



PECKHAM

# Developing Leaders Through Experience

*A LEADERSHIP ROTATIONAL PROGRAM PILOT*

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Sarah Preisser, Talent Strategist

Re:con 2022

# Introductions



**Jessica Diener** is an experience Rehabilitation Counselor, and the current Senior Manager of Vocation Services at Peckham, and the current candidate for this explorative rotational program. She leads teams and programs focused on serving individuals referred through other community partners such as Michigan Rehabilitation Services and Community Mental Health. Jessica holds her CRC and LPC and is a graduate of MSU (Go Green). She has interests in leadership development, program design, and organizational culture and design. She is recently certified in human-centered design through the LUMA Institute.



**Sarah Preisser** is a talent strategist and human-centered design practitioner who spent 21 years in the corporate world before founding Mindset Talent to bring Fortune 500 leading edge talent and organization practices to small and mid-sized business, public sector, and non-profit sector clients. She has served as the Director of Employee Experience and Engagement at Peckham since March 2021. Preisser holds a BA in English, with a concentration in the Gerald Ford Institute for Public Policy from Albion College. She is certified in human-centered design via the Luma Institute.

# Creating an Experiential Learning Experience for Staff at Peckham

# Why create an experiential leadership experience?

- Peckham values internal **upward mobility**, and we don't have a robust enough **pipeline to fill leadership roles in a timeframe** that we anticipate we'll need.
- We have **people who have outgrown their role and are ready for more**, but we don't have the next position for growth readily available... putting us at risk for losing high potential employees.
- Studies show that **diverse experiences matter AND that experiential learning has a greater impact** on the learner.
- **Organizational commitment to career growth is shown to increase employee engagement.**

# Preparing tomorrow's leaders of Peckham



- Peckham has approximately 550 staff supporting 2000+ individuals receiving vocational rehabilitation services
- To support our programming, we have 5 “chiefs”, 13 “executive-level” and over 100 “director” roles
- To sustainably deliver our programs and lines of business, we have an enduring need for many individuals with strong leadership skills

# Diverse experience creates stronger Peckham leaders

- Individuals who have had played roles across multiple areas of Peckham's business have seen greater success as they have moved upward.
- Ability to partner with business AND human services successfully, with true understanding and ability to balance “the mission” and “the business.”
- Seeing challenges and opportunities from “all angles.”

# The Center for Creative Leadership

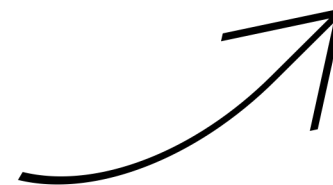
“Most executives cite on-the-job experiences as the key events that shaped them as leaders and taught them important skills, behaviors, or mindsets. In fact, research shows that senior executives distribute their sources of key developmental experiences as 70% on-the-job challenges, 20% other people, and 10% formal coursework and training.”

Center for Creative Leadership. (2020, December 16). Leading Effectively Article. *Make learning stick: Improve learning transfer to get the most out of leadership development*. Retrieved from <https://www.ccl.org/articles/leading-effectively-articles/learning-transfer-leadership-development/>



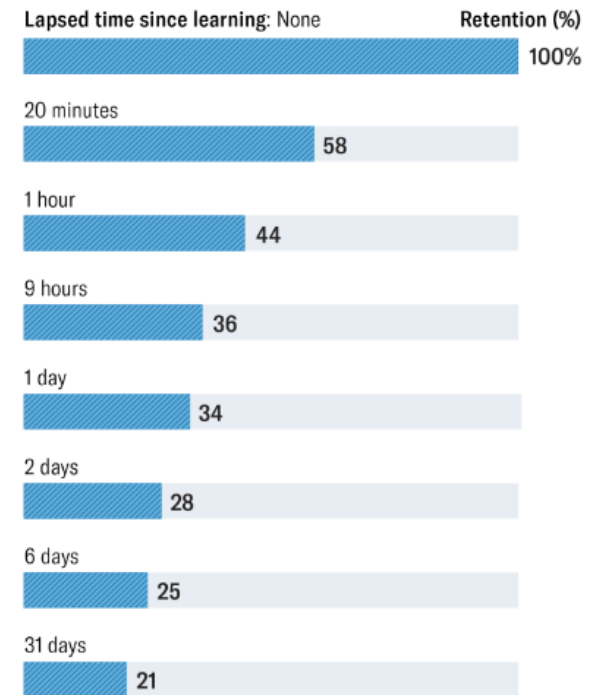
# The “Forgetting Curve”

- People learn best when they **HAVE** to learn
- People learn best when the content is obviously relevant to the learner’s goal
- We quickly forget what we’ve learned if new information isn’t applied



## The Forgetting Curve

If new information isn't applied, we'll forget about 75% of it after just six days.

