

Leadership Development Program

ACCC Insurance Company
2020 Leadership Learning Paths



Contents

3

2020 LDP Approach & Rationale

4

2020 Leadership Learning Pathways

7

Application Sessions & L&D's Role

8

Measuring Progress & ACCCountability



2020 LDP Approach & Rationale



As a leader, your role focuses on helping others gain the knowledge and expertise they need to be successful in their roles. Don't let your own professional development fall by the wayside.

Pandemics, organizational changes, crises and remote working all require specific skill sets that don't come naturally. Leaders need support and guidance as they learn and implement these new skills. Now more than ever, leaders must invest in themselves so that they can continue to drive positive results at ACCC. Increasing their skills in the areas of leading remote teams and driving performance can help.

There is an abundance of curated leadership content available free of charge in the ACCC University Virtual Campus and other outside resources that can be disseminated to leaders through self-paced learning paths. In utilizing this approach, leaders will have control over the pace and place of where they consume the content; allowing for better time management and the flexibility to address competing priorities.

The goal is for managers and direct reports to

have thoughtful and meaningful discussions about their professional and leadership development, recent observations, and the desired leader behaviors. These conversations should identify leadership strengths and gaps then lead to choosing a path as one of the goals in their 2020 professional development plan.

Leaders will have the option to choose from two relevant featured learning paths. The **Managing Remote Teams** path addresses common struggles leaders face around influence, team relationships, meeting effectiveness, and providing feedback. The **Developing High Performing Teams** path focuses on managing ACCCountability, setting SMART goals, and leading through change. Each path will consist of eLearnings and videos (5-15 minutes in length). L&D will provide support to leaders as they progress through the path by hosting application sessions. Leaders will have the opportunity complete their selected learning path by January 31, 2021.

Managing Remote Teams Learning Path

Description:

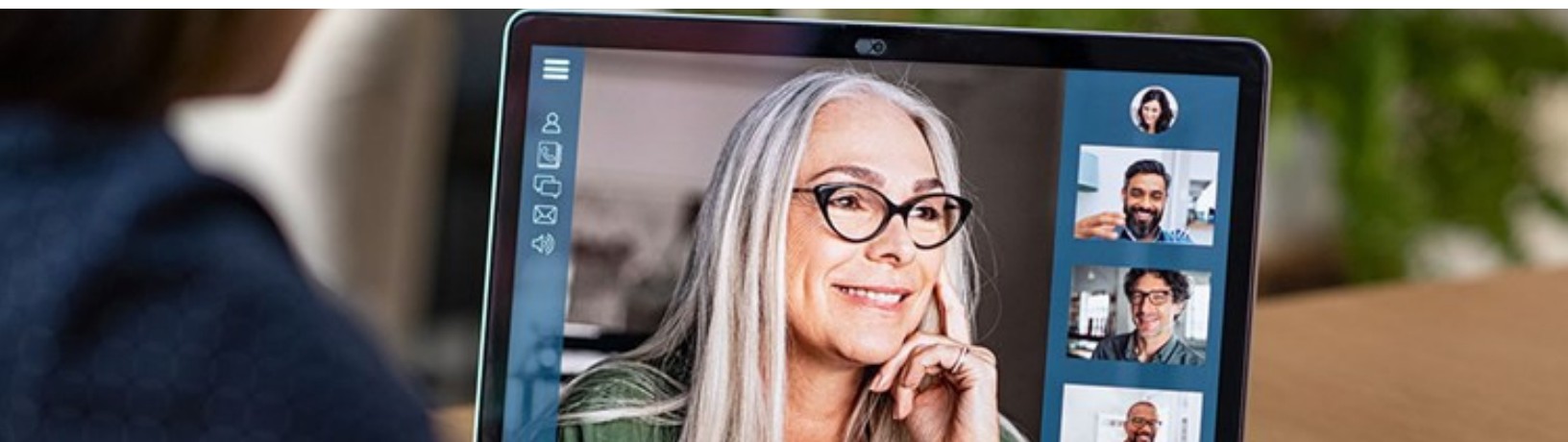
Why do some remote teams struggle while others perform with excellence? Increase your skills by working through this pathway that concentrates on managing remote teams by ensuring positive influence, building and maintaining good remote team relationships, how to increase remote team meeting effectiveness, give tough feedback and lead through change. Participants will complete the web version portion of the learning path at their own pace and time. They will meet with their peers in application sessions to demonstrate what they have learned in November or December.

Web-Based Learning:

- Why influence is so important for remote leaders
- What are remote leaders most worried about
- Building good remote team relationships
- What we have learned about long-distance leaders
- Models that matter to long distance leaders
- Meeting 101 – for remote and hybrid teams
- Instilling trust and understanding
- Giving tough feedback
- Leadership through change

Virtual Instructor Led Sessions

- Leadership Through Change (Support Session)
- Instilling Trust and Understanding (Application Session)
- Giving Tough Feedback Remotely (Application Session)



Developing High Performing Teams Learning Path

Description:

Why do some teams struggle with high performance while others perform with excellence on a consistent basis? Increase your skills by working through this pathway that concentrates on developing high performing teams by ensuring ACCCountability, SMART goal planning, clearly communicating expectations, leading through change and giving tough feedback. Participants will complete the web version portion of the learning path at their own pace and time. They will meet with their peers in application sessions to demonstrate what they have learned in November or December.

