



SEED

Streamlined Employee
Engagement & Development

Streamlined Employee Engagement & Development (SEED) Campaign



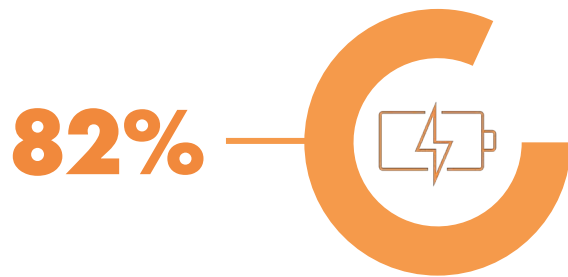
CONTEMPORARY
LEADERSHIP
ADVISORS

Employee Development Benefits Everyone

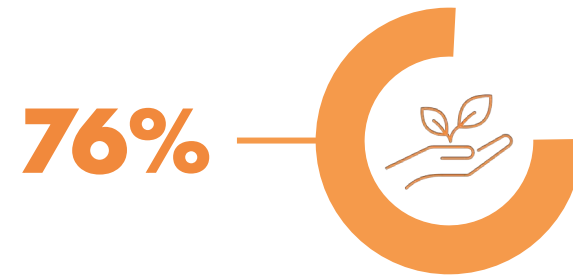
Talent is one of the most important competitive differentiators across every industry. Fully engaging and making the most of your talent pool requires regular and effective development discussions.

If Development Discussion Were More Regular...

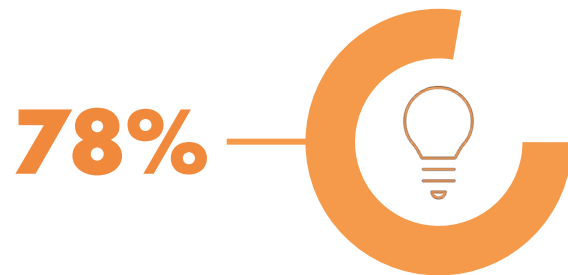
I would be more engaged with the work that I do



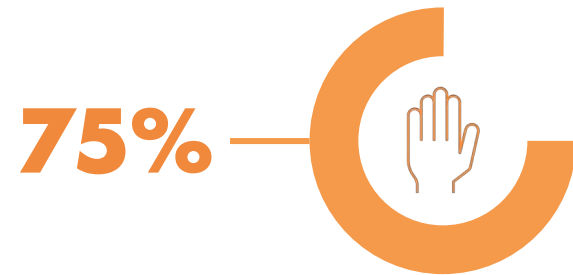
I would be more likely to look for career opportunities at my current employer