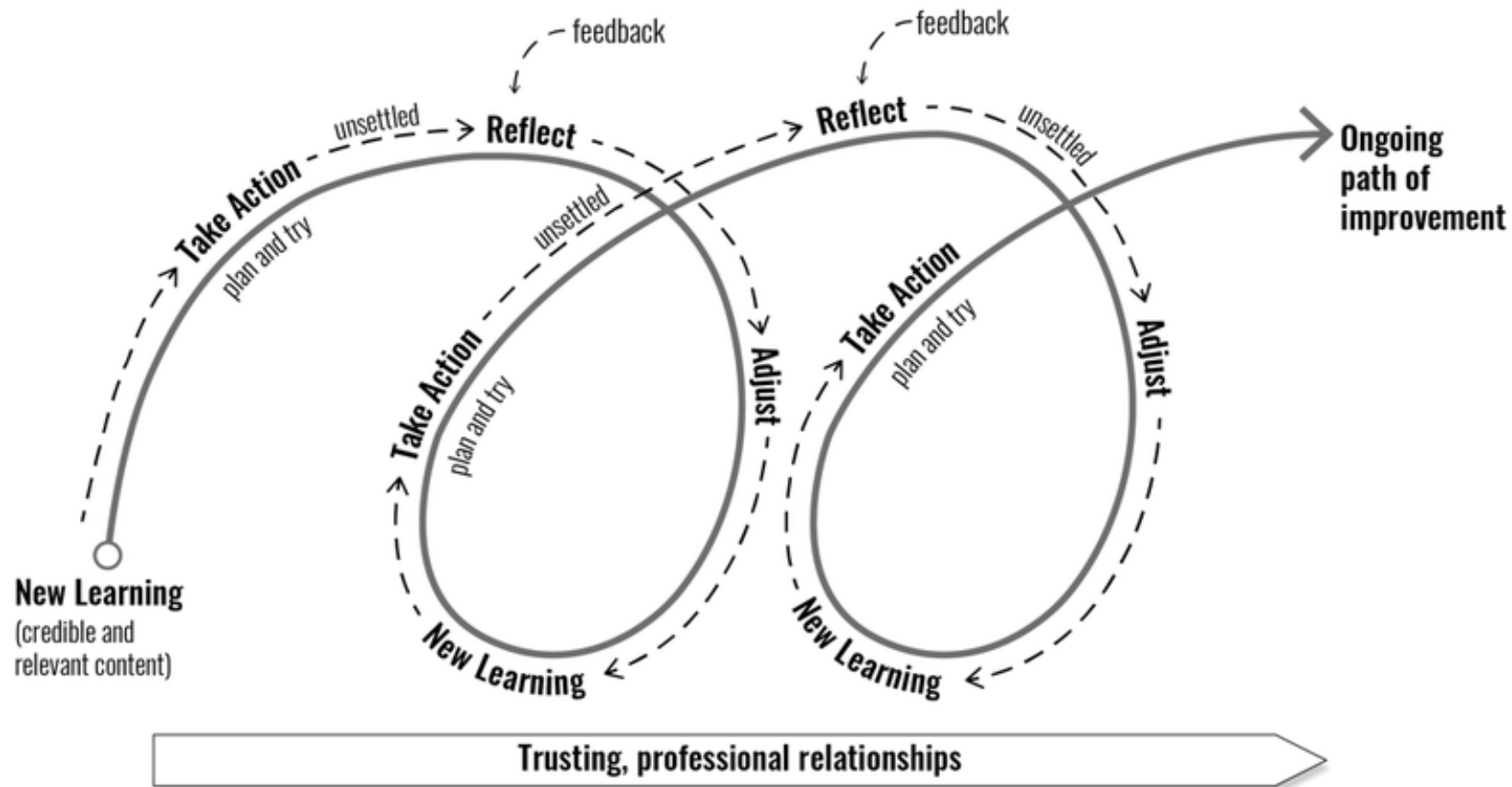


Source: Hermann Ebbinghaus

HBR

[Where Companies Go Wrong with Learning and Development \(hbr.org\)](https://hbr.org)

