

2024 Leadership Development

Strategy and Framework

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Meeting the Leadership Moment at Blue Cross North Carolina



Beyond creating efficiency and effectiveness for our organization and our people, our recent Culture and Engagement survey results indicate that employees having even greater confidence in our leaders and our strategic direction would positively impact our shared culture. Even though the road ahead is still coming into focus, it is critical that leaders create clarity and confidence in where we're going working together as **ONE TEAM**.

If leaders are to meet this moment, a reset of expectations, rewire of habits, and a re-skill of leader capabilities is needed as we make a strategic shift to increase accountability and performance for employees and leaders.

Objectives

2024 Leadership Development Strategy

- Outline the 2024 Blue Cross North Carolina leadership development objective.
- Highlight the top three leadership development infrastructure initiatives that will create a consistent leadership development experience.
- Review the leadership development approach designed to support the dynamic learning and development needs of Blue Cross North Carolina leaders.

2024 Leadership Development Framework

- Define Blue Cross North Carolina leadership expectations.
- Outline the three leadership priorities leaders will need to increase leader and manager effectiveness.
- Align leadership development offerings with leadership priorities and organizational strategic direction.



LEADERSHIP DEVELOPMENT STRATEGY



2024 Leadership Development Strategy

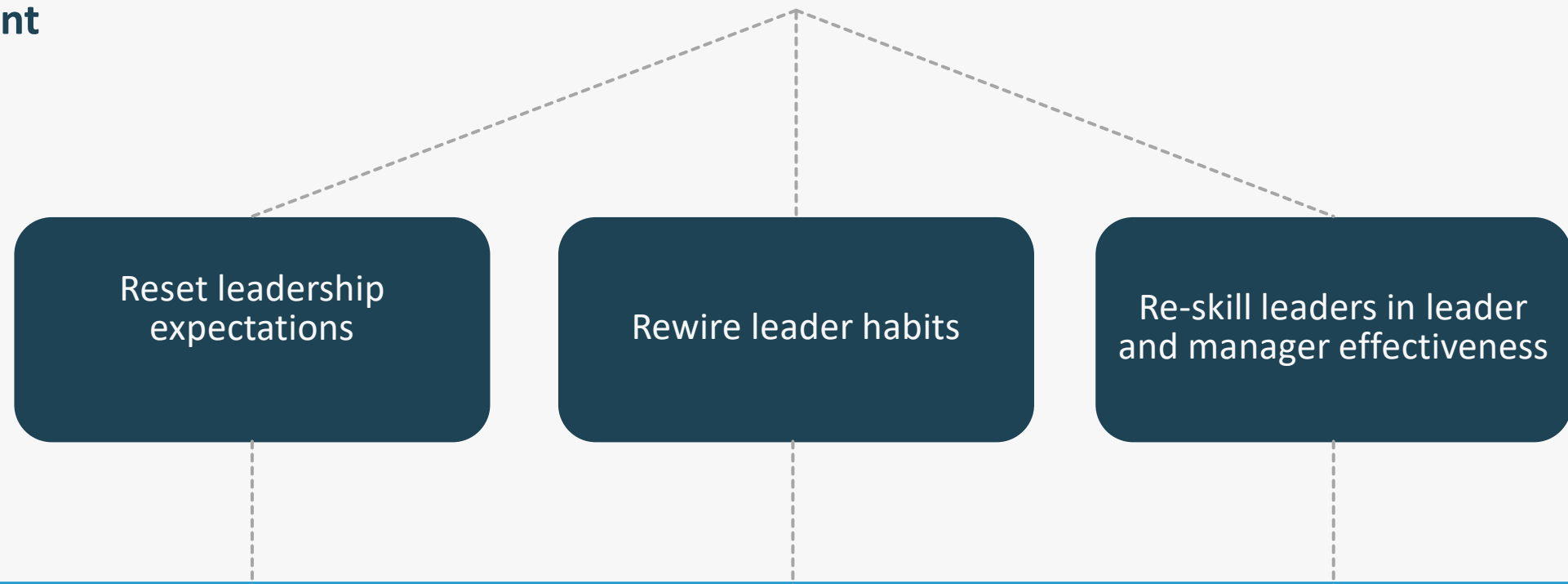
Statement of Leadership Development Strategy:
 Reset leader expectations, rewire leader habits, and re-skill leader capabilities to meet the dynamic demands of the organization.

