



"TO EMPOWER PEOPLE TODAY
TO BUILD A BETTER FUTURE
FOR THE NEXT GENERATION."

Alex Taylor

2021 DEVELOPMENT OPPORTUNITIES

COX

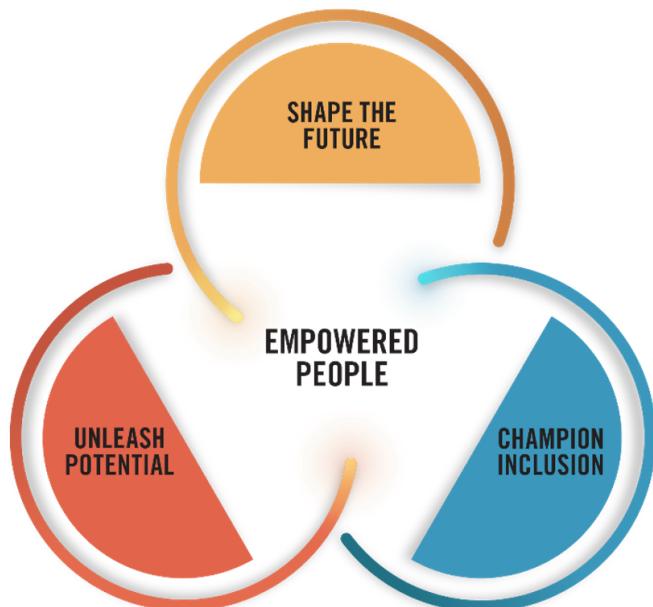
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Cox
AUTOMOTIVE

"At Cox, empowering our people every day is at the heart of delivering on our business objectives and living our purpose. Our core needs for being empowered are broken into three principles: Shape the Future, Champion Inclusion and Unleash Potential. During these times, our company's long-standing values and our Purpose – Empower People Today to Build a Better Future for the Next Generation – becomes more salient than ever."

Janet Barnard, Chief People Office Cox Automotive

Empowered People



CONNECT WITH PURPOSE

Connect work and goals with bigger purpose

DARE TO BE CURIOUS

Challenge the status quo and move flexibly towards new possibilities

MAKE IT HAPPEN TODAY

Take responsibility for persistently pursuing goals and delivering results

EMBRACE TRANSPARENCY

Maintain trusting relationships by communicating openly and thoughtfully

VALUE EVERY VOICE

Encourage others to share and be open to acting on their ideas

RESPECT DIFFERENCES

Seek diverse perspectives and value differences

IMPROVE & GROW

Drive personal development journeys and never stop learning

MODEL THE WAY

Engage others through compelling storytelling and role modeling

PARTNER FOR SUCCESS

Intentionally collaborate with others to achieve shared success

The 2021 Professional Development Opportunities and Resources highlight how each of our offerings focus on these habits and principles so that we can incorporate them into our day-to-day work with our teams and on our projects.

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INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



CAPABILITY

BUSINESS ACUMEN



COX AUTOMOTIVE BRAND KNOWLEDGE

Looking for a way to learn more about the incredible brands that are Cox Automotive? Connect with other team members for an interactive learning experience. In this session, you will learn about the brands that make up Cox Automotive and gain insights on the Automotive Marketplace.

Register at Learn@Cox



IMPROVE & GROW



DURATION:

90 Minute Virtual Sessions Over 1 Day
Pre and Post Work»

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INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



BRANDING

CAPABILITY
COMMUNICATION

BUILD YOUR BRAND

In this course, we will examine what our own unique personal brands are and what creates it. We will introduce you to a model for personal branding success that includes reviewing the awareness, perceptions and experiences of those we interact with. These elements will help us establish a framework for identifying our strengths, opportunities, values and the passions that generate our personal brands. We will also utilize a brand feedback form to maximize our personal branding success.

Register at [Learn@Cox](#)



DURATION:

2 - 90 Minute Virtual Sessions Over 1 Day

Pre and Post Work»

IMPROVE & GROW
RESPECT DIFFERENCES





INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



CAPABILITY COMMUNICATION

THE EFFECTIVE PRESENTER

Looking for a way to improve your presence both virtually and in person? Discover how to craft presentations around essential objectives, present key concepts and ideas with power and enthusiasm, and design and present effective visuals. During this session, we will review how to deliver both in person and virtual presentations.

