



PURPOSE-DRIVEN LEADERS:

Leadership Development
for Business Transformation

2020

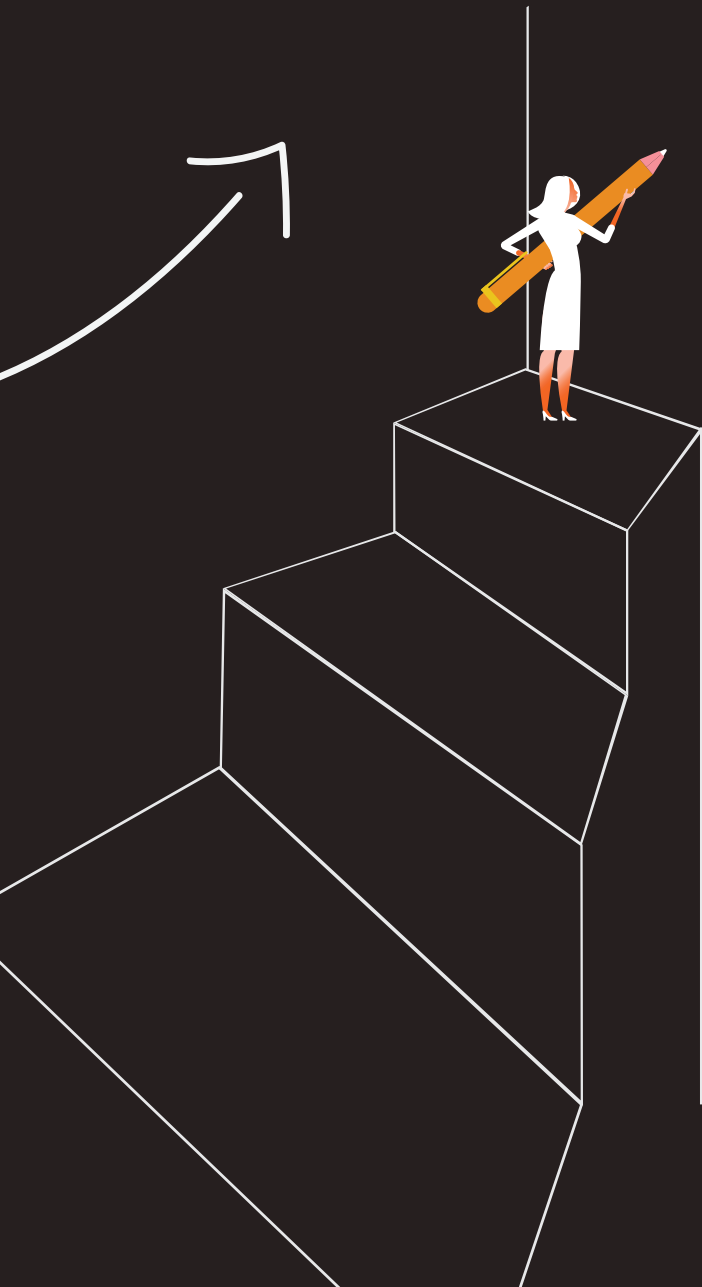


Table of Contents

Impact of Leadership Development 3

Pandemic Perspective..... 6

Purpose-Driven Leadership..... 7

Case in Point: CEMEX, a Global Construction Materials Company 9

Authors and Contributors 17

About NovoEd..... 18

About Brandon Hall Group..... 19

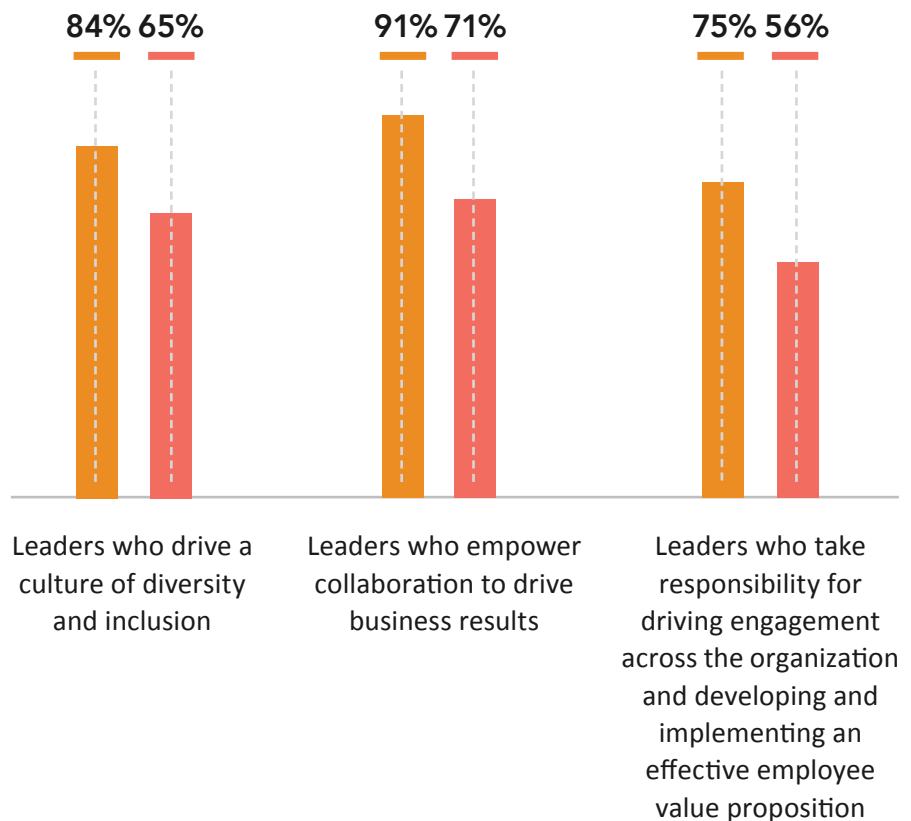
Impact of Leadership Development



About three in five organizations (59%) believe their leaders have the competencies and emotional intelligence to successfully drive business goals over the next one to two years, according to Brandon Hall Group's latest *Impact of Leadership Development Study*. This may explain why leadership development is the No. 1 area for heavy investment in Brandon Hall Group's *2020 HCM Outlook Study*.

Do you believe your organization develops, supports and promotes the following?