I would be more likely to share my ideas



I would be more likely to stay with my current employer



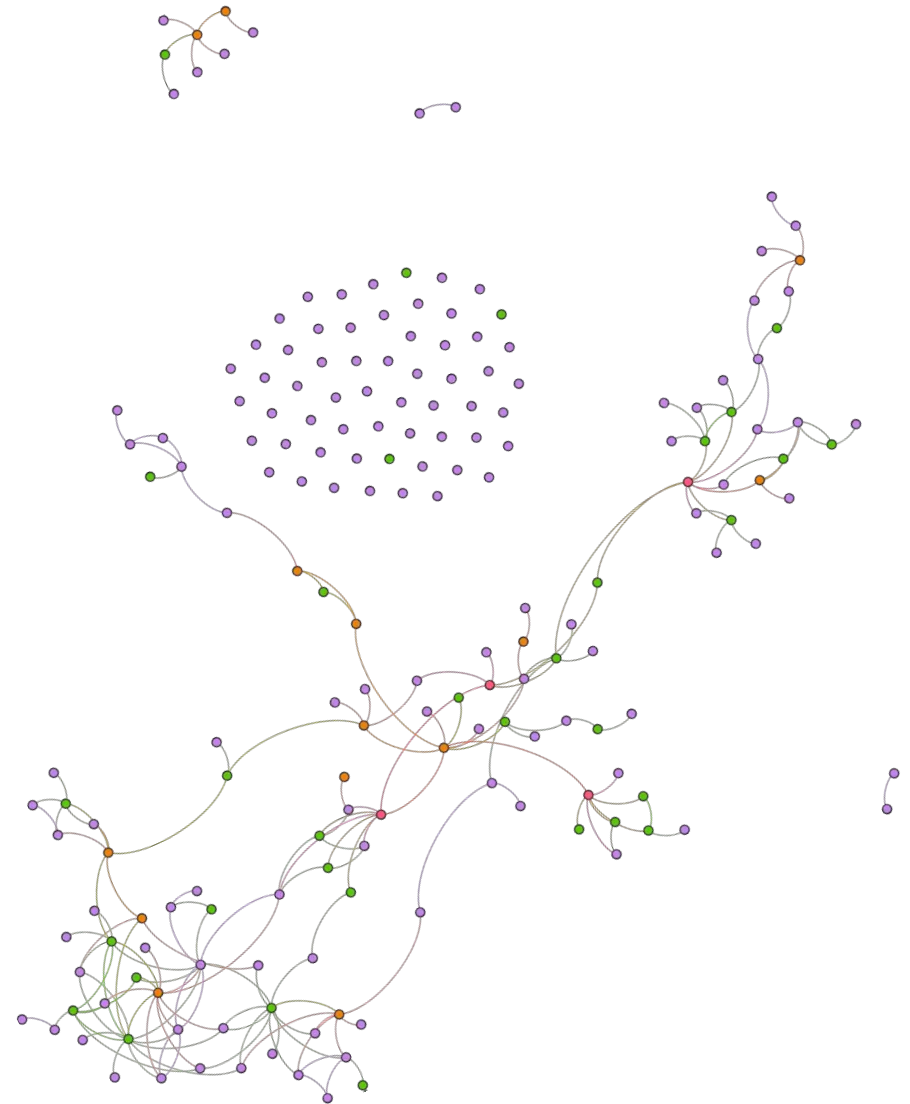
Yet, Development Discussions Often Don't Happen

Despite Development Discussions being mandated by most organizations, many employees report that no one provides them with effective feedback and career advice. Yet high performers receive 38% more feedback than low performers.¹

And, the further down in the organization you go, the less frequently development conversations take place.

40%

of associates at one client don't have Development / Feedback Discussions





Biggest Barriers to Development Discussions

- **Development Discussions are deprioritized** in lieu of other “work-focused” conversations.
- **Managers do not feel equipped** to engage confidently and thus shy away
- **Managers think** performance reviews are the same as development conversations.
- Managers fear employees will **move into other roles.**
- Employees are **uncomfortable being open** about their development needs and ambitions.
- Development discussions are **viewed as a “check the box”** HR activity vs. business imperative.
- Some people **don’t believe change is possible**

SOLUTION

What's Required



Championed by the Business



Keeping Development Top of Mind



Capabilities, Tools and Confidence



Explicit Next Steps for Change

Owned and driven
by line leaders to
demonstrate business
relevance

Maintaining awareness
of the importance
of development
discussions throughout
the year

Ensuring managers and
employees have the
capabilities, tools and
confidence necessary
to thoughtfully discuss
future growth

Providing specific
guidance and clear
prompts to facilitate
ongoing development
conversations

SOLUTION

SEED

Streamlined Employee Engagement & Development

Monthly Communications Campaign*

**Low-touch, easy to implement*



Championed by the Business



Keeping Development Top of Mind



Capabilities, Tools and Confidence



Explicit Next Steps for Change



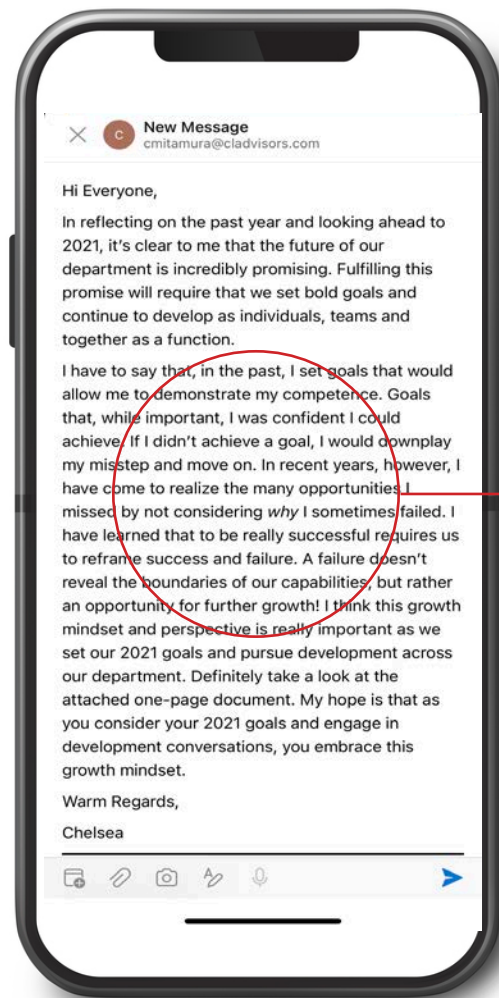
Monthly personalized communications from a business leader on a specific topic including relevant personal thoughts and inspiration on professional development topics



