From Engagement to Execution…*and beyond.*

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About SMU Cox

A private university of 11,000 students near the center of Dallas, SMU offers strong undergraduate, graduate, and professional programs through seven schools — in the humanities and sciences; business; the performing, visual, and communication arts; engineering; education and human development; law; and theology.

**Strategic location.** SMU Cox is located in the heart of Dallas, a world center for commerce and culture. Students have the opportunity to interact regularly with business leaders and practitioners through speaker series, internships, and mentoring programs.

**Small private-school environment.** Our size and culture encourage interaction and collaboration. Students develop close relationships with professors and fellow students—inside and outside the classroom.

**Innovative programs.** The Cox School has a strong history of developing programs and resources that give students a leg up on their peers.

**Strong professional network.** Students have unmatched access to professional advice, career networking opportunities, and social connections around the world.
About Spectra

• One of North America’s premier natural gas midstream companies consisting of:
  – Gathering and Processing
  – Transmission and Storage
  – Distribution

• Operational Facts
  – 18,000 miles of transmission pipeline
  – 265 Bcf of storage capacity

• Core Customers
  – Local distribution companies
  – Marketers and traders
  – Natural gas producers (Gulf Coast, Sable Island, Appalachia, mid-continent and western Canada)
  – Gas-fired electric generators
  – Residential, commercial and industrial customers
Spectra System Map

Fast Facts
Number of Employees
- Approximately 7,300

President & CEO
- Fred Fowler

Major Operations
- Spectra Energy Transmission
- Spectra Energy Partners
- 50% ownership in DCP Midstream
Three Takeaways

• **How to create a**
  
  ❖ Non-traditional executive education approach and why it works

  ❖ Successful collaborative partnership between client and school that guarantees the engagement of executive management and participants throughout the learning process

• **How to use**
  
  ❖ metrics to determine the success of a learning experience for participants and the organization. (creating ROI for both the client and the school)
“Thinking three steps ahead”

- Emotional Intelligence
- Overcome Failures
- Sustaining Growth
- Embrace Change
- Working Collaboratively
- Vigilant
- Strong Values
- Ethics
- Fostering
- New Ways of Doing Business

- 21st Century Leaders
- Create an Environment
- Willing to be Questioned
Traditional herd mentality or EXED approach
Creating a non-traditional approach

- It may be trite to say, but developing executive education *differentiation* while delivering on the client’s goals are the keys to any successful engagement.

  - Spectra approach: Philosophy Vs Presentation
  - Cox approach : Templates Vs Curriculum
How to create a collaborative partnership that will guarantee the engagement of all levels throughout the learning process?

- **Discovery**
- **Feedback**
- **Delivery**
- **Development**
- **Alignment**

- HR involvement and feedback
- Interview 29 people
Modules Setup

Month 1

6 weeks

3 Day Delivery

Feedback

6 weeks

3 Day Delivery

Feedback

6 weeks

3 Day Delivery

Feedback

Trust | Culture | Change | Emotional Intelligence
Program Objectives

Emotional Intelligence

Overcome Failures

Sustaining Growth

Fostering

Ethics

Working Collaboratively

Retention

Increase performed

Strong Values

21st Century Leaders

Create an Environment

Vigilant

New Ways of Doing Business

Willing to be Questioned
Total return to shareholder for those organizations who have high trust (customers say they trust the organization, employees say they trust the management and each other, management says they trust the employees and each other.) have a total return to shareholders 3X higher than those with low trust.
“EQ” Emotional Intelligence

“The subset of social intelligence that involves the ability to monitor one’s own and other’s feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions.”

Salovey and Mayer
“EQ” Emotional Intelligence

- Partners in a large accounting firm who score high in these competencies generated 390% more profit than their counterparts.

- In a food and beverage company division leaders who scored high in these competencies outperform other divisions by 20%. Division leaders who scored low in these areas under-performed by 20%.

- Organizations with cultures that demonstrate these competencies retain on average 50% more of key people they want to keep.

- When these competencies are added as selection criteria, the rate of retention success jumps to 90%.
Spectra Leadership Competencies

Focuses on Business Execution
- Meet or exceed business objectives by leading by example, demonstrating integrity, ethical behavior, trust, safety, and stewardship while driving to bottom line goals and profitability. Utilizes decision making, priority and goal setting, managing budgets, meeting deadlines as tools to deliver results.

Manages Diverse Relationships
- As a leader, provides clear and actionable information on all aspects of people performance (e.g. leadership, technical skills, safety, etc.) Builds effective teams by recognizing the contribution of their team members and leveraging the talents and strengths of employees across the organization. Focuses on the employee and other key constituents; embraces cultural and people differences; encourages different points of view.

Thinks Innovatively and Strategically
- Looks to the future; helps others question and rethink their assumptions; asks what could be, and enthusiastically moves toward the vision with effective strategy.

Engages in Personal Development
- Maximizes personal development; asks for ideas on how to improve his/her performance; admits mistakes; and demonstrates interest in continuing to develop new skills and knowledge.

Communicates and Influences Effectively
- Fosters a High Performance Culture by encouraging people to provide honest and complete information; communicates effectively up, down and across the organization; willing to negotiate sensitive issues to achieve a better outcome.
360 Assessment Competencies

Individual
- Dealing with Ambiguity
- Composure
- Self Knowledge
- Dealing with Paradox
- Integrity and Trust
- Standing Alone

Relational
- Approachability
- Compassion
- Conflict Management
- Interpersonal Savvy
- Listening
- Patience
- Peer Relationships
- Understanding Others

Managerial
- Decision Quality
- Managerial Courage
- Caring about Direct Reports
- Motivating Others
- Building Effective Teams
- Developing Direct Reports

Organizational
- Innovation Management
- Organizational Agility
- Perspective/Range
- Strategic Agility
- Managing Vision/purpose

Align with Spectra’s Leadership Profile competencies
- Key Factors that Predict Success for Managers AND Executives | - Most Closely Align with Emotional Intelligence Success Factors
“Feed forward focuses on the promise of the future rather than the mistakes of the past.”

Marshall Goldsmith
Spectra Measurements

Class One

Course
- Connections meetings between HR and participants
- Curriculum and instructional evaluation (midway through the experience)

Participants’ Learning/Application
- Performance of participants as leaders
- “Opportunities” for participants (developmental opportunities and promotions)
- Kirkpatrick’s Four Levels of Evaluation
  I – Reactions, II – Learning, III – Transfer, IV – Results
- Retention (culture and money for recruiting)

Class Two

Additional Metrics
- Pre or Post 360 Assessment
- Written evaluations at the end of each module
Creating Positive Outcomes and ROI for the Spectra and Cox

- Michael’s input
  - Impact 7300 by starting with 24, 48, 65…
  - Aligned with Spectra’s Leadership Competencies
  - HR Ownership and alignment with C-Level
  - Managers involvement
  - Feedback loops
  - Modify
  - Improve
  - Collaborative partnership with SMU

- Bill’s input
  - Spectra experience transcends industry
  - Faculty involved over longer term project (ownership)
  - Lesson’s learned
  - Cross pollination of faculty
  - Validates what others are saying
  - Leveraging impact on other custom and open-enrollment
Back to the Three Takeaways

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Thank You!