



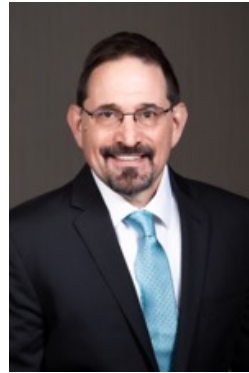
Developing Great Leaders During Times of Uncertainty



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Learning and Development



Talent Management



Diversity, Equity and Inclusion



Leadership Development



Talent Acquisition



Workforce Management

Thank You
to our sponsor for
today's webinar



CoachHub



THE POWER

OF BRANDON HALL GROUP

Founded in 1993 | 10,000 Global Engagements | Community of 300,000

LEADING-EDGE SKILL DEVELOPMENT AND RECOGNITION



REDEFINING EXCELLENCE IN HUMAN CAPITAL MANAGEMENT IN THE AREAS OF:



Learning and Development



Talent Management



Leadership Development



Talent Acquisition



Workforce Management



Diversity and Inclusion



Research-Driven Membership

Research Access: Access to our expansive research library of: research reports, case studies, frameworks, tools, models and more.

DataNow®: Your real-time data benchmarking tool.

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Advisory Support: An on-demand service delivered online, by phone, or by email. Consultations are available on-demand for short, narrowly focused sessions and on-demand for longer, more in-depth discussions with our expert analysts.



Advisory Offerings

- Technology Selection Engagement
- Customized and Benchmarking Research
- Organizational Readiness Assessment
- Research to Action Engagement

- Organizational Benchmarking
- Scorecard Assessments
- And many more



We Cover the Entire HCM Landscape

- Employee Value Proposition
- Employee Engagement
- Predictive Analytics
- Succession Management
- Core HR
- HCM Strategy

- Employee Experience
- Competency Management
- Measurement and Analytics
- Change Transformation
- Performance Management
- And more...

CERTIFICATIONS



Organizational Excellence Certification Program

Recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



Smartchoice® Preferred Provider Program

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.



The Diversity and Inclusion Summit

is designed to seek greater understanding of how to better recruit, engage, develop and retain a talented and diversified workforce.



The Excellence Awards

feature two annual programs — a Spring HCM program and a Fall Technology program — that recognize the best organizations that have successfully deployed programs that have achieved measurable results.



Open Surveys

- [Great Leaders: How Do We Develop More?](#)
- [Learning Drives Performance: How Do We Supercharge Learning?](#)
- [HCM Technology: How to Transform HR into a Digital Powerhouse](#)



Visit www.brandonhall.com
click **Open Surveys**

If you would like to join a
panel of survey takers,
please contact us at
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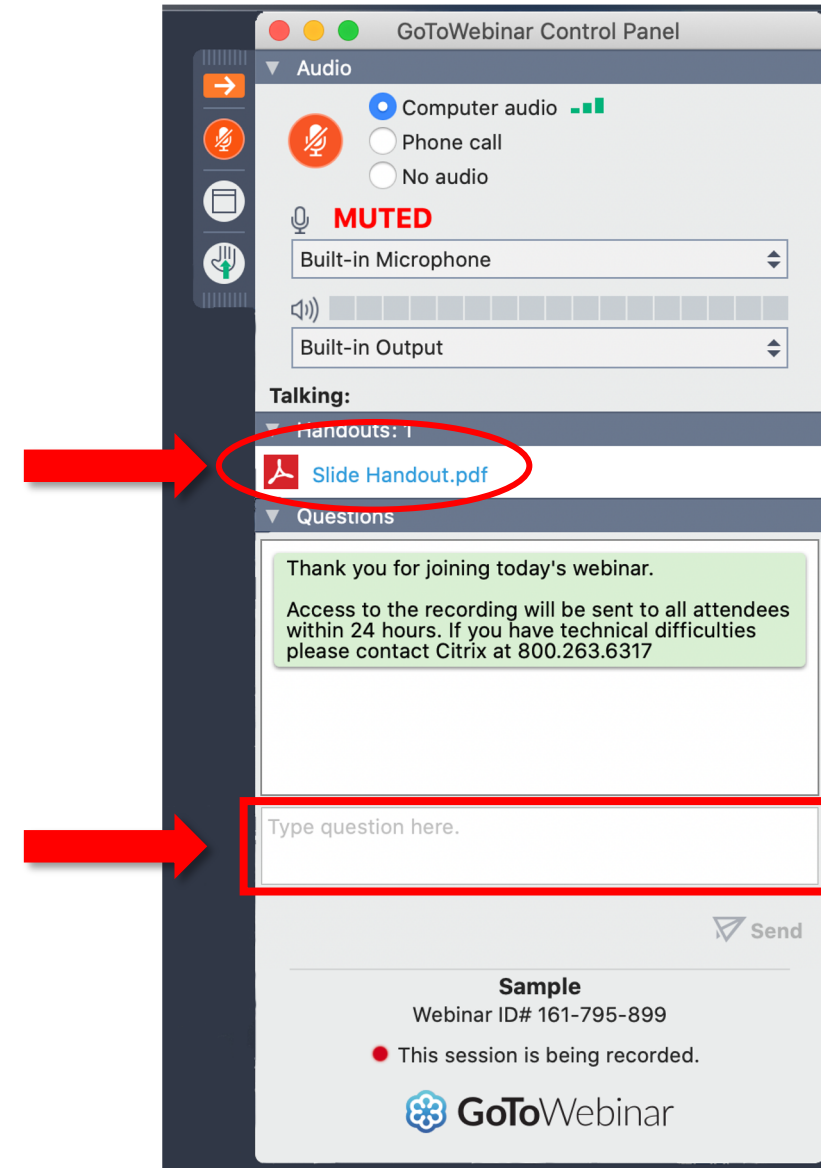
The Presentation and Your Participation

Ask Questions

You can submit your questions and comments to our presenters in the 'Questions' tab.

