

Leadership Development Programs

What's the true value?

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About Us



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Essential Facts

#**26** FORTUNE
500
ranking

You will
FIND US IN **3/4**
of North American **HOSPITALS**



Serving more than
20,000 **NATIONWIDE**
PHARMACIES



In home healthcare, we serve
1.5 million
patients with **40,000**
products



More than **10,000,000**
TIME-CRITICAL
PATIENT-SPECIFIC
RADIOPHARMACEUTICAL **DOSES**
delivered annually



We have
36,000
employees worldwide



About Our Company

Our Leadership Development Programs

Since 2009, 663 employees have graduated from a Leadership Development Program. As of December, 2015, 84% of graduates were still employed with us and 86% of LEAD & INNOVATE graduates are "Succession Ready".



An accelerated **professional** development program

3 year rotational program designed to prepare participants to accelerate their path to leadership roles through a robust training curriculum and challenging rotation assignments.

Includes: Analytics, EIT Finance,, HR Supply Chain,, Marketing, Customer Support Services, Sales, Analytics and Engineering functions.

Current program has 173 participants



A high potential **director** program

The program, designed in partnership with Vanderbilt University, focuses on the importance of:.

- Fostering an environment of creativity and innovation
- Enhancing leadership capability
- Building strategic thinking across the enterprise

Current program has 32 participants.



A high potential **manager** program

This program, designed in collaboration with The Center for Creative Leadership (CCL) equips participants with the capability needed to achieve lasting results through an emphasis on:

- Business acumen
- Enterprise perspective
- Change leadership
- Talent development

Current program has 60 participants



A high potential **executive** program

The program, designed in partnership with Vanderbilt University, helps continue building: 9

- Leadership effectiveness
- Visionary and inspirational thought leadership
- More agile and innovative culture
- Global perspective

Current program size is 9 participants.

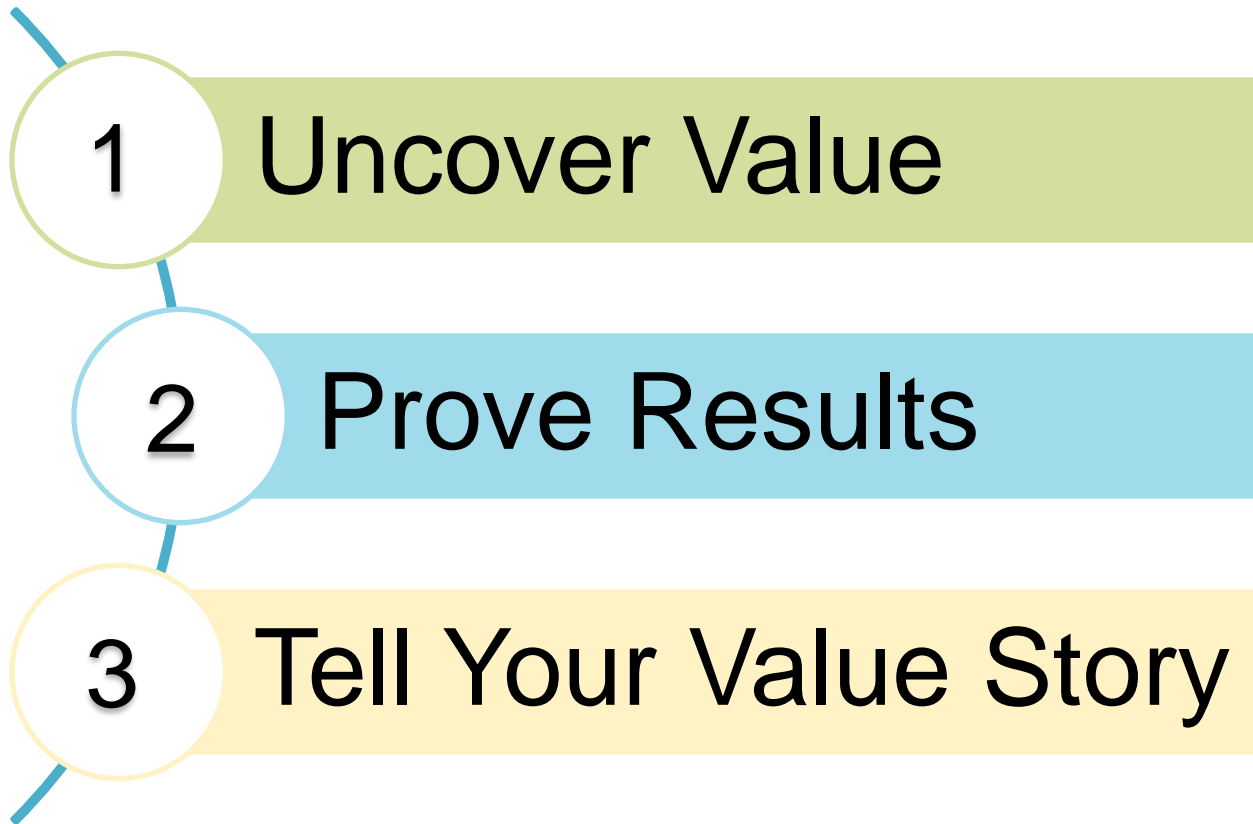
What If ... You Were Faced With This?

