



# Future of Work

Leader Skills Development Program



# Why We're Here

Now that associates have learned all these new skills, it's time to use them.







# Designed for Leaders

Using empathy to help people leaders and associates grow

# Insight into Associates and People Leaders

## Associates

- Work in hybrid roles or remotely across lots of departments
- Complete at least 8 hours of learning every year on Future of Work skills
- Want more time to work on career development and learning
- Want opportunity to learn and practice through experience
- Worry what will happen to their jobs, and if they'll be able to use the skills they're learning
- Want leaders to help them develop future skills and advance their careers

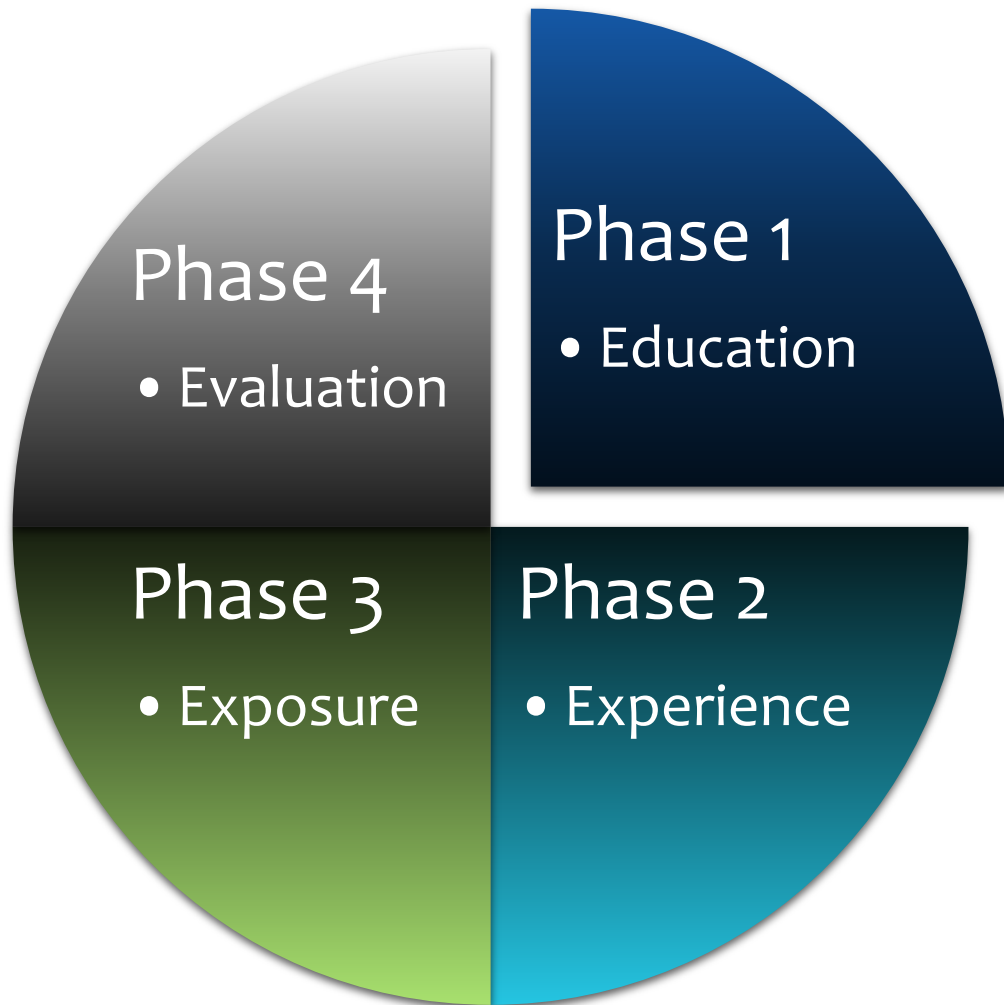
## People Leaders

- Support team of individual contributors learning variety of new skills
- Regularly check in and follow annual performance review schedule
- Initial training in five key areas:
  - Change leadership
  - Coaching
  - Feedback
  - Emotional Intelligence
  - Team effectiveness
- Want associates to keep learning and improving
- Worry they can't help because their teams are learning variety of skills they might not have



# High-Level Solution

Proposed solution for Nationwide



# Design Concept

Four E's of Leadership Development (Josh Bersin)

- **Education**
  - Personalized, data driven experience
- **Experience**
  - Accomplished as part of daily workflow
- **Exposure**
  - Senior leader interaction
- **Evaluation**
  - 360 feedback



# Project Overview – Major Milestones

An overview of the "flow" of events during one complete project period. These are also the optimum times in which senior leader involvement will help with implementation.