Register at [Learn@Cox](#)



CONNECT WITH PURPOSE



DURATION:

4 - 2.5 Hour Virtual Sessions Over 2 Days
Pre and Post Work»

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INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



CAPABILITY CONFLICT MANAGEMENT

CRUCIAL CONVERSATIONS FOUNDATIONS

During this session, we will review the skills needed for creating alignment and agreement in our relationships by fostering open dialogue in a variety of areas. Crucial Conversations reviews discussions that are seen as high-stake, emotional or risky that impact all levels within the organization. Whether you are looking to improve your day to day conversations or are preparing to have what could be a “crucial conversation,” this course is for you.

Register at [Learn@Cox](#)



DURATION:

2 - 2.5 Hour Virtual Sessions Over 1 Day
[Pre and Post Work»](#)

EMBRACE TRANSPARENCY
[PARTNER FOR SUCCESS](#)





INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



CAPABILITY
EXECUTION



LEADING SELF THROUGH CHANGE

This leading change workshop focuses on how our external environments, past and future, helps shape our internal self and how we lead and respond to changes every day. Learners also explore the need to be flexible in changing situations in order to maximize the change impact. This course comes complete with a personalized change assessment discussed during the session.

Register at [Learn@Cox](#)



PARTNER FOR SUCCESS
RESPECT DIFFERENCES
DARE TO BE CURIOUS



DURATION:
1 - 2 Hour Virtual Session
Pre and Post Work»

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INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



BIAS

UNCONSCIOUS BIAS FOUNDATIONS

CAPABILITY
INCLUSION AND
DIVERSITY

Every day our team members are faced with endless amounts of information while making decisions that range from pragmatic to strategic. Our team members work with increasingly diverse teams and stakeholders. Biases created can inhibit performance and lead to poor decision-making. Join us as we learn to create a workplace in which everyone feels valued and able to offer their best.

Register at [Learn@Cox](#)



DURATION:
90 Minute Virtual Session
[Pre and Post Work»](#)

PARTNER FOR SUCCESS
IMPROVE & GROW

DARE TO BE CURIOUS
VALUE EVERY VOICE
RESPECT DIFFERENCES





INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



CAPABILITY
PERSONAL
PRODUCTIVITY



5 CHOICES OF EXTRAORDINARY PRODUCTIVITY

The 5 Choices Essentials course helps increase the productivity of individuals, teams, and organizations. Participants understand how to make more selective, high-impact choices about where to invest their valuable attention, energy, and time. This session focuses on five fundamental choices that dramatically increase your ability to focus on your most important outcomes. In just one day, you'll learn how to reclaim attention, time, and energy.

Register at [Learn@Cox](#)



CONNECT WITH PURPOSE
IMPROVE & GROW



DURATION:

3 - 1.5 Hour Virtual Sessions Over 1 Day
Pre and Post Work»

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INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



SELF-LEADERSHIP

Self-Leadership is a powerful course that teaches team members the mindset and skillset to become proactive self-starters who ask for direction, support, solicit feedback, and sell their solutions. This course teaches the core concepts of Self Leadership, Goal Setting and being proactive in asking for the right leadership style that you need to be effective and problem solve in today's world.

CAPABILITY
PERSONAL
PRODUCTIVITY

Register at [Learn@Cox](#)



DURATION:

3 - 1.5 Hour Virtual Sessions Over 1.5 Days
Pre and Post Work»

CONNECT WITH PURPOSE
MAKE IT HAPPEN TODAY





INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



CAPABILITY
TALENT
MANAGEMENT

CAREER DEVELOPMENT

Looking for ways to take charge of your career development? Join us as we review the performance review process and the variety of ways you can take your talent development into your own hands. During this session, we will review tools such as Individual Development Plan (IDP), My Career Bio, Jobs@Cox, My Progress Checks and more!

