



GR8 Leaders CATALYST System

Four Year Case Study

For A Large Natural Resources Company



Program

- Invitation-only for managers or high performance individuals; VP approval required
- Monthly meetings for 12 months for 4 hours (6 hours for first and last class)
- Assignments provided 10 days before meeting
- Completed assignments used in class – added points to their team
- Accountability partners required (may be key for good 360 scores)
- 30/70 ratio sought on facilitator interaction vs. participant exercises
- Alumni group quarterly meetings; 2 – 4 hours

Two Surveys Used for Data

- Quarterly Surveys
 - **Reaction** – Quality of the content and facilitator
 - **Learning** – Insights and understanding of material
 - **Application** – Use of the material outside of class
 - **Change** – Specific material helping them change
- 360 Leadership Surveys
 - Completed prior to first and after last meeting
 - 2 behaviors are chosen to work on during the year
 - 2 behaviors initial and final scores are compared
 - Overall initial and final scores are compared



Summary

- Program quarterly goals were consistently exceeded
(Percent of answers at “Strongly Agree” or “Agree” from participants)

	Reaction	Learning	Application	Change
All Classes	96.2	94.3	81.1	62.2
Stretch Goals	90.0	90.0	75.0	65.0
Goals	80.0	80.0	65.0	55.0

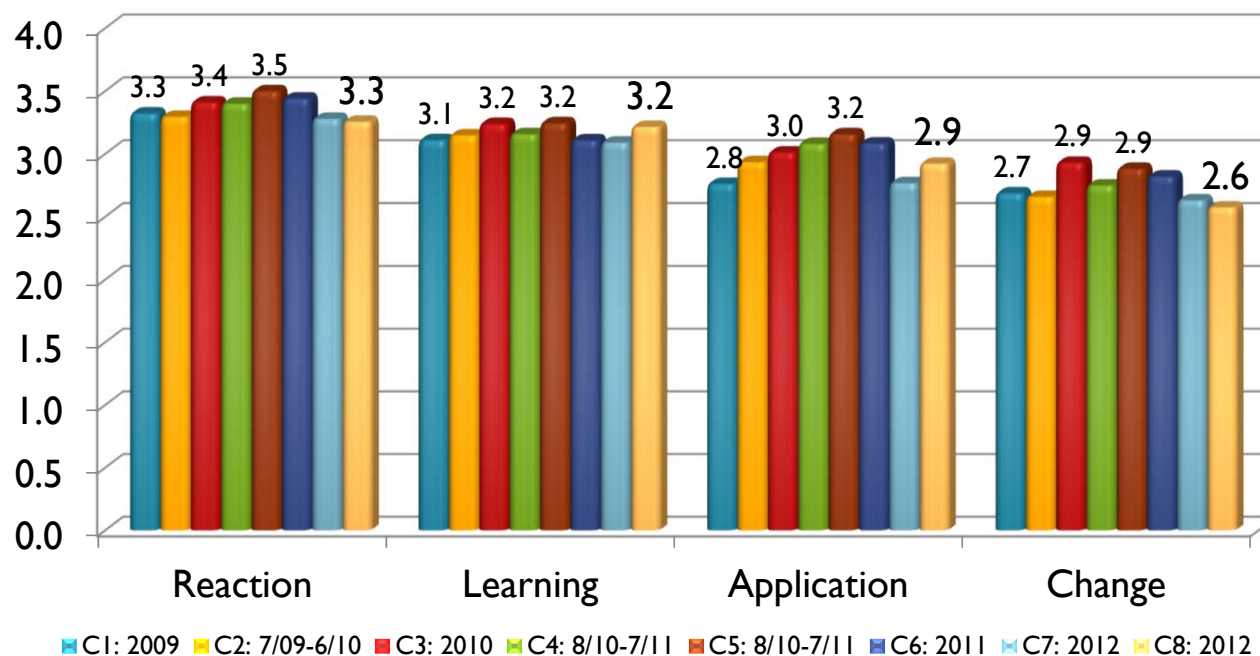
- 360 Survey data imply outstanding behavior change

