Our Company

CSAA Insurance Group offers automobile, homeowners and other personal lines of insurance to AAA members through partnerships with AAA clubs in 23 states and the District of Columbia. It is one of the largest personal lines insurance companies in the United States and is rated A+ by A.M. Best.
Leadership Development Via Leadership Practices

Building a High-Performance, Values-Based Culture through Exemplary Leadership

6 months earlier…
Realization of the Movie…
Can You Visualize “Your” Success?

✓ Confront & Resolve Tensions?
✓ Get people moving in the same direction – Release the Energy of People?
✓ Ensure people were aligned, learning & embracing change – Create a Community of Purpose?
✓ Increase effectiveness of your leadership – Amplify Leadership Impact?

“Leadership is a system of practices that confront tensions, release the energy of people, create a community of purpose and amplify leadership impact.”
“Leadership and learning are indispensable to each other.” - John F. Kennedy

- Our Values
- Leaders’ Competency Model
- Leaders-as-Teachers
- Know Yourself
- Know Your People
- Know The Business
- Operating Definition of Leadership
- The “Right” Partners
- Role for participants’ managers
- Knowledge & Skills
- On-the-Job Application Behaviors
- Integrated set of workshops, exercises, coaching, business case studies, business simulation, etc.
- Business Results
- More than good leadership, excellent leadership

…building blocks for learning
Sponsor Commitment

✓ Act as the “public face” of the program.
✓ Understand the practices well enough to model them with leaders.
✓ Make opportunities to employ the action learning cycle in daily interactions and ensure subordinates can and do practice.
✓ Resolve conflicts so that exemplary leaders can participate as needed.
✓ Spend political capital to make available the best resources.
✓ Clear your schedule to act visibly and participate based on the plan.
✓ Act as a “tester #1: Don’t let anything escape if it’s not something you are prepared to practice yourself.
✓ Grow a coalition of managers who advocate for the right leader practices.
Connected and Aligned…
To a Clear Strategy

**High-Performance Culture**

Culture — a framework for what we do and how we do it — is made real by our daily actions. It drives individual and company performance and enables us to meet our goals.

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Leadership – What it Means to Us?

High-commitment, high-performance companies are defined by their ability to simultaneously create performance and psychological alignment, and an organization’s capacity for learning and change. Here’s how the Leadership Institute defines leadership.

**Performance Alignment**
Organizational design, business processes, goals and measures, incentives, outside conditions and internal capabilities.

1. “Leadership is a system of practices that confront tensions, release the energy of people, create a community of purpose and amplify leadership impact.”

**Psychological Alignment**
Leadership toward a higher purpose, challenging work and making a difference. Leadership practices geared toward "managing with heart.”

**Capacity for Learning & Change**
Honest communication at all levels about anything that is a roadblock to meeting goals. Ability to absorb outside knowledge, innovate and be proactive.

Based on the work of Michael Beer, author of The Uncompromising Leader and High Commitment/High Performance.
Leadership Virtual Cycles (Versus “Vicious” Cycles)

Leadership that produces a high-performance, high commitment organization is a system of practices that confront tensions, release the energy of people, create a community of purpose and amplify leadership impact.
# Program Process Flow

## LEADERS DEVELOPMENT PROGRAM: COMMITMENT PLANNER

### START

<table>
<thead>
<tr>
<th>My Journey</th>
<th>Orientation and The Leadership Challenge</th>
<th>Harvard Manage Mentor eLearning #1</th>
<th>Stanford Business Case Study #1</th>
<th>Harvard Manage Mentor Café #1</th>
<th>Stanford Business Case Study #2</th>
<th>Harvard Manage Mentor Café #2</th>
<th>Stanford Business Case Study #2</th>
<th>Harvard Manage Mentor Café #2</th>
<th>Business Simulation and Graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5 days</td>
<td>What you’ll learn: • Leadership vs. management • How personal values provide a compass to one’s leadership and reconcile with company values and culture • Virtuous cycle leadership practices • Personal leadership strengths and gaps • The Five Practices of Exemplary Leadership and how they integrate with virtuous cycle leadership practices and leadership competencies</td>
<td>Choose a leadership course to improve or enhance your leadership impact</td>
<td>Recognize virtuous and vicious leadership cycles • Apply leadership practices to real-world scenarios</td>
<td>Select a Café for information and tools to support facilitation of content learned from the respective eLearning</td>
<td>Choose a leadership course to improve or enhance your leadership impact</td>
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<td></td>
</tr>
</tbody>
</table>

### Timing

<table>
<thead>
<tr>
<th>Timing</th>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
<th>By Month 4</th>
<th>Month 4</th>
<th>Month 5</th>
<th>By Month 6</th>
<th>Month 6</th>
</tr>
</thead>
</table>

Connected to our Operating Definition of Leadership
Trying it on for Size...

Chat briefly with your table mates:

- Which of the Five Practices do you do most?
- How does that improve your effectiveness in terms of our definition of leadership?
- How about least?
- Which Practice do you think you ought to start doing more?
- How might that improve your effectiveness in terms of our definition of leadership?
“Be on the Lookout!”

■ Notice when you use any of the Five Practices.
■ Record specifics in your Leader’s Journal.

■ Watch for good examples of others using any of the Five Practices and record those, too.

■ We’ll talk about both when we next meet.
“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” - John Quincy Adams

- Participant surveys
- Adoption of the program
- Absorption of the program
- High-potential Pool
- Employee Engagement
- Leadership Index
- Named a top 100 learning organization for driving performance through developing leaders by Leadership Excellence Magazine

Looking in the “Mirror”

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