



Low Cost, High Impact, Evidence-Based Leadership Development Groups Peer Learning Groups

Nickolas Nyhus, SPHR, HCS
VP – Talent Management & Development

Brokerage, investments and financial advisory services are made available through Ameriprise Financial Services, Inc. Member FINRA and SIPC. Some products and services may not be available in all jurisdictions or to all clients. © 2012 Ameriprise Financial, Inc. All rights reserved.



Hello... My name is,

- 1. Your name**
- 2. Where you work**
- 3. What value you bring to your work**
- 4. After our time together this evening... One thing you'd like to say you learned more about**



A peer learning group is a small, facilitator-led group of individuals who meet regularly to discuss

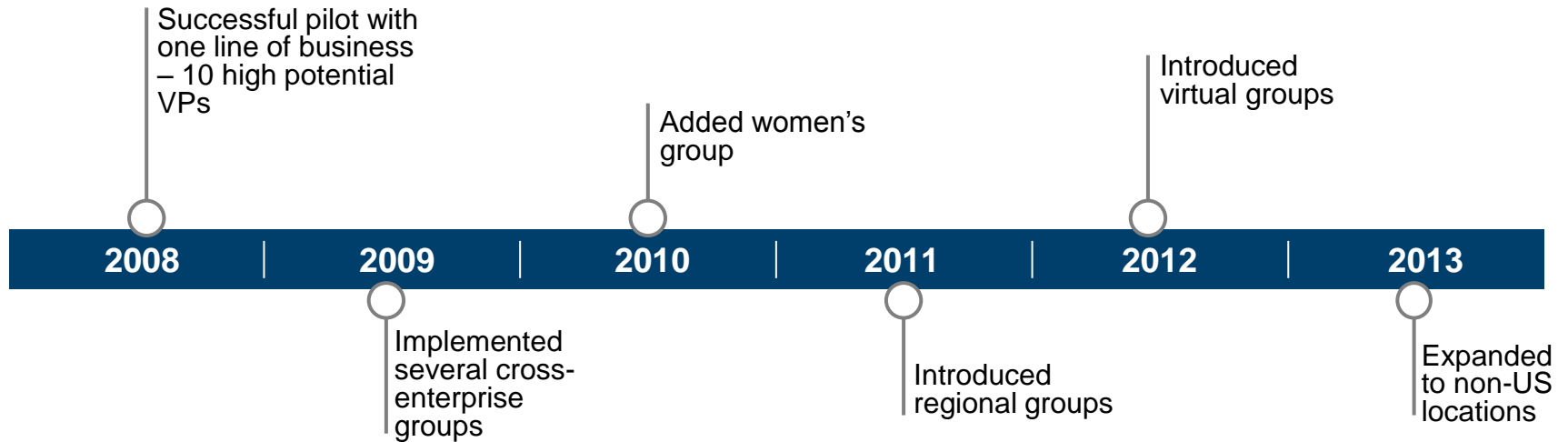


Key drivers for leveraging peer learning groups

- Recognizes and rewards key talent
- Aids in retention & engagement to build bench strength
- Provides cross-enterprise networking opportunities
- Allows for idea exchange on pressing business challenges
- Enables learning transfer and knowledge sharing from senior leaders



History of peer learning groups at Ameriprise



Peer learning group components

- Three primary areas of focus:
 1. Development plan sharing & group feedback
 2. Leadership discussions facilitated by senior leaders
 3. Peer coaching
- Offered monthly for 2 hours
- 6 or 12 months in duration



Peer learning group components

- 8-10 participants per group
 - Individual contributors to first level VPs
 - Individuals identified as high or strong potential
 - Must commit to attend at least 75% of sessions
- Low to no \$\$\$ – program developed in-house
- Participant's leaders receive regular updates, e.g. topics covered as well as their role to reinforce learning back on-the-job



Sample program

Meeting	Topics
#1	<ul style="list-style-type: none">• Leadership Journey Line, Setting Ground Rules and Overview of Peer Coaching Process• Homework: Update Development Plan
#2	<ul style="list-style-type: none">• Sharing Development Plans: Getting Real about Development• Homework: Finalize Development Plan Based on Feedback
#3 (add co-facilitator)	<ul style="list-style-type: none">• Leadership Development Discussion• Peer Coaching (3 participants)• Program Update Sent to Leaders of Participants
#4 (add co-facilitator)	<ul style="list-style-type: none">• Leadership Development Discussion• Peer Coaching (3 participants)
#5 (add co-facilitator)	<ul style="list-style-type: none">• Leadership Development Discussion• Peer Coaching (3 participants)
#6 (add co-facilitator)	<ul style="list-style-type: none">• Leadership Development Discussion: Taking Stock of Growth and Setting New Targets• Peer Coaching (1 participant)• Key Learnings / Takeaways• Appreciation Exercise• Program Update Sent to Leaders• Post Program Online Survey Sent to Participants & Leaders