- Project kickoff meeting / monthly excel as leaders forum
- Initiative development
- Senior leader one-on-one w/people leader
- Project development
- Quarterly Project Review (2 cycles until complete)



# Project rationale

How implementation of project reinforces Nationwide vision for future of work by empowering people leaders and continuing the upskilling and reskilling of its associates

## Associate development

- Requires people leader to be engaged in associate professional development
  - Review development plan
  - Provide routine feedback
  - Integrate opportunity for professional growth
- Provides experience beyond individual study
  - Ability to apply knowledge
  - Exposure during project review
- Builds trust
  - Builds on previous iteration
  - Opportunity to have a voice

## People leader development

- Strengthens people leader's abilities to support the Future of Work skill development of their team
  - Requires team building and development
  - Provides resources for learning
  - Ensures support virtual / in-person w/ mentors
- Reinforces leaderships commitment
  - Integration into evaluation plan
  - Direct feedback on leadership skills
- Builds a support network
  - Q&A board, mentor / mentee relationships
  - Relatable situations / real world application



# Change Management

Ensuring a successful launch



# Pilot Program & Communication Strategy

- Pilot with 5 or more departments, including 2 impacted by downsizing or automation
- Pilot teams should be:
  - **80% or more** with people leaders eager to participate in change
  - **At least one team** led by challenger or skeptic
- Takeover of the monthly Excel as a Leader Forum to announce the program and a pilot to leaders
- Official org-wide announcement looking for participants
- Ask Me Anything sessions and detailed FAQ to support work
- Results shared in all-company meeting

SAMPLE  
CONTENT

## Project Mastery

Dear [People Leader],

We are on a journey to prepare for the Future of Work, and the dedication you've shown to the growth and development of your team and department will be indispensable in reaching our destination.

**Project Mastery** is all about giving you the tools you need to continue your and your team's success. We are seeking teams across the organization to help us pilot a new approach focused on utilizing and mastering Future of Work skills in your every day.

Fill out [this form](#) to volunteer you and your team to be part of this pilot.

And if you're wondering why you should volunteer, here are a few good reasons:

- Play an instrumental role in shaping new application development for the organization.
- Grow your skills as a people leader and earn new badges.
- Enter your team for a chance to win an exclusive budget used for an outing, meal, or event of your choosing.

Find out more on the [Future of Work Center](#).



