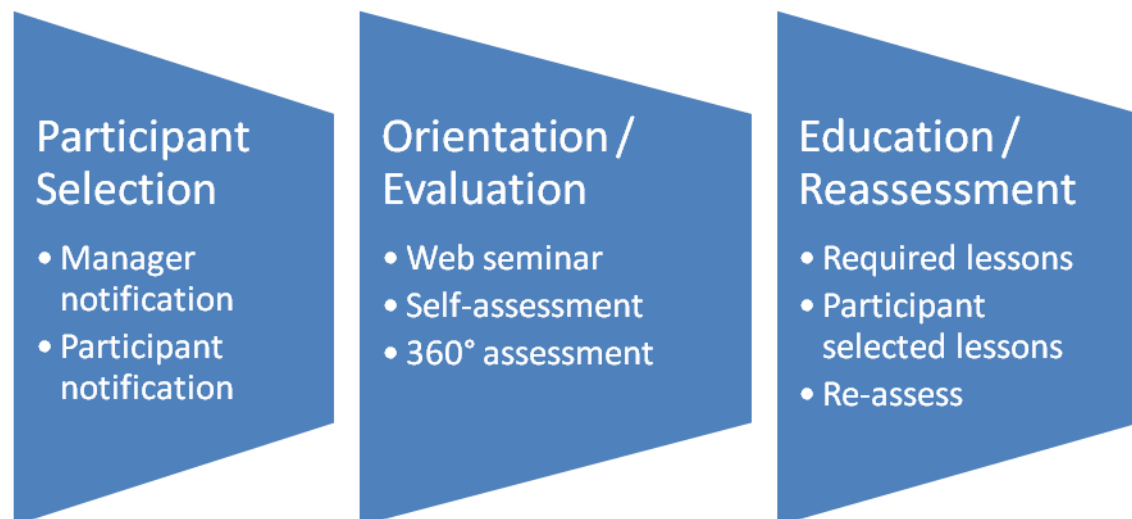


ELCircle™ Early Adoption Program

The ELCircle Early Adoption Program is designed to:

1. Allow a sub-set of the organization's emerging leaders to experience ELCircle
2. Allow the Leadership Development team to understand the logistics of administering ELCircle
3. Provide a base measurement of the impact ELCircle can have on the leadership development curriculum of the organization

The 90 day early adoption program consists of the following high-level tasks which are explained in greater detail in this document. Participants will invest approximately eight hours over the duration of the program.



Participant Selection

The participants selected for the Early Adoption Program should be representative of the leadership ranks within the organization. The purpose of the program is to provide a clear a picture of how widespread use of ELCircle will benefit the organization.

Care should be taken to include a variety of leaders. Some guidelines:

- Leaders currently enrolled in the organization's leadership development programs (remember, ELCircle is a supplement)
- Leaders who are not currently enrolled in the organization's leadership development programs
- Leaders of various levels within the organization
- Leaders who are representative of different functions (division, line vs. staff, etc.)
- Leaders representing a variety of tenures with the organization and in their career
- Leaders representing various locations if the organization is widespread geographically

Cooperation from the participant's manager is important. The manager must understand the goals of the program, support the participant, and contribute to the program assessment process.

For evaluation purposes, a control group consisting of similar emerging leaders who are not participating in the Early Adoption Program is advisable for comparative purposes.

Following are draft emails that can be adapted for your use.

The first email briefly explains the program and requests the participation of a manager's direct reports in the program. The second email informs the participants of their selection for the program. The third email explains the 360° assessment to the participant's colleagues.

ELCircle Early Adoption Announcement Email Drafts

Email for Managers:

Subject: Participation in ELCircle Early Adoption Program

We are evaluating a new leadership development tool called *ELCircle: The Development Hub for Emerging Leaders*, and have identified the following emerging leaders from your department as potential pilot participants:

- Joe Smith
- Betty White
- Tom Jones

ELCircle (www.ELCircle.com) is a web-based, video-based, tool that provides leadership education in an easy to access way. We are anticipating that it can be used as a supplement to our existing leadership development offerings and provide you an additional way to participate in your leader's development process.

An early adoption group has been identified based on members of three distinct groups:

- Past and current participants in our leadership development offerings
- Managers who have not participated in our leadership development offerings
- A sampling of managers of emerging leaders

The early adoption period is 90 days starting _____. The estimated time commitment for each participant spread over the 90 days is approximately eight hours.

The process will begin with an orientation web seminar scheduled for _____, with a backup scheduled _____. Both will be conducted by Jim Canterucci from ELCircle. You are invited to attend. The ELCircle process includes self-paced video lessons, a group lesson review, and evaluation gathering via phone and web.

Please let me know if you have any concern with your chosen team members' participation and if you have any questions.

Email for Participants:

Subject: Participation in ELCircle Early Adoption Program

We are evaluating a new leadership development tool called *ELCircle: The Development Hub for Emerging Leaders* and you have been selected to participate.

ELCircle (www.ELCircle.com) is a web-based, video-based, tool that provides leadership education in an easy to access way. We are anticipating that it can be used as a supplement to our existing leadership development offerings.

