



RISE UP Program

Business Case

Research on career development suggests that the move from IC to manager is one of the most difficult careers move to make. Unlike other career advancements, the success competencies for management are only loosely related to those competencies to excel as an individual contributor. In essence, this creates a larger than average skill gap that if not properly addressed in both the selection process and training of new managers, leads to a poor success rate. In fact, only about 40% of new managers hit important success milestones in the first two years of their transition. Poorly trained and general bad managers have about 20% more turnover and cost their company, on average, \$1.3MM in additional turnover costs.

Implementing this program will provide numerous benefits to the long-term leadership pipeline and overall wellness of the organization. First off, it will enable leaders to clearly identify ICs who aspire to management and provide a safe and low risk opportunity for participants to explore people management prior to direct responsibility for others. Secondly, training in the art of people management can be offered to these aspiring managers lessening some of the skill gap that occurs in this career transition. Thirdly, this program sets clear performance and development expectations of what it takes to be a successful people manager and demystifies the promotion path to management. Finally, instituting a program like this clearly demonstrates (internally and externally) a commitment to growing internal talent and will positively impact unwanted attrition of high potential ICs looking for people management career paths.

Program Structure

RISE UP is a six-month, cohort program where participants will attend two, one-hour/90-minute sessions a month, peer coach/mentor a colleague, execute a personalized development plan and conclude the program with a leadership presentation. The curriculum is a blended experience which will include leadership introduction courses, book discussions, mentorship and learning from other leaders. Every participant will be assigned a peer (preferably new hires) to help onboard, coach and provide guidance and mentorship. At the conclusion of the peer coaching experience, each participant will receive an evaluation from their peer mentee to help with ongoing development. In addition, this program kicks-off with each participant completing an emotional intelligence assessment and the output of this assessment will help build an individual development plan that the participant will work and complete during the program.

This program offers a secondary development opportunity for existing managers. One of the critical elements of RISE UP is to offer the aspiring managers the opportunity to really understand the realities of management and get a true “day in the life” understanding of the manager role. Thus, program sessions will be co-facilitated by at least one existing manager/leader. The RISE UP facilitator core will be identified prior to the start of the program and trained on how to properly facilitate learning for the program.

Curriculum Details

Session Name	Pework	Learning Objectives	Post Assignment	Overall Time Commitment
MONTH ONE				
Kick-off <i>Logistic Session</i>	Interest Survey: Top of Mind Topics	<ul style="list-style-type: none"> Explain the program structure & goals Describe program expectations & commitments 	Complete the EQometer: Self-EQ Assessment	2 hours <ul style="list-style-type: none"> 10 mins pre activity 60 mins session 45 mins EQ assessment
Intro to EQ <i>Content Session</i>	EQometer	<ul style="list-style-type: none"> Explain what is emotional intelligence & how it relates to leading Describe the four core competencies of EQ Identify areas for continuous development 	Create draft of individual learning plan	2.5 hours <ul style="list-style-type: none"> 2 hours 30 mins post activity
Making the Transition to Management <i>Learning from Managers Session</i>	Chapter 1: Making of a Manager “What is Management?”	<ul style="list-style-type: none"> Define what is management Examine the mindset shifts required to transition to Management Differentiate between what it means to manage versus lead 	Conduct a red-team exercise on IDP with peer team and manager coach	2 hours <ul style="list-style-type: none"> 15 mins pre read 60 mins session 45 mins post activity
MONTH TWO				
Providing Actionable Feedback	Pre-session Video	<ul style="list-style-type: none"> Recognize the personal and practical needs within a conversation 	Chapter 4: The Art of Feedback	90 mins <ul style="list-style-type: none"> 10 mins pre video

<i>Content Session</i>		<ul style="list-style-type: none"> • Prepare to provide performance feedback • Practice providing feedback 		<ul style="list-style-type: none"> • 60 mins session • 20 mins post read
Showing Up Authentically <i>Learning from Managers Session</i>	Chapter 5: Managing Yourself	<ul style="list-style-type: none"> • Explain Imposter Syndrome • Identify common first-time manager mistakes • Set appropriate boundaries with those you manage 	Watch video on peer coaching	90 mins <ul style="list-style-type: none"> • 20 mins pre reading • 60 mins session • 10 mins post video
MONTH THREE				
Art of Coaching Others <i>Content Session</i>	Coaching Others Video	<ul style="list-style-type: none"> • Recognize the “teachable/coachable moments” • Describe the difference between feedback and coaching • Utilize open-ended questions to draw out learnings 	Participate in a 30-minute coaching practice session with peer team and manager coach	90 mins <ul style="list-style-type: none"> • 10 mins pre video • 60 mins session • 30 mins
Preparing for Peer Coaching <i>Logistic Session</i>	None	<ul style="list-style-type: none"> • Explain the expectations for peer coaching practicum • Identify 2-3 personal competencies/skills for the practicum 	Set up one on one coaching/mentoring session with peer mentee; begin practicum	60 mins <ul style="list-style-type: none"> • 45 mins session • 15 mins coaching logistics set up
MONTH FOUR				
Leading a Team <i>Learning from Managers</i>	Chapter 9: Leading and Growing a Team	<ul style="list-style-type: none"> • Explain the exponential value of a team • Describe the benefits and challenges of delegating to others • Extent trust to others through delegation and problem solving 	None	80 mins <ul style="list-style-type: none"> • 20 mins pre read • 60 mins session