# What needs to change: Shift from classroom to real life



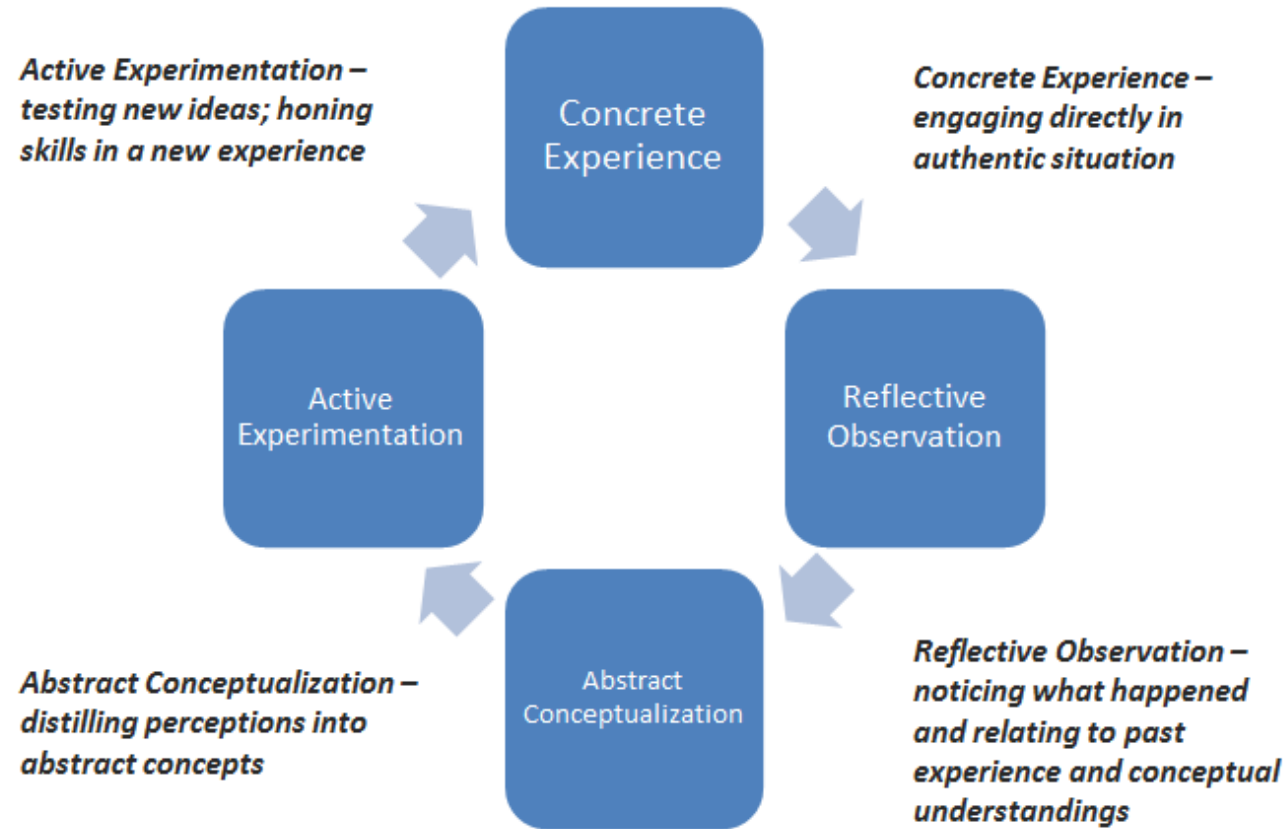
[Iterative Model of Professional Learning \(IMPL\)](#)

# Linking employee engagement and career opportunities

- The [2021 Talent Index](#), which surveyed 5,000 U.S. and UK workers, found 83% of employees think their company should help with career progression.
- In a September 2021 [Lattice survey](#), 76% of respondents said they would be somewhat or very likely to leave a company because they were dissatisfied with career progression opportunities.
- A 2021 Gallup [The American Upskilling Study](#) published that 61% of workers polled indicated upskilling is “extremely” or “very important” when weighing the decision to remain at their current job. 57% indicated they are extremely or very interested in participating in an upskilling program with 63% of those saying they are motivated to do so to advance their careers.