● HiPOs
● Others

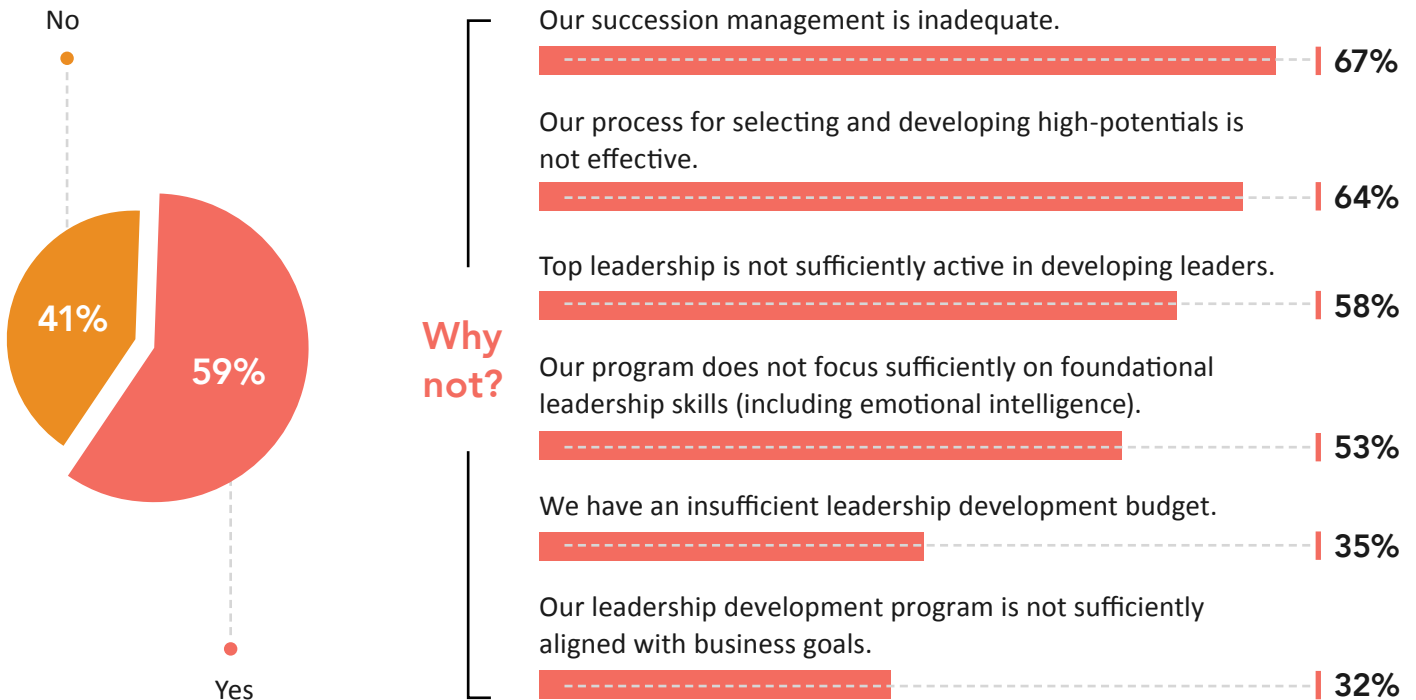


Source: 2019 Brandon Hall Group
Impact of Leadership Development Study

During this time of sweeping business transformation, strong leadership is more important than ever. Organizations must take a hard look at their leadership development programs to ensure they are developing the kinds of leaders who can see them through. However, just one-third of survey respondents say their leadership development program has a significant positive impact on their organizations' ability to meet business objectives. High-performing organizations (HiPOs) — those companies whose KPIs improve year over year — seem to do a better job of developing these types of leaders.

Purpose-Driven Leaders: Leadership Development for Business Transformation

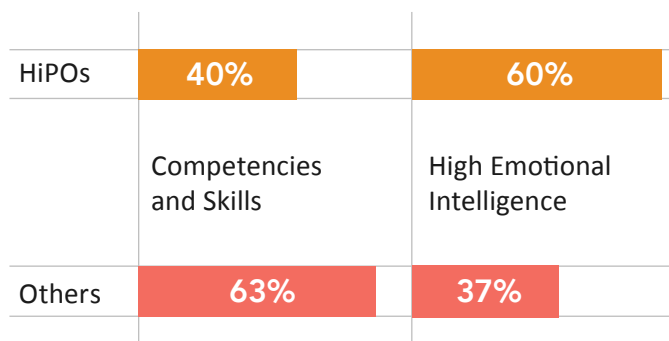
Do you believe that your current leaders, as a group, have the competencies and emotional intelligence to successfully drive your organization's business goals over the next one to two years?



Source: 2019 Brandon Hall Group Impact of Leadership Development Study

The way high-performing organizations approach leadership development helps explain why they seem to have more confidence in their leaders. For one, HiPOs are much more likely to focus on the emotional intelligence of their leaders rather than the required competencies and skills.

Which of the following does your organization believes is more important for a leader to possess?



They are also more likely to develop leaders throughout the entire organization, regardless of job level. When companies don't take this approach, typically it is because they don't have a consistent set of competencies and skills for everyone. In other cases, it is because leadership skillsets for the organization are too specialized to apply universally. In any case, only 14% of companies said they don't believe that everyone should develop these skills.

Source: 2019 Brandon Hall Group
Impact of Leadership Development Study

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Our leadership program teaches leaders the same skills, irrespective of job or level, and they advance within the organization based on their level of proficiency/mastery.

HiPOs

62%

Others

38%

Source: 2019 Brandon Hall Group Impact of Leadership Development Study

Not only are HiPOs investing more in leaders at all levels of the organization, they are also more likely to have an organization-wide framework for what leadership looks like.

Top Approaches to Improving Leaders' Impact on the Business

● HiPOs
● Others

More investment in developing leaders at all leader levels



Develop or enhance an organization-wide leadership model for how leaders think and act



Increased focus on coaching and mentoring at all leader levels



Improving measurement of leadership development effectiveness



Source: 2019 Brandon Hall Group Impact of Leadership Development Study



Pandemic Perspective



Due to the onset of the COVID-19 pandemic, organizations dealt with a shift in business priorities and a dramatic change in the employee experience. Employees look to leadership for guidance, instruction, and reassurance. It is critical that organizations develop the types of leaders who can manage such a seismic disruption and keep people engaged and productive. These are the behaviors most often demonstrated by leadership during the pandemic:

Inclusive Leadership Behaviors Most Often Demonstrated During the COVID-19 Pandemic