Register at Learn@Cox



IMPROVE AND GROW
PARTNER FOR SUCCESS
DARE TO BE CURIOUS



DURATION:
60 Minute Virtual Session
Pre-Work and Post Work»

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INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



CONVERSATIONAL CAPACITY FOUNDATIONS

Conversational Capacity® teaches people how to engage in constructive, learning-focused dialogue when challenging topics or conflicts arise so they can make informed decisions and find the best solutions, even under high pressure. That's where difficult exchanges turn into learning opportunities and unfocused meetings become innovation incubators. This course will engage team members in identifying the day to day interactions they have and help to uncover new ways to exchange in difficult situations.

[Register at Learn@Cox](#)



DURATION:

3 - 2.5 Hour Virtual Sessions Over 1.5 Days
[Pre and Post Work»](#)

IMPROVE AND GROW
RESPECT DIFFERENCES





INDIVIDUAL CONTRIBUTOR SPECIALTY COURSES



CAPABILITY
TRUST AND
INTEGRITY

SPEED OF TRUST FOUNDATIONS

When trust is high, communication, creativity and engagement improve. In the Speed of Trust Foundations course, individuals become competent in using the framework, language and behaviors that lead to high-trust teams and organizations. The key focus areas for this session include: Understanding the Business Case for High Trust, Self-Trust, and Relationship Trust.

Register at [Learn@Cox](#)



EMBRACE TRANSPARENCY



DURATION:

3 - 2.5 Hour Virtual Sessions Over 1.5 Days
Pre and Post Work»

COX COX

Cox
AUTOMOTIVE



PEOPLE LEADER SPECIALTY COURSES



CAPABILITY
COMMUNICATION

COACHING ESSENTIALS

The Coaching Essentials model helps leaders create and live a coaching culture that drives results and grows people. This unique approach to workplace coaching assist leaders, teams, and individuals to make decisions, commit to action, and produce results. Holding conversations with a structured framework enables managers and employees to work together to identify performance gaps and increase focus. Leaders will learn the framework model of coaching and decision making called the GROW® Model. The basic GROW Model is an acronym for the four components of any decision-making process.

Register at [Learn@Cox](#)



DURATION:

3 - 2.5 Hour Virtual Sessions Over 1.5 Days
Pre and Post Work»

IMPROVE & GROW
MAKE IT HAPPEN TODAY
VALUE EVERY VOICE

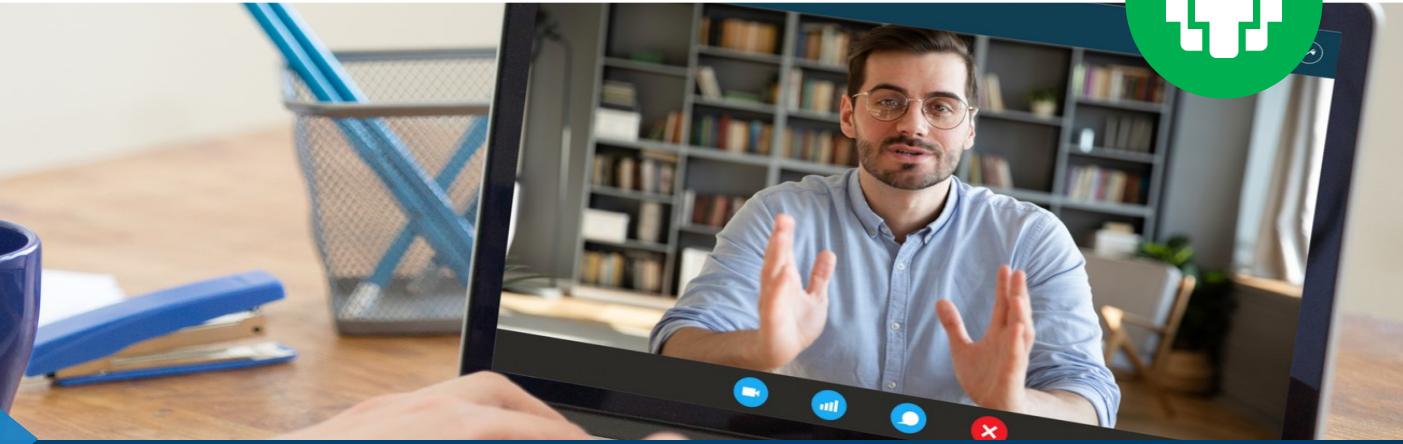




PEOPLE LEADER SPECIALTY COURSES



CAPABILITY COMMUNICATION



CRUCIAL CONVERSATIONS FOR LEADERS

This course teaches our leaders the skills they need for creating alignment on their teams by fostering open dialogue in a variety of areas. Crucial Conversations reviews discussions that are seen as high-stake, emotional or risky that impact all levels within the organization. Whether you are looking to improve your day to day conversations, 1 on 1's, team meetings or preparing for a "Crucial Conversation," this course is for you.