	Overall 360 Score Improved	Both Selected Behaviors Improved*	Selected Behaviors Average Score Improved
All Classes	69%	70%	79%

- Individual comments indicate substantial business impact

*Some participants selected more than 2 behaviors

Quarterly Scores Are Very Good

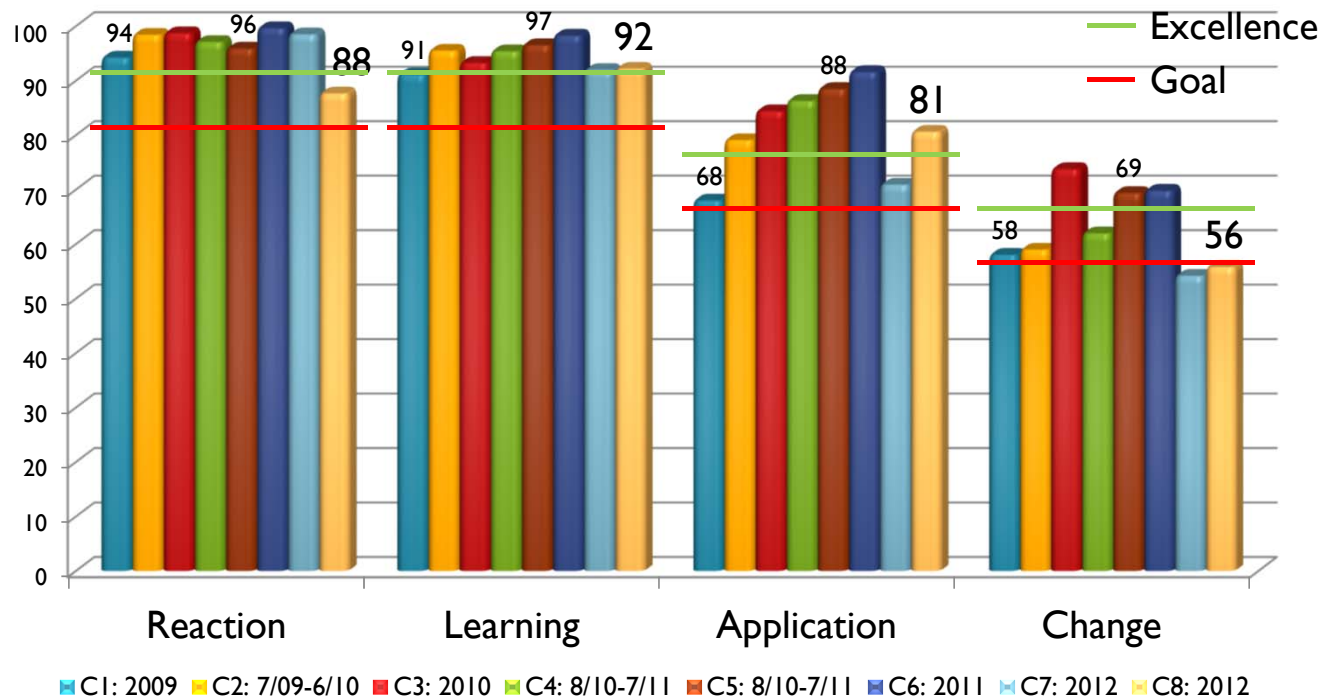


Key Points

- Reaction and Learning scores are primarily controllable via quality of facilitator and content
- Application and Change scores are primarily from participants applying content on-the-job. Leaders holding participants accountable and use of Accountability Partners are critical to improving these scores.