Development Plan Check-in <i>Peer Learning & Accountability Session</i>	Update IDP	<ul style="list-style-type: none"> Evaluate development progress Update and retool IDP for remainder of program 	Meet with own manager to discuss IDP and progress	70 mins <ul style="list-style-type: none"> 10 mins pre activity 60 mins session
MONTH FIVE				
Peer Coaching Practicum Round Table	Experience reflection worksheet	<ul style="list-style-type: none"> Share practicum challenges and learnings Learn best practices from fellow peers and manager coaches 	None	80 mins <ul style="list-style-type: none"> 20 mins pre activity 60 mins session
Lessons from the Top <i>Learning from Managers</i>	Pre-submit questions for sr. leadership guest presenter	<ul style="list-style-type: none"> Listen to sr. leaders (VP/C-suite) on what it means to be a leader Ask questions and provide feedback to senior leaders 	None	70 mins <ul style="list-style-type: none"> 10 mins pre activity 60 mins session
MONTH SIX				
Presenting to Executives	Presentation Outlines	<ul style="list-style-type: none"> Craft a core message for presentation Create visuals that add to emotional messaging Demonstrate executive presence in a virtual presentation space 	Practice and prepare for final presentation	2 hours <ul style="list-style-type: none"> 30 mins pre session preparation 90 mins session
Final Presentation <i>Capstone project</i>	<ul style="list-style-type: none"> Leadership Opening Each participant will present a five minute reflection on what they learned and their go-forward plan for continuous development Final recognition and celebration of participants 		Celebration & Program Certification	2-3 hours

Post Program

Each participant will have a one on one with their program’s mentor, program’s facilitator and their manager to discuss feedback from peer mentees from the program

peer coaching practicum. At this one on one, the participant will present in more detail their continuous learning plan, including their final assessment on their state of readiness to take on a manager role. There will be a follow up with the HRBP team and the senior leadership teams to provide a report on the results and feedback for each program participant. This information can be used during the next talent review cycle.

Targeted Audience

The ideal participant aspires to take on a people manager role, is in good performance standing and has not held a people manager role in the past (can be a current team Lead or have peer leadership/coaching experience).

Selection Process

Participants are asked to submit an application that must include two recommendations- one from their current manager and a senior leader (manager’s manager or sr. leader in their current organization). Applications will be reviewed by the program sponsor, Director of HR and other managers.

Cost

The EQometer assessment will cost \$150 per person. Each participant is also provided a copy of the book: The Making of a Manager: What to do When Everyone Looks to You by Julie Zhu.

Program Measurement

This program will be measured using the following metrics:

1. **Experience:** the overall program will have a follow-up, 10-15 question survey with the goal of a “highly recommend” or NPS score of >80%
2. **Retention of Participants:** >90% retention of program participants within 12 months of completing the program
3. **Internal Promotion Rate:** participation in this program will not necessarily result in a promotion. This expectation will be made clear to all participants. With that said, I would like to see = or > promotion rate around 18% for program graduates within 18 months of program completion.

Roles & Responsibilities

For this program to be successful, there are various roles and responsibilities needed to be taken on by current managers and leaders. Here is a list of the various roles and time commitments:

Role	DRI	Time Commitment
Program Manager	ODorisio Consulting	70 hours - Coms. 10 hrs. - Selection Process 16 hrs. - Coaching/T3 10 hrs. - Content/Delivery 34 hrs.

Program Brief | ODORISIO CONSULTING

Selection Panel	Program Sponsor Program Mentors Head of HR	16 hours - Application Review & Recommendation Review
Program Coordination		20 hours - Scheduling - Coms
Participants	No more than 20 (TBD)	34 hours - Sessions/Activity 22 hrs. - Peer Coaching Practicum 10 hrs. - Peer Learning Sessions 2 hrs.
Mentors/Coaches	4 current people managers (TBD)	24 hours - Review Applications - Attend all Sessions - Facilitate Peer Learning Sessions 2 hrs. - Attend Closing Event 3 hrs. - Final Participant One on Ones 2 hrs.
Manager Facilitators	2-3 per Learning from Leaders Session (TBD)	2 hours - T3 Preparation Session 1 hr. - Facilitate Session 1 hr.
Sr. Leader Facilitator	2-3 VP/C-Suite Leaders	90 mins - Session Prep Session 30 mins - Facilitate Session 1 hr.
Participant's Manager	One per participant	6 hours - Kick off call 1 hr. - IDP Review 1 hr. - Coordinate Peer Practicum 30 mins. - Attend Closing Event 3 hrs. - Attend Final Participant Feedback One on One 30 mins.