Register at [Learn@Cox](#)



MODEL THE WAY
VALUE EVERY VOICE
DARE TO BE CURIOUS



DURATION:

4 - 2.5 Hour Virtual Sessions Over 2 Days
Pre and Post Work»

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PEOPLE LEADER SPECIALTY COURSES



CAPABILITY
EXECUTION

LEADING CAPABLE CHANGE FOR LEADERS

Leaders need tools to understand and support their teams through change events. This course examines the stages of change and provides insight on how each of us responds and navigates change differently. Leaders also explore the need to be flexible during changing situations in order to maximize the change impact. This course comes complete with a personalized change assessment discussed during the session.

Register at [Learn@Cox](#)



DURATION:
1 - 2 Hour Virtual Session
[Pre and Post Work»](#)

PARTNER FOR SUCCESS
RESPECT DIFFERENCES
DARE TO BE CURIOUS





PEOPLE LEADER SPECIALTY COURSES



CAPABILITY
INCLUSION AND
DIVERSITY

Register at [Learn@Cox](#)



EMBRACE TRANSPARANCY
VALUE EVERY VOICE
RESPECT DIFFERENCES
DARE TO BE CURIOS
PARTNER FOR SUCCESS
IMPROVE & GROW



UNDERSTANDING BIAS TO UNLEASH POTENTIAL FOR LEADERS

The Understanding Bias to Unleash Potential course supports our leaders as they navigate leadership today. This session will help our leaders identify and adjust for bias, cultivate meaningful connections and choose courage in order to make real change. There is nothing more fundamental to performance than how we see and treat each other as human beings. During our time, we will help our leaders learn how to address biases so that our teams can thrive and increase performance across our organization.

DURATION:
2-2 Hour Virtual Sessions Over 1 Day
Pre and Post Work»

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PEOPLE LEADER SPECIALTY COURSES



CAPABILITY
PERSONAL
PRODUCTIVITY

EXECONLINE

ExecOnline delivers online leadership development programs that solve organizations' business needs partnering with some of the top business schools today. Leaders gain the skills they need to build effective teams, lead change, make effective decisions and support robust, customer-centric growth strategies. This experience includes peer to peer learning and a final project of applied learning.



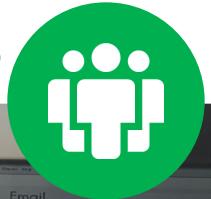
DURATION:
3 or 6 Week Course
Pre and Post Work»