Quarterly Targets Met and Exceeded

Excellence Targets are Often Exceeded



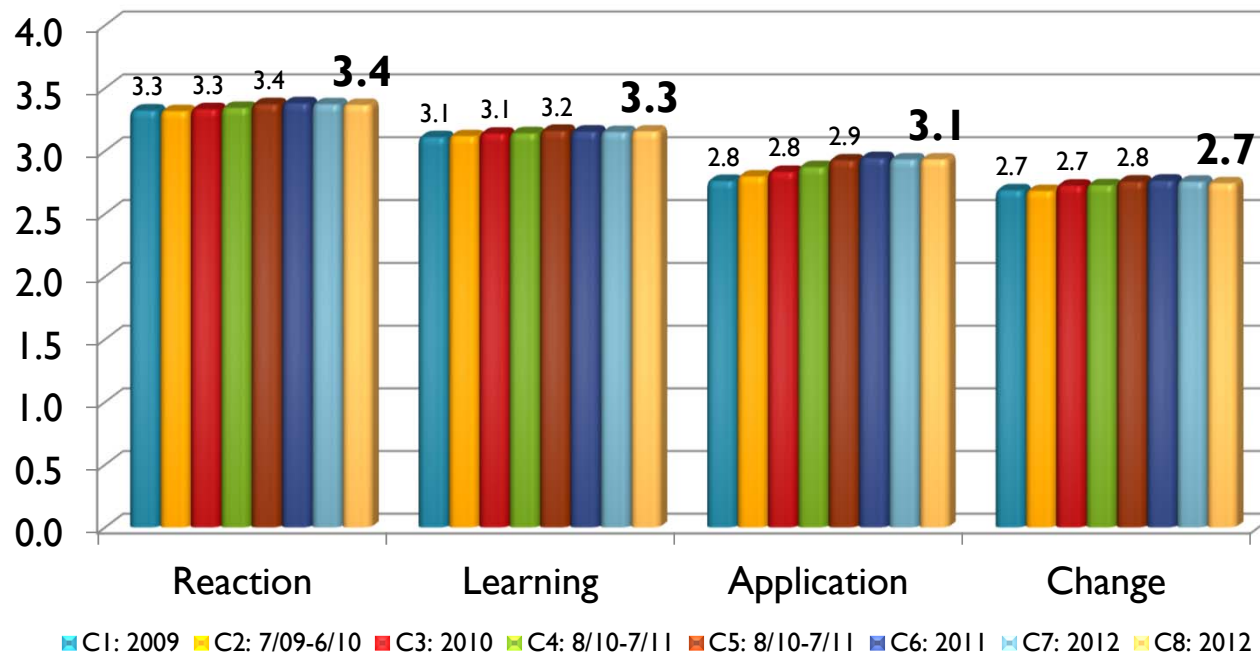
Key Points

- The above shows the percent of people answering with a 3 or 4 to the survey questions
- Reaction, Learning and Application use 4=Strongly Agree, 3=Agree, 2=Disagree and 1=Strongly Disagree
- Change uses 4=Significant Change, 3=Moderate Change, 2=Some Change, 1=No Change



