



# Emerging Leader Program Proposal

# Agenda

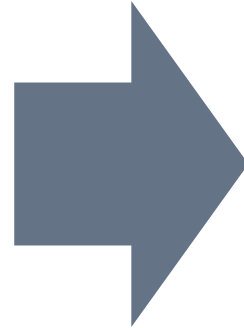
- Background
- Program Overview
- Program Components
- Learning Journey
- Practice Activity Mockup
- Evaluation Methods
- Stakeholder Participation
- Risk Mitigation
- Questions

# Background

## Current State

Individual contributors who are newly promoted into supervisory roles can find it challenging to:

- Let go of “doing the work” to focus on leading people
- Delegate effectively
- Provide feedback to former peers
- Set clear expectations and conduct meaningful 1:1s



## Desired State

Newly promoted supervisors have the knowledge and skills to successfully transition into leadership during their first 90 days

# Program Overview

## Target Audience

New Supervisors: Current Nightbird employees who have recently been promoted from an individual contributor role

## Instructional Goal

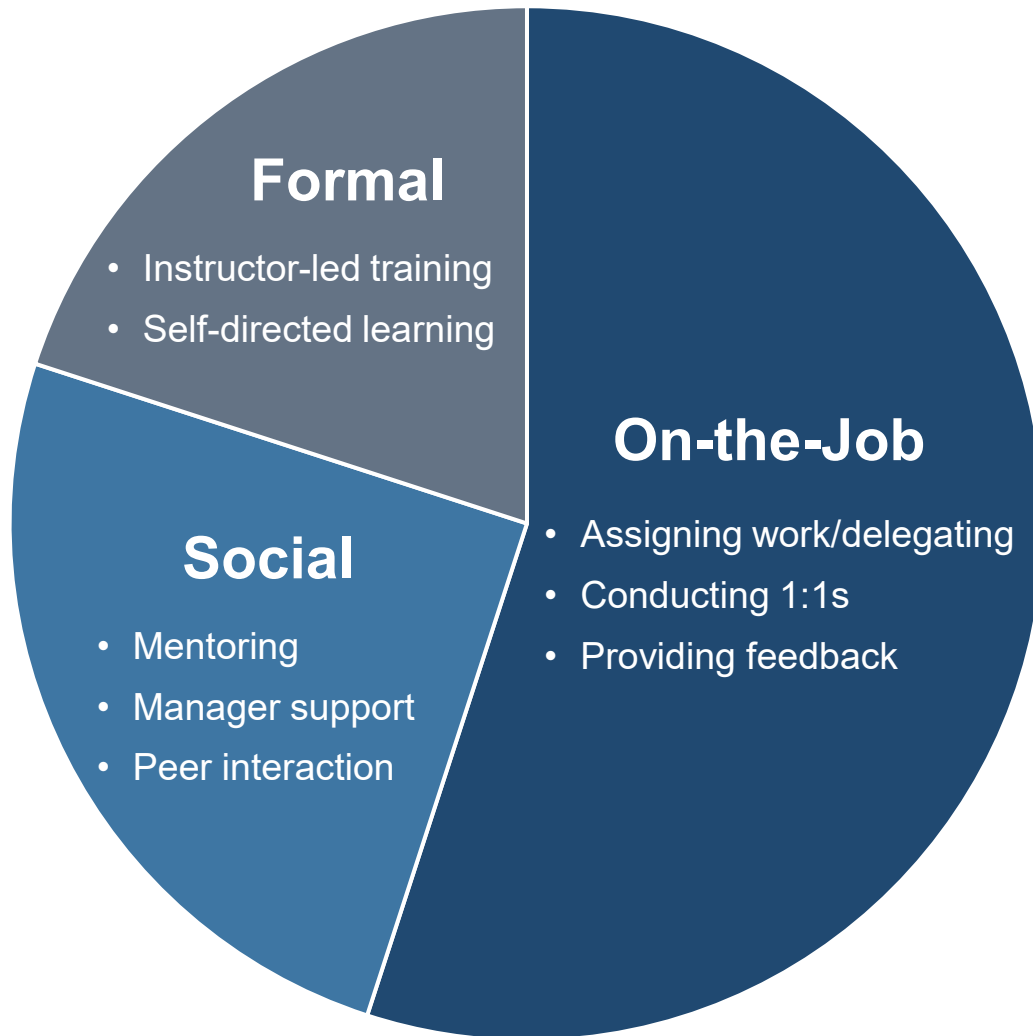
Participants will learn delegation, leadership, and feedback skills directly applicable to their new role

## Performance Objectives

Within their first 90 days, new supervisors will be able to:

- Delegate at least 80% of appropriate tasks and projects with clear ownership, timelines, and success criteria
- Conduct structured weekly 1:1s with each direct report with a clear agenda that covers priorities, performance, and development
- Deliver specific, actionable, and balanced feedback to each team member at least biweekly

# Program Components




- Based on the 55/25/20 on-the-job/social/formal learning model (based on Training Industry research)
- Estimated time commitment for formal learning activities: two hours per week
- Assumes that other manager responsibilities (e.g., raises, disciplinary processes) are trained or communicated through other methods