Copy of the Presentation

A PDF (when available) can be found in the 'Handouts' tab. A copy of the slides and the recording will also be automatically emailed to you after the webinar has concluded.





Agenda

- The State of Leadership Development
- Supporting Emerging Leaders, New Leadership Needs
- Bringing Development to All Leaders
- Investing in Leader Development for Under-Represented Groups
- Q&A





THE **STATE** OF

Leadership Development



What Leaders Need to Thrive



Coaching and networking with peers



Knowledge of leadership styles and tools, including storytelling



Transformational leadership and change management



Unconscious bias awareness



Scenario-based practice



Self-paced learning opportunities

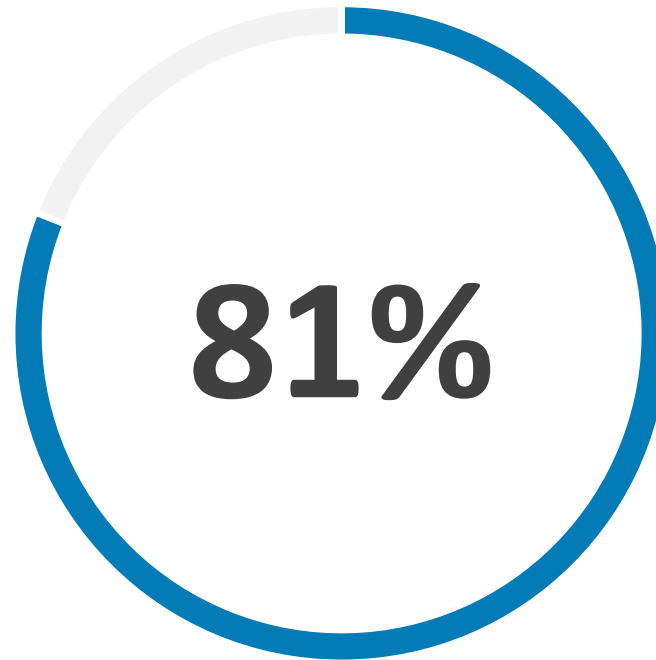


Skills to engage highly effective teams

Source: Brandon Hall Group Study, How Can We Improve Leader Training, 2021



Better Foundational Skills are Required to Connect with Employees



Source: 2021 Brandon Hall Group Study, How Do We Improve Leader Training?

Some of the biggest challenges

1. Learning for the wrong reasons

Need to move from credits to outcomes that are meaningful to the learner and aligned with organizational strategy.

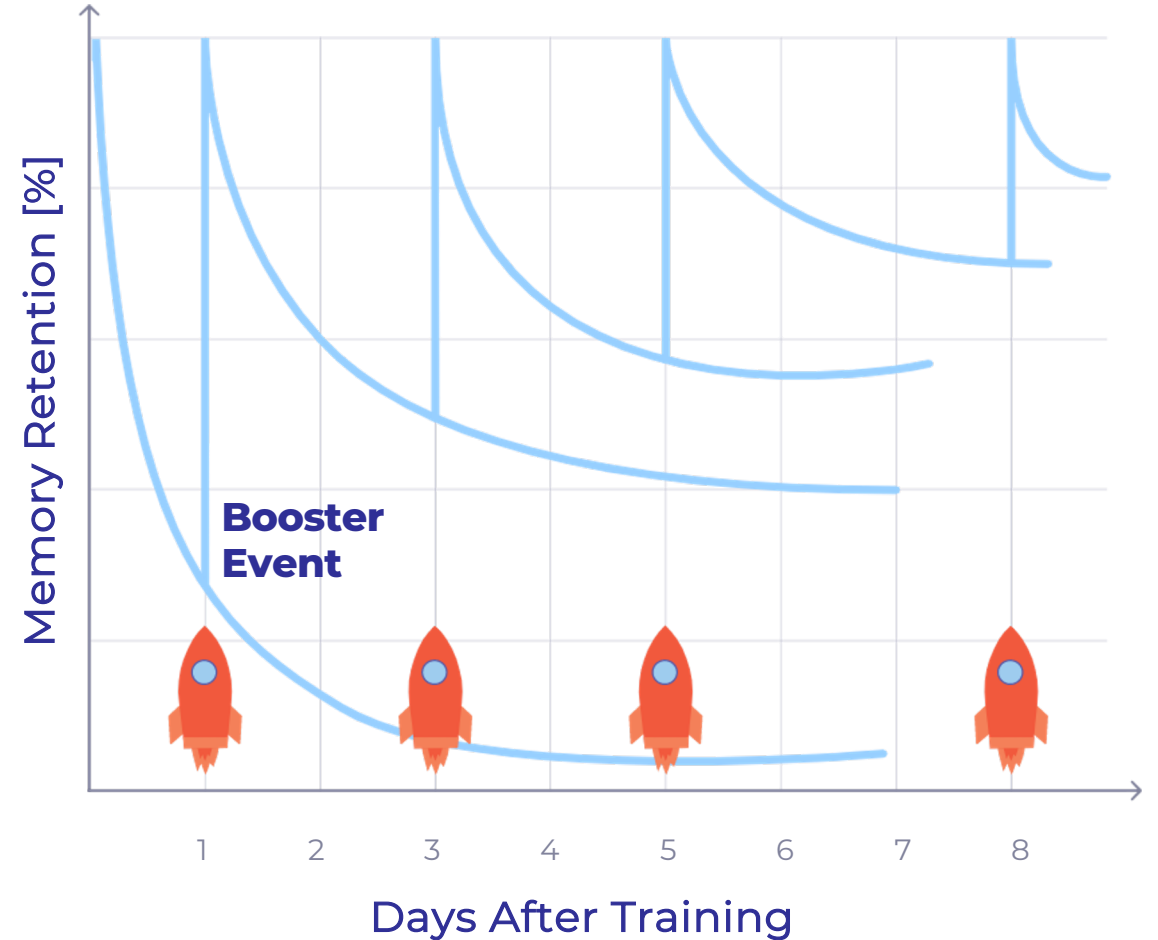
2. Learning the wrong things at the wrong time

Needs to be personalized and immediately applied to real-world situations.