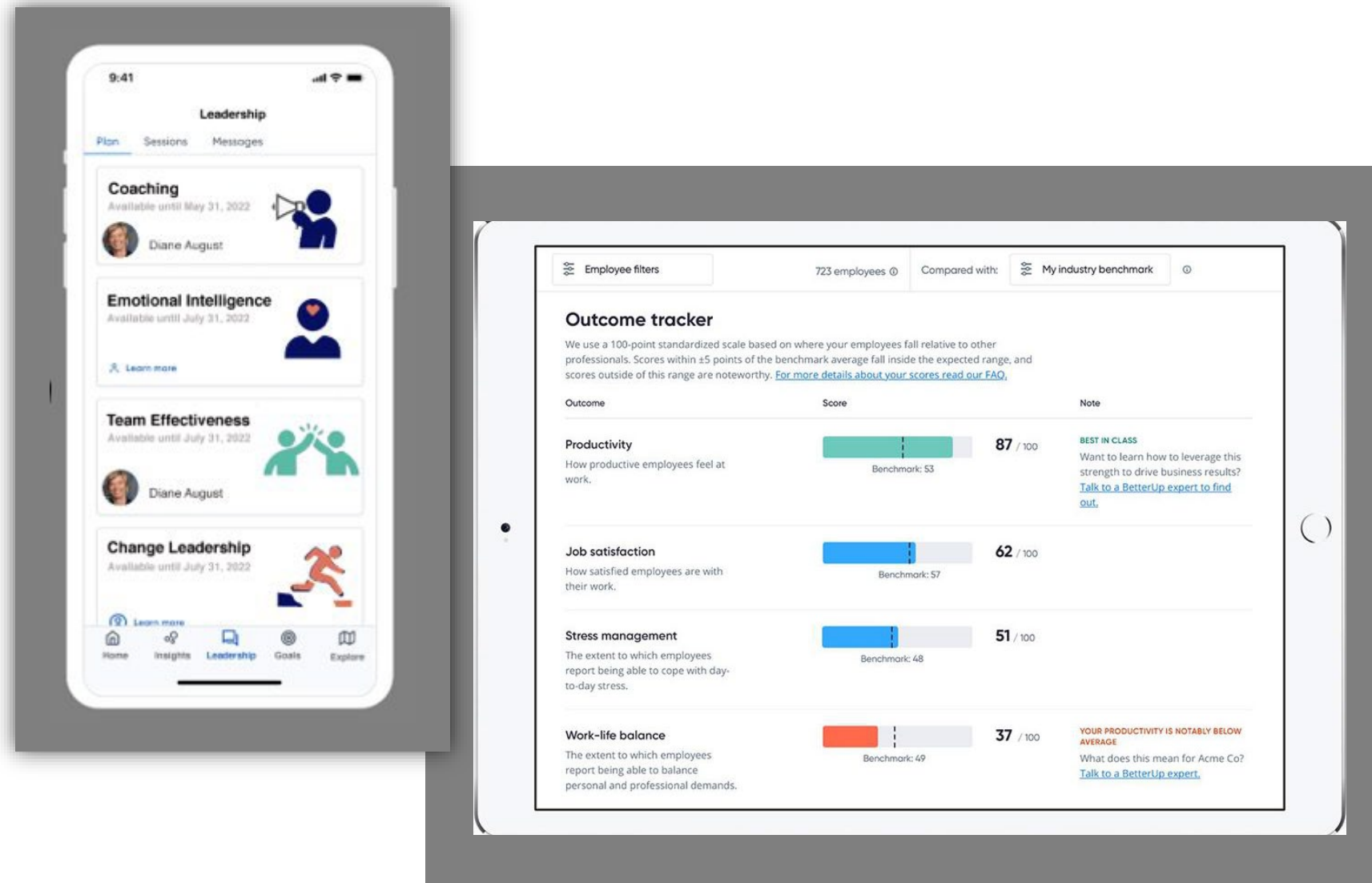
# Content Samples

Let's see what this solution would look like.



# Project Overview – Use/Integration of applications


- BetterUp



# Project Overview – Use/Integration of applications

- BetterUp
- **Personalized curation for people leaders**


Future of Work Center




Home Upskilling Career Planning [Personalized Learning](#)

## COACHING


As a People Leader, your personal learning and development will increase the strengths and knowledge of the Associates you are leading. Through coaching, you will gain the skillset that is needed to prepare Nationwide Associates for the learning initiative, "Future of Work."



READ:  
Effective Coaching Strategies



READ:  
Coaching Leadership Styles



WATCH:  
5 Superstar Coaching Steps

## FEEDBACK

Create new Learning Path: Details

Title \*

Add title

0/100

Description \*

Add description

0/500

Content Language

English

Discoverability \* ⓘ


☒ Select who can find this content


Everyone

Selected group(s)

No one (direct link access only)