The pilot group has been identified based on members of three distinct groups:

- Past and current participants in our leadership development offerings
- Managers who have not participated in our leadership development offerings
- A sampling of managers of emerging leaders

The early adoption period is 90 days starting _____. The estimated time commitment for each participant spread over the 90 days is approximately eight hours.

The process will begin with an orientation web seminar scheduled for _____, with a backup scheduled _____. Both will be conducted by Jim Canterucci from ELCircle. The ELCircle process includes self-paced video lessons, a group lesson review, and evaluation gathering via phone and web.

Please let me know if you have any questions concerning your participation in the program.

Email for 360° Assessment Participants:

Subject: Your cooperation with ELCircle Early Adoption Program

We are evaluating a new leadership development tool called *ELCircle: The Development Hub for Emerging Leaders* and one of your colleagues has been selected to participate in an early adoption program.

In order to evaluate the program we are asking you to complete a short web survey related to this colleague. Your survey results will be aggregated and kept confidential. This 360° assessment, both before and after the program, will assist us in evaluating the impact of the program for our emerging leaders.

To complete the short survey for _____, please [click here](#). You will receive a notice to complete another survey in approximately 90 days at the completion of the program.

Thank you in advance for your participation. Please let me know if you have any questions or concerns.

Orientation

Each participant and their leader are invited to a one-hour web seminar conducted by ELCircle's Jim Canterucci at the start of the program. The purpose of the web seminar is to explain the program, the evaluation process, and the components of the ELCircle lessons. The goals of the web seminar are to:

- Provide a base understanding of the role of the participant and their manager in the program
- Provide an overview of the ELCircle tool set
- Explain the evaluation process
- Provide participants with their ELCircle access codes

Evaluation

In order to properly evaluate the benefits of ELCircle as a supplement to your leadership development program an extensive evaluation process is included in the Early Adoption Program. This evaluation considers all four levels of training evaluation as described in the Kirkpatrick Model:

- Level 1 – Reaction – How the participants felt about the learning experience
- Level 2 – Learning – The measurement of the increase in knowledge, before and after
- Level 3 – Behavior – The extent of applied learning back on the job - implementation
- Level 4 – Results – The effect on the business or environment by the participant

The basis for this evaluation is the ELCircle *7 Essentials for Emerging Leaders*. The 7 essentials are:

- Personal Brilliance – Your Habit of Innovation
- Listening
- Influence
- Teach/Learn – The Leader as Teacher
- Resilience
- Change Leadership
- 90/10 – 60/40 – The Key to Organizational Growth

For more on the *7 Essentials* [click here](#) to download the video-enhanced special report.

Self-Assessment

ELCircle Early Adoption participants will assess themselves before the program begins using a short (seven question) web survey that explores their current state related to the *7 Essentials for Emerging Leaders*. The seven questions are:

On a scale of 1 to 10 with 1 being very unlikely and 10 being very likely, rate yourself on the following:

1. How likely are you to come up with a new solution for an old problem; and see that it is implemented?
2. How likely are you to consider a suggestion provided by a new employee?
3. How likely are you to galvanize cross-discipline support for an idea and influence others to participate when the people don't report to you?
4. How likely are you to show a co-worker or employee how to perform a task rather than doing it yourself?
5. How likely are you to handle stressful situations well rather than becoming moody or lashing out?
6. When leading change, how likely are you to assist resisters in reconciling the change?
7. How likely are you to create cross-boundary solutions that involve more than your department?

360° Assessments

Peers, subordinates, and managers of the ELCircle participants will assess the participants before the program begins using a short (seven question) web survey that explores the emerging leader's current state related to the *7 Essentials for Emerging Leaders*. The seven questions are:

Please consider the subject you are evaluating using the following questions. Your answers will be aggregated and won't be shared with anyone.

On a scale of 1 to 10 with 1 being very unlikely and 10 being very likely, rate the subject on the following:

1. How likely are they to come up with a new solution for an old problem; and see that it is implemented?
2. How likely are they to consider a suggestion provided by a new employee?
3. How likely are they to galvanize cross-discipline support for an idea and influence others to participate when the people don't report to them?

4. How likely are they to show a co-worker or employee how to perform a task rather than doing it themselves?
5. How likely are they to handle stressful situations well rather than becoming moody or lashing out?
6. When leading change, how likely are they to assist resisters in reconciling the change?
7. How likely are they to create cross-boundary solutions that involve more than their department?

Management Evaluation

The managers of ELCircle participants will also be asked to provide their evaluation of the participant's performance relative to their key performance indicators and how they rank amongst other managers in their area. Additional measurements already captured by the Human Resources department may be used for benchmark measurements as well.

Note: The control group will participate in the assessment.

Education

The participant will experience at least ten ELCircle lessons during the program. An initial Roadmap of five lessons is selected for the participants by the Program Administrator with assistance from ELCircle. An additional five lessons are selected by the participant based on their specific interests.