# Peckham's leadership rotation model based on the research

Kolb's Cycle of Experiential Learning



Boston University Center for Teaching & Learning. (n.d.). *Experiential Learning*. Retrieved from <https://www.bu.edu/ctl/guides/experiential-learning/>

# Pilot Design

# Design Aspects to Consider

Volunteer or Applicant?

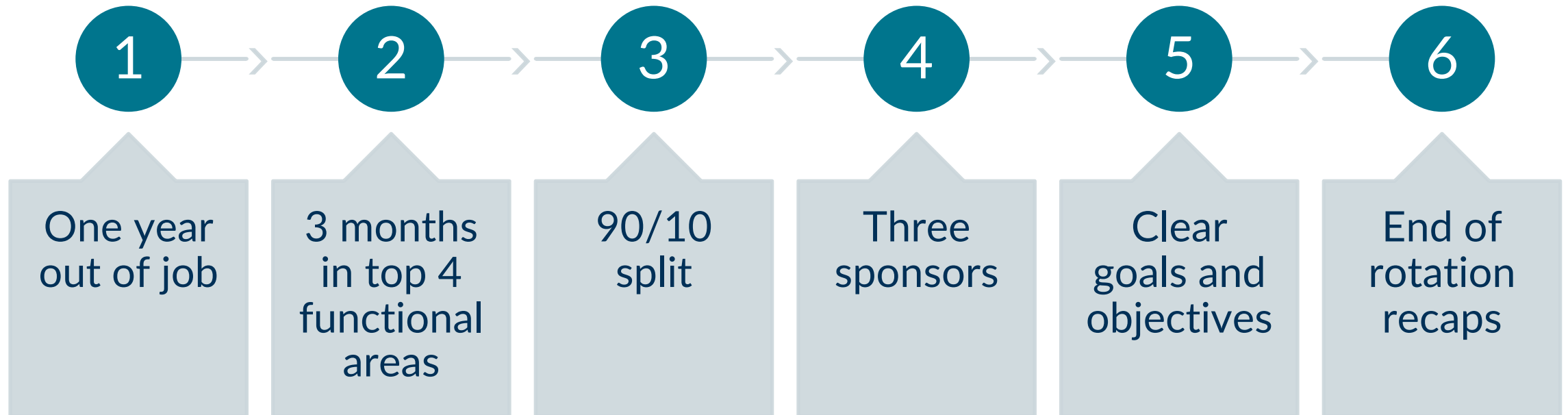
Gaining Buy In

Identifying Supports

Logistics



# Primary Components



# Structured goals and objectives

- Timeframe
- Host sponsor
- Scope of role
- Reporting relationships
- Learning objectives
- Program tracking & reporting
- Commitment

**Peckham Leadership Development Program Agreement**

The Peckham Leadership Development Program (PLDP) is a pilot program focused on growing better, well-rounded future leaders. The PLDP will provide high-potential staff with the opportunity to participate in a managerial rotation, playing a role in at least 3-4 different parts of Peckham's business across the course of the year.

This agreement will outline the mutual expectations for all key parties involved in the PLDP assignment.

<b>Dates for this assignment:</b> October 1, 2021 to February 1, 2022	<b>Participant:</b> Jessica Diener	
<b>Host Organization:</b> Business Services	<b>Host Sponsor / Supervisor:</b> Tom Korff, AVP of Business Services	<b>C-Team Sponsor:</b> Caleb Adams, Chief of Human Services

**Scope of the role:** Jessica will serve as a special projects lead for Business Services with a focus on 1) business services operations & coordination and 2) operationalizing Workboard Objectives and Key Results. In addition, Jessica will work on other high priority activities under the discretion of the host sponsor.

**Reporting relationships:** For the duration of the rotation, Jessica will report to Tom Korff as the AVP of Business Services/NPIC. Tom and Jessica will meet weekly to assess and set priorities for additional needs and areas of focus in alignment with Business Services needs and Jessica's learning objectives.