Current State of Leadership Development in 2024

- Leaders unaware of company’s expectations for leading and managing especially during times of change and uncertainty.
- Leaders unaware of the learning and development support available to them.
- Leaders’ consumption of learning and development opportunities are inconsistent due to an unstructured leadership development approach and framework.

Desired State of Leadership Development 2024

- Leaders understand and recall the company’s perspective on leadership, the company’s expectations of leaders, and the leadership priorities in 2024.
- The Leadership Development practice drives guided and self-directed development through implementation of the BCNC Leadership Development portfolio of offerings and support.
- Leader consumption of flagship learning and development programs increase by 10% by year end.



Top 3 Leadership Development Infrastructure Initiatives for 2024

- Refresh the Leadership Resource Center with comprehensive, relevant, and accessible leadership resources.
- Launch [Ask@Work](#) leadership development intake page to understand and support leaders’ dynamic and evolving needs.
- Launch a comprehensive leadership development portfolio with guided, social, and sequenced learning and development offerings to address leader and manager effectiveness.

Leadership Development Approach



Guided Individual Opportunities

70% of learning

Personalized approach for leaders to develop leadership skills and increase leader and manager effectiveness.

The leader and their manager partners to identify targeted resources and support to help the leader grow in the organization, reach their potential, and contribute effectively to the organization's success.

- Stretch assignments
- Self-paced learning
- 360 Feedback
- Leader Coaching
- Personality assessments



Social Learning

20% of learning

Collaborative and community approach for leaders to increase skills and capabilities through peer coaching and learning.

Leaders come together to share knowledge and information among peers via interactive discussions to include face to face, discussion boards, video chats, live streams, etc.

- Leadership Coaching Circles
- Live Streams on Viva Engage
- Leader Meet Ups
- Scheduled leadership meetings



Sequenced Programs

10% of learning

Development programs that have an ordered set of activities and whose objectives are to develop and hone leadership development skills so the leader can take on critical responsibilities in an organization. Sequenced programs also provide participants with an opportunity to grow their career.

- Buddy to Boss New Leader Development Program
- Rising Talent Leadership Development Program
- Accelerated Leadership Development Program
- McKinsey Leadership Development programs

Leadership development will be dynamic and multi-faceted in 2024.



LEADERSHIP DEVELOPMENT FRAMEWORK



Blue Cross North Carolina Leadership Expectations

At Blue Cross North Carolina, leaders strengthen our culture by demonstrating accountability, trust, integrity, high performance, and inclusion.

- Every leader takes ownership of their actions and demonstrates **accountability** by setting clear expectations, defining roles and responsibilities, providing regular feedback, and by holding themselves individually and their team collectively accountable for outcomes.
- Leaders demonstrate **trust** by bringing their positive energy to work, prioritizing the well-being and mental health of employees, leaning into tough conversations, speaking up when called upon, and considering diverse perspectives to make the best decisions for the company.
- Leaders with **integrity** demonstrate honesty, fairness, are transparent in their dealings, and consistently act in the best interests of their team and the organization.
- **High performing** leaders consistently deliver results, continuously seek feedback, leads by example in all aspects of their work, and embraces ambiguity and change with resilience.
- **Inclusive** leaders lead their teams in a cohesive way, respects and understands the uniqueness of team members in an empathetic way, celebrates the unique contributions of each team member, and works toward creating a culture of belonging within the organization

We will recognize and reward leaders who prioritize and demonstrate these behaviors as we solidify our commitment to our customers and communities and accelerate our impact in the industry.

2024 Leadership Priorities



Lead Transformation

- Tells the story of where we're going, the leader's role in leading change and what success looks like.
- Reinforces new ways of thinking.
- Creates space for questions and tensions to surface.



Enable Performance

- Sets high performance standards for all employees and teams.
- Displays technical and functional competence and expertise.
- Energizes others to perform at their best.
- Builds commitment to achieve company's strategic priorities and goals.