3. Quickly forgetting what they've learned

Use it or lose it - if not implemented within 6 days, 75% of new information is forgotten. When using spaced repetition, we remember 80% of what we learn after 60 days.

*Harvard Business Review (2019)





Leadership Development Maturity Model





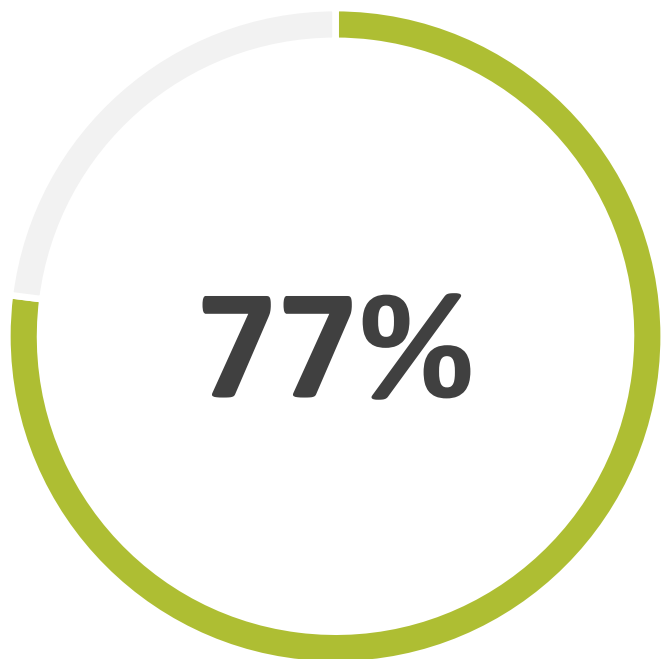
What are You Doing to Improve Your Approach to Leadership Development?



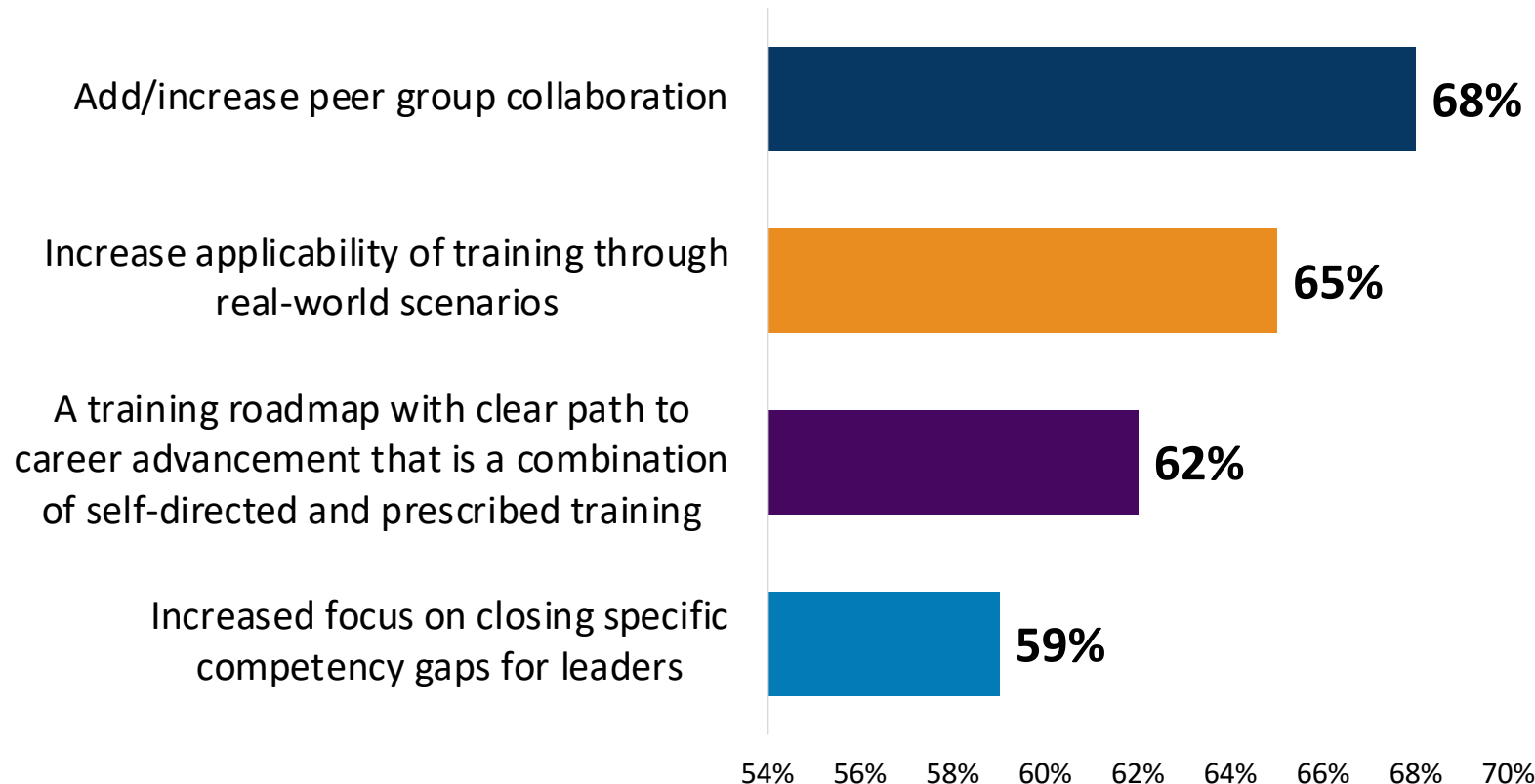
- A) Foundational leadership skills
- B) Coaching/Mentoring
- C) Scenario-based training
- D) All of the above
- E) None of the above



How Can Leadership Development Be Improved?



