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Client Story

Building Leaders at All Levels at Elevance Health

The L&D team at Elevance Health wanted to develop a leadership portfolio to support their organization’s initiatives of creating a pipeline and bench strength of leaders while improving retention. “We worked with our HR business partners to create an integrated leadership solution to provide knowledge and skills for managers and directors,” says Jennifer Butler, leadership development director. The team used an extensive RFP process, which included proposals from several training solution providers as well as academic institutions, to select the content that was best suited to their needs.

“We have partnered with Blanchard for executive coaching for several years, so they were included in the selection process. Ultimately, Blanchard was selected to design and deliver our complete program for managers called the *Leadership Excellence Experience*, and to provide a portion of the program for directors,” continues Butler.



Jennifer Butler

Leadership Training for Managers

Elevance Health's *Leadership Excellence Experience* learning journey, a blend of in-person and virtual learning, is designed for managers and high-potential employees. It kicks off with a two-day in-person event that includes Blanchard's Building Trust and Leadership Profit Chain offerings.

"Participants found it unique that the program began with a class about building trust," says Butler. "After being introduced to the content, they realized it was the perfect place to start. It is critical for leaders to build trusting relationships with their teams, colleagues, and their own leadership."

After the launch, content is delivered virtually and consists of a self-study portion followed by three two-hour facilitator-led workshops. Participants experience SLII®, Conversational Capacity®, a custom program about innovation, and a group exercise to foster organizational awareness. "We designed an activity called *Connect Your Work to the Strategy* that lets participants use new skills while they are doing real work," says Butler. "We break the cohort into groups of ten people representing different departments across the enterprise. They are given basic instruction and asked to map how their work impacts other departments and how it all ladders up to the enterprise. Although it is a self-guided activity, Blanchard coaches offer small group coaching. This is a great way to teach business acumen and organizational awareness without teaching *at* them."

Blanchard facilitators were utilized for the first cohort of 100 participants; however, now that Butler and her team have completed the training-for trainers' program, they will deliver



the classes.

For the capstone of the *Leadership Excellence Experience*, participants return for another two-day in-person event. They present their *Connect Work to the Strategy* project, go through Blanchard's Leading People Through Change program, and take part in a "helping hands" activity.

"We offer freedom on how participants present their Connect Work to Strategy activity. We've seen everything from PowerPoint presentations to original songs," says Butler. "It's rewarding to see how the activity helps associates understand the ways departments work together and how making a decision in one department impacts another."

Enable leaders at every level to become the ultimate agents of progress and transformation for your organization. Visit us at www.blanchard.com to learn more.

Leadership Training for Directors and Above

The program for leaders who are director level and above includes Blanchard's Leadership Point of View™ and executive coaching along with content from a small boutique firm. "The program runs from four to six months as the coach helps the leaders craft and deliver their Leadership Point of View. Then it continues with personalized coaching," says Butler. "Our leaders have shared they like how contemporary the program is. While a standard Blanchard offering, content feels customized as each leader works with a coach to define what leadership means to them personally." Additionally, 360 assessments were used for this program at the beginning and will be followed up with another assessment at the one-year mark.

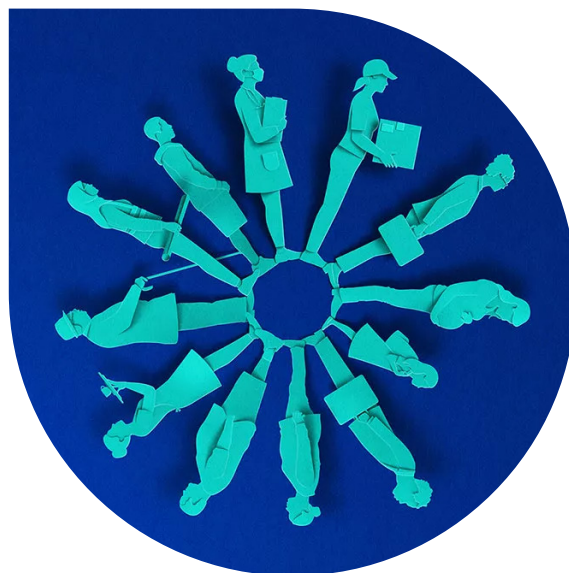
Measuring the Effectiveness of Training

Butler and her team built out the strategy for measurement before training began. "I'm happy to say all indicators show improvement. We see the strongest growth in managing priorities, the ability to promote culture, and the ability to navigate change. Additionally, 100 percent of participants indicate that they have been able to apply the new skills on the job, 95 percent agree that being able to apply those skills has led to higher performance, and 91 percent say they are equally or more committed to staying with Elevance Health. That is an important number as it relates directly to meeting our goal of improving retention."

Overall, Butler is happy with the positive engagement of the participants. "People initially think this is a typical training, yet quickly learn it is an entirely innovative approach. It's a process—a learning journey—that provides a comprehensive amount of knowledge and real tools to help people improve their leadership skills. It is rewarding and energizing to see how much passion these leaders and high-potential employees have about improving their skills."

Content from Blanchard

- **Building Trust:** This simple model teaches leaders how to build trust with employees and colleagues and restore trust when it has been broken.
- **SLII®:** A time-tested model that trains leaders how to provide the right amount of support and direction to each team member as they navigate certain tasks. SLII® also focuses on teaching leaders how to have productive conversations that empower their direct reports to achieve goals.
- **Conversational Capacity®:** Leaders learn how to engage in constructive, learning-focused dialogue when challenging topics or conflicts arise so that they can make informed decisions and find the best solutions, even when they are under pressure.
- **Leading People Through Change®:** This model teaches participants how to identify and address the predictable stages employees go through during any change initiative.
- **Leadership Point of View™:** This immersive experience helps leaders uncover their values, document their beliefs and perspectives on leadership, and share their thoughts with employees to build stronger relationships.



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