Web-Based Learning:

- Shared expectations and ACCCountability SMART goal setting with assessor
- Managing ACCCountability
- The Seven Steps for Highly Effective Employee Training & Coaching
- Giving tough feedback
- Instilling Trust and understanding
- Leadership through change
- Crucial Conversations
- How to communicate with diplomacy and tact
- Get high performance and results

Virtual Instructor Led Sessions

- Leadership Through Change (Support Session)
- Instilling Trust and Understanding (Application Session)
- Giving Tough Feedback Remotely (Application Session)





Each person is now responsible for their results more than ever, and the mindset of working remotely versus a passive mindset is paramount.

Expected Learning Outcomes:

Understand the strength of your team while recognizing how unique behavioral and communication styles can positively impact team dynamics.

Build trust across your team.

Ensure quality of goal setting, planning, quality of decisions, and problem solve more effectively.

Communicate with greater purpose, clarity and consistency.

Promote accountability in ways that increase productivity and morale.

Focus on creating a team atmosphere promoting **we and us rather than I** while also cultivating high-performing results.

Application Sessions & the role of L&D



Application sessions are events centered around developing the skills of leaders to help them be more effective leaders for their teams.

Experiential Learning

L&D will continue to support leaders by transitioning the LDP from relying heavily on instructor led training to providing more experiential training; promoting the use of learned skills on the job and receiving feedback during application sessions.



Introduce

View web-based content.



Apply

Identify a problem and apply learned skill.



Feedback

Application sessions and/or outcome from work experience.

Less Facilitation, More Guidance

Application sessions will be powered by the leaders' experiences. By asking powerful and thought-provoking questions, we will help managers identify innovative solutions, draw on strengths and improve weaknesses, establish new habits, be empowered to implement new strategies to improve their time management, communication, relationships and hone their leadership soft skills. Leaders have a responsibility to themselves and the people they support to continuously develop.

Measuring Progress & ACCCountability

Developing a learning culture is no longer just another fanciful idea. It is becoming more imperative.

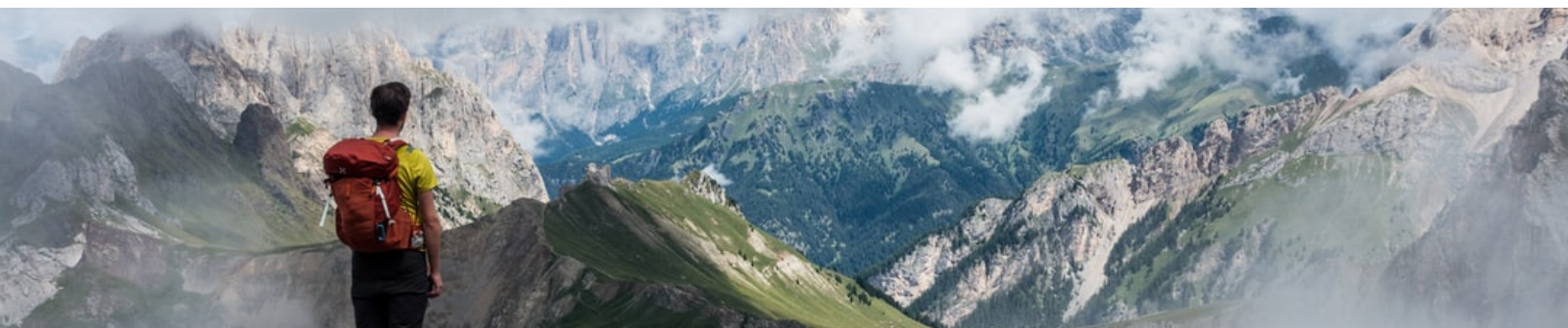
We will conduct a pre and post evaluation. This will provide a benchmark. Also, it is important for managers to assess the leaders they manage through development conversations, and commit to measuring pre and post performance through observations and documentation. Communicating their findings with L&D and ET will help us determine if we reached expectation from investment. In February 2021 L&D will offer follow up application sessions for reinforcement.

The goal of these LIVE sessions is to focus on a specific skill introduced in a previously viewed microlearning. In the sessions they will practice the skill and routine. Spending time in these practice sessions should create the right "habit", making performance predictable. After the application session participants will receive additional job aids to reinforce rapid adoption of the skill. Their manager MUST be involved post application session and provide coaching to reinforce appropriate habit adoption and competency as well. Prior to the LIVE application session, L&D will briefly meet with participants and confirm they understand the skill introduced in the microlearning. Cameras will be on during these sessions to support learning. Crucial Conversations, Giving Tough Feedback, Managing Performance and Instilling Trust will be skills covered. FMLA will be delivered by HR outside of this learning pathway.

The application sessions will be available to all LDP participants. If an LDP participant is highly skilled in the focus of an application session, they should be strongly encouraged to attend. They have an opportunity to impart their wisdom and successful experiences on those that are less skilled in this LIVE platform. We are one team.

Teamwork Divides the Task and Multiplies the Success. Again, the goal is for managers to have discussions with their direct reports and they work together to determine which learning path addresses their development needs. Most people find the value in attending classes they have discussed with their superior and agree should be a part of their overall professional development goals. It will be the manager's responsibility to ensure that those who they feel will benefit from the application sessions attend.

In ACCCountability reporting we can include other personal growth certifications, self-enroll learnings (inside/outside of ACCC). We can provide "how to" job aids to managers so they can log all professional development classes outside of ACCC in the VC for their leaders. Example: In 2019 an Instructional Designer attended an Adobe authoring tool certification class. This was added to her plan in the virtual campus as met goal on her professional development plan.



Download the SABA Cloud (Virtual Campus) Mobile App!



1. Visit the app store on your phone.
2. Search "Saba Cloud."
3. Download the app.
4. Use the site name accins.sabacloud.com
5. Enter your windows credentials (ACCC email & password) to login.
6. Learn on your mobile app!

saba  **Cloud**™