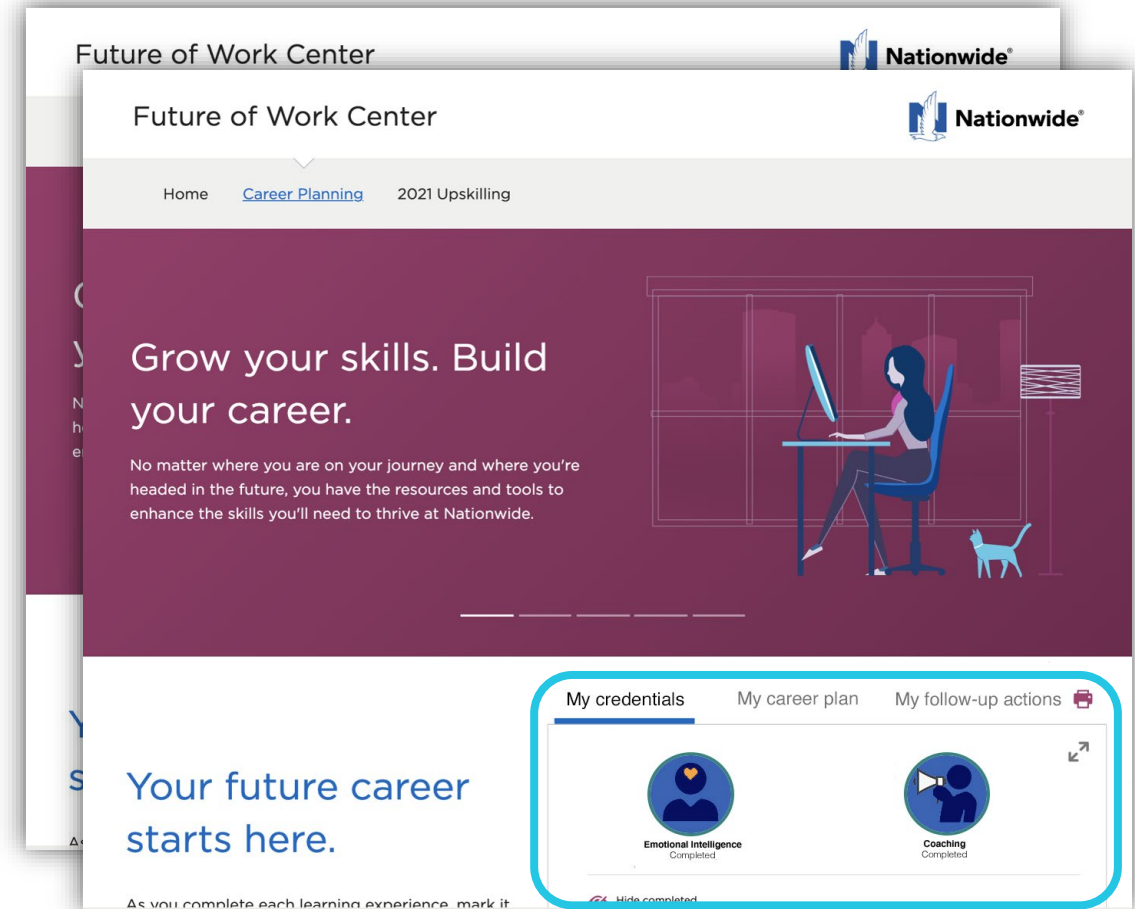
Search for skills

FRANKLIN  
UNIVERSITY

Nationwide®

# Project Overview – Use/Integration of applications

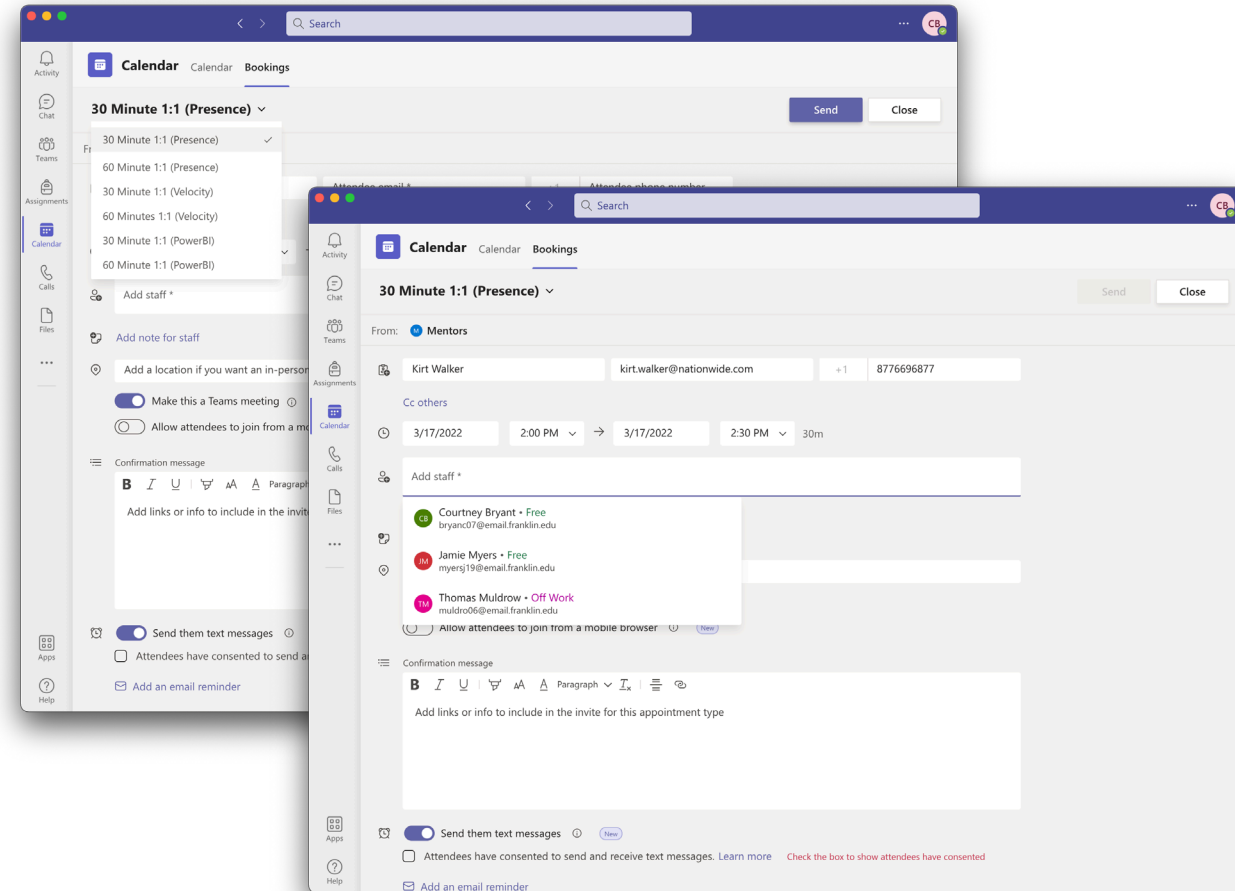
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- Personalized curation for people leaders
- **Interactive support platform launched**
  - Project plans posted
  - Profiles developed