Cumulative Quarterly Scores

Scores Are Stable and Trending Up

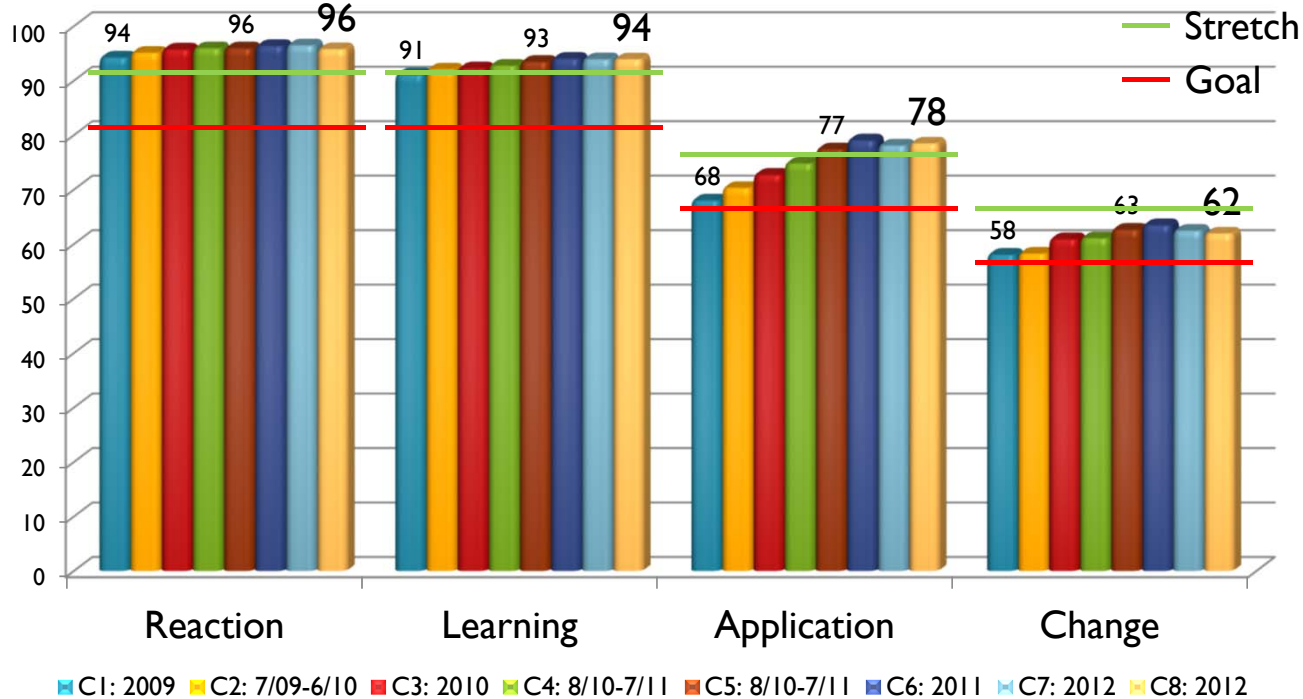


Key Points

- Upward trend for all categories although Application and Change declined for Classes 7 and 8
- Reaction and Learning scores are primarily controllable via quality of facilitator and content
- Application and Change scores are primarily controlled by participants applying content on-the-job.

Cumulative Quarterly Targets

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Quarterly Survey Highlights

Reaction

97% agree or strongly agree that “GR8 LEADERS is a worthwhile investment for the company.”

96% agree or strongly agree that “GR8 LEADERS is important to my work.”

Learning

92% agree or strongly agree that “I am confident in applying the knowledge/skills I am learning immediately back at work”.

Confidence is a leading indicator that they are more likely to apply what they are learning back on the job.

Change

Top 4 principles/skills where individuals experienced moderate or significant change

1. 78% Following through to help the team finish
2. 78% Listening, observing, focusing on speaker
3. 76% Helping my team adopt change
4. 76% Asking good questions as part of leading

