

Note: This document contains sensitive information about Entelechy clients and should not be shared publicly.

Republic Services

Category: Best Advance in Leadership Development

Measurable Benefits

Use this area to discuss the measurable benefits as seen by your organization. How do you measure ROI/impact and what were the results? How did you prioritize and identify what was important?

Details:

The successful development and deployment of *Leadership Fundamentals* at Republic Services has been nothing short of life-changing for both the organization and its people. The program ultimately met the lofty goal of becoming “The Republic Way of Leading,” reaching more than 4,000 leaders in 20 different locations throughout the United States and Puerto Rico. The program has comprehensively addressed the organization’s broader business goals of increasing employee engagement, loyalty, morale, and productivity, while creating a unified corporate culture.

To properly measure the widespread impact of *Leadership Fundamentals*, the L&TD team partnered with the organization’s HR Analytics team to independently and objectively measure various employee statistics — namely, turnover, engagement, and worker’s compensation claims — for program participants on a quarterly basis, comparing that group’s performance to the company as a whole. It became clear that program participants were more engaged, loyal, and committed to achieving workplace excellence. By establishing an independent measurement process, the value of the program was quickly realized by the Republic Services’ executive team.

An independent analysis by Republic Service’s HR Analytics team found that *Leadership Fundamentals* participants stay with the company longer than those who have not participated. Turnover for *Leadership Fundamentals* participants is **14%, compared to 58% for non-participants**.

Additionally, Republic Services’ 2016 Willis Towers Watson engagement scores **increased from 82 to 88, moving Republic Services into the High Performing category**.

A control group of more than 200 divisions where the full operational leadership chain (General Manager, Operations Manager, and Supervisors) have all been trained on

Leadership Fundamentals were able to maintain profitability at the local level and deliver a **cost avoidance of \$12M in worker's compensation claims.**

In addition to the program's success metrics, the team captured qualitative and quantitative feedback from managers and *Leadership Fundamentals* participants, as outlined below.

Regulatory compliance has been positively and dramatically improved:

"After the training, our compliance performance increased from 92% to 98.75%... [and we've seen] an 85% reduction in violations month over month." —Steve, Operations Manager

98 skill reinforcement calls with 1,305 participants in the first three months helped cement the skills:

"The monthly calls are keeping the participants on their toes...We have used the 'What went well?? What could you have done differently??' so often that we catch ourselves using it on each other! The skills have become part of our local culture." —Charlie, Division Manager

Managers conscientiously develop talent:

"[Be]cause we are utilizing the coaching model my GM and I have also been intentional in creating opportunities for employees to develop skills. We have already seen significant improvements." —Cody, Operations Manager

Participants found *Leadership Fundamentals* to be life-changing:

"I can already see the results I've gotten in such a short time with this program, so this is the best tool box this old country boy has received from Republic Services since I started in 1996." —Leadership Fundamentals participant

"The beauty and power of Leadership Fundamentals is that you are inviting us to reflect and self-assess, rather than just telling people what works and needs to be followed. This was driven home consistently throughout the program. That consistency of message — with the power of the models — made a huge difference for me." —Leadership Fundamentals participant

Overall

Use this section to provide a summary of key findings. What lessons did you learn? What is next/future outlook?

Details:

Through much of its early history, Republic Services functioned in a reactive space when it came to developing their people. While this can certainly be true of any industry, in an operationally-oriented industry the urgent often serves as the enemy of the important. *Leadership Fundamentals* opened the eyes of the leadership population to the simple processes that can shift developing people from the realm of the reactive to the deliberate. Alumni of the program not only understand, but also deeply believe that a culture of endlessly “putting out fires” will lead to a dearth of talent. Conversely, a culture of “cultivating a garden,” while not always showing immediate results, will lead to bench strength and sustainable improvement across the talent pool. Carving out time for the deliberate development of talent is now a priority among those who have embraced the *Leadership Fundamentals* program.

While the value of standardization is apparent in many of the technical processes across a matrixed organization like Republic Services, it can be easy to overlook the value of standardization in human-oriented processes. Through *Leadership Fundamentals*, Republic Services has seen the benefit of applying standards to performance management, talent development, and communication processes. As the program teaches, “in the absence of expectations, people cannot meet expectations.” Republic Services embraces the *Leadership Fundamentals* principles as the baseline expectation for what it means to be a quality leader at the organization, thus enabling the leader population to meet or exceed those expectations.

In a company culture that takes pride in individuality and differentiation within its vertical, customized programs like *Leadership Fundamentals* are met with much more trust than those that are delivered “off the shelf” with no concessions to the unique culture of that organization. One of the most powerful lessons Republic Services has taken from this journey is the value of infusing a leadership development program with the inside industry language and realistic scenarios that connects to the leaders most intuitively. Because the universal principles of leadership were presented within the context and language of the waste industry, Republic Services’ leaders were demonstrably more trusting of the program and respectful of the content. Customization was the bedrock of the success of the program.

Republic Services is currently transitioning from the initial rollout of the *Leadership Fundamentals* program to maintaining and reinforcing the work that has already been done, and building on its foundation with further leadership development offerings.

Performance management language and the accompanying tools (coaching conversations, difficult conversations, and feedback) are being woven into multiple aspects of a newly updated comprehensive talent management process. The *Leadership Fundamentals* language will lend familiarity and stability to what would otherwise feel to some leaders to be new processes for career conversations, goal-setting, talent assessment, and performance reviews.

A new Leadership Competency model is being created by the Republic Services L&TD team that seeks to align company values (“The 5 R’s” — To be Respectful, Responsible, Reliable, Resourceful, and Relentless) with leader competencies and behaviors against which a leader can be measured. Components of the *Leadership Fundamentals* program have given clarity and texture to those expectations as they are being developed. The competencies and behaviors are currently undergoing C-Suite approval and will likely set the future direction for leader growth and development well into the future.

Broadcom

Category: Best Advance in Leadership Development

Measurable Benefits

Use this area to discuss the measurable benefits as seen by your organization. How do you measure ROI/impact and what were the results? How did you prioritize and identify what was important?

Details:

Broadcom's Agile Operations Division's *AOD Manager Leadership Program* has been well received and widely celebrated throughout the AOD organization and is now the cornerstone leadership development program offered for all AOD managers. Since the initial pilot, approximately 150 AOD managers have attended the program — representing all eligible AOD managers within the organization. This alone is an incredible feat for an organization of this size, and considering the majority of the division leaders are in highly technical roles, where leadership development isn't the norm. Participants have responded positively to the program content and structure and have been able to immediately apply key learnings on the job. [See participant feedback at the end of this section.]

In a relatively flat hierarchical organization like Broadcom AOD — and one where promotions are very rare and attrition is very low— the Organizational Transformation Leader knew that it would be difficult to quantify the impact of the *AOD Manager Leadership Program* in metrics like retention and promotions. Given that, the project team knew that proof of the program's success would be found in employee engagement numbers. As a result, Broadcom's Organization Transformation Leader carefully tracked the Employee Opinion Survey (EOS) findings year-over-year. Across the board, Broadcom AOD employees highlighted the strength of their managers in implementing key learnings from the *AOD Manager Leadership Program*, compared with EOS data points from January 2021 before the program launched. EOS metrics are listed below in order of greatest percentage increase to least:

- 91% of AOD employees stated that their direct manager was invested in and encouraged their personal development, an **increase of 12 percentage points**.
- 83% of respondents noted that their team (or someone on their team) had received recognition for their work, an **increase of 10 percentage points** — an all-time high for AOD.

- When asked if their direct manager handled conflict tactfully, 91% agreed that they did, an **increase of 9 percentage points**.
- Likewise, 90% noted that their direct manager gave them feedback that helps them improve their performance, an **increase of 9 percentage points**.
- 89% of AOD employees claimed that their manager was a role model on how to work effectively with other teams, an **increase of 9 percentage points**.
- When asked if their direct manager clearly defined goals and expectations, 90% of AOD employees said they did, an **increase of 6 percentage points**.
- 93% agreed that their direct managers cared about them as people, an **increase of 5 percentage points** from January 2021.
- 93% of employees also noted they were comfortable sharing their opinions with their direct managers, even when they disagree, an **increase of 4 percentage points**.
- Finally, 94% of AOD employees noted it was easy to get help from their direct manager when needed, an **increase of 3 percentage points** from the initial EOS conducted in January 2021.

Now that all AOD managers have completed the program, the Organizational Transformation Leader anticipated an increase in how well employees noted their direct manager performed in key leadership areas. That said, the AOD Senior Leadership Team would have been pleased with scores in the 80% range, so the fact that the majority of the scores were over 90% was very impressive. Additionally, the AOD Senior Leadership Team was especially pleased that the variance in how people responded to the questions pertaining to the leadership capabilities of their direct managers shrank, illustrating the power of the *AOD Manager Leadership Program* to establish new standards of excellence for all AOD managers.

The AOD Senior Leadership Team also attributes the recent success of the division with having a unified approach to leadership across the AOD organization. With the widespread adoption of the *AOD Manager Leadership Program*, Broadcom AOD is better equipped to deliver digital transformation solutions to their customers. As a result of having a stronger, unified leadership bench, the AOD organization has experienced 16 consecutive quarters of revenue growth and has garnered the below feedback from key customers:

“We’re now more personal, we’re focused on relationships instead of transactions and ValueOps is now a critical part of how Verizon evolves.”

