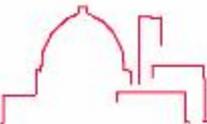


Overview of SMUD LEADERSHIP DEVELOPMENT Programs

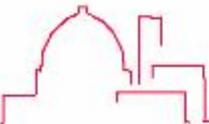
Krishna Khalsa, Ed.D.
Corporate Learning & Development

May 11, 2010

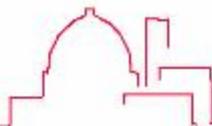


AGENDA

- SMUD's Approach to Leadership Development
- Programs
 1. Leadership Behaviors
 2. Executive Coaching
 3. External programs
 4. Elective Leadership Courses
 5. Field Leader
 6. Supplemental Leadership Training
 7. Building Leadership Talent

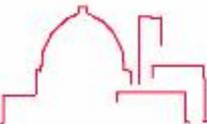
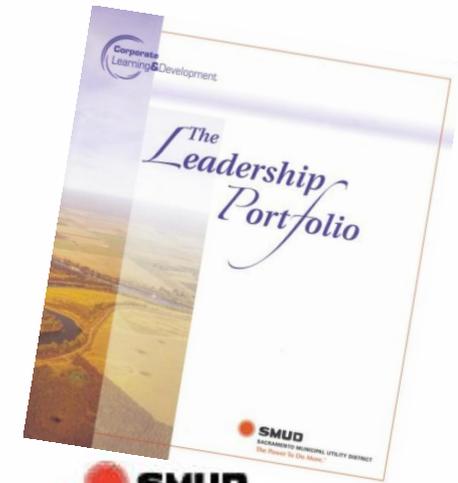


SMUD'S APPROACH TO LEADERSHIP DEVELOPMENT



Leadership Models

- Identify the behaviors and personal attributes that are essential for an organization to be successful
- Translates required knowledge and skill into observable and measurable actions
- Takes into account the character of the organization: the way employees, vendors, customers and the community experience SMUD



Leadership Behavior Themes



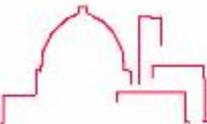
Objectives of SMUD's Leadership Development

- Develop future leaders at the District
- Ensure the early success of newly appointed leaders
- Offer ongoing development and growth opportunities for current District leaders
- Provide training & development in the competencies specified in the District's leadership behavior models

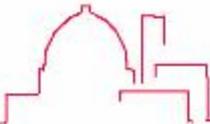


SMUD Leadership Development Opportunities

- Executive Coaching Program
- External Programs
- Elective Leadership Courses (course calendar)
- Field Leaders (customized training)
- Supplemental Leadership Training
 - SkillSoft
 - Collaborative learning (SharePoint sites)
- Building Leadership Talent Program



Executive Development



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Executive Development Opportunities

- **Special projects** (i.e. Develop options for future org structure, including ROI for recommendations)
- **External Board participation and leadership**
- **External Programs**
- **Internal project sponsorships**
- **Rotational responsibilities** (Combined Charities)
- **Developmental job assignments Support from external coaches** as desired



Senior Leadership Coaching & Facilitation Services

Purpose of Coaching Services

- Reinforce District Leadership Behaviors
- Ensure integration of coaching with existing leadership development programs and activities

Target Audience for Coaching

- Executives & Managers
- Possibly some Senior Level Supervisors (e.g. Area Heads) or those with significant responsibility

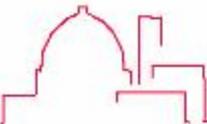


Coaching Results Include

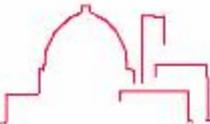
- Enhanced self awareness and new personal insights for the senior leader that results in motivation to change
- Increased awareness of how others perceive them
- The development of new leadership strategies and tactics that in turn deliver positive impact on business results

“Coaching is about providing inspiration. Consulting is about providing information. Information plus inspiration equals performance acceleration”.