Application

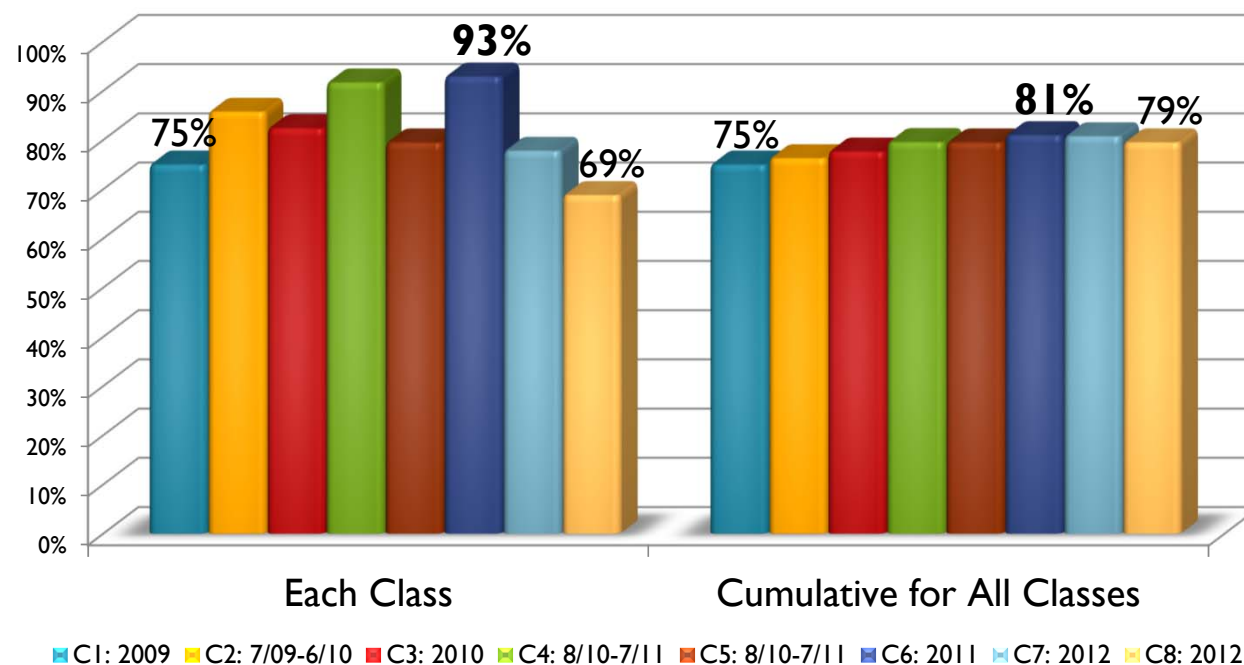
94% agree or strongly agree that “I am a more effective leader as a result of applying the knowledge/skills learned thus far in GR8 LEADERS.”

81% agree or strongly agree that “Applying the content of GR8 LEADERS is critical to my job success.”