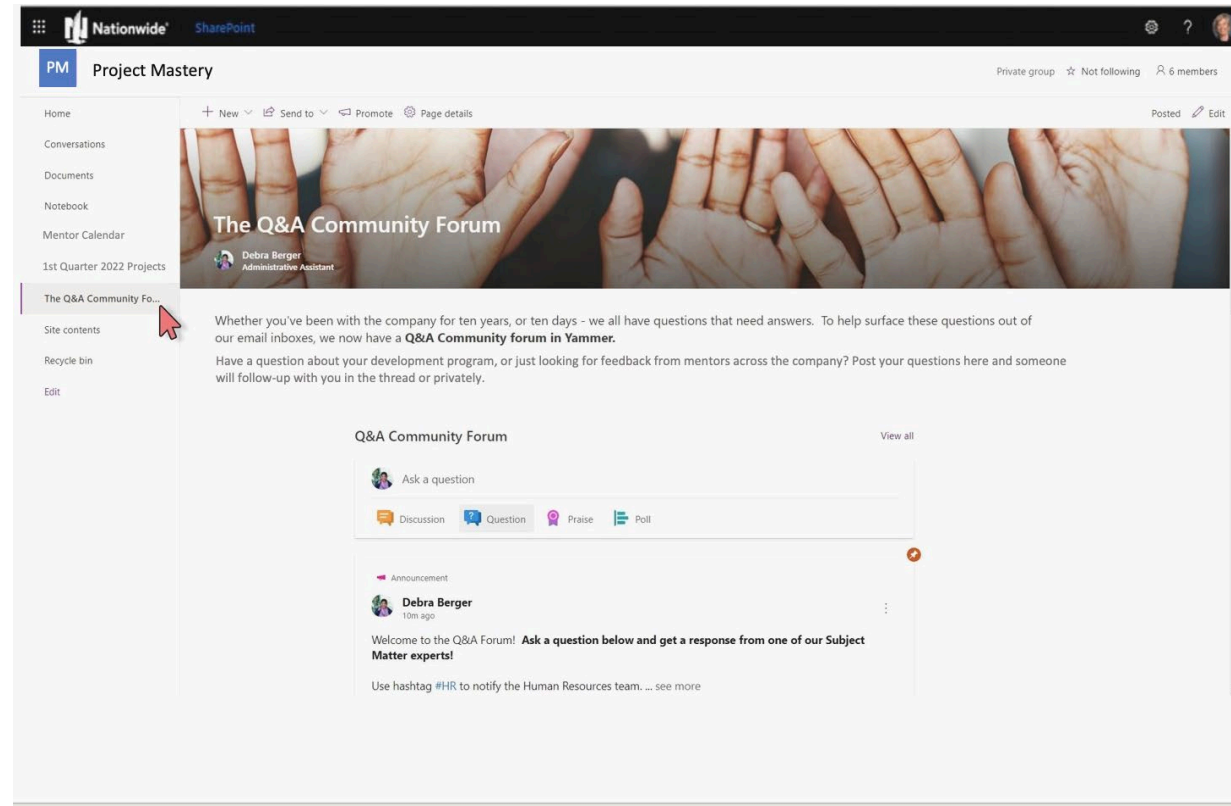
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  - Profiles developed
  - **Coaching/mentor calendar**



