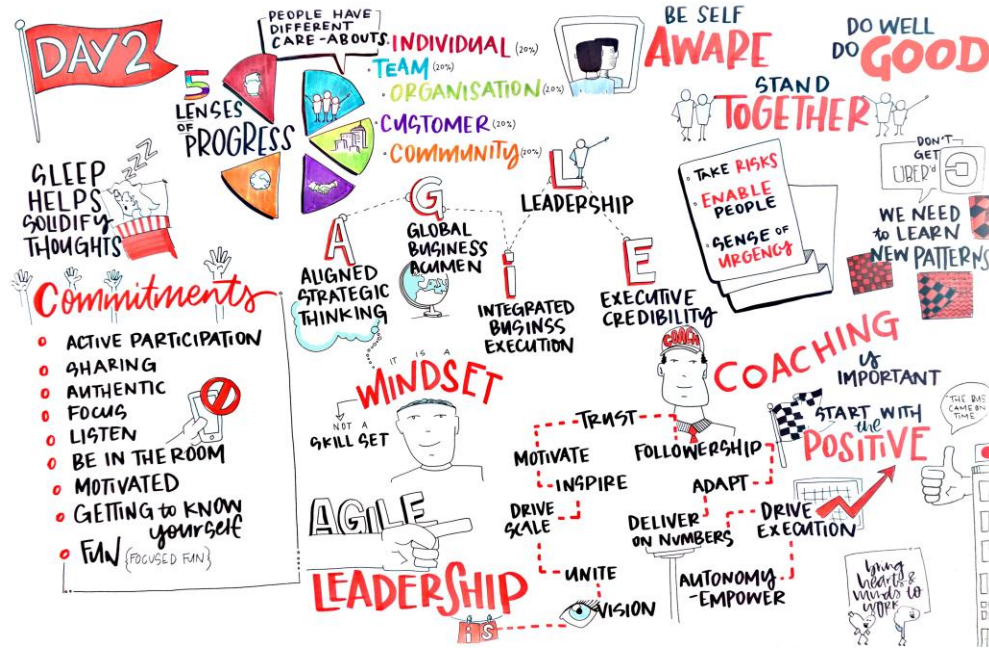
One anchoring technique that reinforces learning from Leadership NOW are large scale 4x3-foot postcards that synthesize key messages.

Figure 12: Learning Postcard 1



Source: Mastercard 2017

Figure 13: Learning Postcard 2



Source: Mastercard 2017

Figure 14: Learning Postcard 3



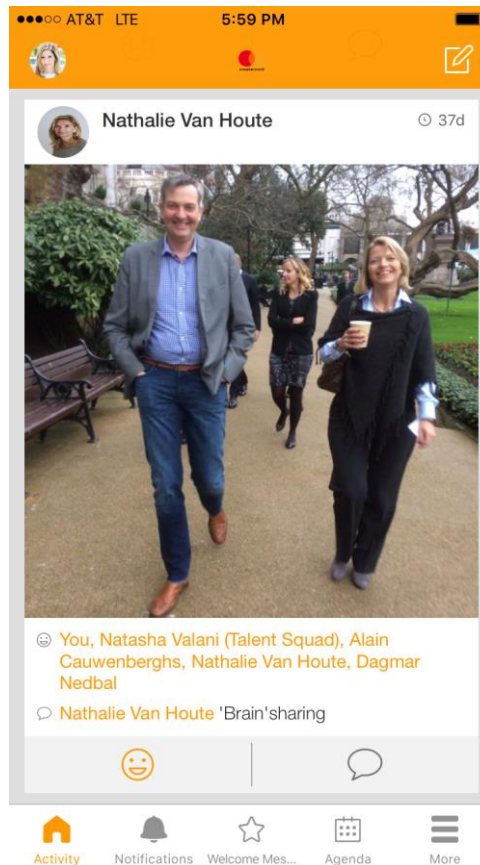
Source: Mastercard 2017

The learning postcards build over the course of the program. The “visual journey” is captured in an electronic-output document and sent to participants so they can share their Leadership NOW experience with their teams.

Mobile App

The team implemented a Leadership NOW mobile app to provide program communications, logistics, and a social feed for participants to add media and share insights in real time. The social feed allows participants to capture photos and build a mobile community. The team’s walk one of the days of the program is shown below.

