Developing Frontline Leaders at BC Hydro
Providing reliable, affordable, clean electricity throughout B.C. safely.

- Wholly-owned by the province of B.C.
- Regulated by the British Columbia Utilities Commission
- 4 million customers
- 5,800 employees
BC HYDRO

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Creating effective leaders *and* managers
Two Key Drivers

- Safety
- Leadership

Talent Gap
“Our leaders are visible and engaging. They are knowledgeable of the people and the work. Leaders grow and develop employees through mentoring, coaching and meaningful on the job opportunities.”

~Our Future State Vision BC Hydro Safety Task Force~
Peeking In – A Unique Approach
LFG 1 Learning Journey

Part A - 2 Days

Day 1 A.M.
Your Leadership Journey

P.M.
Communicating for Leadership Success

Day 2 A.M.
Setting Goals and Reviewing Results

P.M.
Coaching for Peak Performance

Six months

Day 3 A.M.
Developing Yourself and Others

P.M.
Leading Change

Part B - 1 Day

Ongoing Feedback – Coaching – Support from Manager

Managers attend Pre-Program Session on Support Role and Responsibilities

Learners complete MR Assessment 4 hours

Feedback/Coaching Session on MR results 1 hour

Learner meet with Manager after MR report received to discuss:

- Areas of strength and development to focus on and add to PDP
- One skill practice coaching situation
- One team or individual work objective that you need to set for yourself or a direct report in the near future

Schedule meeting with manager

Manager Guides

Ongoing PDP Discussions

Review discussion strategy with manager and follow up after execution

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Review discussion strategy with manager and follow up after execution

Ongoing PDP Discussions

Complete on line simulation and other optional learning activities

Webinar Peer Discussion Group

Webinar Peer Discussion Group

Group Dinner & Evening Activity

Action Learning Execution of Skill Discussion

Action Learning Execution of Skill Discussion

Schedule meeting with manager

Schedule meeting with manager

Schedule meeting with manager
LEADERSHIP DEVELOPMENT AT BC HYDRO

Leadership occurs at all levels of BC Hydro.

AUDIENCE

- INDIVIDUAL CONTRIBUTOR
  - CORE TRAINING: Assess your leadership needs and access professional development courses, for example:
    - Communicating with Skill & Agility
    - Influencing Skills
  - COURAGE TO INTERVENE*

- CREW LEADER
  - LEADING FOR GENERATIONS CREW LEADERSHIP
  - SAFETY LEADERSHIP*

- FRONTLINE LEADER
  - LEADING FOR GENERATIONS ONE
  - SAFETY LEADERSHIP*

- MID LEVEL LEADER
  - LEADING FOR GENERATIONS TWO
  - SAFETY LEADERSHIP*

- SENIOR LEADER
  - SENIOR LEADER FORUMS
  - SAFETY LEADERSHIP*

TAILORED TRAINING (ELECTIVES)

Tailor your Leadership Journey with the following 70-20-10 learning & development leadership opportunities:

- Learn on the job
- Get a coach
- Be a coach
- Take a professional development course**
- Access on line learning

*Courses for employees in safety sensitive roles
**Professional development courses are funded by local cost centres
The Lift

- Connections to employee engagement and safety improvement
- Confident and competent leaders
- No more lack of interest or retention
- Continuous review and program improvements
- Constant evaluations (reactions, Level 4)
Tangible Success To Date

Implementation Highlights

- 275 Frontline leaders have attended and completed the program to date.
- M1’s from across the company networking and collaborating together.
- 81% of participant’s managers said that the program has increased their employee’s engagement in being a leader with BC Hydro.

Business Impact

- 88% said my manager ‘made me feel more valued as an employee’
- 82% said my manager increased my level of engagement at work
- 76% said my manager has increased my level of job satisfaction

Impact to Direct Reports

Post Program feedback

- “I have found performance discussions very challenging in the past. This will help me a lot.”
- “I liked focus on 4 areas; it gave me new perspective on how to approach my challenges and excel further. New ideas for proactive coaching and lots of tools that I can put in good use in my daily activities.”
- “Every single topic covered I found very valuable. Best development course I have taken to date!”
Evaluating the Leading for Generations ONE Development Program

**Level 1:** Course Reactions
- Percent of Positive Ratings to in Each Area:
  - Across All Questions: 81%
  - Delivery Quality: 84%
  - Application to Job: 82%
  - Knowledge Transfer: 83%
  - Manager Support: 89%
  - Program Value: 67%
  - Net Promoter Score: 86%

**Level 2:** Knowledge Gain
- Percent of Correct Knowledge Gain Questions in each Area:
  - Leadership: 80%
  - Performance: 71%
  - Coaching: 68%
  - Communication: 66%

**Level 3:** Behavior Change
- Percent of Effective Leaders:
  - Pre-Program: 42%
  - Post-Program: 35%

**Level 4:** Program Impact
- Average increase attributed to improvements in Leadership Behaviors:
  - Employee Engagement: 38%
  - Manager-Employee Communication: 42%
  - Employee Morale: 35%
  - Employee Efficiency: 32%
  - Employee Productivity: 32%

Participant Ratings:
- Percent of Correct Knowledge Gain Questions in each Area:
  - Leadership: 80%
  - Performance: 71%
  - Coaching: 68%
  - Communication: 66%

Observer Ratings:
- Percent of Effective Leaders:
  - Pre-Program: 42%
  - Post-Program: 35%

Net Promoter Score:
- Percent of Positive Ratings in each Area: