



# FOUNDATIONAL LEADERSHIP Program

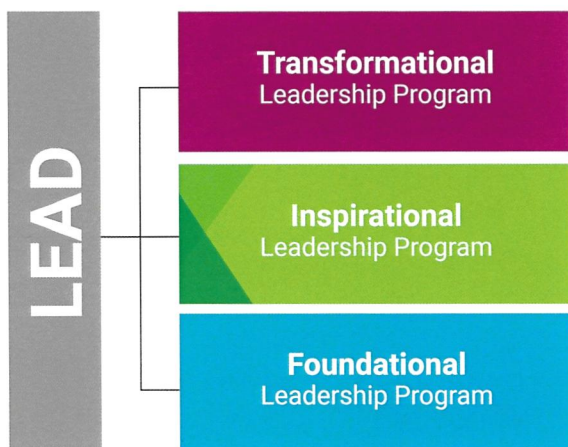


## INTRODUCTION

Welcome to the Foundational Leadership Program!



Congratulations on being invited to take part in our global development journey where you will **Learn**, **Explore**, **Apply** and **Demonstrate** the foundational leadership skills required for you, your team and your business to succeed.



LEAD — a universal approach to leadership development at CDK Global

Leadership Programs are the means by which we create a universal language of leadership around the world to facilitate career development across functions and geographies and the means by which we change behavior in individual leaders and the people they lead worldwide.

At CDK Global, we believe that effective leadership brings out the best in our employees. Effective people leadership can help employees understand their contributions to the business strategy, establish a clear direction, develop their skills and behaviors, and ultimately deliver excellent performance through high engagement.

Engaged employees perform better, get more done, have more desire to put in discretionary effort, and produce better results. As a leader, you have the ability to affect the engagement of your employees.

Throughout this program, you will attend four two-day workshops and complete on-the-job learning of new skills so that over time you will **Learn**, **Explore**, **Apply** and **Demonstrate** useful behaviors that will help you become a more effective leader.

A Gallup survey about how management capability links to employee engagement tells us two important things:

Leaders account for at least **70%** of variance in employee engagement

Employees who report to strong, engaged leaders are

**59%** more likely to be engaged

# INTRODUCTION

## The role of a people leader

People leaders are responsible not only for their personal outcomes but also for the outcomes of the people in their team. As a people leader, your success will be measured against the success of your team; therefore, a very important part of your role is to ensure that your team is performing well.

At CDK, we believe that ensuring high performance for yourself and your team means concentrating on five key focus areas:



Throughout the program, you will be given development around these five key focus areas, enabling you to drive performance, productivity and engagement within your team.

### Leading at your level means:

- Providing clarity in your outward-focused communication, including presenting to groups, delivering messages and creating messages
- Embedding organizational changes within your team and using a basic understanding of change management principles to socialize organizational changes within your team
- Developing a sensitivity to others' needs, which allows for the effective management of your team's activities and interpersonal dynamics
- Building and sustaining a high-performing team through engagement, development and performance management
- Interpreting and critically analyzing financial, strategic and performance information about the business and using that information to aid team performance and continuous improvement

# INTRODUCTION

## Leadership Competencies

The program is designed to build your knowledge, skills, behaviors and attitudes in line with our CDK Leadership Competencies.

Competencies are the knowledge, skills and behaviors we need at every level in the organization to perform our jobs effectively. They are the behaviors that we value at CDK and the attributes that make us a successful organization.

When building your development goals for the program, keep in mind the competencies and your development in comparison with the people leader indicators.

	Customer Focus
	Collaboration
	Business Acumen
	Strategic Orientation
	Dealing with Ambiguity
	Accountability
	People Focus
	Drive for Results





## HOW THE PROGRAM WORKS

Often when we attend training courses, the transition from learning to practical action can be difficult. When we leave a training event and come back to work, it is very easy to default to “as usual” behavior. Studies done at the University of New South Wales and the University of Twente show that as little as 10 percent of what we experience in a learning environment is transferred into our long-term memory. This learning program is designed to help you take the information that is given in our training events and implement it into your day-to-day habits and behaviors.

Throughout this program, you will attend four separate training events that will give you the information, tools and skills that will enable you to bring your learning to life when you get back to your day-to-day role. When you return to the workplace, you will be able to use a practical method for making small adjustments to the way in which you work — to become a more effective people leader.

### **Preparation**

Before each event, you will be asked to do some prelearning. This may consist of reading, watching a video, listening to a podcast, or completing exercises. This will prepare you for the learning you will receive at the two-day workshop. You should complete this as some of the topics in the prelearning may not be covered at the two-day workshop.