- 68% | Caring and well-being of employees/others
- 66% | Adapts and perseveres in the face of challenges
- 66% | Kindness, patience, and genuine interest and curiosity about the well-being of others
- 62% | Builds trust
- 61% | Empathy, listening, and understanding others; ability to tap into the talents and motivations of their teams
- 58% | Skilled at easing uncertainty and managing own emotions
- 56% | Collaborates inclusively and recognizes the contribution of everyone
- 55% | Empowers, influences, and inspires others
- 50% | Self-awareness, including knowing own biases and triggers and acting to minimize them

Source: 2020 Brandon Hall Group,
Transition to the New Realities of the COVID-19 Experience



Purpose-Driven Leadership



Purpose-driven leadership (PDL) is a model that businesses follow where they align all aspects of running their organization with their core values and beliefs. This is not just a “feel-good” exercise, either. Research from Conference Board and EY finds that purposeful companies outperform the stock market by 42%. Also, customers are more loyal to purpose-driven brands. In a study from Cone Communications, 67% of people feel companies with a purpose care more about them and their families, 79% said they’re more loyal to purpose brands, and 73% said they would defend them.

Purpose-driven organizations are more agile. EY has also found that employee and stakeholder buy-in allows organizations to respond 50% more quickly and effectively when opportunities arise or danger threatens.

The workforce is also more likely to be engaged and people are more likely to want to work at organizations that are driven by purpose. Engagement levels are 12% higher and employees’ intent to stay is 14% higher. Millennials who have a strong connection to the purpose of their organization are 5.3 times more likely to stay.

Purpose-driven leadership differs from traditional trickle-down or follow-the-leader models. Core tenets of the PDL model include:

- Discovering your personal purpose
- Helping others find their personal purpose
- Connecting personal to organizational purpose



As a global leader in the construction materials industry, CEMEX differentiates itself and creates sustainable value by providing industry-leading products and solutions to satisfy the construction needs of customers around the world.

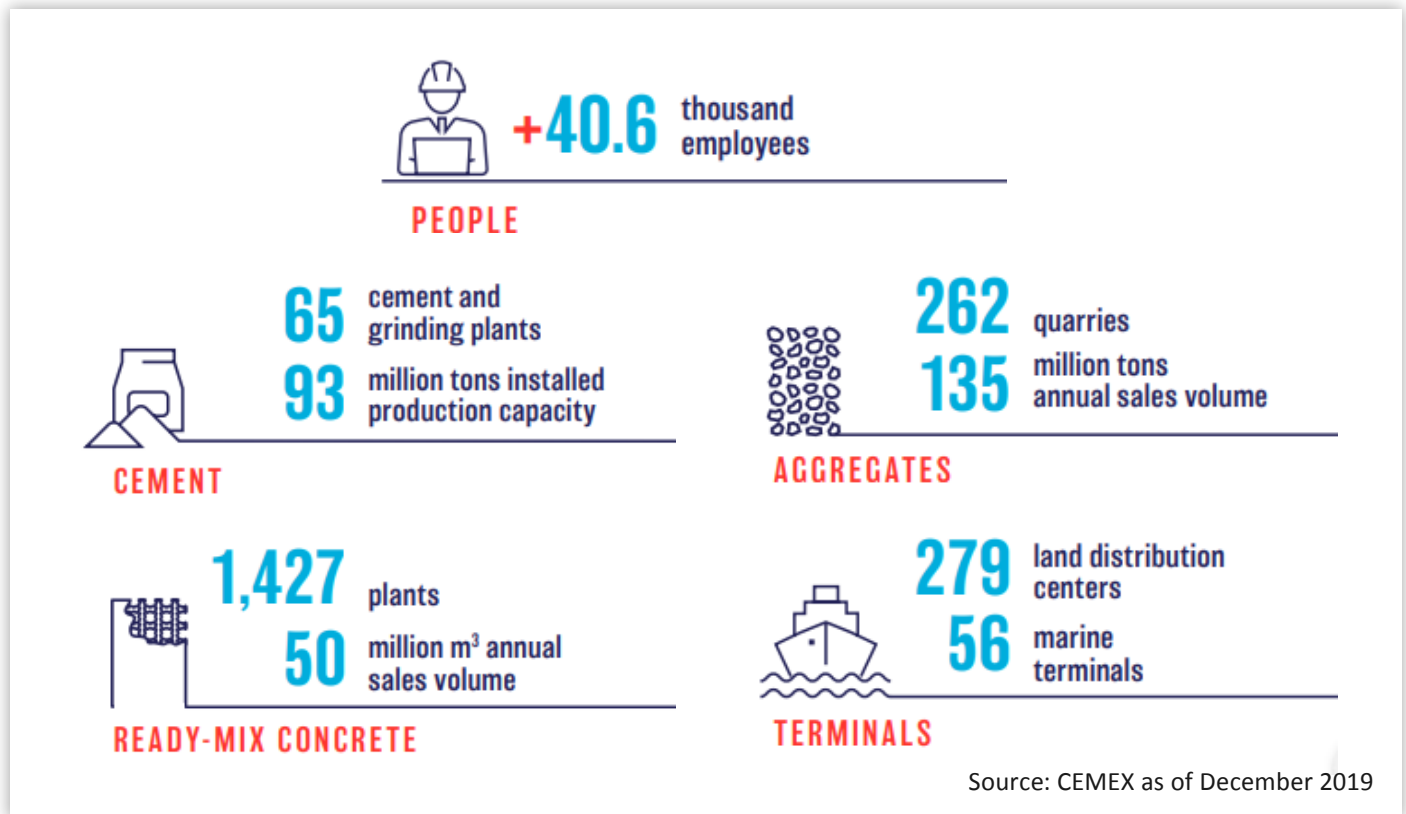
Founded over 100 years ago, CEMEX is one of the biggest building materials company, operating in over 100 countries. For the 21st century, the company has embraced aggressive goals for digital transformation, customer-centricity, and sustainability. CEMEX is also committed to its “One CEMEX” culture that extends across divisions and geographies to achieve its strategic business goals.