Say What?

The Situation

- Facing headwinds
- All departments asked to evaluate and scale back
- Executive Committee wants proposal from Leadership Development Department
- Must justify value of programs to the organization

Our Framework



1: Uncover Value

On your framework worksheet, answer these questions and then discuss as a table group. Be prepared to share a few responses.

1. What's working for **you** today and how can you prove its working?
2. Where do you feel **you** have opportunities to demonstrate value?
3. What functional or business areas might **you** start with?
4. What data or insights about these functional or business areas could help **you** reinforce your case?
5. What leaders could provide insight to help **you** uncover value?

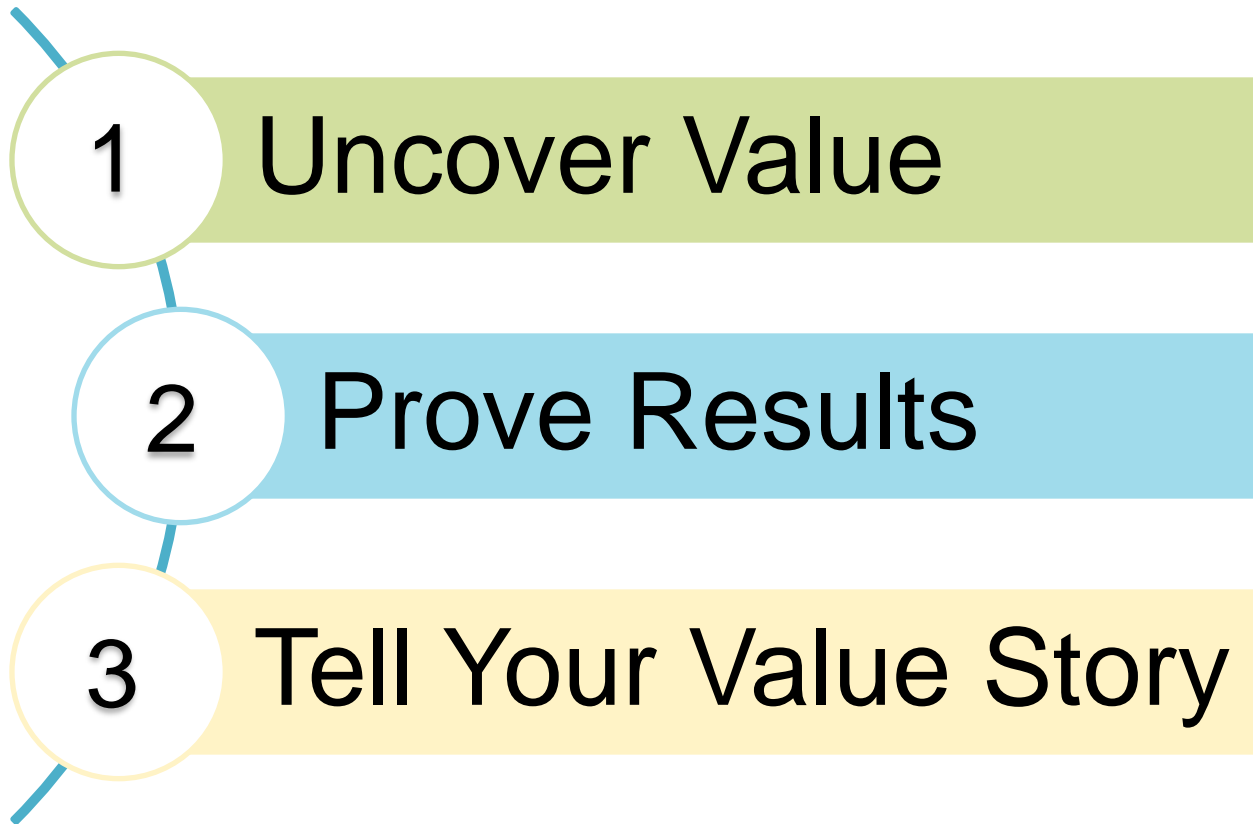
Our Value Approach (that seemed to work!)