The requirements for completion of each lesson are:

- At least 80% of the video lesson is viewed
- The lesson is rated using a five-star rating system
- Completion of the lesson recap quiz and action plan

Reporting

As each lesson is completed, details are recorded in the participant's ELC Certification record (accessible online/real-time). Monthly reports are provided to the Program Director detailing the lesson activity (including the lesson recap quiz and action plan) for each participant.

Facilitated Lesson Discussion

We recommend small group sessions be conducted with ELCircle students to review lessons and discuss the practical value within the organization, exploring: "What do these leadership lessons mean to us and our organization?" ELCircle's Jim Canterucci will conduct a Facilitated Lesson Discussion via web seminar for the participants in the Early Adoption Program to model this activity.

Time Estimates

Following is a breakdown of the potential time estimates for the participant:

| | Subtotal | Total |
|--|----------|------------|
| Orientation web seminar | | 1.0 |
| Exploration time | | .5 |
| Initial Roadmap | | 1.75 |
| Intro video | 10:04 | |
| 90/10-60/40 video | 6:53 | |
| Nido Qubein CEO interview | 30:31 | |
| Personal Brilliance Overview | 13:59 | |
| Coaching | 15:43 | |
| Five random lessons selected by the participant | | 1.75 |
| Facilitated lesson discussion | | 1.0 |
| Evaluation feedback | | 2.0 |
| Total estimate | | 8.0 |

Reassessment

The ELCircle participant will complete a Level 1 experience web survey at the conclusion of the Early Adoption Program.

Self-Assessment

ELCircle Early Adoption participants will assess themselves at the completion of the program using a short (seven question) email survey that explores their current state related to the *7 Essentials for Emerging Leaders* and any changes that have occurred from their perspective as a result of ELCircle. The seven questions are:

On a scale of 1 to 10 with 1 being very unlikely and 10 being very likely, prior to beginning the ELCircle Early Adoption Program you rated yourself on the following questions. Please indicate if your rating stayed the same, or changed as a result of your participation:

1. How likely are you to come up with a new solution for an old problem; and see that it is implemented? You previously selected ___ when rating yourself. What is the revised rating at this time?
2. How likely are you to consider a suggestion provided by a new employee? You previously selected ___ when rating yourself. What is the revised rating at this time?
3. How likely are you to galvanize cross-discipline support for an idea and influence others to participate when the people don't report to you? You previously selected ___ when rating yourself. What is the revised rating at this time?

4. How likely are you to show a co-worker or employee how to perform a task rather than doing it yourself? You previously selected ___ when rating yourself. What is the revised rating at this time?
5. How likely are you to handle stressful situations well rather than becoming moody or lashing out? You previously selected ___ when rating yourself. What is the revised rating at this time?
6. When leading change, how likely are you to assist resisters in reconciling the change? You previously selected ___ when rating yourself. What is the revised rating at this time?
7. How likely are you to create cross-boundary solutions that involve more than your department? You previously selected ___ when rating yourself. What is the revised rating at this time?

360° Assessments

The same peers, subordinates, and managers of the ELCircle participants surveyed at the start of the program will assess the participant at the completion of the program using a short (seven question) web survey that explores the emerging leader's current state related to the *7 Essentials for Emerging Leaders*. The seven questions are:

Please consider the subject you are evaluating using the following questions. Your answers will be aggregated and won't be shared with anyone.

On a scale of 1 to 10 with 1 being very unlikely and 10 being very likely, you previously rated the subject on the following questions. Please indicate if your rating stayed the same, or changed by indicating your current rating.

1. How likely are they to come up with a new solution for an old problem; and see that it is implemented? You previously selected ___ when rating the subject. What is the revised rating at this time?
2. How likely are they to consider a suggestion provided by a new employee? You previously selected ___ when rating the subject. What is the revised rating at this time?
3. How likely are they to galvanize cross-discipline support for an idea and influence others to participate when the people don't report to them? You previously selected ___ when rating the subject. What is the revised rating at this time?
4. How likely are they to show a co-worker or employee how to perform a task rather than doing it themselves? You previously selected ___ when rating the subject. What is the revised rating at this time?
5. How likely are they to handle stressful situations well rather than becoming moody or lashing out? You previously selected ___ when rating the subject. What is the revised rating at this time?
6. When leading change, how likely are they to assist resisters in reconciling the change? You previously selected ___ when rating the subject. What is the revised rating at this time?

7. How likely are they to create cross-boundary solutions that involve more than their department? You previously selected ___ when rating the subject. What is the revised rating at this time?

Management Evaluation

The managers of ELCircle participants will also be asked to provide their evaluation of the participant's performance change following the program relative to their key performance indicators and how they rank amongst other managers in their area. Additional measurements already captured by the Human Resources department may be used for benchmark measurements as well.

Note: The control group will participate in the reassessment.

Analysis

The ELCircle participant reassessment is intended to compare the pre-program measurements against post-program measurements. An analysis of this data will also include an evaluation of the level of participation in the program by the emerging leader.

Next Steps

At the conclusion of the ELCircle Early Adoption Program, an evaluation of the participant assessments is reviewed with the Program Director. Decisions concerning custom Roadmaps and a rollout plan for the organization's emerging leaders are made in consultation with ELCircle.