Accelerating Leadership Development
A case study with Dr. Mike Comer and Sharon Pflieger
(with the spirit of Leonardo Di Vinci)

October 2015
William Comer

Head of Security, Hayes Group International

Age 4.
Thank you! Grazie
“Life is pretty simple: You do some stuff. Most fails. Some works. You do more of what works. If it works big, others quickly copy it. Then you do something else. The trick is the doing something else.”
Gulfstream Aerospace Corporation

- Leading manufacturer of the world’s most advanced business aircraft
- Meeting the needs of the world’s most demanding travelers for more than 55 years
- Customers are primarily corporations
- Competitors are primarily international
- Operators use their Gulfstream aircraft primarily as business tools
  - Safety
  - Security
  - Operational flexibility
  - Productivity
The New Gulfstream Product Line

- **G650ER**
  - Range: 7,500 nm at M0.85
  - Maximum Range: 7,000 nm at M0.85

- **G650**
  - Range: 6,200 nm at M0.85
  - Maximum Range: 5,000 nm at M0.85

- **G600**
  - Range: 6,750 nm at M0.80
  - Maximum Range: 4,350 nm at M0.80

- **G550**
  - Range: 3,600 nm at M0.80
  - Maximum Range: 3,000 nm at M0.75
Worldwide Service Network

Gulfstream Facilities
Appleton WI
Brunswick GA
Dallas TX
Las Vegas NV
Long Beach CA
Savannah GA
West Palm Beach FL
Westfield MA
London Luton UK
Sorocaba Brazil
Beijing China
Our Story of culture change…

“Hands down, Gulfstream has been our most phenomenal growth story. To go from 3800 employees in 2006 to 9200 in 2013 and do that in the midst of the greatest recession we’ve ever seen is nothing short of amazing.”

~Trip Tollison, COO/VP
Savannah Area Chamber of Commerce
SKY Magazine, January 2014

Gulfstream
16,000!!!!!

Today: 14,000 and counting
Impact of Growth

People Perspective…

- Many long time employees (20 plus years)
- Strong family culture, concern of “losing” our culture with growth
- Limited focus on training and developing new managers in the past
- Sr. Leaders “grew up here”…weren’t prepared to lead a global company
- The question quickly became: Who are we *becoming*?
Gulfstream Leadership Model

Why the Need?
<table>
<thead>
<tr>
<th>Table Discussion</th>
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Think of a person or person who help you most effectively develop as a leader (perhaps a boss, coach, parent, friend)...

1. Who was that person and what did they do?
2. What made them effective?
Voice of Employees – 2008 Survey

On Management Effectiveness:

Listen

Be a Leader not a dictator

Inspire Me

Know Me

Coach Me

Show Empathy

Develop Me

Willing to have Difficult Conversations

Have Confidence in Me

Encourage Open Communication

Care

Lead

Appreciate Me

Mentor

Gulfstream
Gulfstream Leadership Model

Core Competencies

<table>
<thead>
<tr>
<th>Personal</th>
<th>People</th>
<th>Thought</th>
<th>Results</th>
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<tbody>
<tr>
<td>• Establish trust</td>
<td>• Influence</td>
<td>• Analysis</td>
<td>• Focus on customer</td>
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<tr>
<td>• Adaptability</td>
<td>• Engage and inspire</td>
<td>• Strategic thinking</td>
<td>• Planning</td>
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<td></td>
<td>• Talent enhancement</td>
<td>• Financial acumen</td>
<td>• Managing execution</td>
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<td></td>
<td>• Communication &amp;</td>
<td>• Innovation</td>
<td>• Results orientation</td>
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<td></td>
<td>collaboration</td>
<td>• Global perspective</td>
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<td></td>
<td>• Building relationships</td>
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<td></td>
<td>• Diversity &amp; inclusion</td>
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“Simplicity is the ultimate sophistication.”
The Opportunity: “Whole Brain” Thinking
1. Are you more right brain dominant or left brain dominant?

   A. Think of a key relationship of your opposite. Is there conflict? Does it take more effort to collaborate?

   B. What are the positives and negatives of right brain/left brain?
The Need: Cultivate a New Mindset

Management
Manage and Control THINGS

vs

Leadership
Lead and Empower PEOPLE
The Need: Cultivate a New Mindset
The Need: Cultivate a New Mindset

Management

- Logic
- Critical Thinking
- Metrics
- Reason
- Directive
- Controlled
- Tactical

vs

We Need Both!

Left Brain

Right Brain

Connect

Leadership

- Intuitive
- Creative
- Expressive
- Attentive
- Collaborative
- Adaptable
- Strategic

Gulfstream
Thoughts on Leadership…

Manager “A”:

“Process of inducing a subordinate to behave in a desired manner.” (Bennis, 1959)

Manager “B”:

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” (John Quincy Adams)
Table Discussion…

1. What have been your experiences with Manager “A” and “B”?
   A. Were you motivated? (Fear or Inspired?)
   B. Did you perform at your best?
Leadership Competency Model

A competency model provides a common language for what is expected of a Gulfstream Leader.

- Increases Employee Engagement
- Promotes Individual Development
- Reduces Inconsistencies in Skill Sets Across the Enterprise
- Enables Meaningful Development Planning
Here’s how it went down...

✔ Problem Identified

✔ Solution Identified

    (Sharon’s outlook – THIS IS THE EASIEST PROJECT EVER!)

✔ Next Step: Develop initial training content and share with the Leadership Team – in a 4 hour session...FUN!

    EPIC FAILURE
“I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do.”
High Potential Programs
MDP Overview

Highly Competitive Selection:
- Aligned with Succession Process
- Approved by VP’s and Leadership Team

Consists of 5 cores:
- Gulfstream Mentor
- Hayes External Executive Coach
- 4 Off-Sites Featuring John Maxwell Co. Curriculum
- 2 Business Simulations
- Numerous Networking and Team Building Events

86% Promotion Rate Within 1 Year of Graduation

96% Increase PDI 360 Results by Program End
MDP Recognition

A steadfast development track for leaders

Our editorial team interviewed Ashlee Aglayan, senior training specialist at Gulfstream Aerospace Corp., about Leadership Excellence Awards. Here are some excerpts from the exclusive interview.

What is the overall objective of Gulfstream Management Development Program (MDP) participants?

In line with Gulfstream’s overall focus on quality, the objective of Gulfstream’s MDP participants is to offer a challenging development track that provides participants with the skills and tools they need to grow as leaders.

The program is intentionally challenging, and the business simulations are intense. Their intensity is supported by the fact that our executive leadership team members work very hard in the program. The goal of Gulfstream MDP is not only to provide participants with the skills and tools needed to become better leaders, but also to push them to their limits. The program is designed to be challenging, and participants must be prepared to face difficult situations and make tough decisions.

Who do you look to for advice or mentorship?

High-performance managers participate in the program, as well as former employees. Gulfstream MDP also reaches out to successful former employees to take part in the program.

Gulfstream MDP includes monthly business simulations that provide an opportunity for participants to work on business simulations and case studies. Participants are challenged to apply their learning in practical situations and to work collaboratively with other program participants.

What are the benefits you’ve learned this year from facilitating your program?

Our challenge is to provide our participants with the skills and tools they need to excel in their roles. Our program helps participants develop their leadership skills and knowledge, as well as their ability to work effectively in a team environment. Participants also benefit from the opportunity to network with other professionals and to learn from their experiences.

Gulfstream MDP is an excellent program that helps to develop leaders and prepare them for future leadership roles.

Gulfstream Aerospace Corp.

Company Name: Gulfstream Aerospace Corp.
Program Name: Gulfstream Management Development Program (MDP)
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2015 Leadership 500 Excellence Awards

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## LDP Overview

**Highly Competitive Selection**
- Aligned with Succession Process
- Approved by VP’s and Leadership Team

**Consists of 4 Cores**
- Hayes External Executive Coach
- 3 Themed Off-sites Facilitated by The Hayes Group International, Inc.
- Multiple Assessment Tools
- Capstone Project
LDP Off-sites and Capstone

Custom Curriculum Developed and Facilitated by The Hayes Group:
- Off-site 1: Building Self Awareness
- Off-site 2: Building Teams
- Off-site 3: Building Global Leadership

Capstone Project:
- Conduct and Present Business Improvement Project to Leadership Team and Invited Guests
LDP Recognition
“There are three classes of people: Those who see. Those who see when they are shown. Those who do not see.”
Question

1) Why in your opinion do some people “get it”, others “it takes a while” and others “never get it”?

2) What is different about these groups?

3) What can a leader do to accelerate with those who “it takes a while”? 
HiPo Program Impact to Business

- Participants become more global, holistic leaders
- IDP ensures stretch goals are achieved, and strengths/areas of opportunities are identified.
- High promotion rates seen in graduates
- Retention of top talent
- Immersion learning is the KEY! Gotta MAKE the Time!
Leadership Development Programs

- Foundations of Leadership
- Foundations of Management
- Open-enrollment: Leadership, Technical and Compliance Skills

- Leadership Development Program
- Certified Manager
- Project Management

- Leadership Forum
- External & Internal Coaching

- New Manager On-Boarding

- Director/GM
  - Leadership Forum
  - External & Internal Coaching

- Individual Contributor

- Mid-Level Leader
  - Leadership Development Program
  - Certified Manager Program

- Front-Line Leader

- Executive
HiPo Program Impact to Business

This case is not unique, in you small groups share:

• Similar experiences you have encountered
• What has your organization done to accelerate development?
• What has worked?
• What has not worked? Why didn’t it work?
• What have you personally done to find potential in your organizations and accelerate individual leadership development?
“Marriage is like putting your hand into a bag of snakes in the hope of pulling out an eel.” (This is from Mike)
Questions
Take Away

As a leader, what can you take away from today’s discussion and apply in your world? Discuss at your table with a partner.

Be prepared to share a “take away”