Corresponding Infographic detailing best practices, practical exercises, conversation prompts and Calls to Action to provide employees with concrete tools for upskilling and prompts for behavior change

SOLUTION

Monthly Communications Campaign*



Hi Everyone,

In reflecting on the past year and **looking ahead to 2021**, it's clear to me that the future of our department is incredibly promising. Fulfilling this promise will require that we set bold goals and continue to develop as individuals, teams and together as a function.

I have to say that, in the past, I set goals that would allow me to demonstrate my competence. Goals that, while important, I was confident I could achieve. **When I first came to Nettle & Co., if I didn't achieve a goal, I would downplay my misstep and move on.** In recent years, however, I have come to realize the many opportunities I missed by not considering why I sometimes failed. I have learned that to be really successful requires us to reframe success and failure. A failure doesn't reveal the boundaries of our capabilities, but rather an opportunity for further growth! I think this growth mindset and perspective is really important as we set our 2021 goals and pursue development across our department.

Definitely take a look at the attached one-page document. My hope is that as you consider **your 2021 goals** and engage in development conversations, you embrace this growth mindset.

Warm Regards,
Chelsea

1 **Text** personalized in partnership with business leader. Messaging can be crafted by leader, CLA, and/or Internal Comms.

2 Communications strategically integrated with enterprises priorities and broader communications plan

Infographic: Best Practices & Practical Exercises

HOW TO ADVOCATE FOR YOURSELF AND YOUR ACCOMPLISHMENTS

Many people keep their head down, get their work done well, and hope that they will be recognized. This is what the qualified quiet do, or the people who are excellent at their jobs but do not have the skills or desire to talk about themselves. However, being able to talk about your achievements is one of the most effective methods to get what you want. Indeed, advocating for yourself can lead to myriad opportunities (e.g. promotions, stretch assignments, higher salaries) and failing to do so can leave you stagnant in your career and development.

Advocating for yourself is a skill and, like all skills, it can be learned through practice, intentionality, and discipline. In order to effectively advocate for yourself and your accomplishments, to "brag well," if you will, you need to strike the right balance between factual information, compelling confidence and believing in your worth.



Bite-sized best practices and specific calls to action, delivered in accessible infographic

Learn to self-promote effectively and find opportunities to practice!

Recognize Your Value to the Organization.

Before you begin advocating for yourself and your accomplishments, you need to know what you bring to the table. Consider your value. Are there special skills or pivotal relationships only you bring to your team? Can you point to past experiential evidence (e.g., reference a specific project and what you contributed)? Further, how can you quantify the value you bring to the organization (e.g., financial impact, market value)? Be specific. Write out a list of how you contribute to your role and prepare to talk about it.



Practice Celebrating Your Achievements.

Rather than wait for others to notice your contributions, call them out. If you consistently deliver ahead of schedule, say so. If you stayed late to finish a project to help your manager, let her know. If a project you are involved with drove important business outcomes, quantify them and share them with the team and stakeholders. It can be uncomfortable to draw attention to our contributions (and "bragging" is often frowned upon, particularly for women and people of color); however, if you don't tell others what you've done, how will they know?



Cultivate a Network of Champions.

Create a reputation as someone who shows up and follows-through. Pursue mentors or sponsors who will speak up for you. Look for opportunities to share your work broadly (at a company-wide meeting, for example). Engage with key colleagues and decision-makers who you may not interact with day to day. Promotion and bonus decisions are calibrated by groups of managers who all have their own team members to advocate for. If others know your work and respect it, this will make your manager's job of advocating for you much easier.