PARTNER FOR SUCCESS
IMPROVE & GROW
MAKE IT HAPPEN TODAY
CONNECT WITH A PURPOSE





PEOPLE LEADER SPECIALTY COURSES

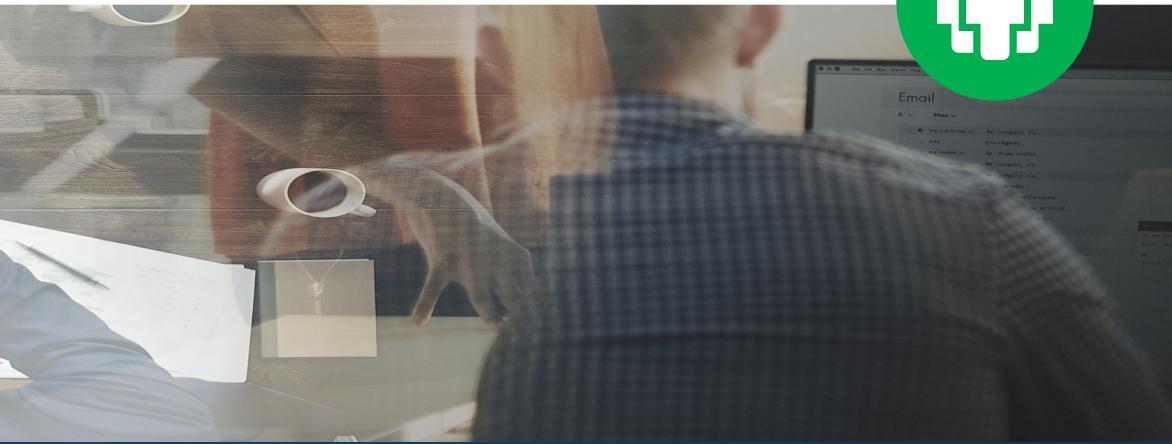


CAPABILITY STRATEGIC LEADERSHIP

Register at [Learn@Cox](#)



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MAKE IT HAPPEN TODAY
IMPROVE & GROW
PARTNER FOR SUCCESS



SITUATIONAL LEADERSHIP

Situational Leadership was created by Paul Hersey and Ken Blanchard. The premise of this model is that there is not one single most effective leadership style, rather different leadership styles are appropriate for different tasks and individuals. Successful leaders are able to adapt their style to the people they work with. This course focuses on the 3 Skillsets of a Situational Leader: Goal Setting, Diagnosing, and Matching Leadership Style with Team Members resulting in more efficient and effective performance and quality 1:1 conversations.



DURATION:

4 -2.5 Hour Virtual Sessions Over 2 Days
Pre and Post Work»

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PEOPLE LEADER SPECIALTY COURSES



CONVERSATIONAL CAPACITY FOR LEADERS

Leaders join the Conversational Capacity® course that teaches leaders how to engage with their teams in constructive, learning-focused dialogue when challenging topics or conflicts arise so they can make informed decisions and find the best solutions, even under high pressure. That's where difficult exchanges turn into learning opportunities and unfocused meetings become innovation incubators. This course will support leaders in identifying the day to day interactions they have with their team members and help to uncover new ways to exchange in difficult situations.



DURATION:

3 -2.5 Hour Virtual Sessions Over 1.5 Days
Pre and Post Work»

[Register at Learn@Cox](#)

EMBRACE TRANSPERANCY
VALUE EVERY VOICE
IMPROVE & GROW





PEOPLE LEADER SPECIALTY COURSES



CAPABILITY
TALENT
DEVELOPMENT

Register at Learn@Cox



SHAPE THE FUTURE
UNLEASH POTENTIAL



DRIVEN TO LEAD – SALES

This experience is designed to increase your sales leadership effectiveness by providing you with the skills needed to create an environment that will attract, retain and mobilize your teams. Sales Leaders are encouraged to sign up to take your leadership to the next level!

DURATION:

4 -2.5 Hour Virtual Sessions over 2 Days
Pre and Post Work»

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PEOPLE LEADER SPECIALTY COURSES



CAPABILITY
TALENT
DEVELOPMENT

LEADER EXCHANGE SERIES

The Leader Exchange Series is a cross-divisional thought partnership forum for senior leaders to explore relevant 'What I Need Now (WINN)' leadership challenges amidst uncertain and rapid change with actionable solutions. Highly vetted speakers deliver LIVE EVENT talks on topics on the pulse of nationwide leadership concerns. Leaders of leaders can leverage these events to catapult their teams forward. These Live events ignite opportunities for powerful dialogue and learning.

Senior Directors and above will receive a quarterly email registration announcement.



DURATION:
Quarterly Webinars
Pre and Post Work»



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IMPROVE & GROW
PARTNER FOR SUCCESS
DARE TO BE CURIOUS





PEOPLE LEADER SPECIALTY COURSES



CAPABILITY
TALENT
DEVELOPMENT

LEADING AT THE SPEED OF TRUST

The ability to create, establish, grow, extend and restore trust with all stakeholders and team members is the critical leadership competency in a global economy. This powerful framework enables managers to dramatically increase their professional credibility by understanding the Five Waves of Trust: Self Trust, Relationship Trust, Organizational Trust, Market Trust, and Societal Trust. This course is sure to assist in building and sustaining trusting relationships.