Inspire Meaningful Experiences

- Plays an active role in understanding employee development goals and needs to create experiences for people to stretch their skillset.
- Entrusts others to make decisions and consider team members as thought partners.
- Proactively creates a dynamic where people feel valued, supported, and safe in their presence.

Leadership Skills

Leader Effectiveness (Managing People)

- Big Picture Thinking
- Emotional Intelligence
- Coaching and Mentoring
- Leading Across Generations
- Effective Communication
- Adaptability
- Risk Management
- Strategic Thinking
- Cultural Awareness
- Leading Change
- Stress Management
- Influence
- Persuasion and Negotiation
- Team Effectiveness

Manager Effectiveness (Managing Things)

- Delegation
- Time Management
- Budgeting and Financial Management
- Performance Enablement
- Problem Solving and Decision Making
- Planning and Organizing
- Setting Goals
- Data, Analysis, and Insights
- Commercial Awareness
- Risk Management
- Ethics and Compliance
- Team Effectiveness



Success Measures (for discussion)

20% completion

Measures the completion of flagship course offerings, development opportunities, and learning pathways. Leaders who complete programs without them being mandatory are implicitly endorsing their value.

90% satisfaction

Measures the overall learning experience and the participant's experience favorability. The experience index includes measures new knowledge/skills gained by the participant, relevance of learning experience to participant's role, and overall learner satisfaction.

80% retention

Measures the retention rate of leaders who participated in learning and development programs in 2024. This metric also measures cost savings of retaining leaders vs. hiring externally.

15% mobility

Measures the rate at which leaders are mobilized across the organization whether they are taking on expanded responsibilities or being promoted.

Path to Integration

Align

- Assess the current situation of leadership and define desired outcomes for 2024.
- Determine 2024 leadership development success measures.
- Engage key stakeholders to review leadership priorities against strategic alignment and secure buy-in.
- Align skill priorities with leadership and development offerings for leaders in 2024.

Launch

- Create infrastructure to support guided and self-directed leadership development opportunities in 2024.
- Launch communications to leaders about availability and accessibility of leadership development offerings.
- Provide leaders guide rails for accessing development offerings, engaging their managers, and determining which offerings meet their needs.

Monitor

- Activate a listening strategy to understand leaders' ongoing needs in real time.
- Determine which flagship offerings and programs to evaluate for engagement and effectiveness.
- Determine how key stakeholders will be kept aware of leader and manager effectiveness programs and offerings.

Iterate

- Adjust offerings and programs as needed based on leader, employee, and key stakeholder feedback.
- Scale as needed according to strategic direction and organizational priorities.

Report

- Collaborate with Talent Management and People Strategies partners to measure leadership development consumption, program satisfaction, learning transference, retention, and internal mobility.

Thank you!

Blue Cross North Carolina Leadership Development

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APPENDIX



2024 Leadership Development Offerings (vetting in progress)

Guided Learning

Big Picture Thinking

Emotional Intelligence and Interpersonal Skills

Diversity, Equity, Inclusion

Self-Motivation/Management

Stress Management

Time Management

Budget and Financial Planning

360 Leader Feedback

Hogan Personality

Leader Coaching

Change Leadership

Social Learning

Leader Meet Ups

Leadership Circles

Annual Leader Summit/Forum

Leading @Blue (Viva Engage)

Quarterly Leadership Team Meetings

Sequenced Programs

Leadership North Carolina
Leadership Raleigh

Leadership Triangle

Buddy to Boss (New Leader)

Wharton Executive Leadership Program

Rising Talent

Accelerated Leadership

AHIP Leadership Program

McKinsey Leader Academies

Leading for Organizational Impact

Leading at the Peak

Leadership Skill-Based Volunteerism

This list is not inclusive of offerings available to leaders. Offerings are being vetted for organizational alignment and priority.