Figure 15: Social Feed in the Mobile App



Source: Mastercard 2017

Program Obstacles and Challenges

LeadershipNOW was a bold cultural shift for leadership development at Mastercard. The company was going through significant changes in 2015 that continue today, facing business challenges. Development at the executive level was of the “sage on stage” variety that worked well in the past but was not going to fit the new Mastercard 3.0 vision for leaders of the future.

The Talent Development team was given significant leeway in program design and development. When the Sea of Change/LNOW program was proposed, it was met with significant skepticism, even within Talent Development and HR leadership. Mastercard typically does not work with external vendors on leadership development, and the unconventional approach of integrating both adventure and neuroscience raised some questions at the outset:

- “Surfing? Really? How does that apply?”
- “I’m not sure our people will ‘get’ the neuroscience.”

The Talent Development team agreed on the need to push the boundaries of expectations and provide emerging leaders with a development experience that was out of their ordinary domains to spark the innovation needed to meet business challenges Mastercard faces.

Another key challenge was coordinating the program to ensure CEO participation at every event. Locations, schedules, and program timings were scheduled to accommodate the CEO and have his steadfast support of the program.

Change Management

To address the challenges and skepticism, a pilot session was launched in October 2015, and key HR and Talent Development skeptics were invited to observe.

To the skeptics’ surprise and delight, the program was a success. From that first pilot session, word-of-mouth excitement from participants created enthusiasm for the program.

Stakeholder communication to garner business support occurred extensively before the pilot program. Because of the development gap for this leadership level at Mastercard, there was eagerness and excitement for developing the SBL population across the business.

Measurable Benefits

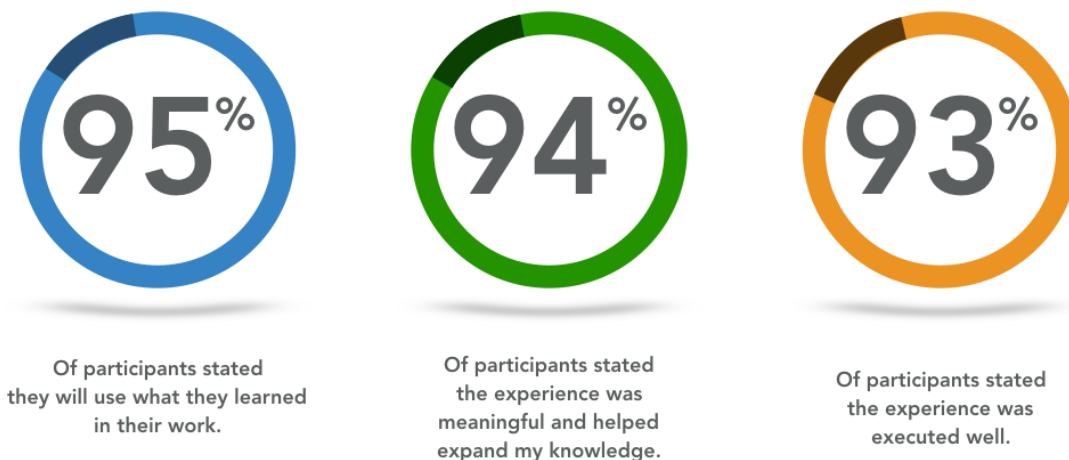
Success for LeadershipNOW is defined as developing participants who are fully able to lead positive change, apply the skills acquired in the program, expand their SBL network and community, feel supported in their leadership efforts with new tools, and have a support team.

To measure the impact of the program, a long-term evaluation strategy included:

1. **Preliminary program evaluation (L1).** A brief survey asked participants to express their agreement on the following statements on a 7-point scale, with 7 strongly agree. The results show the percentage of participants who agree or strongly agree, averaged among five programs:
 - I will use what I learned, 95%.
 - The experience was meaningful and helped me expand my knowledge, 94%.
 - The experience was executed well, 93%.
 - Effectiveness of each content module (Sea of Change simulation, Leadership Skill Accelerators, and Executive Speakers), 82% to 94%.

Open-ended feedback was collected on the one most impactful aspect of the program and what would have made the experience more effective.