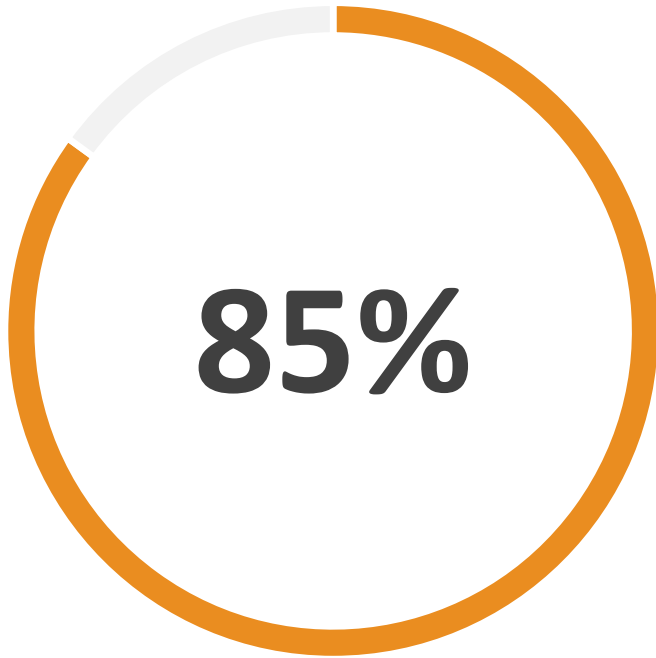
Add/increase coaching and mentoring



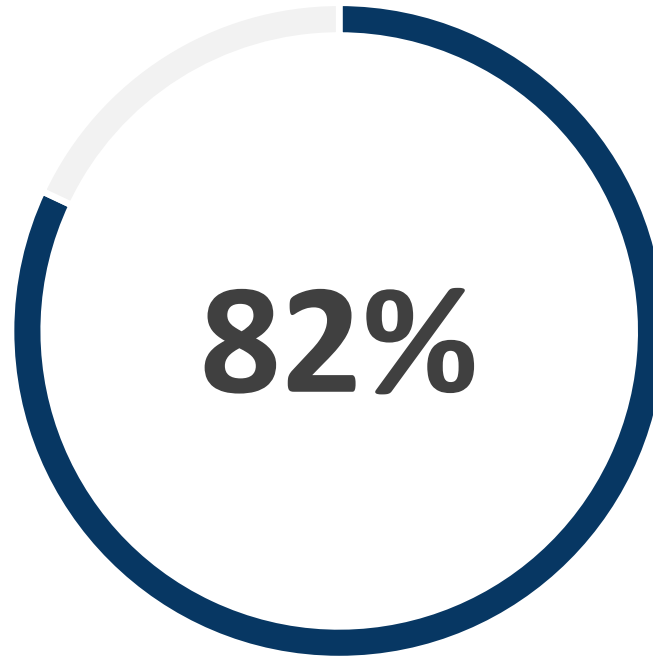
Source: Brandon Hall Group Study, How Do We Improve Leadership Development?



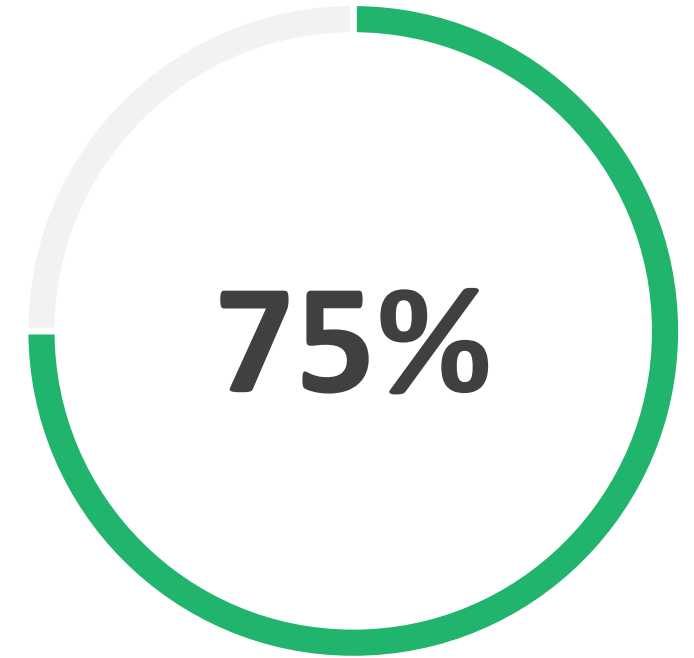
Level of Importance in Types of Leadership Training