Jeremy Robinson, Corporate Coach Direct



External Leadership Development Programs



Externally Sponsored Leadership Development Programs

- Western Energy Institute (WEI)
- Leadership Sacramento – Sac Chamber
- Catalyst – Asian Chamber
- Nehemiah Emerging Leaders
- United Way Loaned Executive – Charities



Partnerships with Education Institutions

University of California – Davis

- Business School events

California State University- Sacramento

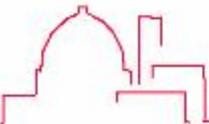
- Executive MBA Program – 50% Tuition waiver
- Power Engineer degree
- Smartgrid

Drexel University

- Tuition Discount

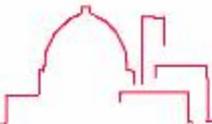
Los Rios Community College

- Technical Training



Executive MBA (EMBA) Program at SMUD

- 18 month “executive” program
- Cohort groups on SMUD campus every two years
- Two 50% tuition waivers in exchange for use of SMUD facilities
- Program to be taken on non-work time



Scholarship/Tuition Waiver

- Two partial (50%) Tuition Waivers will be available for the Fall cohort hosted at SMUD (or one full scholarship if only one person qualifies)
- Criteria for selection
- Ranking of candidates
- SMUD eligibility criteria



Elective Leadership Courses



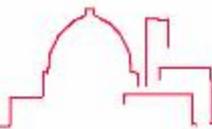
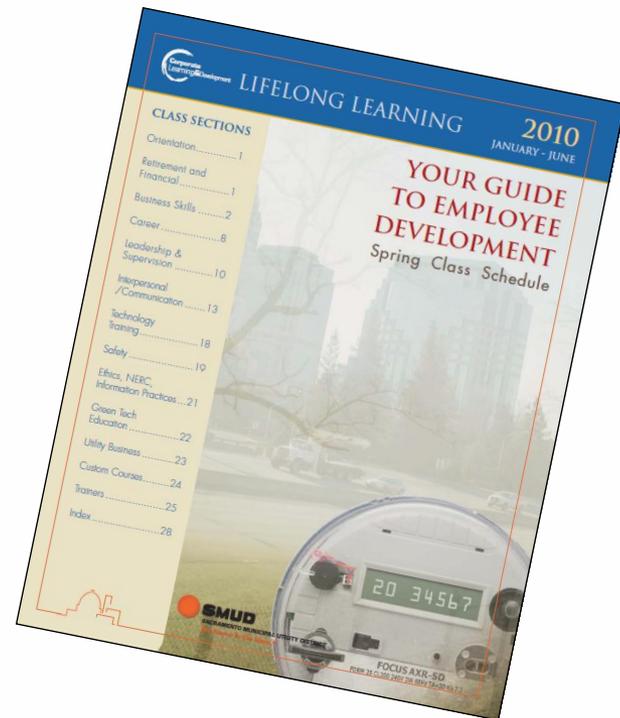
Learning & Development Corporate Course Calendar

2010

10+ Elective Leadership courses (77 distinct in-house courses)

Some Course Topics:

- Business and Financial Acumen
- Coaching for Development
- Creating a Culture of Accountability
- Extraordinary Leader
- Leading at the Speed of Trust
- Project Management
- Strategic Thinking



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Slide #21



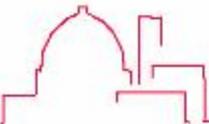
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Custom Approach For Field Leaders



Field Leader Training

- Custom built training program for all DS Field employees
- Purpose of training to better align employees behaviors with the newly defined values and vision
- The focus of the training is on **leadership, personal accountability** and **communication**
- The program consists of two full day sessions, held offsite



Supplemental Leadership Training

- *Collaborative Learning (SharePoint)*
- *SkillSoft – online training*



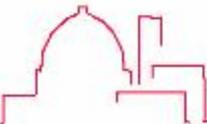
Additional approaches to learning

Collaborative learning

- Communities of practice
- SharePoint
- Knowledge Transfer

E-Learning

- SkillSoft
- Technical - Apogee
- Regulatory



Building Leadership Talent Cohort Project Website (SharePoint)

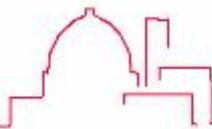
The screenshot shows a Windows Internet Explorer browser window displaying a SharePoint site. The address bar shows the URL: <http://smudinet/projects/2010-bl/default.aspx>. The browser's title bar reads "Home - 2010 Building Leadership Talent - Windows Internet Explorer".

The website layout includes a left-hand navigation pane with sections for Documents (Meeting Minutes, 2010 BLT Documents), Lists (Calendar, Tasks), Discussions (Team Discussion), Sites, and People and Groups (Recycle Bin). The main content area is titled "2010 BLT Team" and features a group photograph of approximately 15 team members. Below the photo is a "2010 BLT Documents" table listing various project-related files and their authors.