The CEMEX digital transformation effort began in earnest in 2015 and has changed expectations of how employees engage with external and internal customers and stakeholders. Employees are now challenged to develop a growth mindset and enhance their skills for their jobs of today while preparing for their jobs of tomorrow.

In support of the company’s transformation, CEMEX University was created to support employee skill development during this cultural evolution and to help the business become a digitally enabled learning organization and promote the company’s global “One CEMEX” culture.

CEMEX, a Global Construction Materials Company

Case in Point



To meet its goals around growth, digital transformation, customer-centricity, and sustainability, CEMEX adopted a purpose-driven leadership model that emphasizes new ways to think, act, and react differently.

CEMEX's transformative leadership development program was built to:

- Cultivate leadership capabilities that embody and advance the company's purpose
- Shift mindsets and behaviors through "real work"
- Integrate program content with company context reinforced through peer and mentor connections

- Enable global cohorts of new managers to connect with senior company leaders in a social learning environment
- Measure impact in terms of personal well-being as well as professional growth

First, it's important to understand that CEMEX considers itself a purpose-driven organization focused on "building a better future" through the execution of its mission, adherence to its values and the support of its strategic pillars. The values, leadership model, and current business environment at CEMEX are what help inform the unique set of behaviors CEMEX seeks in new leaders.

CEMEX's approach to learning is driven by its focus on building capabilities

Three **main forces** shape
leadership at CEMEX ...

... these forces are reflected through the
set of realities facing new leaders ...

... to inform the **unique set of behaviors**
that CEMEX seeks in its new leaders

Our Values

Our Leadership Model

**Our Current Business
Context**



1 Keep the customer at the center
of everything I do

2 Align the right people, at the
right time, to do the right thing

3 Motivate, engage and develop
my team

4 Exhibit and defend ethical
business practices

5 Demonstrate productive
communication to manage
organizational complexity

Source: CEMEX

The leadership-development program was dubbed “CONNECT.” The name was purposeful, as the program is meant to connect leaders across the organization to where they are, who they are as leaders, and to their new teams to help them become more effective. They also needed to connect to the purpose of CEMEX during this time and what it means to them. They have to connect the strategy, create connections between the team and make connections to the behaviors CEMEX wants to build within the organization. These connections make managers the key node that will create culture within the company.