Register at [Learn@Cox](#)



EMBRACE TRANSPARENCY
RESPECT DIFFERENCES
PARTNER FOR SUCCESS



DURATION:

4 -2.5 Hour Virtual Sessions Over 2 Days
Pre and Post Work»

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DIRECTOR AND ABOVE SPECIALTY COURSE



CAPABILITY
TALENT
DEVELOPMENT

4 ESSENTIAL ROLES OF LEADERSHIP

Even in the most turbulent times, there are four roles leaders play that are highly predictive of success. We call these roles essential, because as leaders consciously lead themselves and their teams in alignment with these roles, they lay the foundation for effective leadership. During this course, we will exam these four essential roles of leadership and develop the skills needed to live them out consistently in our day to day work.

Register at [Learn@Cox](#)



DURATION:

4 -2.5 Hour Virtual Sessions Over 2 Days
Pre and Post Work»

MAKE IT HAPPEN TODAY
DARE TO BE CURIOUS
EMBRACE TRANSPARENCY





CONSULTING AND INTACT TRAINING REQUESTS



CONSULTING SERVICES

In Partnership with our HR Solution Leaders, we work to facilitate a Training Analysis and create a Learning and Development Strategy for Solution Groups.

INTACT TRAINING REQUESTS

In an effort to customize and create targeted development needs for teams across the business, the Global Learning Team offers Intact Training Team requests in the following content areas:

- Leading Virtual Teams
- Leading Customer Loyalty
- Project Management
- Multiplier
- Oz Principle
- Business Acumen



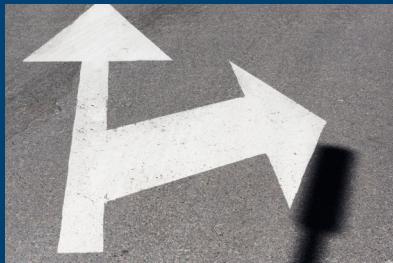
DEVELOPMENT RESOURCES



MENTOR MARKETPLACE

Mentor Marketplace is an online space where Leaders develop Leaders to encourage a learning culture that ensures team members take an active role in spreading their knowledge and best practices. This experience is designed to foster professional growth and relational networking through a community of respect and confidentiality. This virtual mentoring connection is a 9-month commitment to meeting once or twice virtually each month. 2021 Cohorts will participate in April and October.

PATH: Fuel>Departments>Learning & Development> Learning Resources>Mentor Marketplace



NAVIGATE YOUR DEVELOPMENT REFLECTION TOOL FOR INDIVIDUAL CONTRIBUTORS

The Navigate Your Development Reflection Tool is a self-directed Global Learning Tool that is designed to discover our individual opportunities and strengths that are found within the Empowered People Model. In addition, this Tool helps employees learn about the development resources available through Global Learning to aid in your own professional development plan.

PATH: Fuel>Tools & Resources>Learn @Cox Key Word Search: Navigate Your Development



NAVIGATE YOUR DEVELOPMENT REFLECTION TOOL FOR PEOPLE LEADERS

The Navigate Your Development Reflection Tool is a self-directed Global Learning Tool that is designed to discover our individual opportunities and strengths that are found within the Empowered People Model. In addition, this Tool helps employees learn about the development resources available through Global Learning to aid in our own professional development plan.

PATH: Fuel>Tools & Resources>Learn @Cox Key Word Search: Navigate Your Development



DEVELOPMENT RESOURCES



EARLY CAREER ONLINE LEARNING PATH

Looking for resources to get you started? Our Early Career Online Learning Path is recommended for team members that are just starting their professional career journeys. The topics within the Early Career Online Learning Path focus on foundational concepts to get you started. These items include: Communication, Critical Thinking, Productivity, Team Work, Resilience, Accountability, Continuous Learning, Collaboration and Unconscious Bias.

[Pre and Post Work»](#)

[Register at Learn@Cox](#)



INDIVIDUAL CONTRIBUTOR ONLINE LEARNING

Are you looking for a way to continue developing yourself professionally but desire to do it on your own time in a self-paced environment? This learning path allows any team member the opportunity to explore a variety of skill development courses that are sure to improve each of us in a variety of ways. These online courses explore topics that include: Personal Branding, Decision Making, Time Management, Innovation and more!