Average of 360 Behaviors Trending Up

Percent of People Whose Average Score for Selected Behaviors Was Positive



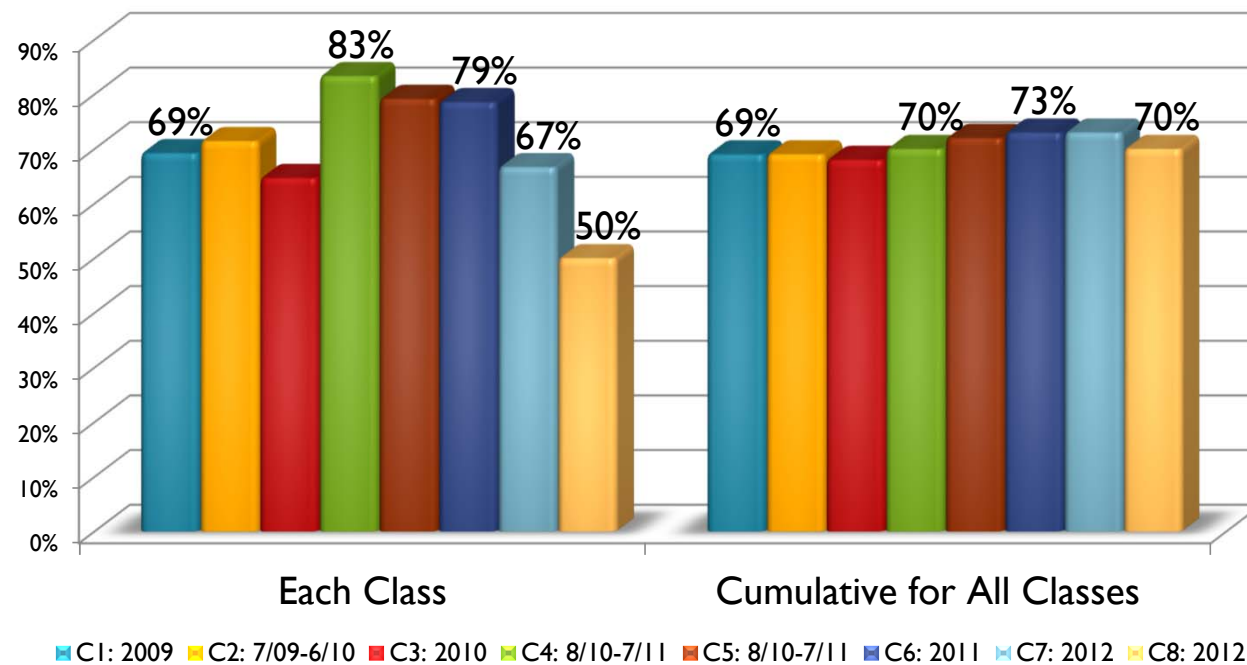
Key Points

- Represents the positive average of the participants selected 360 behaviors
- Classes 7 & 8 were down – surveys show inadequate review and limited use of Accountability Partners



Chosen 360 Behaviors Improved

Percent of People Whose 2 Selected Behaviors Score Improved



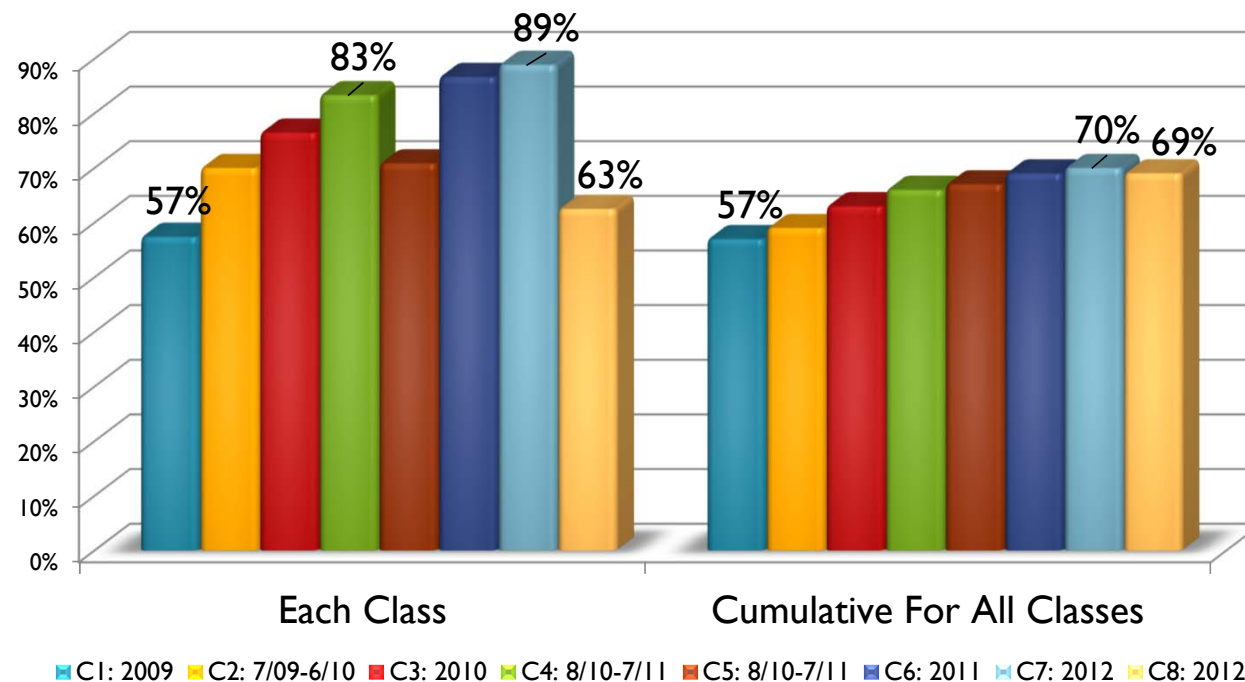
Key Points

- Classes 4-6 saw an overall positive change of 80%; an increase of 12% over classes 1-3.
- Drop in Classes 7 & 8 partially from less use of Accountability Partners, less reminders from Facilitator