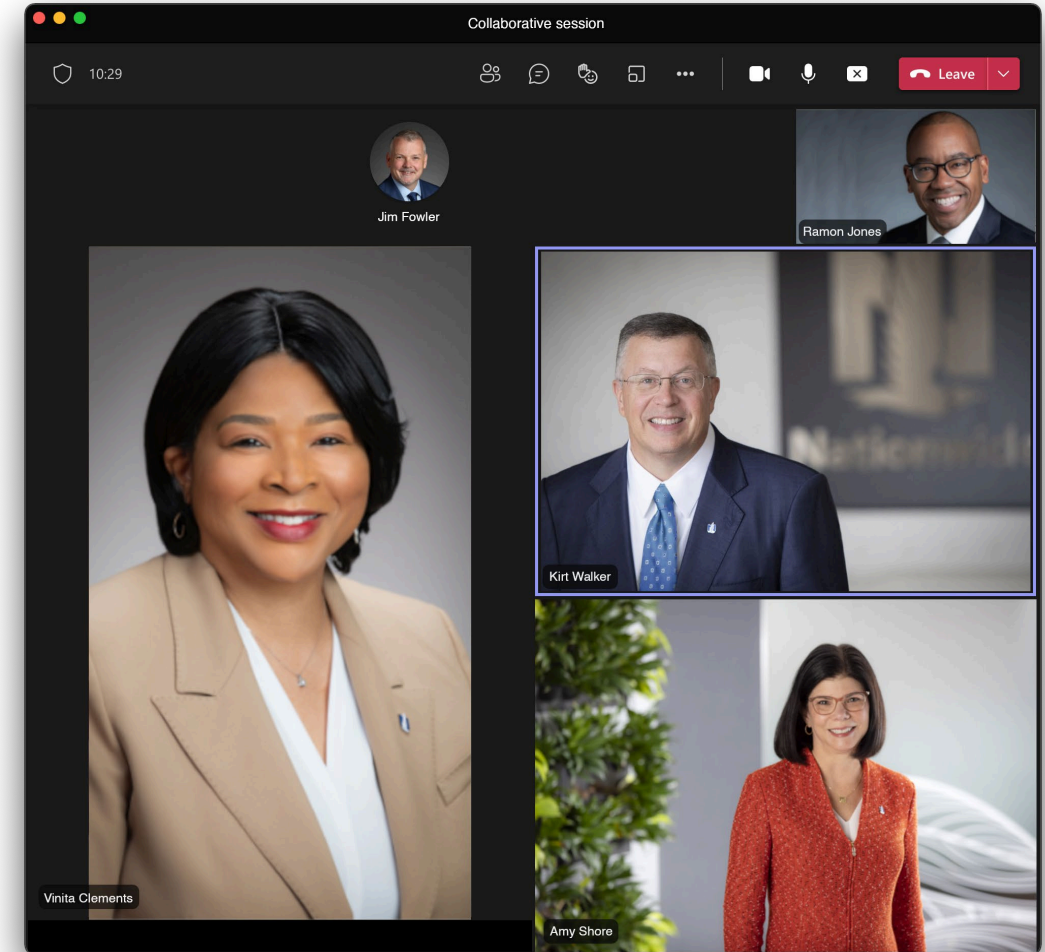
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  - **Q&A (discussion) forum**