1. Started with basic metrics like retention, enterprise perspective, and other obvious ones we could measure and get benchmarking data on.
2. Replicate in other groups if they knew what was happening. Competition!
3. Started with Finance in 1991, then Supply Chain, then IT. Now 9 functions.
4. Not enough entry-level talent based on company growth. Young professionals lacked enterprise perspective. Void in good bench strength. Missing diversity.
5. CFO as Executive Sponsor. Business Steering Committees with Chairperson

Our Value Approach (that seemed to work!)

- Think about it from an outside-in approach
- Ask if you have clear alignment with business strategies
- Identify what you are able to track and measure
- Be able to tell a story of how investment creates a competitive advantage

Our Framework



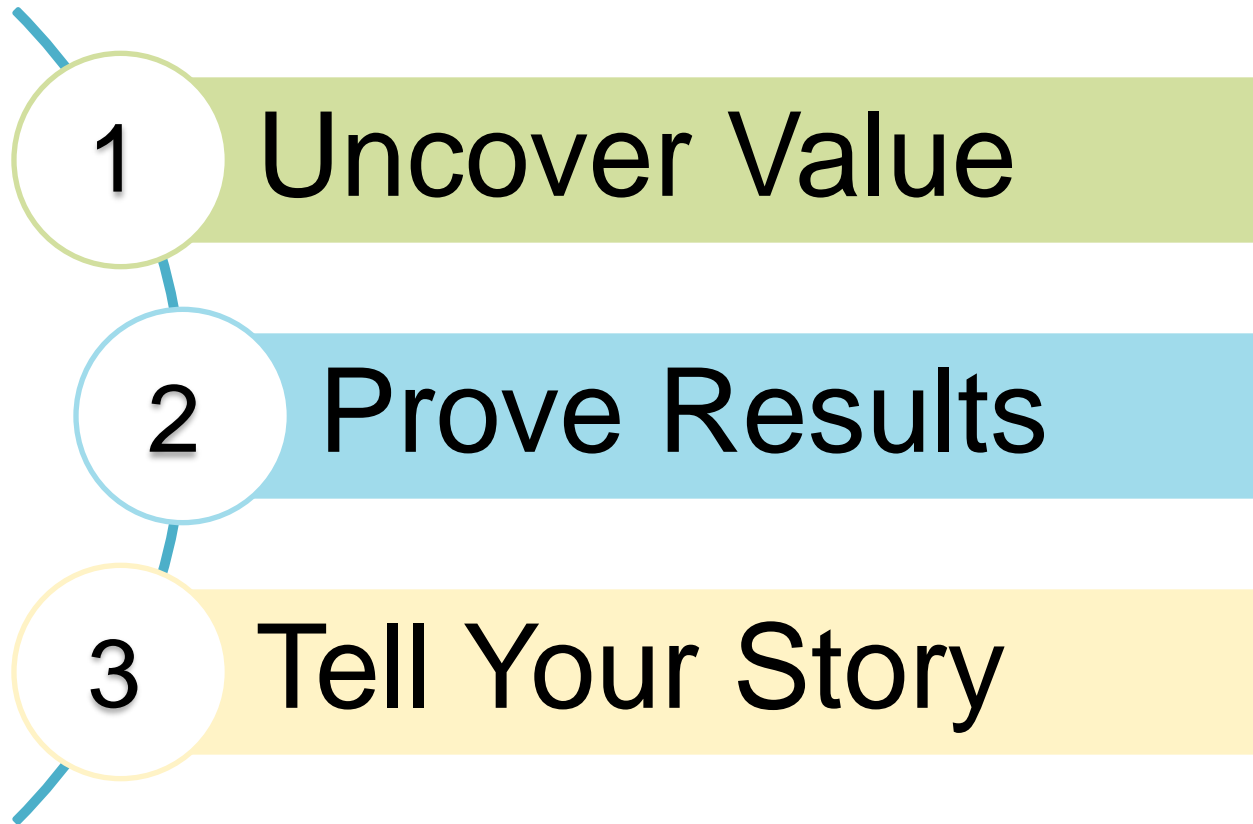
Think About It ...