More focus on practical skills needed for future roles

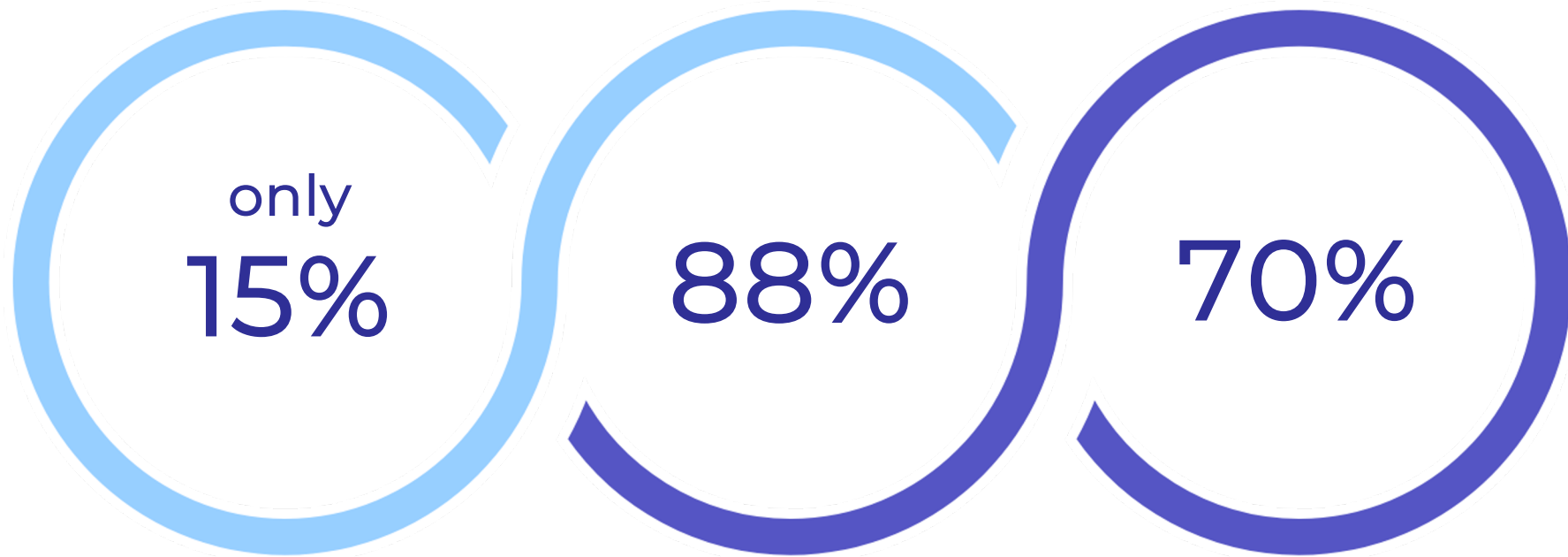


Dedicated sessions to help new leaders or leaders new to a role



Working sessions with peers to discuss their experiences and how they resolve situations

Personalized Approaches Have the Strongest impact on the Transfer of Learning



Of leaders reported an increase of performance through classroom training.

Of leaders reported an increase of goal attainment through CoachHub.

Of leaders who received coaching report improved productivity and collaboration.

Coaching

Partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential.

- International Coaching Federation

Digital Coaching

Is a non-hierarchical developmental partnership between two parties separated by a geographical distance, in which the learning and reflection process is conducted via both analogue and virtual means.

- Ribbers & Waringa (2012)





How Are You Coaching Leaders?



- A) Early Career Development
- B) Diversity & Inclusion Initiatives
- C) Internal Mobility
- D) Multiple uses
- E) Not at all

A large, colorful rope knot is centered in the background. The knot is made of several strands of rope in various colors: green, yellow, orange, red, pink, purple, blue, and grey. The knot is a reef knot (square knot) and is set against a light, textured background.

SUPPORTING **EMERGING** LEADERS & New Leadership Needs



How Organizations Link Coaching to Talent Strategy



Source: Brandon Hall Group Study, How Do We Develop Great Coaches and Mentors?, 2021

Customer Story:



Key Facts:



129,609k employees



**Provide services in
180 countries**



**Industry: Info & Communication
Tech**

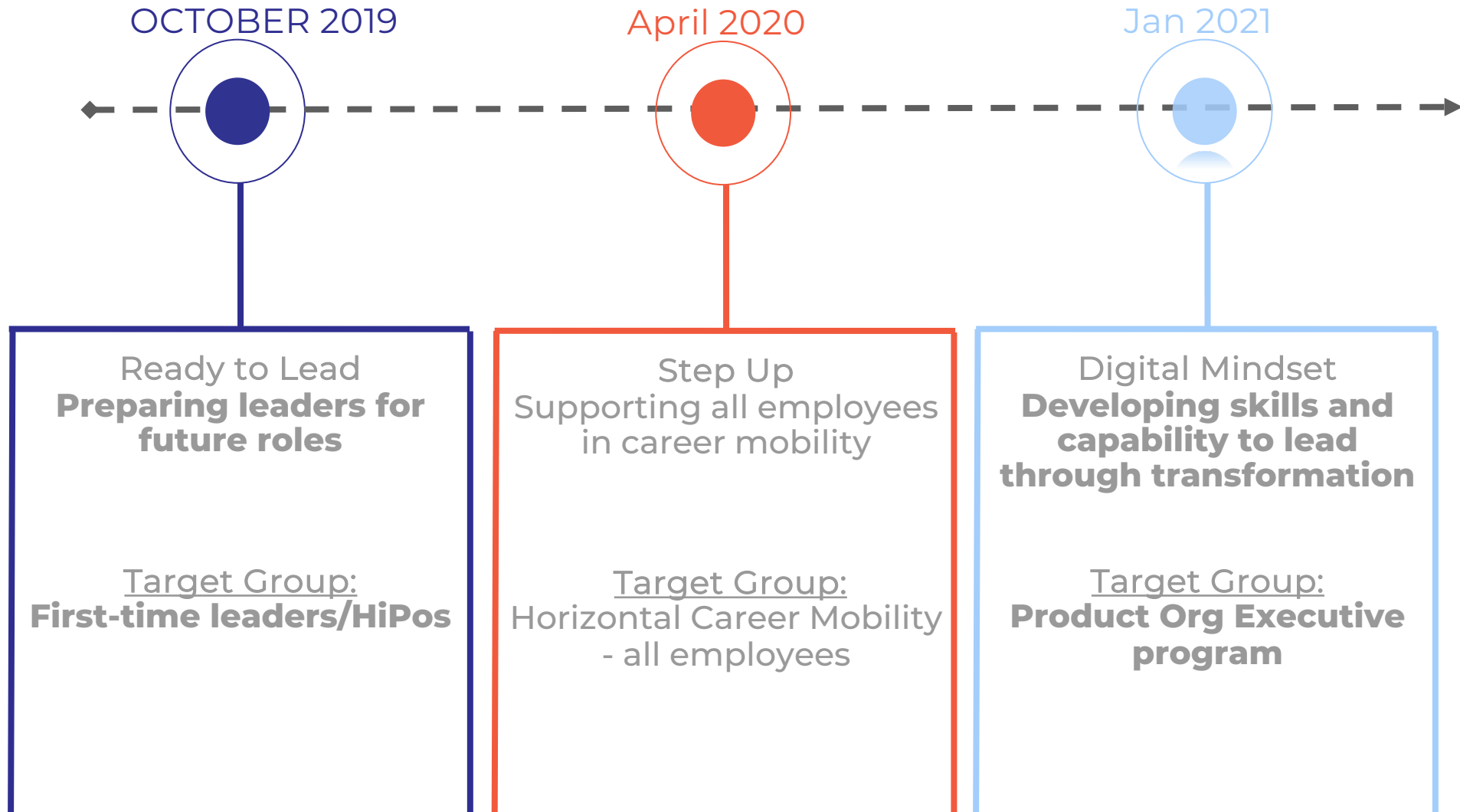


Founded in 1935

Challenge: Need for digitizing learning, scaling development to more people in an increased hybrid environment



Targeted Development for Leader Groups



Integration with LMS for enhanced learning and support



BRINGING DEVELOPMENT TO All Leaders



Customer Story: **B** | **BRAUN**



Key Facts



65k employees



64 countries



**Industry: Medicine/Pharma
Technology**



Founded in 1839

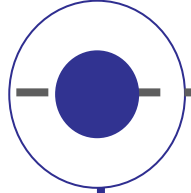
“In our pharma & medical device industry change is constant. We need to adapt fast. However, we realised we were not agile enough and that our leaders, especially on the lower levels, weren’t acting like coaches but rather focused only on operational tasks and didn’t empower their people enough. At the same time we were looking for scalable ways to support people through change at all levels”

Anja Seifert - Head of HR B.Braun



Client Case Study Pharma **B | BRAUN**

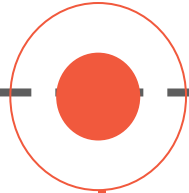
APRIL 2019



Coaching pilot **after** big restructuring process **across three plants**

Target Group:
Shift Leaders & Individual Contributors

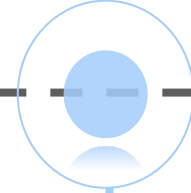
OCTOBER 2019



Roll out of Coaching to a larger target group. Alignment with CoachHub Team to define approach

Target Group:
All levels, including CEO and Head of works councils

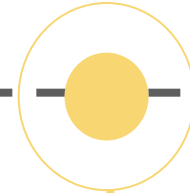
MAY 2020



Further extension of Coaching & integration of new B.Braun competency framework **into CoachHub platform**

Target Group:
All levels
By now ~150 licenses

JULY 2020



Roll out across all B.Braun locations **worldwide (65k employees)**

Target Group:
All levels

Key results so far

100%

Adoption Rate:
All coachees
completed their
assigned
coaching time

4.94/5

Working Alliance:
4.94/5 was the
average working
alliance score of
hundreds of
sessions

89%

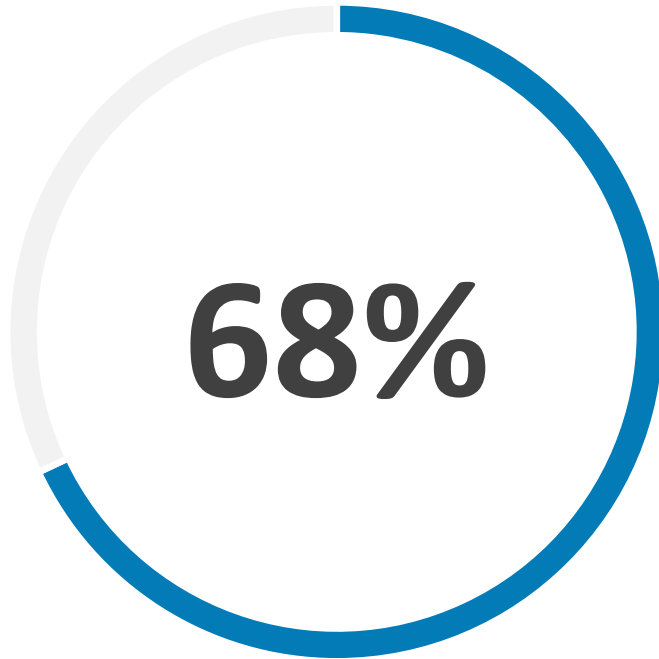
New approaches:
89% of Coachees
reported
implementing a
new behavior
through coaching

97%

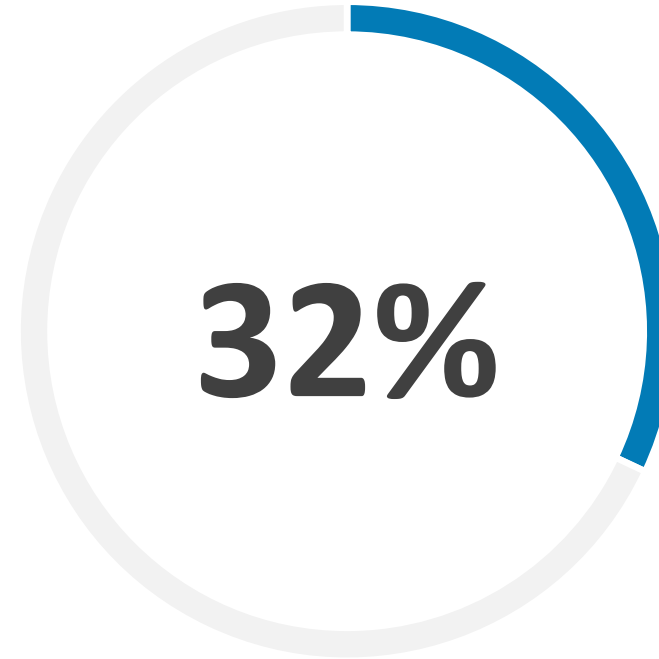
Overall Satisfaction
97% of Coachees
were/are satisfied with
the coaching Program

A large, colorful rope knot is centered in the background. The knot is made of several thick, twisted ropes in various colors: green, yellow, orange, red, pink, purple, blue, and grey. The ropes are knotted together in a complex, multi-colored pattern, with some strands extending outwards from the center.