Examples of leadership development topics

- Career development
- Development plan best practices
- Book discussion
- Building trust
- Building your network to drive results
- Leading your business strategically
- Driving innovation
- Executive presence
- Managing change
- Influencing up
- Leadership lessons learned
- Your personal brand
- How to create your own luck & take risks
- Managing vs. leading
- Best/Worst leader you've ever had



Our Development Philosophy

Development Planning is a thoughtful collaboration driven by “what’s next.”

Owned by the employee

Supported by the leader

Aligned with the organization





Create a Compelling Individual Development Plan



Development planning helps you identify the specific capabilities you need to achieve your goals this year – and create a plan to be successful at Ameriprise. What skills do you want to develop this year? Identify areas you are strong in, where you want to improve and gaps that may exist. Create a plan to determine the additional support you need, then discuss your plan with your leader.

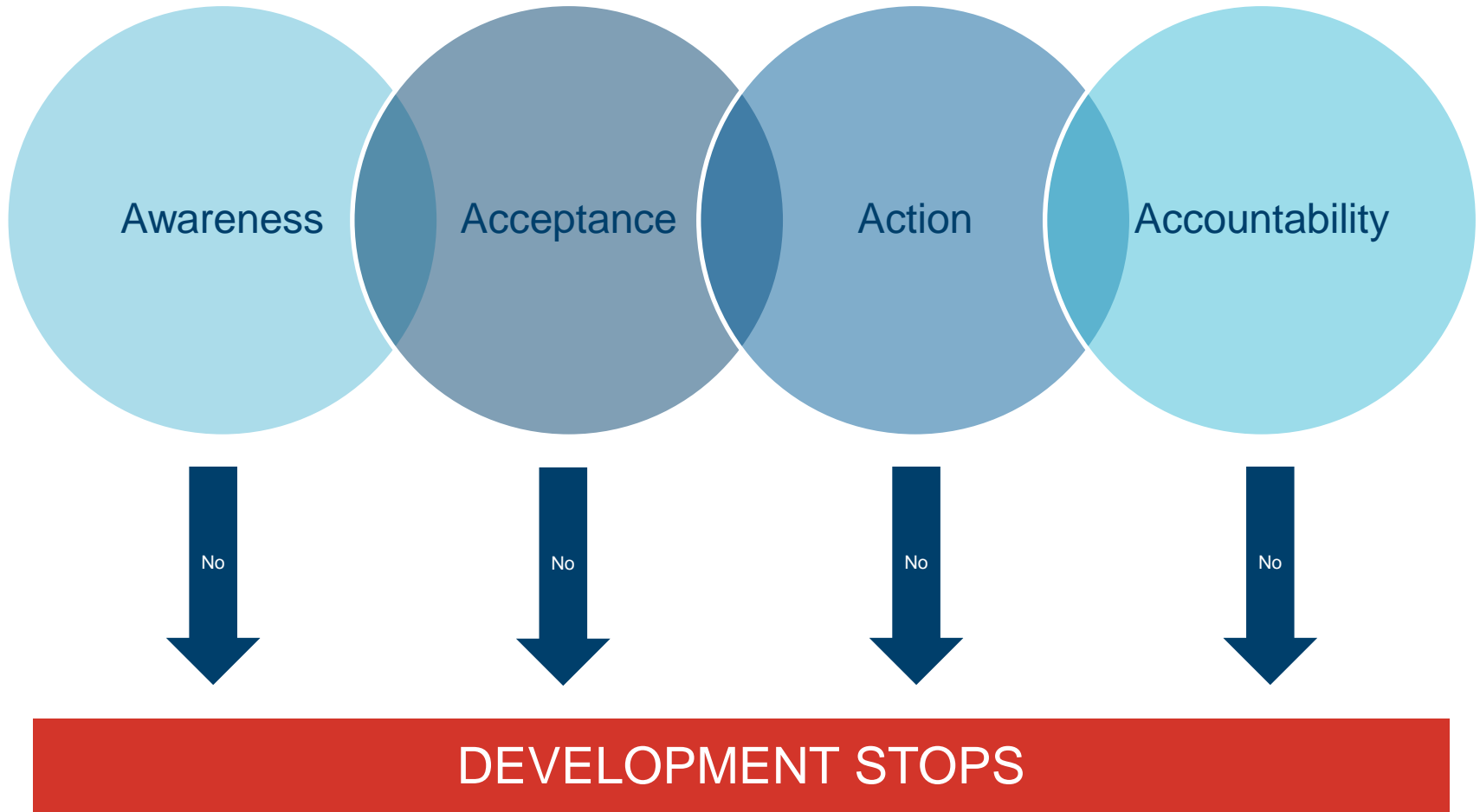
Name	
Position/department	
Leader	
Date	

Development goals	Development actions	Target start / end date	Required resources	Potential obstacles	Progress / comments
 <div style="background-color: #00A0C0; color: white; padding: 5px; display: inline-block;">Not > 3!</div>		 <div style="background-color: #00A0C0; color: white; padding: 10px; display: inline-block;">Not > 90 Days Ongoing & 12/31 Not allowed!</div>			



Overcome Development Blocks

Know the “Steps of Development” in order to recognize and overcome roadblocks.



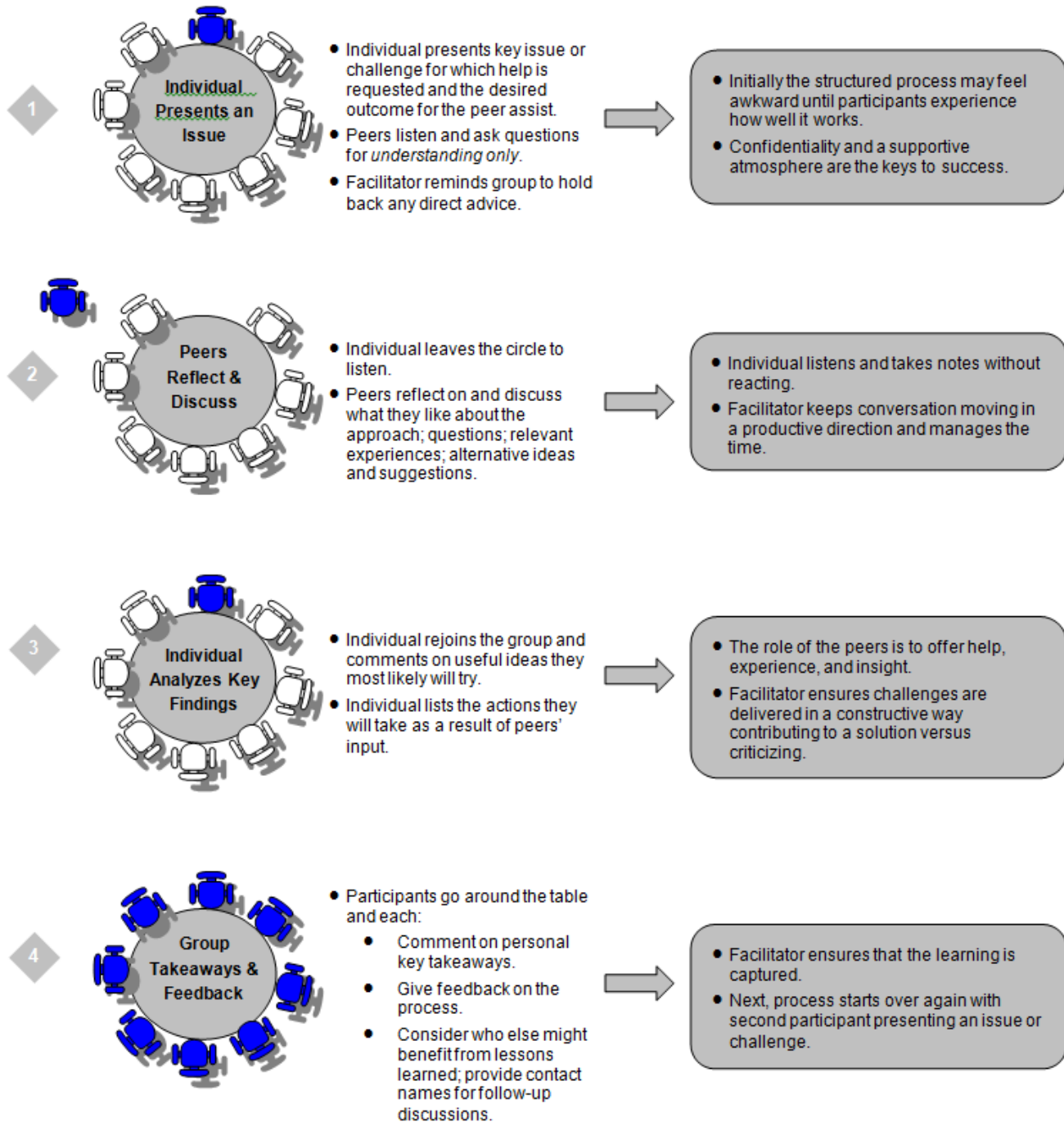
Examples of peer coaching topics

- Workload issues
- Having difficult conversations
- Influencing decision makers
- Increasing team collaboration
- Integrating and engaging newly formed teams