What Will Your Program Do?

Our Results

- Retention of millennials
- Engagement of participants
- Speed of promotion to leadership
- Connectivity to key business drivers
- Infusion of diverse talent and perspectives
- Broad and deep enterprise connections and thinking
- Community involvement
- Value through challenging rotational assignments, special projects and stretch opportunities

Our Framework



3: Tell Your Story

Presentation Considerations:

1. Executive attention span

1. What do they really care about?
2. How can you make it quick and digestible?

2. Reliable data

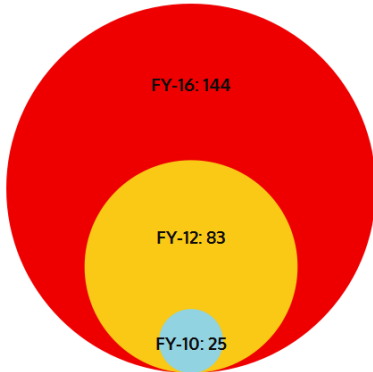
1. Who are your comparator groups?
2. What will your sources of data be?

3. Presenting ideas

1. If you could only share one thing, what would it be?
2. What data points will you use to build your story?
3. How will your story be compelling and interesting?

EMERGE

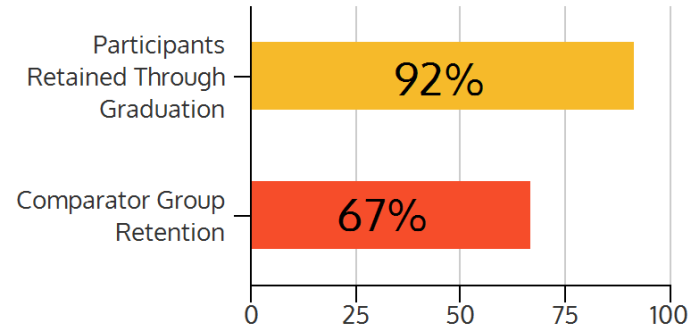
EMERGE Has Grown 116%



EMERGE has grown 116% since FY-10 and supports more than twice as many functions, including:

- Sales (FY-16)
- CSS (FY-15)
- HR & Marketing (FY-12)

EMERGE Retains Young Talent



91% of Millennials are expected to leave within 3 years of joining a company based on Future Workplace Survey of 1,189 employees and 150 managers

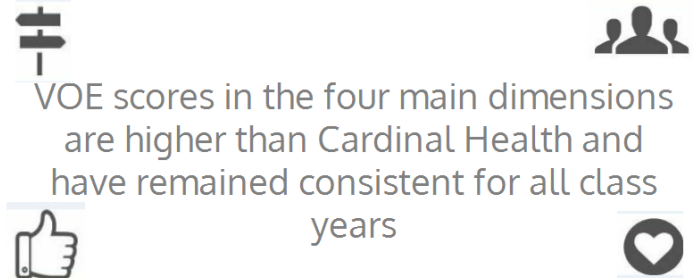
Participants Are Highly Engaged

Participants score 3% higher on Engagement compared to Cardinal Health



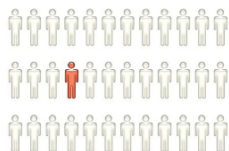
Research shows Millennials are less engaged. Based on study by DDI's "Global Leadership Forecast"

Participants Share High VOE Scores



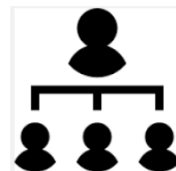
VOE scores in the four main dimensions are higher than Cardinal Health and have remained consistent for all class years

Graduates Are Designated As Hi-Po



1.7 Years Faster than they were in 2011

Graduates Are Promoted To Manager



8 Months Faster than their comparator group