Overall 360 Score Improved

Percent of People Whose Overall 360 Score Improved

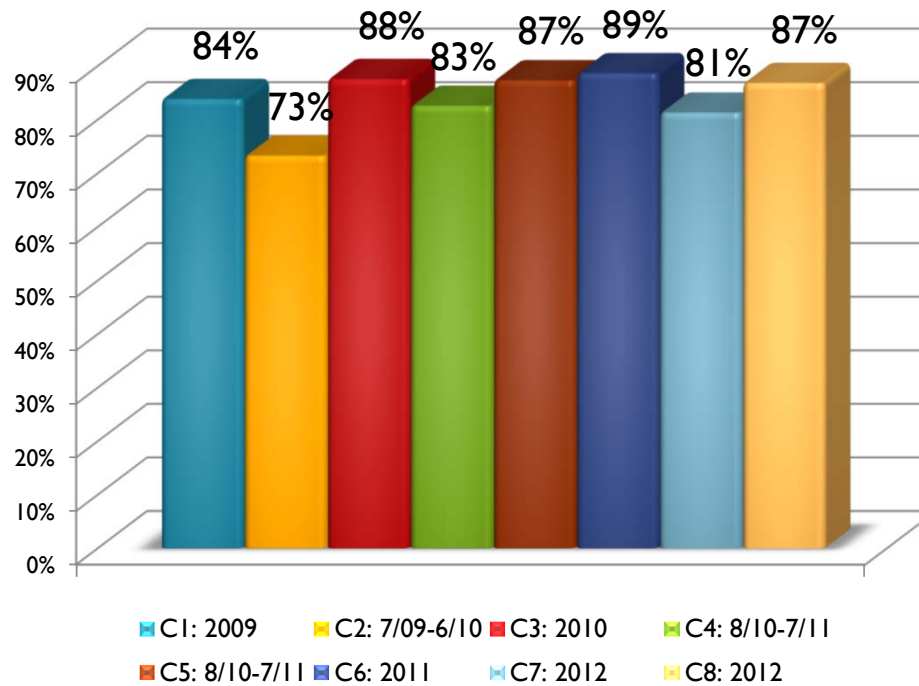


Key Points

- Reasons for the upward trend are not directly known, since there are many variables
- Believe the selection of 2 specific 360 items tends to aid or focus attention on all 360 behaviors
- Accountability Partners and reminders from Facilitator are likely positive contributors also



Average Class Attendance



Key Points

- Class 2 had multiple drop outs and business demands on attendees time



Comments to Celebrate

- Our group was able to reduce completion cost 50% in our program due to working toward an objective and asking good questions rather than top down management.
- I empower others as opposed to “doing it myself”. I don’t finish others sentences – I listen.
- Overall my team is more productive and more satisfied in their jobs. During the past year, for example, we had fewer resources on the team, yet increased quantity of work by 25% compared to the previous year while maintaining the same level of quality. I attribute much of this to what I’ve applied from GR8, particularly leading with questions, better delegation and allowing greater freedom and choice.
- This is one of the best courses I have taken in my 25 year career.
- The tools from GR8 are simple and surprisingly effective. I have used several with my team and receive positive feedback from them. They believe that some of the tools as MMOT and the Delegation Form help them develop and grow in their careers.
- In the past I have focused on being a manager rather than a leader. The course has helped me tremendously in understanding the differences between a leader and a manager. I may wear both hats but I feel much more comfortable being a leader today now that I’ve got the awareness and a toolset that I can work on a daily basis.
- I have finally come to understand the importance of representing the goals of the business, and asking for clarification. In most cases, if I disagree with some new direction or goal, it is because I have not asked enough questions to understand it.