INVESTING IN LEADER DEVELOPMENT FOR Under-Represented Groups



Important of developing diverse leader pipeline

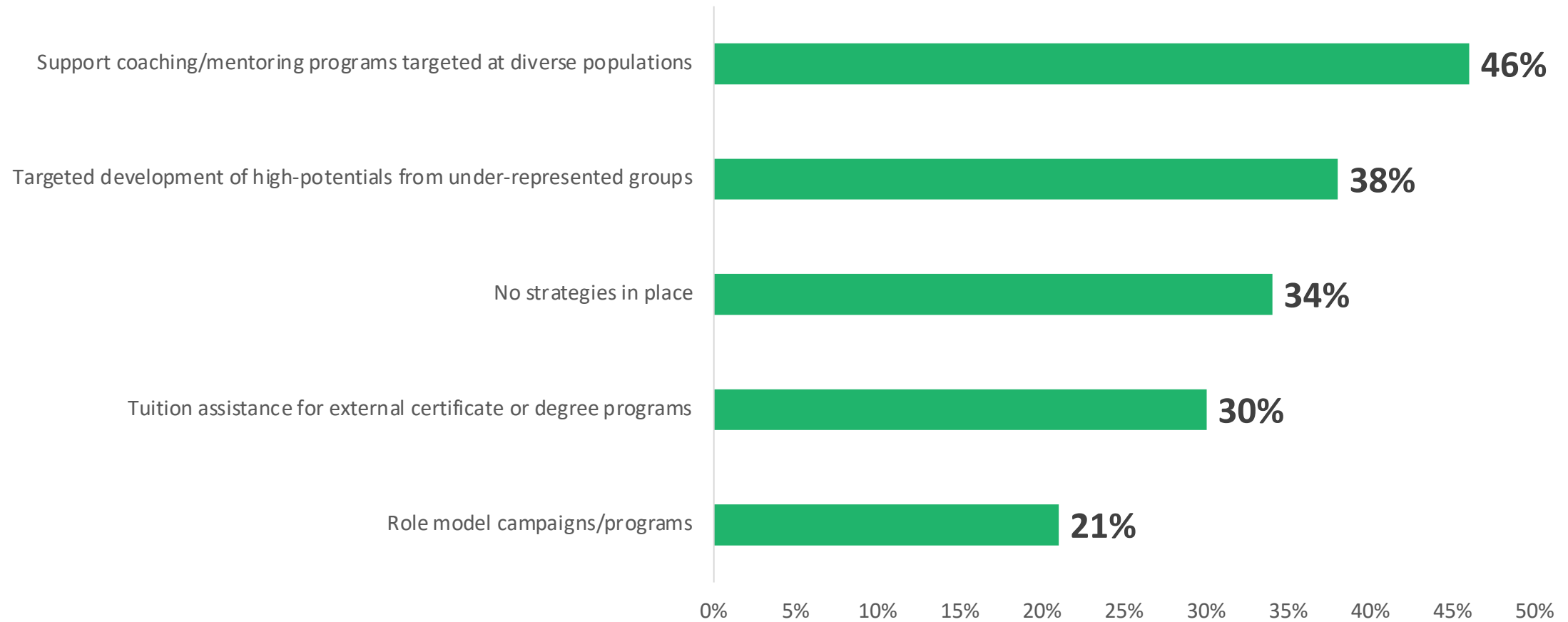


Effectiveness of developing diverse leadership pipeline

Source: 2021 Brandon Hall Group Study, How Do We Improve Leader Training?



Strategies to Improve Diversity of the Leadership Pipeline



Source: Brandon Hall Group Survey, How Can We Improve Work?

Customer Story:



Key Facts

 **3k employees**

 **Active in 38 economies**

 **Industry: Finance**

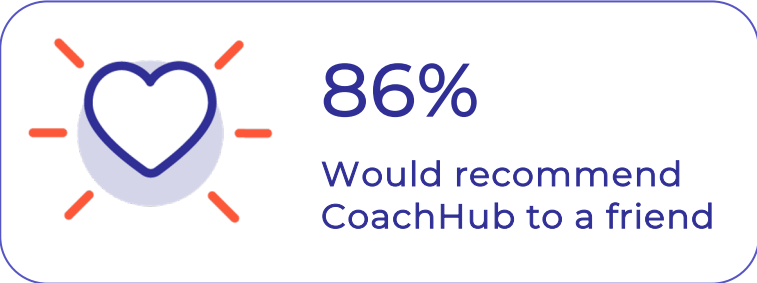
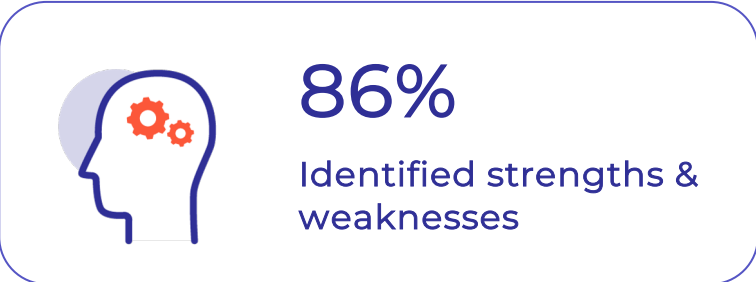
 **Founded in 1991**

“We chose to partner with CoachHub to support our future female talent program because of the flexibility of their platform and diversity of accredited coaches. We specifically wanted to focus on a strengths-based approach which CoachHub could accommodate with ease to really build coachee confidence and reinforce the learnings from the program as a whole to ensure we had a rich pipeline of top female leaders in years to come.”