<b>Learning objectives met in this cycle:</b> <ul style="list-style-type: none"><li>• New business creation</li><li>• Contracts</li><li>• Budgeting</li><li>• Client Relationship Building</li><li>• Business Service Operations</li><li>• Balancing the mission &amp; the business in the world of business services</li></ul>	<b>Progress tracking/reporting:</b> <ul style="list-style-type: none"><li>• Weekly check-ins between the PLDP participant and the host sponsor/supervisor</li><li>• Bi-weekly check-ins between the PLDP participant and the PLDP Administrator</li><li>• Monthly check-ins between the PLDP participant, the sponsoring C-team member</li><li>• End-of-rotation summary of the experience will be created by the participant and shared with the CEO, the C-team sponsor, the host sponsor and the PLDP Administrator</li></ul>
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Signatures required →

*Jessica Diener*  
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Jessica Diener, Participant

*T. Korff*  
\_\_\_\_\_  
Tom Korff, Host Sponsor / Supervisor

*Caleb Adams*  
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Caleb Adams, C-Team Sponsor



# Participant's Experience

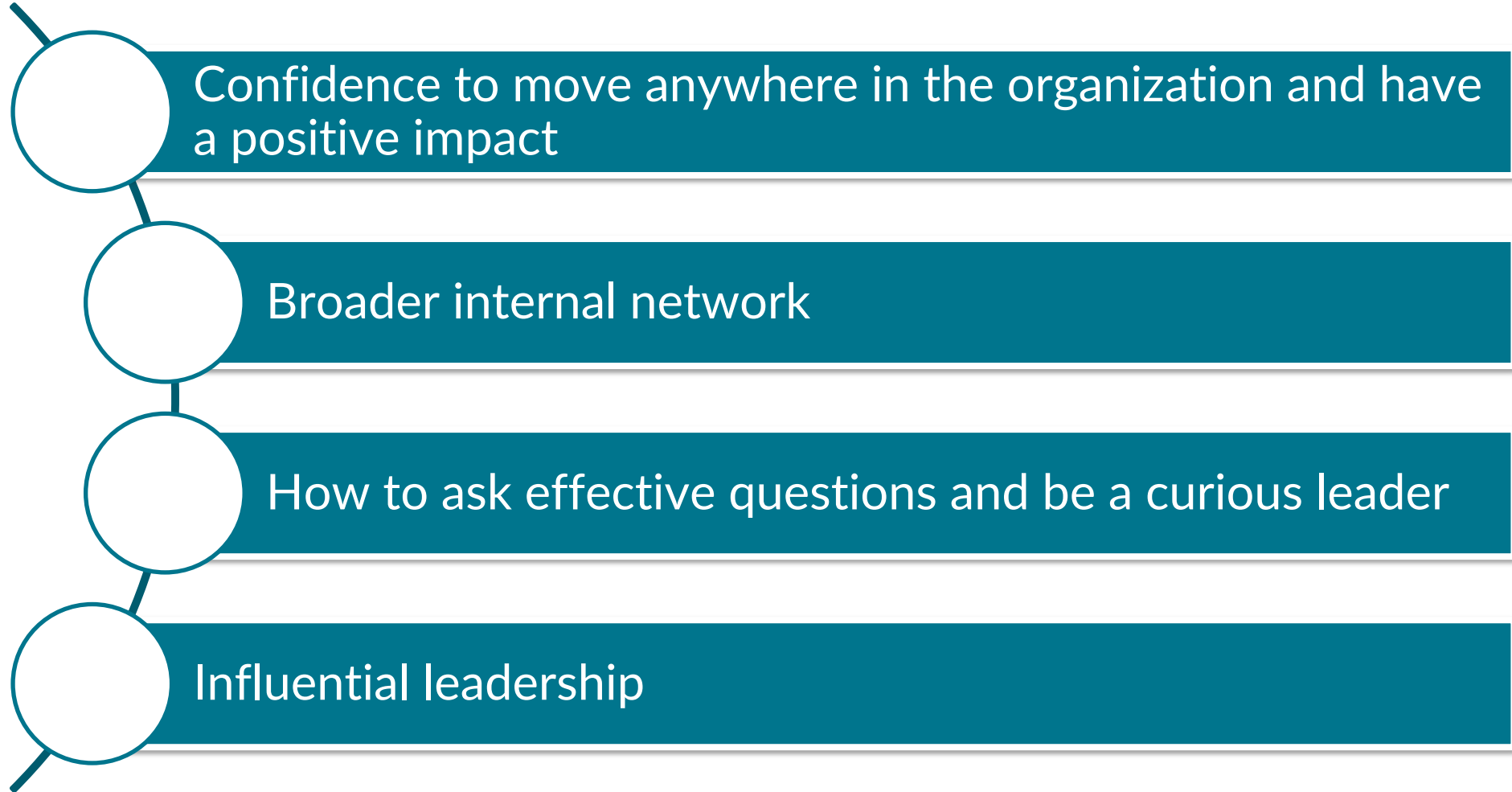
# How Did it Go



# Skills Gained



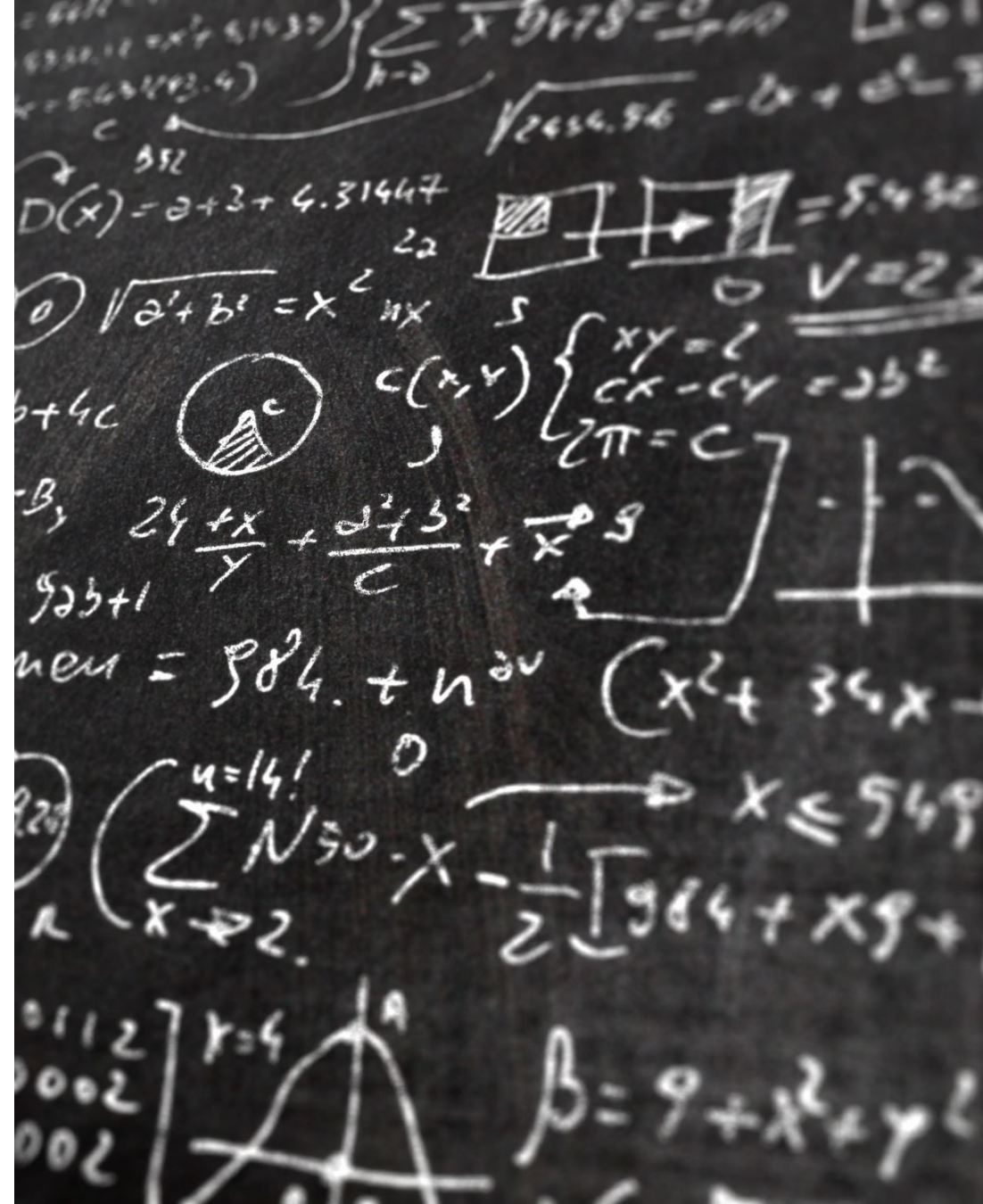
# Skills Gained Cont.