Lead Transformation

Skill Leader Effectiveness (LE) Manager Effectiveness (ME)	Offering Name	Description	Dates	Cost
Big Picture Thinking (LE)	Executive Presence	Learn what executive presence is and how to cultivate more of it.	Mar 21 May 21	\$275
Big Picture Thinking (LE)	AHIP Leadership Program	To grow industry knowledge and leadership skills.	Jun 10	\$7,500 plus travel and lodging
Big Picture Thinking (LE) & Adaptability (LE)	Leading at the Peak	How to render leadership skills that drive and sustain organizational success.	9 Dec -13 Dec	\$13,900
Adaptability (LE)	How to be an Adaptable Employee During Change & Uncertainty	Learn how to adapt and embrace change.	On Demand	\$0
Stress Management (LE)	The Stress Detox: A Stress Management Framework for Leaders	Learn how to have a healthy dose of stress to drive leaders to look, feel, and perform better.	On Demand	\$0

Enable Performance

Skill Leader Effectiveness (LE) Manager Effectiveness (ME)	Offering Name	Description	Dates	Cost
Performance Enablement (ME)	Performance Management: Build a High Performing Team	Learn ways of adapting your approach to performance management to meet individual needs.	On Demand	\$0
Problem Solving & Decision Making (ME)	Problem Solving Masterclass – Guide to Problem Solving Skill	Improve critical thinking, decision-making, and problem-solving skills.	On Demand	\$0
Performance Enablement (ME) Problem Solving & Decision Making (ME) Setting Goals (ME)	Leading for Organizational Impact	How to render leadership skills that drive and sustain organizational success.	13 May – 17 May 24 Jun – 28 Jun 5 Aug – 9 Aug 30 Sep – 04 Oct	\$10,500
Setting Goals (ME)	Setting Goals WBT	Learn how to successfully and clearly set goals that align with strategic organizational priorities.	On Demand	\$0
Setting Goals (ME)	Performance Management: Setting Goals & Manage Performance	Learn how to set employees up for success in creating smart goals that align with the organization and the employees has and needs.	On Demand	\$0

Inspire Meaningful Experiences

Skill Leader Effectiveness (LE) Manager Effectiveness (ME)	Offering Name	Description	Dates	Cost
Emotional Intelligence (LE)	Mastering Emotional Intelligence	Become more familiar with the 4 primary components of emotional intelligence and how to apply various strategies & skills to increase emotional intelligence for maximum effectiveness.	Apr 17 Aug 6	\$200
Coaching & Mentoring (LE)	Coaching Virtually	Learn how to coach employees virtually to bring employee success and leader success.	On Demand	\$0
Coaching & Mentoring (LE)	Overcome Common Coaching Challenges as a Leader	An effective leader does not automatically make you an effective coach. Explore different strategies for dealing with common challenges that leaders face.	On Demand	\$0
Coaching & Mentoring (LE)	How to Become a Workplace Coach: Building a Coaching Culture	Learn how to create a coaching culture.	On Demand	\$0

Encompassing ALL Priorities

Skill Leader Effectiveness (LE) Manager Effectiveness (ME)	Offering Name	Description	Dates	Cost
Delegation (ME)	Delegation from a Distance	Learn how to delegate employees effectively form a distance.	On Demand	\$0
Delegation (ME)	Steps to Effective Delegation (NGT)	Learn applicable strategies to give direct reports challenging experiences to advance projects and employee development.	Jul 24	\$250

Key Terms and Definitions

Leadership Coaching Circles- Virtual event that allows leaders to engage with a coach and their peers to enhance their leadership development by focusing on a specific business challenge and having peers and coach them through a solution. Leaders learn from other leaders to help them improve performance and maximize business results.

Leader Meet Ups- Informal in person opportunity for leaders to come together to listen, share, discuss real time leadership challenges, and best practices for solving leadership challenges. These gatherings are scheduled via the company's Viva Engage- Leading at Blue community group and serves as a platform for leaders to think about how they can apply new knowledge and skills to what they're facing in real time.

Office Hours- Scheduled offerings for HR experts to meet with leaders (Live Stream) or individual contributors (Workday) about a pre-determined organizational intervention to help create organizational buy-in and engagement toward the intervention. During these sessions participants can ask any people, process, and technology questions related to the intervention. Experts in the intervention are available to review processes, demonstrate technology, change plans, learning and development offerings, etc.