Sally Glover, Head of Talent

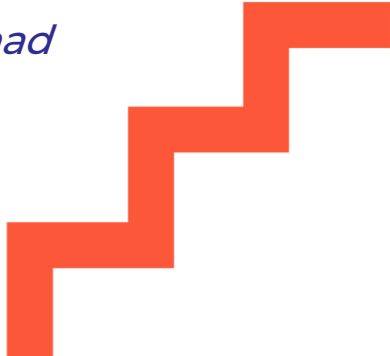


ERBD's Women In Leadership program in partnership with CoachHub



A Coachee story of Promotion:

"...if it were not for the program, I would have not have spoken out in my interview about the things I had done and been clear about my contribution."





Do you have the **technology ecosystem** in place to develop and deliver personalized learning – including coaching -- at scale?



Do you have a strong understanding of **what leaders need?**



Do you have people who can **coach your leaders** internally?



Are you prepared to develop and support more **peer-to-peer, collaborative learning?**

Questions to Consider for Leader Development



Questions?

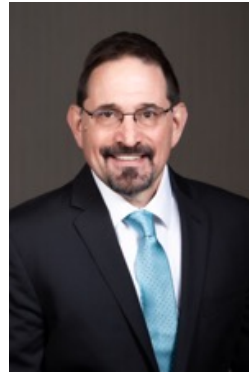
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Talent Acquisition



Workforce Management



Our Vision

We democratize coaching for
people of all career levels worldwide



Thank You

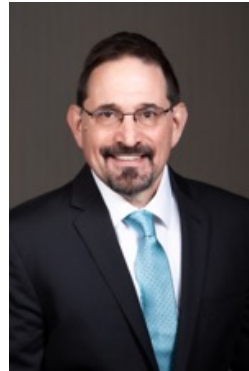
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How We Can Work Together

Flexible Solutions

Includes research library access, advisory support, event discounts, a client success plan and more.

Membership

An array of benchmarking, strategy, technology selection, and integration.

Advisory Offerings

Global recognition showcasing leading programs and practices with a library of case studies.*

Awards

Virtual and on-site certification programs supplemented with research-driven assessments and tools.

Development

This designation is the next step beyond the HCM Excellence Awards. This certification looks at the department as a whole.

Certification



What Differentiates Us?

HIGH-VALUE MEMBERSHIP

We offer flexible, high-value memberships that provide everything you need for as many team members as you want at a cost you can afford. Our elite group of analysts produce practical, actionable research and tools about implementing effective strategies, efficient processes, and leading technologies across the HCM space.

PARTNERSHIP

We offer partnership, including input into our research agenda, our survey questions, and our certification programs. Members of your team can also be featured guests on our HCMx Radio podcasts.

WORLD'S LARGEST HCM CASE STUDY LIBRARY

We have the world's largest library of HCM case studies, the majority of which are from Fortune 1000 global organizations. They are unique for their diversity and focus on measurable business benefit.

PROPRIETARY DATA

Our benchmarking data is all proprietary and driven by a respondent database of 50,000+ business and HCM leaders and practitioners. As an added bonus, every single data point is available to you on demand via DataNow®.



What Differentiates Us?

ASK-THE-EXPERT

Everyone on your team can ask an unlimited number of questions in our Member Center. They are answered within 48 hours by one or more of our analysts along with links to relevant proprietary research and tools.

DEVELOPMENT AND CERTIFICATIONS

We offer certification options for both the organization and the individual. Our Organizational Excellence Certification looks at the department as a whole. Additionally, our Professional Certification Program focuses on each professional individually.

CONCIERGE-QUALITY SERVICE

We provide concierge-quality service and are an extension of your internal team. This includes a customized success plan and monthly meetings to ensure your needs are being met.

CONNECT WITH PEERS

We help you set up meetings with other member organizations to share insights and network.



What Our Clients Have to Say



I think it's been useful for us to make incremental changes to what we do; but also know that we are embarking on a more radical transformation to what we do. We find that it's a very interesting forum...

Gianni Giacomelli, Chief Innovation Officer at Genpact

<https://youtu.be/VM1Sz1IOdbk>



We leverage the Brandon Hall Group experts as somewhat of a kick the bucket, test the pressure on the tires – what are we missing, what have we not considered, what should we consider, do you see any pitfalls?...

Scott Miller, Senior Vice President at Bank of America

https://youtu.be/Dz9_fQCLPeA



Hewlett Packard Enterprise

I personally work in leadership and have gotten great value from having different subject matter experts from Brandon Hall Group speak to that, but I know colleagues have asked, “can you get me some time with a SME?”

Sonia Ng, Director, Leadership, High Potential & Business Solutions at Hewlett Packard Enterprise

<https://youtu.be/NXEtb2yoSEk>



What Our Clients Have to Say



Brandon Hall Group's Excellence Awards allows you to take a deeper dive and evaluate the programs that you've created at a level that you might not have the opportunity to do... They have always been a cornerstone for me.

Katrina Williams, Director, Sales Capability at CDW

https://youtu.be/OgdA_tpM55U



Edwards

Our partnership with BHG is critical to address big challenges and opportunities in L&D that our team is facing each day..

Michelle Vielledent, Director, Sales Effectiveness at Edwards Lifesciences

<http://bit.ly/2RjLS4p>



I describe the attention and that customer service that I've experienced as being excellent. They are very attentive and wherever I need to be connected to whomever, they are there to help me.

Joanne Veech, Global Talent Leader at PwC

<https://youtu.be/YkY-v8gfW5k>