Lift Others, Lift Yourself.

If you recognize a colleague on your team who routinely does excellent and timely work without recognition, take it upon yourself to point that work out to those who matter and to the person in question. It is often easier to advocate for others than the self and encouragement and support can make all the difference when it comes to someone recognizing their own value. Further, by lifting those around you and explaining their accomplishments or clarifying the work that they do, your own overlapping impact becomes more visible as well. The better others understand your team's work, the better it is for everyone on the team.



SOLUTION

Fully Customizable

- The Person or Level from which the Communications are sent (ELT, individual team leaders, managers)
- Communication Channel (Teams, Yammer, Slack, Videos, Mobile Texts, Cornerstone)
- Design (color, brand, logo)
- Topics can be tailored to your organization's needs and infographic can link to corresponding, existing learning resources (e.g., LinkedIn Learning, Skillsoft)
- Optional Support: Webinar, On-Demand Library, Office-Hours (e.g., 30 minutes monthly on topic importance, logistical overview, prompts for managers to keep the volume up)



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Topics Mapped to Typical Performance Management Process



SOLUTION

Example Campaigns

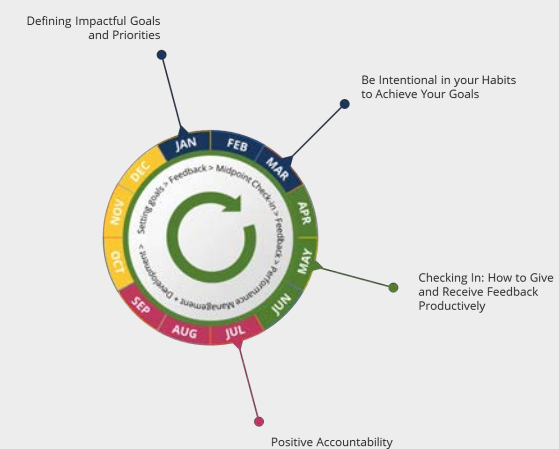
Example 1

- 12-month campaign
- Starts November 17
- Monthly communications
- Sent from Director-level leaders, in Slack
- Monthly 30-minute Webinar included



Example 2

- 6-month campaign
- Starts January 3
- Bi-monthly communications
- Sent from Head of a Division, through Email
- No optional Webinar



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Outcomes

- Dramatically increases the frequency of performance and development discussions (formal and informal)
- Takes the pain out of year-end performance reviews
- Increases employee engagement
- Ensures employees are working on the right things
- Supports a culture of psychological safety and accountability



Additional Benefit: Improving DEI

People find it easier to engage with people who are similar to themselves. The Campaign overcomes this challenge by scaffolding the dialogue between managers and employees who might be different from one another.

- Keep equity top of mind with DEI relevant content woven throughout all materials
- Model inclusive language
- Create a more inclusive environment and enhance belonging for underrepresented groups



Trusted by Leading Corporations and Organizations



REGENERON



COREVITAS™
Excellence in Evidence



We've rarely seen such positive feedback on a talent development initiative!

Talent Development Manager at Regeneron

Next Steps

- Identify a leader who wants to pilot the campaign
- Determine the topics that most benefit your people
- Determine the campaign length right for your organization
- Determine the right channel (e.g., Email, Intranet, Teams, Slack) for the campaign
- Finally, when do you want to get started?



SOLUTION

Campaign Investment Inclusions

	Base	Custom	Complete
License for Materials <ul style="list-style-type: none">• Personal Communication Templates• Infographics	✓	✓	✓
Branded	✓	✓	✓
Custom Language / Imagery		✓	✓
Development of Topic of Your Choice		✓	✓
Bespoke, Personalized Monthly Communications for Up to 3 Leaders		✓	✓
Pre-, 6 Mo, 12 Mo, Survey & Debrief			✓
6 Month Campaign	\$7,000	\$13,000	\$18,000
12 Month Campaign	\$8,000	\$15,000	\$25,000

Optional: Monthly Skill-Building Webinar (30 Min/Month), Office Hours (5 Hours/Month through Sign-Ups)



**For more information, or to enroll in the
program, please email us**

cmitamura@cladvisors.com



Scan the code or share with
colleagues for information
about SEED



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