Type	Name	Modified By
Folder	Foster Kids Project	Susan Horner
Folder	How To's	Susan Horner
Folder	Monthly CoP Presentations	Gabriel Lewall
Folder	Contacts	Cheryl Brooks
Folder	Teambuilding Training	Gabriel Lewall
Folder	Peer Coaching	Susan Horner
Folder	CoP Meeting Info	Gabriel Lewall
Folder	Assessments	Gabriel Lewall
Folder	Community Project Proposals	Susan Horner
Folder	Templates	Susan Horner
File	2010 BLT Working Agreement	Blair Hickman

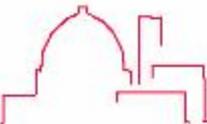
Below the document list is a "Team Discussion" section with a "Subject" field and several discussion threads regarding project selection and assistance. The right-hand sidebar contains "Announcements" (no active announcements), a "Calendar" listing meetings from May 2010, and "Links" to 2009 and 2008 Building Leadership Talent pages.

The Windows taskbar at the bottom shows the Start button, several open applications (Inbox, Reminders, PowerPoint, etc.), and the system tray with the date and time (4:13 PM).



Building Leadership Talent (BLT)

A Flagship Leadership Program



Building Leadership Talent Program

- Comprehensive leadership development
- Year long program
- Cross section/Cross functional participants
- Building leaders at all levels
- Experiential Learning



Building Leadership Talent

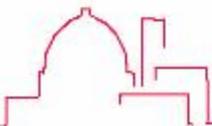


- **Program Elements:**

- Assessments, IDP, Community of Practice, Peer Coaching, Community Project, Executive Speakers, Training.

- **Participants:**

- Cross-section of individuals with demonstrated leadership potential (represent different functions; different levels; range of business units)
- 20-25 participants per cohort



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Slide #31



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Program Objectives



- Increase leadership bench strength among supervisors and individual contributors.
- Fair and transparent process to develop leadership potential at District.
- Enhance leader's understanding of SMUD's business, mission and objectives.

NOTE: No guarantees of promotion resulting from this program.



Program Phases

PHASE 1 <i>SELF DISCOVERY</i>	2 months
PHASE 2 <i>INDIVIDUAL & TEAM LEARNING</i>	10 months
PHASE 3 <i>EVALUATION & GIVE BACK</i>	Final month & beyond



Building Leadership Talent Selection Process

Target Participants:

- Cross-section of individuals with demonstrated leadership potential
- Represent variety of functions, levels, business units
- 15-20 participants per cohort



step up

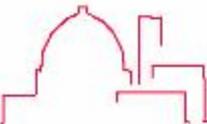
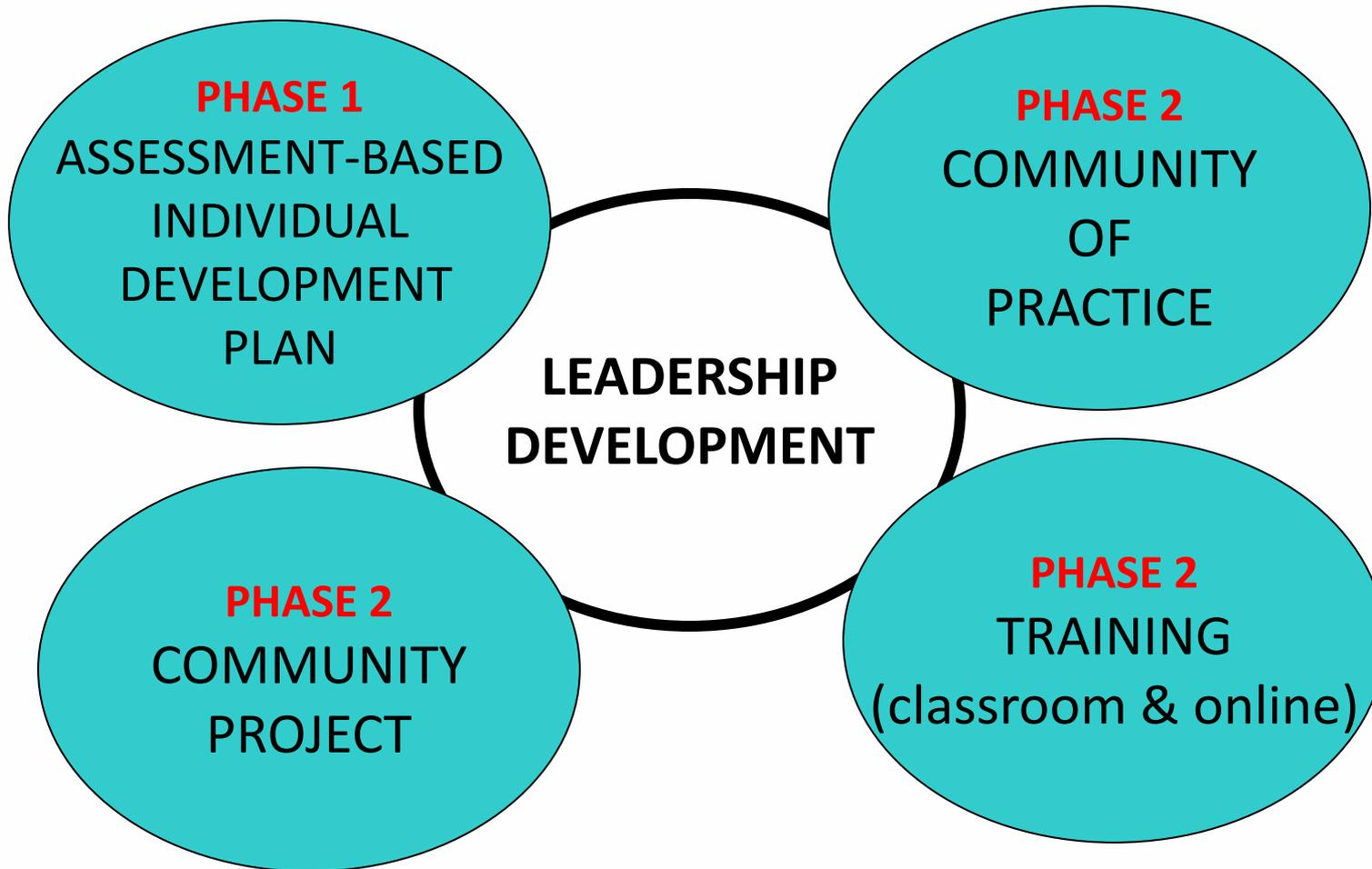
SMUD Leadership Talent Team