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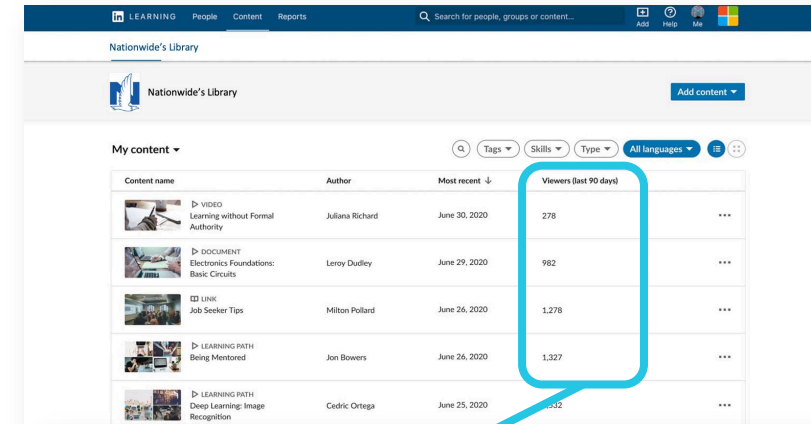
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  - Q&A (discussion) board
- **Learning and development**
  - **Collaboration**





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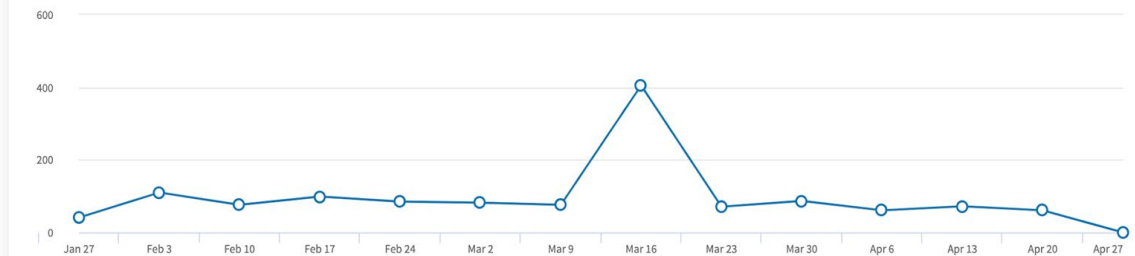
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  - Q&A (discussion) board
- Learning and development
  - Collaboration
  - **Metrics on learning collected**



Content name	Author	Most recent ↓	Viewers (last 90 days)	
▷ VIDEO Learning without Formal Authority	Juliana Richard	June 30, 2020	278	...
▷ DOCUMENT Electronics Foundations: Basic Circuits	Leroy Dudley	June 29, 2020	982	...
▷ LINK Job Seeker Tips	Milton Pollard	June 26, 2020	1,278	...
▷ LEARNING PATH Being Mentored	Jon Bowers	June 26, 2020	1,327	...
▷ LEARNING PATH Deep Learning: Image Recognition	Cedric Ortega	June 25, 2020	1,332	...

870 unique viewers in the last 90 days

Daily Unique Viewers Since January 30, 2020 - April 28, 2020

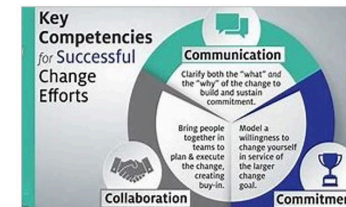


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  - Coaching/mentor calendar
  - Q&A (discussion) board
- Learning and development time
  - Collaboration
  - Metrics on learning collected
  - **Microlearning**

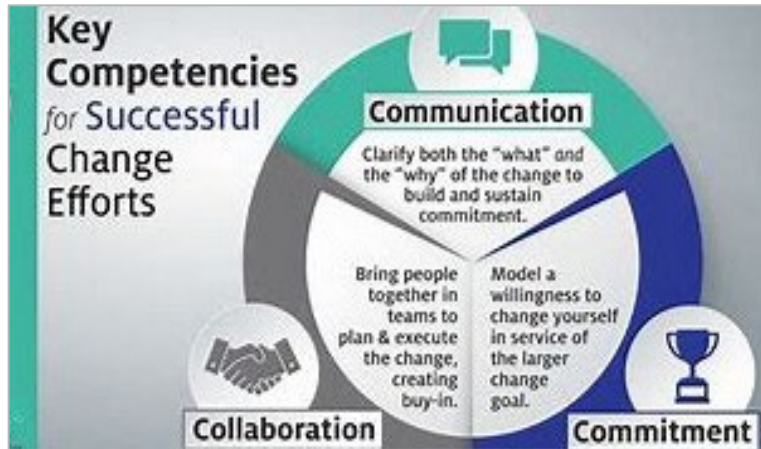
## Microlearning for People Leaders

To support Nationwide's Future of Work, its People Leaders will receive mini-courses and short videos that will strengthen their ability to support the development of their team members.