### **The two-day workshop**

The two-day workshop is an opportunity for you to learn new information, practice new skills with others, network with leaders from other departments, and build and commit to your development goals for the next three months. Your development goals will provide the framework for you to practically implement your goals over the next few months.

### **On the job**

At the two-day workshop, you will build some development goals that will help you to understand what you will need to achieve. You will need to achieve these goals within three months by mastering the skills, knowledge and behaviors from the prelearning and two-day workshop.

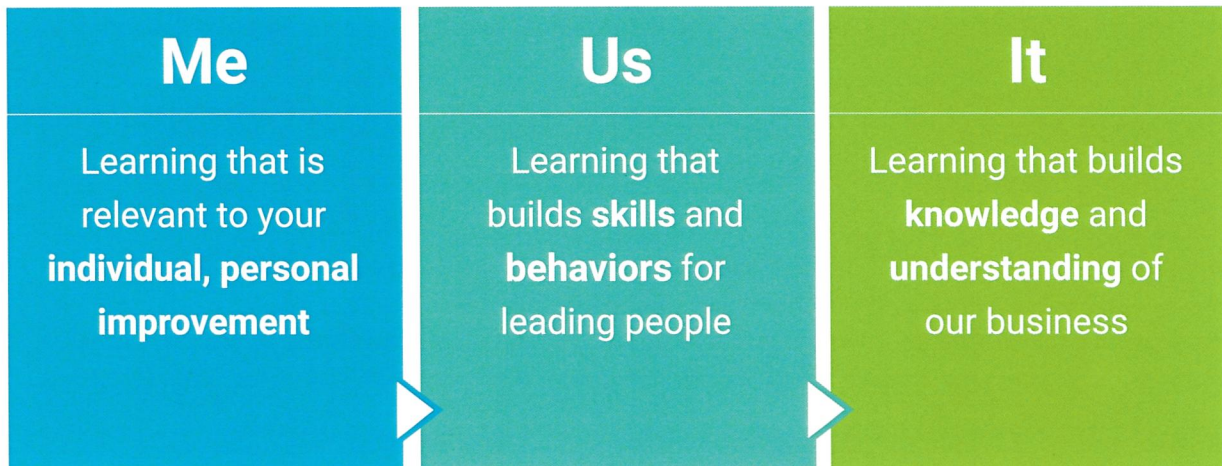
Achievement of each development goal will need to be evidenced through feedback from your line manager, direct reports or peers who have experienced you implementing your learning. Make sure that your line manager and direct reports are given information on the learning you are doing. There are line manager and direct report guides to help you with this.



# HOW THE PROGRAM WORKS

## Me, Us and It

The content is viewed from three different perspectives: me, us and it.



### Me

Learning that is relevant to your individual, personal improvement. By creating a deeper understanding of ourselves and why we think and behave in certain ways, we can be more aware of how we can adapt our behavior to the situation to achieve a better outcome.

### Us

Once you are more aware of what drives your own behaviors, you will be able to develop and apply your skills to how you lead and develop your team.

### It

Learning that builds knowledge and understanding of our business to help drive decisions that support overall business objectives.

These streams will run through each workshop, so you learn about yourself, others and the business as you develop in the five key focus areas.



# HOW THE PROGRAM WORKS

## Who will support you?

### Line manager

Your line manager will meet with you regularly to discuss the development goals you have set for each part of the program and your progress against them. They should also provide you with regular feedback on how you are performing against those goals.

Your line manager will be given information on the things that you are learning in the program and will sign off on each of your development goals as you complete them.

### Direct reports

Your direct reports are great people to ask for feedback. They will be the ones who will feel the most change in the way that you work with them and will be able to give you insight into how the changes are impacting them. This information is so valuable for refining your new skills and behaviors to suit the team that you are leading. Remember that all of your team members are individuals, so you may need to adapt the way you do things for each one.

### HR contact

Your HR contact will be in touch with you throughout the program to provide additional support. They will be checking in on your progress and coaching you to overcome any challenges you are facing with your development.

## What do you need to do?

LEAD — an approach to program design and structure, which drives sustainable behavior change

LEARN	<i>Attend each workshop and complete prelearning and further reading.</i>
EXPLORE	<i>Within workshops and on the job, explore concepts, new skills and new behaviors.</i>
APPLY	<i>Reflect on your learning and build plans for how to apply it to your role.</i>
DEMONSTRATE	<i>Demonstrate your learning and evidence with feedback from your line manager and direct reports.</i>

Success will come from applying all parts of this learning cycle. This workshop is just the beginning of your learning.

Studies show that as little as 10 percent of what we experience in a learning environment is transferred into our long-term memory. Only by consciously implementing these new skills and behaviors back in the workplace can you effect lasting change.