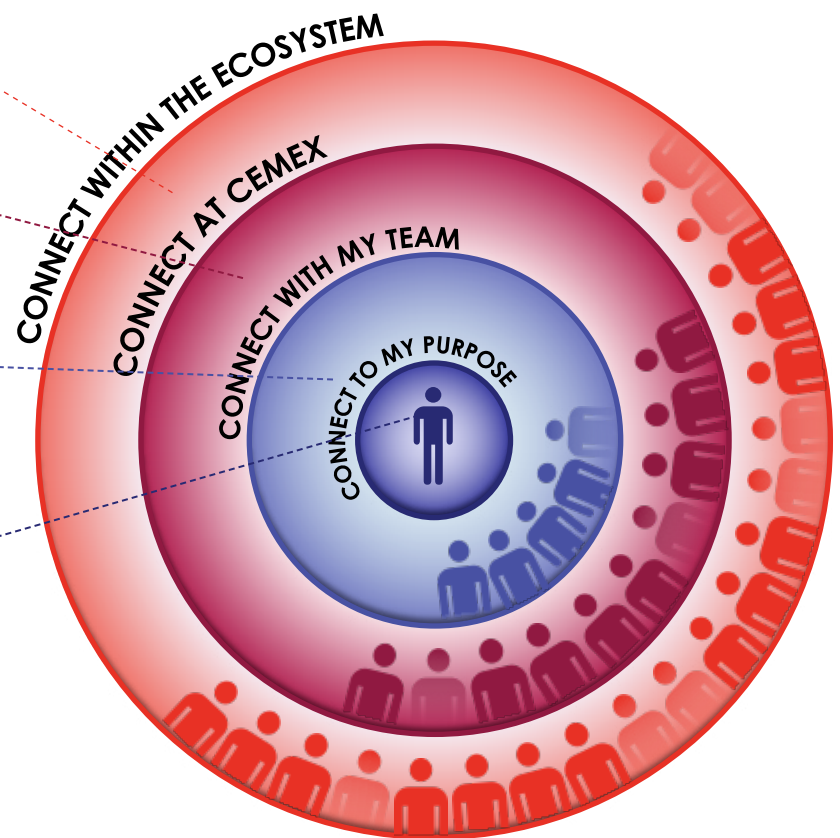
CONNECT Leadership Model

From looking within to **exploring outside CEMEX's boundaries** — creating value for the customer, the community and the broader ecosystem

From “employee mentality” to **“business owner” mentality** — understanding the big picture and embracing accountability

From boss to symphony conductor — **leveraging and building the strengths of each individual** to create a harmonious and successful outcome

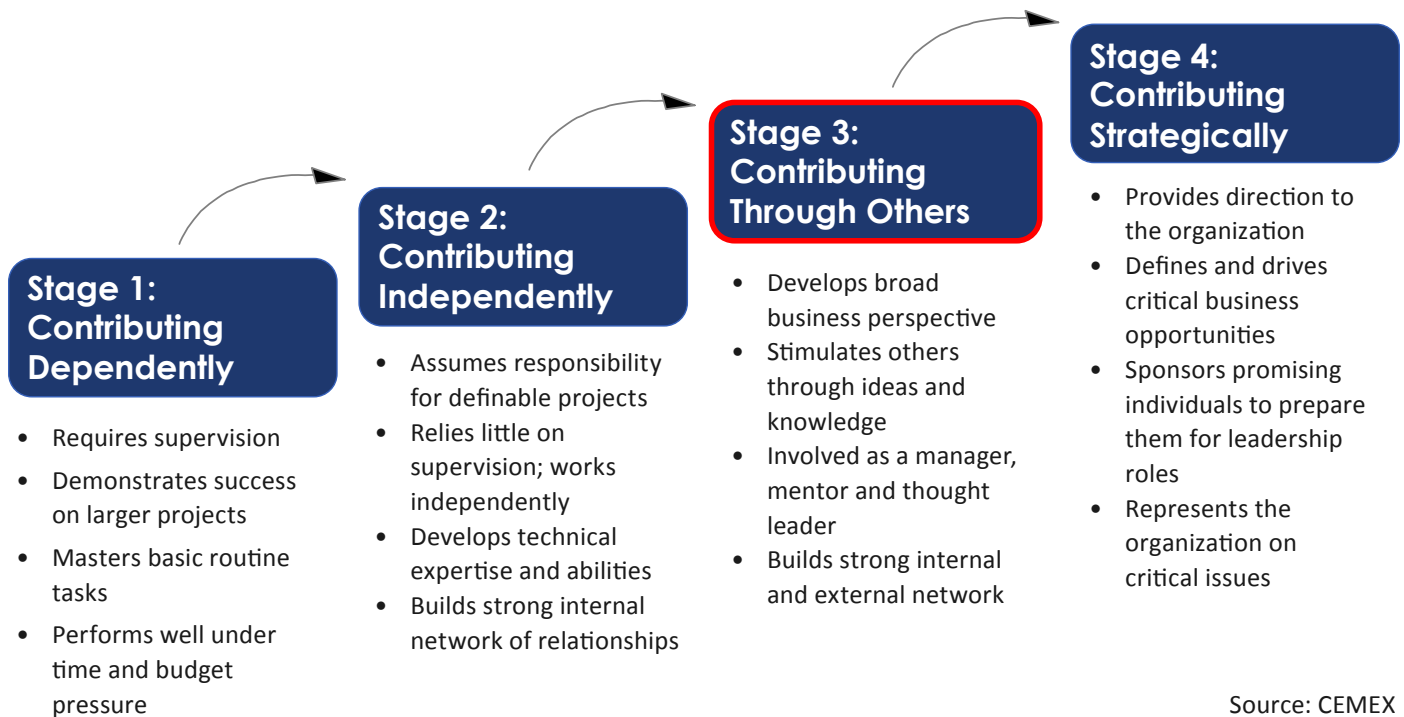
From following the lead to **forging your own, unique path** and leadership style



Source: CEMEX

Purpose-Driven Leaders: Leadership Development for Business Transformation

CONNECT was built to instill leadership qualities at all levels of the organization. Research shows that there are four critical transitional stages within a person's career when you can dramatically increase their likelihood of career success. As all individuals at CEMEX first take on responsibility for leading others (Stage 3), it is a critical opportunity to begin building leadership skills.



Program Design



CEMEX had several key factors to consider when designing CONNECT:

- » Speed to market was critical (need to leverage partners)
- » Scale was the name of the game
- » Opportunity to extend mindset; being inspired by great leaders
- » Inviting its people to ask the right questions

CEMEX focused on the purpose of the program when designing it. The course was meant to provide new managers with foundational knowledge that will be valuable in all areas across the organization as well as gain tools and capabilities needed to be successful and help CEMEX thrive in the future. The audience for the program was also considered in the design. This digital learning experience needed to reach managers worldwide. Upon promotion or joining CEMEX, all new managers were expected to begin the Manager Fundamentals course within two to three months of transitioning into the manager role. Additionally, the program needed to be available to existing managers, who may not have had access to a robust training program previously.

Once they had the proper learning framework, CEMEX leveraged strategic partnerships to ensure the program had a robust architecture (Deloitte), best-in-class content (Harvard Business Publishing), a digital and social technology platform (NovoEd), and a continuous learning skill plan (Degreed). The program incorporated key design principles to make it relevant for the learners:

- **Leaders as teachers.** The leader-to-leader model is part of all the leadership programs at CEMEX. Senior leaders within the organization host and facilitate the experience. This includes recorded videos from top leadership that outline the program and let participants know what will be expected from them in the program. Other senior leaders participate in discussions and collaboration and evaluate missions.
- **Varied learning resources.** CEMEX makes sure to curate not only content created internally, but also relevant, quality content from external sources as well. These resources give participants a wide view and access to thought leadership outside of CEMEX.
- **Learning in the context of work.** Care is taken to ensure every piece of the program is related to the real work, and participants are given opportunities to put the knowledge into practice via homework, where they need to bring the concepts and ideas they have learned to life. CEMEX sees this as the best way to close the loop on the learning.

Purpose-Driven Leaders: Leadership Development for Business Transformation

Leaders as teachers model

Collaborating Across Boundaries at CEMEX



CONNECT Through Conversation



Medhat
Hussain's Submission

Ethics in Practice

Take a few moments to reflect on the 'Urban Meyer, Ohio State Football, and how leaders ignore unethical behavior' article that you read above - What do you feel you can take away from the article, how can you apply this learning to your own actions and the organization?