[Pre and Post Work»](#)

[Register at Learn@Cox](#)



NEW MANAGER ONLINE LEARNING

Our New Manager Online Learning is designed to equip you with the essential skills needed to succeed both individually as well as while you lead your team. This learning path addresses the transition that occurs between an individual contributor to new manager role. Hear from industry experts that address sharpening your skills in areas such as Driving Results, Developing Others, Communication and more. This self-paced virtual journey is yours to take and will lead you towards the next step in your New Manager professional development.

[Pre and Post Work»](#)

[Register at Learn@Cox](#)

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DEVELOPMENT RESOURCES



MANAGER ONLINE LEARNING

Do you have a desire to lead people and to continue developing yourself in preparation for your next role in leadership? This Manager Online Learning path has just what you need to gain valuable insights into the start of your leadership journey. Explore online courses infused with industry expert insights on topics such as: Supervising Others, Managing Priorities, Delegation, Motivating Others and more!

Sign up today to roll up your sleeves and turn your learning light switch on!

[Pre and Post Work»](#)

[Register at Learn@Cox](#)



DIRECTOR ONLINE LEARNING

This course is designed to help our leaders that have led people for 2 or more years the opportunity to take their leadership skills to the next level. Discover new insights and gain industry perspective on topics that are critical for success in today's workplace like managing multiple generations on the same team or department. Other topics included discuss more personal reflection such as Emotional Intelligence or how to resolve the hardest conflicts, Strategic Thinking and more!

[Pre and Post Work»](#)

[Register at Learn@Cox](#)



EXECUTIVE ONLINE LEARNING

This online learning path is targeted towards our Sr. Director and above employees. This learning path consists of both tactical and soft skills and incorporates the most recent trends in leadership development. These fundamentals include, but are not limited to, finance, marketing, operations, communication, team building and industry insights.

[Pre and Post Work»](#)

[Register at Learn@Cox](#)



TUITION REIMBURSEMENT

At Cox Automotive, we want you to have the opportunity to grow and develop professionally. This may include advancing your education through courses designed to help grow your skills and interests. Active full-time, regular team members, who are in good standing and have completed at least 1 year of employment, are eligible for reimbursement of up to \$5,250 per calendar year for business related courses. The course must be a part of a degree program and both the degree and course must:

- 1) Maintain or improve skills required in your current position.
- 2) Qualify you for another position in the company that requires significantly different tasks and activities than you could perform prior to completing the coursework.
- 3) Applies to a specific business-related degree.

Please consult your manager prior to beginning any course or program to confirm it meets the criteria above and obtain the necessary approvals to be eligible for reimbursement.

PATH: Fuel>Departments>Tuition Assistance



E3: EXPLORE, ENGAGE AND EXPOSE

The E3 Program is a 6-month cohort developmental experience that enables early career team members to explore career opportunities, engage with leaders and gain exposure to development tools and resources.

This 6 Month Academic Journey includes:

- 7 Habits of Highly Effective People
- Career Coaching Services
- Early Career Online Learning Path
- Navigate Your Development Learning Tool
- Structured Mentoring Program

This program concludes with a virtual networking event with CAI Leaders and Ignite ERG.

Who Should Attend: Pre-Enrolled, Early Career, Individual Contributors

Program Duration: 6 Months

FUTURE LEADERS PROGRAM

This 6-month program is designed to provide our Emerging Leader Team Members with a cohort developmental experience.

This 6 month experience includes:

- 6 Critical Best Practices of Leaders:
 - ◊ Develop a Leaders Mindset
 - ◊ Hold Regular 1 on 1's
 - ◊ Set Up Your Team to Get Results
 - ◊ Create a Culture of Feedback
 - ◊ Lead Your Team Through Change
 - ◊ Manage Your Time and Energy
- Career Development
- Manager Online Learning Path
- Navigate Your Development Learning Tool
- Monthly Think Tanks
- Structured Mentor Program

This program concludes with a Final Showcase.

Who Should Attend: Pre-Enrolled, Emerging Leaders, Individual Contributors

Program Duration: 6 Months