Benefits to Company Comments

1. Saved time, employee satisfaction, strategic thinking
2. Improved processes saving time, Improved morale
3. I have started working on providing more guidance around gaps to fill and areas to improve processes rather than get bogged down in team tasks.
4. The increased accountability leads to more effective project execution resulting in cost savings
5. Increased productivity by minimizing re-work due to unclear expectations.
6. Through...communication of thoughts and ideas, we have decreased well costs by 18% from last year.
7. We've increased the accuracy of our capital forecasting and outlook. Also we have reduced our variance from actual. We've increased employee understanding of our business and motivated team members towards achieving the primary goals.
8. Team is focused on value-add not just actions
9. Empowerment of the entire team. Letting or expecting the entire team to contribute in a manner that allows them to grow more professionally (by acquiring knowledge more independently and by perhaps showing concrete learnings or results as opposed to simply providing output as a result of following a laid-out algorithm or a "my way only" recipe). This type of learning opportunity may have increased the abilities of some team members and perhaps the team as a whole.
10. Increased productivity, and delegation
11. Improved employee satisfaction
12. Set me off on the right foot as the new lead for a development team using the MMOT. I believe I have limited re-work by ensuring I listen...and making sure they are on the right track.



Benefits to Company Comments

13. Improved efficiency, better transfer of knowledge, increased safety through fact based discovery and knowledge sharing
14. [I'm] a better leader...focusing on the human resource side that drives [us] to be...successful
15. Benefitted by lowering my stress levels. Stress can lead to illness and depression. Relieving my stress levels makes me more productive, more positive and improved management skills in general.
16. Quick turn-around in [our] drill program planning and well designs. Improved optimization of well site reclamation and water management.
17. [Team has] gone from "storming" to "norming" in two cycles, and is approaching "performing". There are still hurdles ahead, but nothing like what we have already crossed.
18. 1) Understanding of the 4 concepts of forming, storming, norming, and performing...I think it has accelerated my group to performing because they understand that storming is a natural part of the process. 2) MMOT and embracing conflict. I feel that this has helped achieve goals because we call each other out when needed, rather than letting the problem continue and goals lapse.
18. More work efficiency because of delegated tasks
19. ...we vastly reduced [using] outside consultants...[and] not only maintained service levels but increased them. This is due to the team working together to determine where we're trying to go and how we're going to get there.
21. I have given my employees increased responsibility with increased learning and job satisfaction. My role as a manager is more clearly defined and I think I'm a more effective leader."



Benefits to Company Comments

- 22. I am more effective in the development of future leaders that currently report to me by providing increasingly complex and value-added projects for them to manage.
- 23. I have become more efficient in communicating and thus have saved time.
- 24. Made me realize how better meeting planning and information saves time and money
- 25. Improved communication w/employees
- 26. ...employees reporting to me enjoy coming to work everyday. Delegating has allowed me to focus on communication to [our] management and 3rd party investors. I have been able to help at least one employee improve their standing within the company.
- 27. Better time management, prioritization of time, [so] more important tasks are completed on time.
- 28. ...increased communication with staff and peers which has led to better and faster decision making.
- 29. Time management skills...improved 360 communication...resulting in more effective meetings
- 30. I think we are making more informed decisions. Delegation is better with clearer objectives
- 31. ...my group has been able to exceed expectations...and significantly advance technical work that had been stagnant for over a year. In addition we have identified other opportunities which have redefined the priorities for the future. The group has an instilled sense of accountability to accomplish our vision and is taking the lead on important cross-disciplinary technical initiatives.
- 32. Improved employee satisfaction in [our] field team. Everyone is involved in the decision making, not just one person...The team has taken on EHS Leadership now instead of saying it's the EHS groups responsibility...resulting in better communication, decreased costs, ownership and accountability.



Conclusion