58

Sep 11, 2019 4:13 PM

By Date By Likes

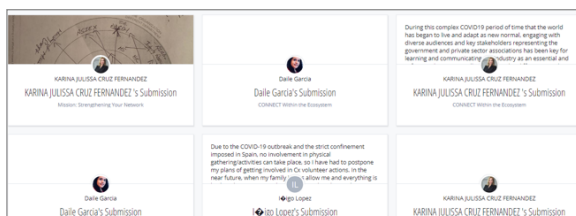
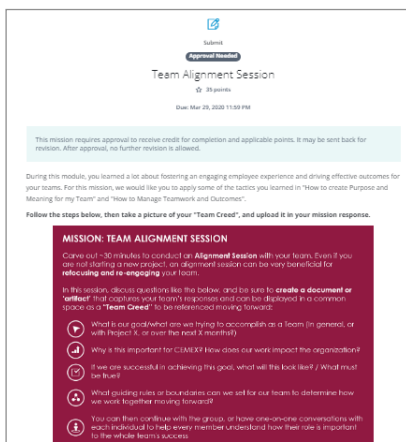
Varied learning resources (internal and curated)



My name is Nagwan Rashad
I work at CEMEX Egypt for almost 19 years now



Opportunities to learn in the context of real work



This learning experience is helping CEMEX create community around these relevant matters given that it encourages active participation, not only in the course, but as also as a practice and way of thinking. Social learning is a critical element of a mindset shift regarding inclusive leadership at CEMEX. This course is a clear example of diversity in action; there are people from all over the world, across the entire operation, with different mindsets that are sharing, connecting and learning together.

Source: CEMEX

Results

CEMEX has seen stellar adoption and results with CONNECT. When asked about the program, participants gave it high marks, with a superb Net Promoter Score (NPS).

Question	Score
The content in CONNECT helped better prepare me for my role as a manager at CEMEX.	4.56/5
The CONNECT content, interactions and activities were engaging.	4.32/5
I enjoyed using the NovoEd platform and found it easy and intuitive to use.	4.61/5
How likely would you be to recommend CONNECT to a colleague or another new hire? (NPS)	72

Source: CEMEX

CEMEX also looked at results of the company's overall workforce experience survey and found that CONNECT participants scored many items higher than the CEMEX population at large. For example, the Net Promoter Score for CEMEX as a good place to work was four points higher among program participants than the overall workforce. These employees were also more engaged than others as well. Other highlights from the survey that demonstrate the program's success include:

- Higher satisfaction with training
- Higher scores when asked if supervisors value their contribution to the business



Perhaps most important to the leadership at CEMEX, was the direct impact the program had on participants. People who experienced the program found it highly valuable and their feedback showed that the principles were being put to use in their everyday roles:

- » “Great content, really well structured and targeting real day-to-day manager needs in a very strategic way. The combination of content and especially internal coaching and guidance was very impactful — everyone should take it!”
- » “I also liked the section on CONNECT at CEMEX and the history of the company. I am new to CEMEX, so this was valuable background information.”
- » “I really appreciate the effort CX is putting in to build strong managers. This is new to me and the first two modules impacted me the most. I found a lot of value in my peers’ comments and experiences.”
- » “I want to thank you again for the opportunity to participate in the Program CONNECT, without a doubt, a great step to strengthen management skills and results for our clients and company.”
- » “It helped me to boost my development, challenging the way I work and my professional objectives.”
- » “After the second module, I’m applying those valuable concepts into our day-to-day activities in my area and with my team. We now have a creed to guide our teamwork, goals, rules and we are becoming a better team.”
- » “Appreciate a lot the testimonies given through the videos, they helped me understand that some issues that I thought I was the only one having are also common issues.”



Authors and Contributors



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Richard Pachter (richard.pachter@brandonhall.com) edited this report. He is the Content Manager at Brandon Hall Group and is responsible for editing all types of content related to research. He has experience as a journalist, copywriter, editor, marketer, blogger and social media marketing manager. He also served as the business books columnist for the *Miami Herald* for more than a decade.



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About NovoEd

NovoEd's collaborative learning platform empowers organizations to design and deliver experiential learning that accelerates business performance on a global scale.

Since the company's founding at Stanford's social algorithm laboratory in 2012, global corporations, executive education providers, and training firms have relied on NovoEd to develop high-value capabilities through purposeful practice and application, coaching and mentorship, and group collaboration. NovoEd's proven approach to learning connects diverse groups of learners, mentors, and leaders in a high-impact online environment, unlocking your organization's collective knowledge and driving measurable outcomes.



For more information, please visit novoed.com



About Brandon Hall Group

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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