— Senior Manager, Systems Engineering, Verizon

“Feature lead time and time to market are down, predictability is up, and our business partners have confidence in their planning decisions and ability to deliver.”

— Portfolio Lead, The Hartford

“We’re talking the same language as the business. That is a huge benefit as it drives alignment, which in turn drives speed. Everyone has a better understanding of value, and how their own work contributes to that value, driving engagement and performance.”

— Product and Process Manager, American Honda Motor Company

Additionally, Broadcom AOD was named both a Leader and Fast Mover by GigaOm in their Radar for Value Stream Management (VSM) in 2023. In the report, GigaOm notes, “ValueOps provides a complete view across the investment portfolio, including value streams. This is a solid platform with a business-centric approach.” GigaOm further states, “Broadcom’s solution set and ValueOps’ approach resonate strongly with today’s business and agile engineering needs.” AOD managers play a crucial role in fostering innovation, making technological advancements, and increasing productivity. The *AOD Manager Leadership Program* establishes a high standard for leadership excellence throughout the organization and provides AOD managers with the tools and techniques to meet or exceed that high standard, time and time again.

Senior Sponsor Endorsement:

“During the early days of our agile culture transformation, we recognized that our group of highly technical managers across Broadcom’s Agile Operations Division (AOD) would strongly benefit from a renewed focus on “softer” leadership skills and foundational performance management techniques. To address those goals, we carefully designed and developed the AOD Manager Leadership Program, featuring Entelechy’s Unleash Your Leadership Potential-Virtual. We hoped that by fostering leadership development across the organization that we might benefit from increased employee engagement, deeper connection and collaboration. In these areas — and many others — the AOD Manager Leadership Program has far and away exceeded our expectations.”

— Serge Lucio, General Manager, Broadcom Agile Operations Division

Broadcom AOD's Organizational Transformation Lead Endorsement:

"I have had the pleasure of working with Entelechy on multiple different leadership development programs across multiple organizations. In a previous role, I worked with Entelechy to successfully roll out an in-person version of Unleash Your Leadership Potential (UYLP) to managers at all levels within a global customer success team for a technology company. The results were phenomenal — higher employee engagement and improvements across a range of customer success metrics, including customer satisfaction and NPS.

In a new role at Broadcom's Agile Operations Division (AOD), Covid forced us to move to a virtual leadership development program for managers. The UYLP-Virtual program had the same great content, but would participants be able to grasp the concepts without being in person? I wasn't sure. Not only did they grasp the concepts, but we saw impressive results in a very short time — quicker than I ever expected. And, the bonus benefit that I truly did not expect was that meeting virtually provided networking opportunities for our managers and stronger relationships were forged across our management team now that nearly every manager within the division has gone through the program. As a result, our organization is seeing increased collaboration, an uptick in innovative problem solving, and widespread trust. Moreover, our managers are simply getting more done now that we've created a unified culture of leadership excellence where they can thrive.

After seeing the success of UYLP-Virtual for our managers, an opportunity existed to introduce foundational leadership concepts to highly motivated individual contributors within AOD. We worked with Entelechy to roll out Aspiring Leaders as a social learning experience on the NovoEd platform, anchored by multiple virtual workshops. We have been so impressed by how well the program has been received — in fact, we have had a waitlist of folks eager to participate since the program was launched."

— Marie Daniels, Organizational Transformation, Agile Operations Division, Broadcom

Qualitative Feedback from Participants:

"Unleash Your Leadership Potential-Virtual has exceeded my expectations. I can't think of anything to do differently."

"I love how interactive and engaging the sessions are, even though they're remote."

"One of the best trainings I ever had. The course was very interactive and informative. I will say that having smaller groups (3-5 people) was even more valuable than the larger group. That has made it for me."

"I had way too many 'aha moments' from so many things in this course!"

"I think it's well-structured and also it's great that it is spread out during several months. This way the discussed topics stick much better, compared to a VERY intense one week with full day classes."

"The program was very engaging, giving us an opportunity to discuss day-to-day problems and obtain feedback and new perspectives."

"Excellent program, delivered really well. I love the Leadership Minute emails to remind and prompt us. It keeps the content very current in the busy environment where we all work. Great job on organising the program and keeping everybody engaged and motivated!"

"[My favorite part was] the positive support and getting fresh ideas from peers and the facilitator. It has been refreshing to try better techniques and feel less isolated."

"[I enjoyed the] breakout sessions and learning from fellow [participants]. [I also liked] getting to know the different tools better and also practice them in real life."

Overall

Use this section to provide a summary of key findings. What lessons did you learn? What is next/future outlook?