Figure 16: Participant Success



Source: Mastercard 2017

2. **Participant feedback during the course (L2).** Real-time feedback was captured via the mobile app as well as participants' video statements by participants and their "WISDOM" ("what I say and do differently on Monday") commitments on the last day of the program. Behavior change commitments included:
 - I will make sure my team understands their purpose and we are aligned.
 - Communicate more effectively using principles of neuroscience.
 - I will use positive priming.
 - Plan for innovation.
 - Use mindfulness more regularly.
 - Listen more than I talk.
 - Establish a decision-making process.
 - Be more open and adaptable to change.
3. **Post-program application check-in (L3).** Success stories of behavioral change from the LeadershipNOW program were shared on a three-month, post-program, check-in call for participants, the program team, executive sponsors, and vendor. Participants shared anecdotal stories of applying their WISDOM.

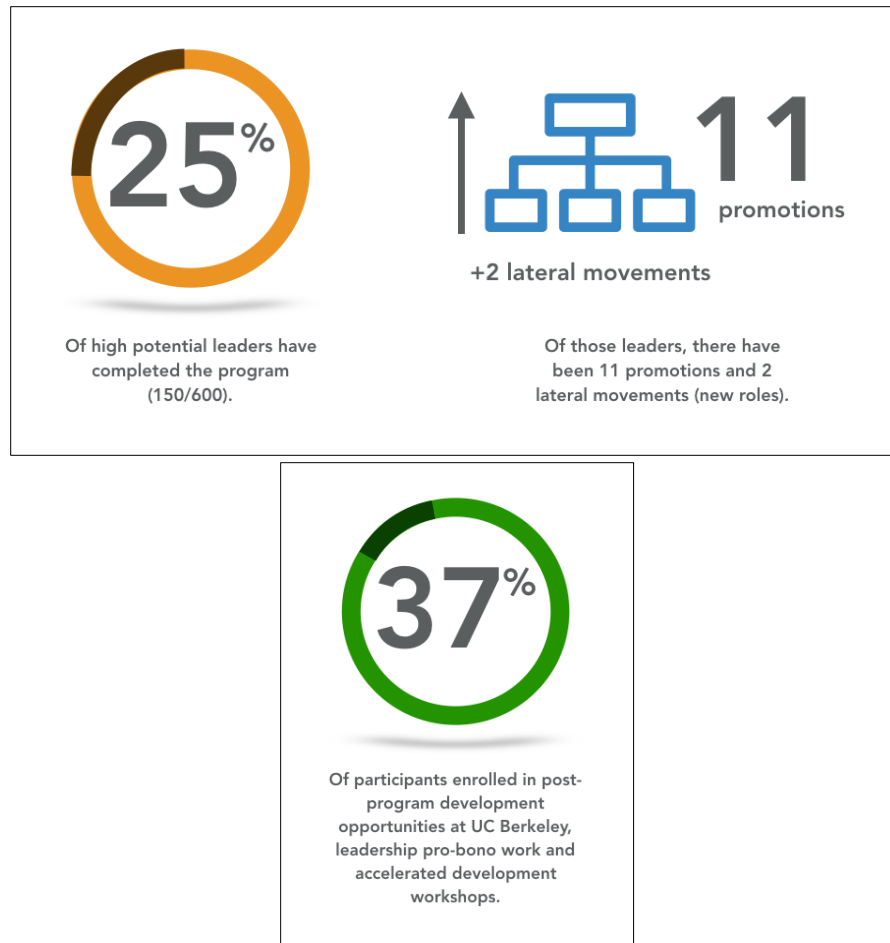
Participant Comments

- **On leading positive change.**
 - "Sea of change was a great way to understand decision-making better."
 - "Purpose - Ensure you and your team understand their purpose and are all aligned."
 - "To me, all the things I learned drive to the importance of being an authentic leader. The concepts taught throughout the program helps support that."
- **On applying learned skills.**
 - "I can say, without a shadow of doubt, that this was a transformational event for me. I have spent much of the last two evenings talking over the key points, reflecting on the changes that would be most impactful for me and thinking about how I hold myself accountable for taking those baby steps forward. I am very enthusiastic to say the least!"