# Learning Journey

<b>30 Days</b> <b>Focus: Delegation</b>	<b>60 Days</b> <b>Focus: Leadership</b>	<b>90 Days</b> <b>Focus: Feedback</b>
<p>Courses from LinkedIn Learning “Succeeding as a New Manager” certificate program (self-paced):</p> <ul style="list-style-type: none"> <li>• <b>Making the Move from Individual Contributor to Manager</b> (1 hour)</li> <li>• <b>Skills for Your First 90 Days as a New Manager</b> (1 hour)</li> </ul>	<p>Courses from LinkedIn Learning “Succeeding as a New Manager” certificate program (self-paced):</p> <ul style="list-style-type: none"> <li>• <b>Influence Skills for Leaders and Managers</b> (1 hour)</li> <li>• <b>Communication Skills for Modern Management</b> (1 hour)</li> <li>• <b>Driving Employee Engagement as a People Manager</b> (1 hour)</li> </ul>	<p>Courses from LinkedIn Learning “Succeeding as a New Manager” certificate program (self-paced):</p> <ul style="list-style-type: none"> <li>• <b>Quick Scripts for Difficult Situations</b> (30 min)</li> </ul> <p><b>Leading at Nightbird Lending</b> (in-house-developed self-paced course on Nightbird’s performance evaluation process, 30 min)</p>
<p><b>Delegation Boot Camp</b>            (American Management Association live online 1-day course)</p>		<p><b>Crucial Conversations for Accountability</b>            (Crucial Learning live online 5 x 2.5-hour sessions)</p> <p><b>AI-Assisted Role-Play Practice</b>            Feedback Conversation with a Former Peer (30 min)</p>
<p><b>30-Day Checklist</b>            Key Activity: Transition current work and delegate appropriate tasks and projects</p>	<p><b>60-Day Checklist</b>            Key Activity: Conduct structured 1:1s with a clear agenda that covers priorities, performance, and development</p>	<p><b>90-Day Checklist</b>            Key Activity: Deliver actionable, balanced feedback to each team member biweekly</p>
<p><b>30-Day Self-Assessment and Reflection Activity</b></p>	<p><b>60-Day Self-Assessment and Reflection Activity</b></p>	<p><b>90-Day Self-Assessment and Reflection Activity</b></p>
<p><b>Weekly Mentor Check-In</b></p>		
<p><b>Weekly Manager 1:1 Discussion</b></p>		
<p><b>Emerging Leader Microsoft Teams Channel</b></p>		

# Practice Activity Mockup



You and Andrea were teammates and now she reports to you. Her current project is a week overdue and you're meeting with her now to address it.

Begin the conversation by typing in the prompt box below and then click the arrow to submit.

Hi, Andrea.


Hey... hi.

I figured you might want to talk about the project. Just to say upfront—I've been working on it, it's not like I've been ignoring it or anything.

Oh, I know. I'm just wondering why it's not finished yet.

I mean... it's kind of out of my hands right now.

I've been waiting on legal to approve it, and they've been dragging their feet like they always do. You know how that goes—we've both dealt with that before. I didn't think it was something I needed to flag since it's pretty typical.

It is, but you need to tell me when something's going t 

- Built using Articulate Storyline with an embedded custom GPT chat
- Learners type in the prompt box to initiate the conversation and reply to the character's responses
- Provides a safe space to practice handling difficult conversations and providing feedback
- AI technology supports behavior change by simulating a realistic conversation and providing customized feedback based on the learner's performance

# Evaluation Methods

## Performance Objectives

Within their first 90 days, new supervisors will be able to:

- Delegate at least 80% of appropriate tasks and projects with clear ownership, timelines, and success criteria
- Conduct structured weekly 1:1s with each direct report with a clear agenda that covers priorities, performance, and development
- Deliver specific, actionable, and balanced feedback to each team member at least biweekly

## Measurement Methods

Kirkpatrick Level 3 evaluation methods will include:

- Manager on-the-job observation and weekly check-ins
- 360-degree feedback from direct reports collected during formal reviews and informal skip-level meetings

# Stakeholder Participation

## Executive Sponsor

Acts as a champion and advocate for the program, secures funding and resources, promotes buy-in from senior leadership, and provides top-level direction

## Mentors

Support and guide new supervisors' professional growth and development

## Managers

Support new supervisors in completing the program and assess their performance

## Subject Matter Experts

Assist L&D team with content knowledge for Leading at Nightbird Lending course

## Human Resources

Informs L&D team when individual contributors are promoted to a supervisor role

# Risk Mitigation

## Risk

AI-assisted role-play practice presents accuracy, bias, data privacy, and security risks

No budget for vendor-delivered ILT courses

ILT courses are not offered in the desired timeframe

Lack of mentors

Participant's manager is not engaged

Participant is too busy to participate



## Response/Mitigation Strategy

Enlist help from compliance and engineering or develop non-AI practice activity

Replace with self-directed options or develop/deliver in-house

Change program sequence and schedule courses when available

Promote program company-wide and ask senior leadership to encourage manager participation

Document manager expectations and enlist senior leadership support

Ask participant's manager to assist with workload

# Questions