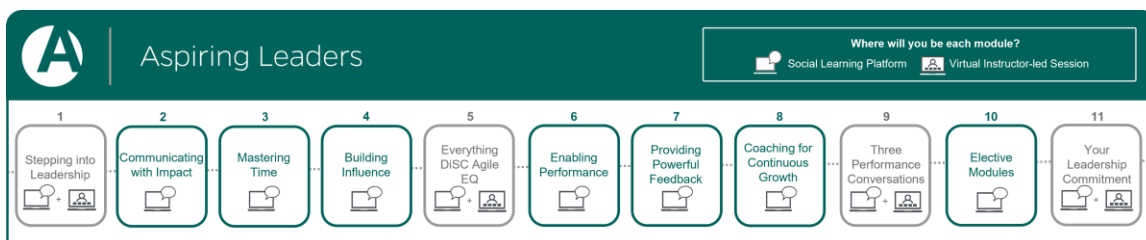
Details:

Since its launch, Broadcom's Agile Operations Division's *AOD Manager Leadership Program*, featuring Entelechy's *Unleash Your Leadership Potential-Virtual (UYLP-Virtual)*, has transformed the leadership culture across the AOD organization, directly impacting approximately 150 managers at all levels since the initial pilot phase began in April 2021. AOD's Senior Leadership Team felt so confident in the program and its potential to transform the organization after seeing impressive results on the culture as measured by the Employee Opinion Survey (EOS) conducted just mere months after the initial *UYLP-Virtual* pilot began.

Since the program was introduced, AOD has experienced measurable increases in key employee engagement and organizational leadership metrics, including increased communication, collaboration, recognition, professional development, accountability, connection, and productivity. By all measures, AOD managers consistently receive high marks from their direct reports in fundamental performance management areas, including coaching and feedback. Moreover, AOD employees at all levels feel better supported and equipped to be productive and innovative in their roles developing new technology and supporting customers. As a result, AOD has experienced 16 consecutive quarters of revenue growth thanks to its commitment to leadership development and its strong pipeline of confident and capable managers.

Broadcom AOD attributes this sustained success to the program’s commitment to community building, coaching, collaboration, and reinforcement. The *AOD Manager Leadership Program* contains ample opportunities for participants to meaningfully connect and collaborate with fellow participants, including engaging virtual workshops featuring breakout group activities and the peer coaching sessions where participants have a chance to practice the leadership skills covered in the program in a safe environment. Broadcom AOD and Entelechy knew that a one-time training event wouldn’t be enough to truly change behavior, so the program was designed with skills practice and reinforcement in mind. The team quickly learned that the program’s on-the-job resources, including the Resource Guide, the Management Action Plan, and the Job Aid Booklet, were instrumental in allowing AOD managers to gain confidence when applying the skills and techniques in the real world. This was a key learning that will be incorporated into any future leadership programming.

At the time of submission, the *AOD Manager Leadership Program* has reached every eligible leader across the AOD organization. However, the AOD Leadership Team saw the power of equipping managers in traditionally more technical roles with so-called soft skills that they wanted to bring a similar program to high-potential individual contributors within AOD. While these employees might not be on the manager track, AOD knew there was value in equipping these individuals with an introduction to foundational leadership skills and topics. Working with Entelechy, the Organizational Transformation Leader designed and is in the process of delivering *Aspiring Leaders* to high performing individual contributors across AOD. The resulting program’s structure is as follows:



Aspiring Leaders is a unique experiential journey that unfolds on the NovoEd social learning platform over four months. Through online social collaboration, interactive virtual sessions, and learning groups, participants learn alongside their peers. Participants gain support from their facilitator and their managers. Broadcom AOD and Entelechy have been able to apply key learnings from the design and delivery experience for the *AOD Manager Leadership Program* — especially the need for peer collaboration, skills practice, and reinforcement — to make *Aspiring Leaders* even more effective.

Entelechy and Broadcom AOD launched *Aspiring Leaders* in March 2023 and have facilitated six cohorts to-date, with an additional two cohorts scheduled in 2024. At the end of the year, *Aspiring Leaders* will have reached approximately 160 individual contributors across AOD. BroadCOM AOD plans to continue offering *Aspiring Leaders* through 2025 and beyond.

Broadcom AOD's commitment to creating a unified leadership culture with a focus on effective performance management has enabled the organization to increase innovation, productivity, and collaboration, despite a global pandemic and an inherent skepticism of the power of "soft skills." As a result of deploying the *AOD Manager Leadership Program*, featuring Entelechy's *Unleash Your Leadership Potential-Virtual*, the organization is now experiencing record growth and record levels of employee engagement and is ready to continue innovating far into the future.