Steps in the Peer Coaching Process

Source: Corporate Leadership Council



Return on Investment

Potential Impact of Talent Programs

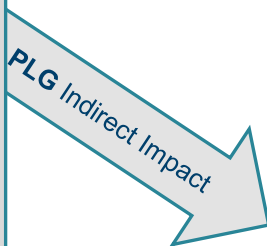
Value

Training and Development

- HiPo Programs
- Other Leadership Development
- Leaders/Mentors
- External
- Other/Self

Talent Process

- Talent Assessment
- Risk Assessment
- Career Planning



1) Increased Effectiveness

- 72% of participants' leaders agreed the participants effectiveness improved due to the PLG program
-
- Leader Effectiveness per their direct reports is 85% for the PLG participants vs. 84% for non-participating HiPo peers

2) More Discretionary Effort through Engagement

- PLG participants were more engaged than their HiPo peers: 70% Moderately or Highly Engaged vs 58% for peers
- More PLG participants felt that they can grow & develop at Ameriprise (84% v. 81%) – a key driver of engagement. And 74% of PLG participants agreed that the program helped them grow and develop

3) Increased Intent to Stay

- PLG participants intend to stay with the company longer: 57% intend to stay 5+ years vs 50% for peers
- PLG participants had lower voluntary terms than peers (1.3% vs 1.9%)

4) Lower voluntary turnover of direct reports

- Teams led by PLG participants had lower voluntary turnover (1.7% vs 2.1%)

Program Value in Productivity

$$\frac{\text{Benefits } \$420\text{K}}{\text{Costs } \$223\text{K}} = 88\% \text{ ROI}$$

Increased Engagement
(not valued)

Reduced Voluntary Turnover
(not valued)

Reduced Team Voluntary Turnover
(not valued)



Return on Investment

- **72% of Leaders responding agreed that participant's effectiveness improved as a result of the knowledge / skills learned in Peer Learning Groups**
- **The Return on the investment of the program is approximately \$196K or a ROI of ~88%**

Calculating ROI:

1) We elected to use a 5% productivity benefit from learning

- Studies^{1,2} indicate that performance benefits from training can impact work effectiveness between 5%¹ and 10%²

2) We assume 86% of the productivity lift is attributed to the learning program

- A study for the US Air Force Research Laboratory³ indicates that the correlation between the measurement of skill transfer to the workplace to that transfer is 0.86

Results of the Leader Survey	Total
Participants	xx
Leaders	xx
Leaders Responding	xx

Program Benefits

Question Response		Agree	Strongly Agree	Total
Leader Responses		xx	xx	xx
Percent of Responses	B	64%	9%	72%
Participants valued	C=#Participants xB	xx	xx	xx
Avg. Participant S&B	D	\$ 208	\$ 208	\$ 208
Productivity Gain Max (1 above)	E	5%	5%	5%
Coefficient Applied (2 above)	F	86%	86%	86%
Gross Benefit	Cx(DxExF)	\$ 370	\$ 49	\$ 420
Gross Benefit of Effectiveness				\$ 420

Program Costs

	Hours (avg)	Cost
Participant Time inc. Preparation Per Person	26	\$ 183
Presenting Leader in Session Time Per Group	11	\$ 17
Trainer preparation time Per Group	11	\$ 9
Trainer in session time Per Group	17	\$ 12
Other Training Costs		-
Training Costs		\$ 21
Add indirect Costs of 17% on Training **		\$ 4
Total Costs		\$ 223
Net Program Benefits		\$ 196
ROI		88%

1. Corporate Executive Board, "American Express' Targeted Training Impact Planning", 2008
2. The Ken Blanchard Companies, "A Fresh Look at Measuring Impact", April 2009
3. George M. Alliger, Scott I. Tannenbaum, Winston Bennett, Jr., "A Meta-analysis of the Relations Among Training Criteria", United States Air Force Research Laboratory, May 1998

** from 2011 HR Products and Services Plan



Questions?

