

INCLUSIVE LEADERSHIP PARTNERSHIP

GOALS AND OBJECTIVES



In 2014, GLLG was engaged by the CVS Health Supply Chain Department to create an inclusive environment where leaders can influence growth and innovation based on how they activate their individual capabilities and capacities while equally understanding how to enable those of their teams and peers.

The goal was to create a high-performance culture rooted in the following values:

- Authenticity and Agility
- Innovation, Creativity and Opportunity Management
- Transformation and Change Management
- Diversity of Thought and Inclusion as a Growth Strategy
- Courageous Thinking and a Highly Collaborative Environment

Approach

Create a High-Performance Culture Based on Self-Awareness and Trust

Based on GLLG’s 4-6-4 proprietary methodology,¹ the program experience included a focused and balanced approach to learn GLLG’s inclusive leadership skills and strategies in support of CVS’ leadership competencies.

Participants were trained to become more aware of how their unique leadership identity could be consistently activated to deploy CVS’ leadership competencies and why inclusive leadership drives new ways of thinking. To create a high-performance culture based on self-awareness and trust in their own individuality, participants learned to be mindful of how they are able to influence the success and significance of each other.

Content Licensing and Operationalizing

CVS Health licensed and deployed GLLG’s inclusive leadership program in different phases:

2014	2015	2016	2017	2018
12 CVS Supply Chain Corporate Senior Directors participated in a 2-part, 4-day on-site program.	24 CVS Supply Chain Corporate Senior Directors and Directors participated in a 2-part, 4-day on-site program.	12 CVS Supply Chain Corporate Directors participated in a 2-part, 4-day on-site program.	12 CVS Supply Chain Corporate Senior Managers participated in a 2-part, 4-day on-site program.	12 CVS Supply Chain SVPs, VPs and other senior executives participated in a 2-part, 4-day on-site program. 50 CVS Supply Chain Associates , including department managers, supervisors, and distribution center leaders, piloted the same leadership training in a web-based environment that was scalable, fully trackable and facilitator-guided.

¹Read more about our Methodology at www.glennllopis.com/documents/methodology-report-2019/29/download

In 2019, the CVS Health Supply Chain Department will be expanding the facilitator-guided Innovation Mentality online training program to 100 distribution center leaders and expanding the on-site program to 12 distribution center senior directors, in support of CVS' leadership competencies and supply chain department mission.

The On-site Program

The 2-part, 4-day inclusive leadership program included the following 3-step plan to actively engage, educate and transform participants to maximize individual and team performance:

- I. Pre-Work Reading, Assessments and Exercises
- II. One-On-One Coaching Session with Glenn Llopis
- III. Highly Interactive On-site Program

The overall program experience combined real-world workplace/leadership scenarios with “gamification” techniques to test and improve participants’ abilities to be authentic and effective in how they make decisions, enable the full potential in others, and solve for the most promising opportunities. Through a full immersion of highly interactive training, participants became more aware of how inclusive leadership drives new ways of thinking while equally developing the impact of their own leadership identities.

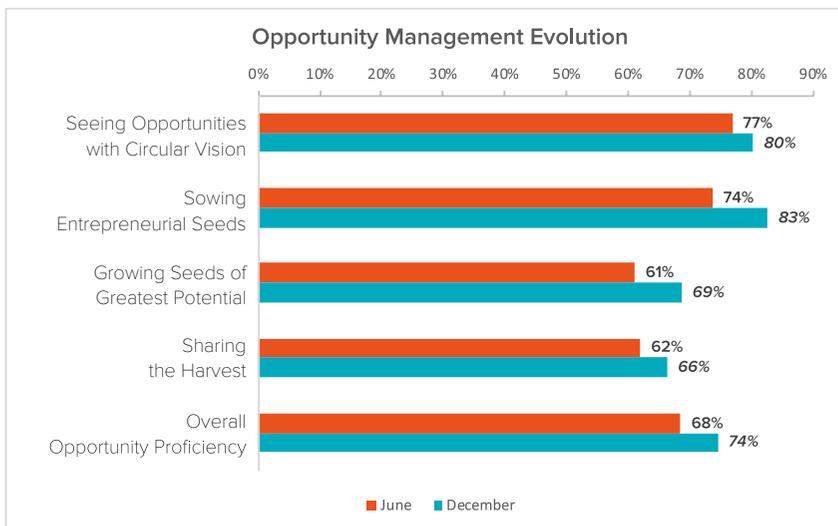
The Online Program

The GLLG Online Training Program is an innovative, interactive training solution that allowed CVS participants to quickly deploy a web-based, scalable, fully trackable and facilitator-guided program.

Previous on-site training participants became the program facilitators, responsible for guiding and coaching the new participants through the online training experience. This approach further strengthened each facilitator’s proficiency in GLLG’s 4-6-4 methodology and their overall influence across the department and the enterprise. Each facilitator was responsible for up to 10 online participants.

Within a 6-month timeframe, participants became proficient in the 4 skills of opportunity management, the 6 strategies of the innovation mentality and developed their own personal brand by answering 4 critical questions.

GLLG provided comparative reports based on the results of the assessments and exercises, before and after the program, including group summaries and individual competency analysis.



The Outcomes

The impact and influence of each leader and their team’s contributions reverberated throughout the department – and set the standard for leadership excellence across the enterprise.

Proficiency	June 2018	December 2018
Seers: those who see opportunity in everything and anticipate the unexpected.	21	24
Sowers: those who unleash their passionate pursuits.	14	22
Growers: those who live with an entrepreneurial spirit.	5	11
Sharers: those who work with a generous purpose and lead to leave a legacy.	5	14
Opportunity Experts: those who have a balanced proficiency in all the 4 skills above.	5	14

*Numbers measured by GLLG Workplace Serendipity Assessment before and after the online program experience. Those who have scored 80% or more in a specific skill are considered proficient.

All participants from the Online Training Experience received a personalized certificate of completion to remind them of their most valued personal asset: **their personal brand.**



“We now have over 100 supply chain leaders who have participated in the Innovation Mentality program and will continue to invest in expanding it throughout the department. Unlike many leadership development initiatives that wane with time, I continue to be impressed with how sticky GLLG’s approach is and how the mentality around inclusion and individuality elevates the way in which we work.”

Jeff Pilof
Senior Vice President, Supply Chain
CVS Health