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Building Leadership Talent

Program Core Components



Assessments

- Customized 360° based on SMUD leadership behaviors
- Career Assessments:
 - Strong
 - MBTI
 - Firo-B
 - Critical Thinking
 - Work/Life Values
 - Skills



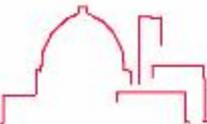
Individual Development Plan (IDP)

1. Summarize key findings from assessments (*“putting it all together”*)
2. Select one **Knowledge, Skill, Attribute**
3. Use coach to assist with setting goals
4. Ensure supervisor sign-off



Community of Practice

- Executive guest speakers
- Team presentations (industry/business + leadership)
- Peer coaching



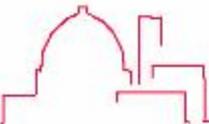
Community Projects

2007 – Green It Up for Kids

2008 – Tower of Youth

2009 – Saddle Pals

2010 – Foster Youth



Challenges



- ❖ Very diverse workforce
- ❖ Time commitment
- ❖ Active supervisor support
- ❖ Community project guidance



Successes

- Advantage to having cross-section of org represented in program
- Learning in every interaction
- Blend & variety of activities best; no single “right” method to develop leaders
- Wisdom of crowds (internal wisdom of community shared)



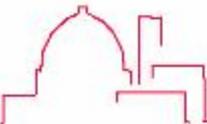
BLT Program Evaluation

Measures of Reach

- **72** employees have participated in program (57 alumni 2007-2009+ 15 in 2010 cohort) / 3% of total ee population

Impact Measures

- **Program Impact Survey** (pre & post evaluation of 10 skill & knowledge areas by peers & supervisor): **90%** of 2009 participants were observed to demonstrate improvement in their leadership skills. **20%** demonstrated a **significant** improvement in their leadership skills (+1.0 or higher)
- **IDP: 100%** of 2008 & 2009 cohorts completed all or two-thirds of IDP goals.
- **Promotion/Transfer**
 - **20%** of 2008 participants received promotion during or since participation in program. 25% received promotion or transfer.
 - **75%** of 2007 participants received promotion during or since participation in program.



VIDEO: General Manager Message & Participant Reflections

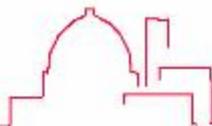
[Click to start](#)



Leadership Development

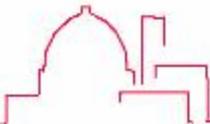
Overall Lessons Learned

- Get senior management buy-in
- Invest in leadership training
- Show value for the money
- Offer variety of options (different learning styles)



Application Exercise

- Write down one key take away from today's session
- What would you like to consider implementing at your organization?
- Comments and Questions



Questions?

For further information...

Contact Krishna Khalsa, SMUD

Email: kkhalsa@smud.org

Phone: 916-732-5382