# What Did We Learn

# Take Away Learnings

- Need for clear and transparent application process / selection process even if it's 'just an experiment of the willing'
- 3 months is not long enough to be 'landed' and deliver something
- Clarity around scope
- This isn't for everyone



# Testimonials from the ‘host sponsors’



Tom Korff

Vice President of Business Services · Business Services

“I ... had an excellent experience with the pilot rotation. The program should be geared to helping high performers grow and develop. Jessica was able to identify issues, do deep dives, help formulate solutions, and get things done on her own. Heck, she pulled us along on a couple fronts that needed attention. As far as lessons learned, we will be more intentional about objectives and desired outcomes in the chosen timeframe. Jessica did a good job adding value, but we should have been more intentional about it up front.”



Brett Linton

Vice President of Manufacturing · Manufacturing Apparel

“Generally speaking, I am a strong supporter of development programs such as this leadership rotational pilot. Jessica had full access to the line of business, our key leaders and our operations such that her experience offered more depth and breadth. We aimed to be more strategic than tactical with her areas of focus while still trying to help drive toward desired outcomes. Manufacturing leadership benefited from her input and I believe she gained an appreciation for the level of strategy and decision making that is required in leading a business of this size and complexity. I would tailor the experience to the leader coming in such that we can capably meet them at their development level and make for a meaningful experience.”

# What must be true for this to work?

1. Former team / role needs to be mostly covered by others to prevent the individual from being free to focus on learning opportunity.
2. Would be difficult for someone who wasn't comfortable with ambiguity and change. Need to be open and curious.
3. High initiative required otherwise org forgets about you and/or doesn't pull you in.
4. Learning objectives and contract served as a good anchor.
5. Must be flexible about shortening or extending to allow for completion of project work.



# What are other ways to achieve some of the same outcomes?

- Not every place has as many options for movement within their walls, but some of these outcomes can still be achieved.
- For example, some organizations encourage their staff to build a learning plan and then take on +1 roles in their communities (school board, volunteer roles in schools, etc.) to build new skills
- One step further - some places are using virtual reality as a way to give 'hands on' experience to create stickier learning...

Accenture. (2021). *Engage, immerse, and inspire... with extended reality* (pdf brochure). Retrieved from <https://www.accenture.com/content/dam/accenture/final/a-com-migration/pdf/pdf-164/accenture-immersive-learning.pdf#zoom=40>

# Questions?

# Break

2:15-2:30PM

# Activity

# Activity



60 minutes total

- Working in small groups: 30 minutes
- Presentations: 30 minutes

**How might you achieve the goals of a leadership rotation in a small or medium size vocational rehabilitation organization?**

1. Agree the size organization you want to solve for
2. Discuss the aspects of your design, using the concept poster template as a guide
3. Create your design
4. Designate a spokesperson to share with the rest of the group

# Instruction Details


- Assemble your team and use one of the concept posters as your “Team Poster”
- Quickly sketch possible ways to illustrate your concepts around experiential learning.
- Write a short summary of the big idea.
- Include a description of the key stakeholders.
- List a few features and benefits.
- Come up with a name and a tag line for the concept.
- Add a timeline for developing the solution.
- Illustrate the concept with a big picture or diagram.

Innovating for People | Activity Templates | Concept Poster

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WHAT IS THE CONCEPT CALLED?

WHO IS IT FOR?



WHAT PROBLEM DOES IT SOLVE?

WHAT IS THE BIG IDEA?

ILLUSTRATE HOW IT WORKS

WHY MIGHT IT FAIL?

WHAT SHOULD WE PROTOTYPE AND TEST?

HOW MIGHT WE MEASURE SUCCESS?

# Important Considerations

- For smaller organizations, how might you achieve the same goals even if you don't have as much ability to move people around
  - Example: Consider partnering with other organizations create more movement opportunities