

NAVIGATING THE HR/OD DIVIDE: FOSTERING LEADERSHIP CHANGE AT THE INDIVIDUAL AND GROUP LEVEL

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HR West Conference

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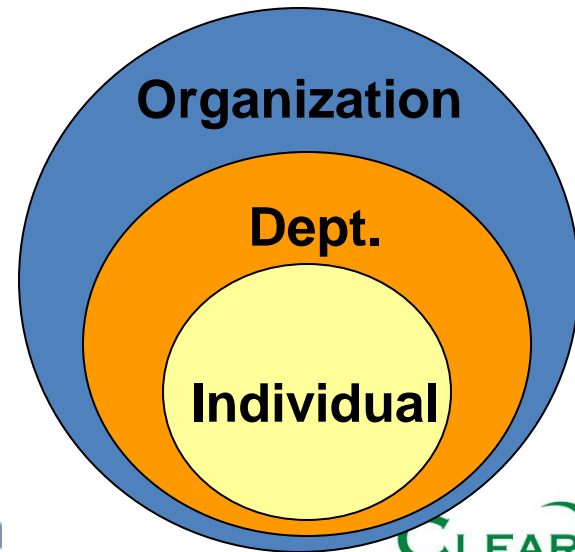
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- In 2008 Genentech developed the Management Effectiveness Index (MEI)
- Survey administered internally for select departments during 2008
- 2011 leadership development initiative for North American engineering division within Genentech wanted to revisit the survey

- Engage direct report's to provide feedback for leadership improvement
- Focus on leader's strengths
- Clear direction for improvement



- Leverage multiple systems to support change



- Entry and Contracting
- Survey Tool Development
- Distribution and Reports
- Coaching (1:1 and Group)
- Project Follow-up

Entry and Contracting

HR Business Partner	Business Leader	External OD
ENTRY		
<ul style="list-style-type: none"> • Assess business need • Determine approach 	<ul style="list-style-type: none"> • Leader understanding • Business alignment 	<ul style="list-style-type: none"> • Receive request for service
CONTRACTING		
<ul style="list-style-type: none"> • Logistics and translator • Outreach internal and external • Pulse on manager / employee needs 	<ul style="list-style-type: none"> • Decision maker • Targeted to the organization and individuals • Connection to business success (vision, mission and goals) 	<ul style="list-style-type: none"> • Knowledge, experience and planning • Program and messaging • Value add at the org/dept/individual • Materials development

- What are some of your biggest challenges that you tackle during the contracting phase?
- Based on what you have experienced during the contracting phase – what one piece of advice would you offer?

- Key critical behaviors for each of the 11 effectiveness index
- Frequency scale to rate key critical behaviors

External OD	HR Business Partner	Business Leader
<ul style="list-style-type: none">• Work within limitations of business request• Balance needs of the organization, department and individual managers	<ul style="list-style-type: none">• MEI was a known tool• Political drivers for modification of tool created limitations	<ul style="list-style-type: none">• Deliver results• Minor modifications

- Communication – achieved 90% response
- Layering of data for needs analysis
- Report format (regular & modified) and customized development recommendations

External OD	HR Business Partner	Business Leader
Straw documents	Key review of materials	Final decision maker
Data layout	Reporting structure	Layering of data
Follow-up phone calls Report development and delivery	1:1 follow-up and town hall meetings	Push communication out to employees

Coaching (1:1 and Group)

- Individual manager coaching based on report results
- Leadership team
- Extended manager team

External OD	HR Business Partner	Business Leader
<ul style="list-style-type: none">• Deliver 1:1 coaching• Organization and department development plan with focus areas• Facilitation	<ul style="list-style-type: none">• Review and approval of development plan• General support and assistance to leaders	<ul style="list-style-type: none">• Support data results• Take ownership for data• Champion the follow-up work and actions

- Post survey follow-up
- Roche global involvement
- Final results and on-going actions

External OD	HR Business Partner	Business Leader
<ul style="list-style-type: none">• Global in-country pilot• Alignment between pre (local) and post (local and global)• Delivery of results	<ul style="list-style-type: none">• Support of decisions and behind-the-scenes reminders• Review of results and cultural alignment	<ul style="list-style-type: none">• Development alignment for follow-up survey• Balancing local needs with global involvement• Champion results and on-going action

- Based on the presentation, what one or two nuggets of information have you learned?
- When you get back to work, how might you apply the lessons you learned in this session?

Thank You and Questions

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