- “I wanted to thank you for the outstanding LeadershipNOW session earlier this week: very interesting, highly inspiring and a lot of fun! FYI, I have started my day by reflecting on the impact I wanted to have, and I had a walk outside with my team in Waterloo to pass on some of the key messages delivered by Ajay and Ann. A good start.”
- “I really loved the lateral thinking exercises (the surfing analogy)”
- “The experience has changed the way I think of career development, leading my team and things I plan to do differently in order to be a more effective leader.”
- “The aspect on neuroscience and how the brain works. There are learnings which I can leverage in the way I manage the team, work with others and design my presentations.”
- “That most impactful element brought forward was that this was the first time a learning environment at Mastercard focused on the human impact of emotions to drive great leadership.”
- “The neuroscience piece and the personal stories from leaders.”
- “The importance of being deliberate and setting time aside for innovation.”
- “Great session last week. When we prepare to deliver these sorts of sessions we have our audience in mind-and want to ensure that they get the most from the experience. That effort on your part and the part of the Peak Teams was apparent—well planned, thorough, relevant, yet not overwhelming. Looking forward to the journey as it unfolds.”
- **On expanding SBL network and community.**
 - “Spending time with various cross-functional colleagues at the same organizational level and building networks.”
 - “Meeting and networking with my peers and the executive team, them showing the commitment to this was inspiring and motivating. Learning how much the executive team looks to us to execute their vision definitely made an impact for me.”
 - “What was clear to me on the plane ride back was what a privilege it was to spend the week with you and several colleagues and how much the experience

has changed the way I think of career development at Mastercard, leading my team and things I plan to do differently in order to be a more effective leader. Jeff Wilson's remarks about knowing who you are were amazing and brought up an "a ha" moment I had not thought about in years, despite it being a pivotal part of who I am and how I operate. Brian's opening remarks about career development, the way he explores new roles and areas of the company and drives his own vision at MA was really impactful. There were a ton of points throughout the week that were authentic teaching moments and I know I will be an even better leader for it."

Figure 17: Post-Program Benefits



Source: Mastercard 2017

Overall

Lessons Learned

In designing, developing, and delivering the program, The Leadership NOW team learned some valuable lessons, including the need to:

- **Push the boundaries.** Changing a culture takes risk and courage in the face of skepticism. Expecting innovation from a “status quo” development experience was unlikely, so matching the innovation in the program to the innovation wanted as a result required pushing the boundaries of a “normal” development program.
- **Gain CEO support.** Having passionate support from a CEO who truly believes in development of people inspires participants.
- **Exploit cross-functional collaboration.** Blending people from different functions provides the opportunity to find innovative solutions and collaboration that lasts long after an in-person experience finishes.
- **Make people uncomfortable.** Discomfort is a key to learning, so it is a good indicator when people are uncomfortable when exposed to new information in a new way—even within the Talent Development team. Embrace that discomfort and see what comes of it.
- **Respect the past while changing for the future.** Respecting the current culture and weaving it into the experience makes the “new” seem less intimidating. Pulling the best aspects of the Executive Leadership Program into Leadership NOW kept some of the core elements of Mastercard that people love.

Future Outlook

As of March 2017, there has been a change in Talent Development Leadership in Mastercard. This leadership change portends adjustments to the program—to drive continued innovation and experiential components and extend the in-person experience. Because of this groundbreaking program at Mastercard and its success, it enables the Talent Development team to continue to be bold and push the boundaries on innovation themselves and provide more innovative programming to inspire the emerging leaders.

The program is currently being re-evaluated with a fresh perspective from new leadership.

Key updates to the program include:

- Expand the program beyond 3.5 days.
- Continue to push the boundaries of the program even further around innovation.



- Seek out more innovative locations for the in-person session to provide a more coherent, forward-thinking environment.
- Include customer perspectives in addition to executive perspectives.
- Integrate an innovation “field trip” as part of the program.
- Include a “Do well and do good” experience as part of the in-person session, aligning with Mastercard’s mission.



About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Inspiring a Better Workplace Experience

Our mission: Empower excellence in organizations around the world through our research and tools every day. At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient.

Membership Offers Tailored Support

Our membership delivers much more than research. Membership provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

RESEARCH ACCESS & EVENTS

- Reports
- Case Studies, Frameworks & Tools
- DataNow® & TotalTech®
- Webinars and Research Spotlights
- Annual HCM Conference

ADVISORY SUPPORT

- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking

CLIENT SUCCESS PLAN

- Your Priorities
- Executive Sponsor
- Client Associate
- Monthly Meetings

Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

BENCHMARKING

- Competitive/Comparative
- Maturity Model
- Custom Research

STRATEGY

- Business Case
- Planning
- Organization & Governance

TECHNOLOGY SELECTION

- Vendor Selection
- Architecture Design
- Systems Evaluation

DEVELOPMENT & INTEGRATION

- Program Design
- Assessment
- Survey
- Process Integration

For more information, contact us at success@brandonhall.com.