# Microlearning for People Leaders

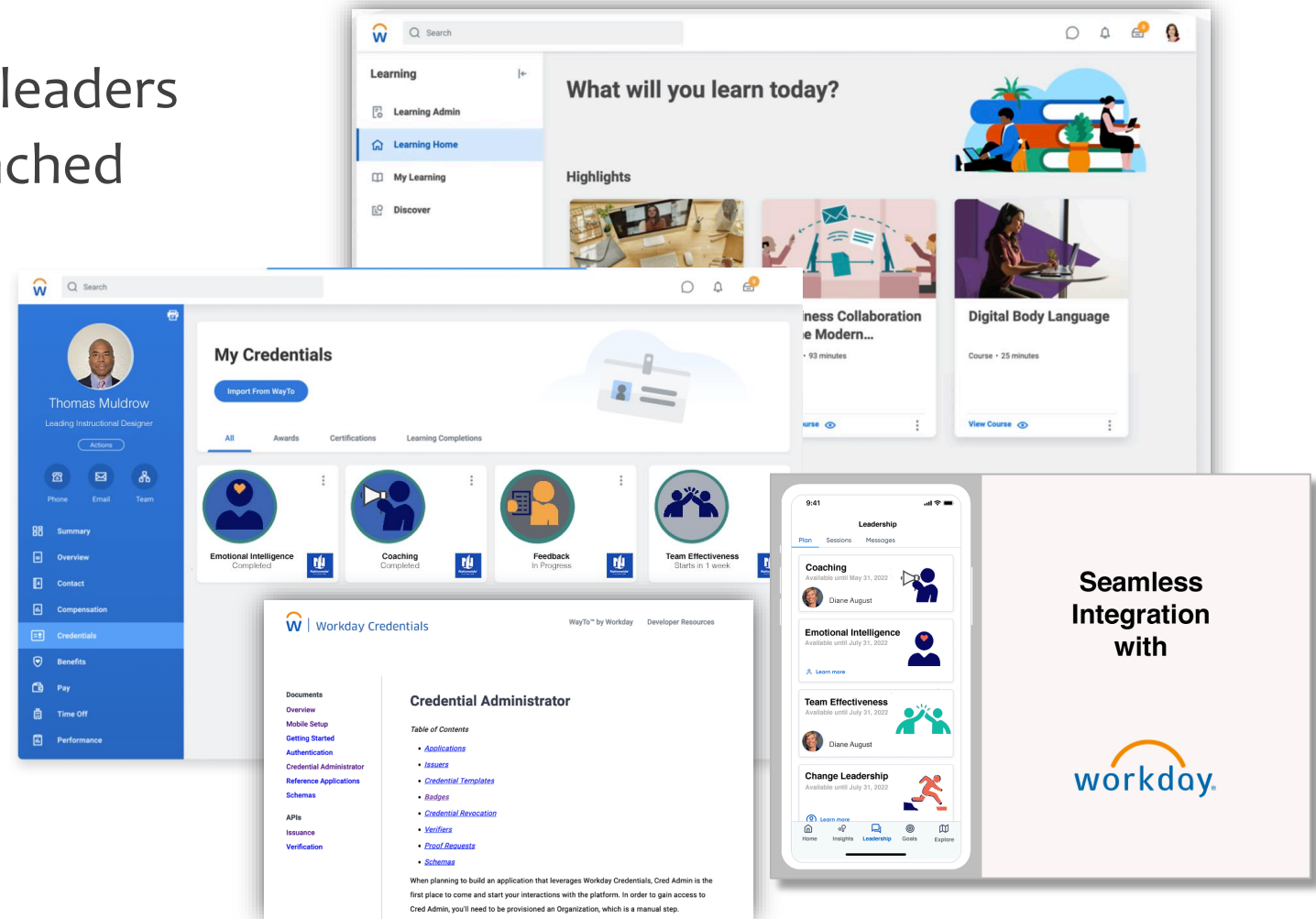
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  - Collaboration
  - Metrics on learning collected
  - Microlearning
- **Seamless Workday integration**



# Thank You

Cecilia Fernandez Cymering

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