

**JAMES RIVER**  
**EQUIPMENT**



**James River Leading Effectively (JRLE)**  
**Orientation**

What is the objective of JRLE?  
Why are we doing this?



WHY

What will be delivered through JRLE?



WHAT



Who will participate in JRLE?

WHO

# JRLE Framework

IMPACT

How will we define & measure the impact of JRLE?



APPROACH

- Learning Circles
- Leadership Coaching



PACE

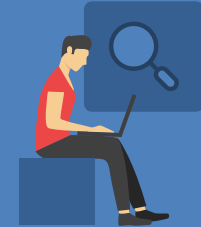


What is the pace of JRLE sessions?



The objective of JRLE is to lay a foundation of principles which will guide James River leaders in building and nurturing a workplace culture where...

What is the objective of JRLE?  
Why are we doing this?



**Employees** believe they have a partner in their boss to help them grow and develop.

**Employees** are recognized and appreciated.

**Employees** can connect their work to our Vision and Mission (passionate about their contribution to James River and its future).

**While JRLE is delivered to James River leaders, JRLE is for James River employees.**



What will be delivered through JRLE?



## Topics JRLE will cover

### Leading Self

- What is leadership and Why Lead?
- Emotional Intelligence & Leadership

### Leading Others

- Trust & Influence
- Coaching Effectively (2 Sessions)
- Leadership Presence (The Art of Communication)

### Leading the Organization

- Leading Change
- Building Effective Teams
- Critical Thinking and Decision Making



## **SELF AWARENESS**

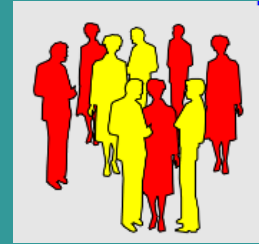
Understand your behavior's  
impact on organizational  
outcomes.

**Self-Awareness:** How do I  
use the principles of self-  
awareness to make  
conscious decisions about  
my leadership behavior?

James River Leading Effectively – Learning Objectives

The initial rollout of JRLE will comprise nearly 75 leaders from the Ag, C&F, and Product Support groups. We will run JRLE workshops in Ashland, Boones Mill, and Charlotte. Participants will be assigned a workshop location based on proximity to their home base.

Additionally, Chris, Dustin, and Terry will co-facilitate sessions with Dr. Pete



**Who will participate in JRLE?**



What is the pace of JRLE sessions?

JRLE will be a 2-year journey, with participants meeting 1 day, every-other-month.

During the 'in-between' months, JRLE participants will engage in virtual Learning Circles and 1:1 Leadership Coaching with Dr. Pete. These activities will be ~1 hour in length.

# James River Leading Effectively Development Program



## Leading Yourself

### What is Leadership?

- Define Leadership
- What does it mean to be a leader
- Why Lead
- Leadership Legacy
- Development Journey Line
- Personality / Leadership Assessment

### Leadership & EQ

- What we want in our leader
- Giving & receiving feedback
- The Power of Affirmation
- The Power of Feedback
- EQ 360 or Self-Assessment

### Critical Thinking & Decision Making

- Challenging Assumptions
- RED Model
- How decisions are made
- Personality and Team Decision Making



## Leading Others

### Trust & Influence

- Defining Trust
- Persuade vs Inspire
- Influence Style Indicator
- Trust vs Loyalty

### Talent Conversations Coaching for Performance

- Coaching & Mentoring
- Performance Coaching
- FYI Guide
- Coaching Practice

### Talent Conversations Coaching for Development

- Coaching & Mentoring
- Developmental Coaching
- FYI Guide
- Coaching Practice



## Leading the Organization

### Leading Change

- Leading & Managing Change
- Neuroscience of Change
- Change Style Indicator
- Navigating Change

### Building Effective Teams

- Understanding how Effective Teams Operate
- Leading across organizational boundaries
- Dealing effectively with Conflict and Disagreement

### Leadership Presence The Art of Communication

- Anatomy of a Conversation
- The Art of Story Telling – Lessons from Pixar
- Story Telling Practice



# James River Leading Effectively Journey [Ashland, Boones Mill & Charlotte]

## YEAR 1

### What is Leadership February

- Define Leadership
- What does it mean to be a leader at JRE
- Why Lead
- Leading with Purpose
- Leadership Legacy
- Journey Line
- Facet 5 Personality Assessment

### Trust & Influence March

- Defining Trust
- Persuade vs Inspire
- Influence Style Indicator
- Trust vs Loyalty
- Legacy Check-In

Learning Circles / Coaching

Seasonal  
Pause

### EQ & Leadership June

- What we want in our leader
- The Power of Affirmation
- Feedback (SBI+R)
- EQ Assessment
- Leadership Presence

Learning Circles / Coaching

### Talent Conversations August

#### Coaching for Performance

- Coaching & Mentoring
- Performance Coaching
- Coaching Vignettes
- Coaching Practice

Learning Circles / Coaching

### Talent Conversations Oct / Nov

#### Coaching for Development

- Developmental Coaching
- FYI Guide
- Coaching Practice
- Legacy Check-in

Learning Circles / Coaching

## YEAR 2

### Leading Change January

- Leading & Managing Change
- Neuroscience of Change
- Change Style Indicator
- Navigating Change
- SCARF Questionnaire

Learning Circles / Coaching

### Building Teams March

- Understanding how Effective Teams Operate
- Leading across organizational boundaries
- Dealing effectively through Conflict and Disagreement

Learning Circles / Coaching

Seasonal  
Pause

### Critical Thinking & Decision Making August

- Challenging Assumptions
- RED Model
- How decisions are made
- Personality and Team Decision Making

Learning Circles / Coaching

### Art of Communication August

- Anatomy of a conversation
- The Art of Story Telling – Lessons from Pixar
- Story Telling practice
- Land of Communication simulation

Learning Circles / Coaching

### Reflection & Graduation Oct / Nov

- Highlighting key areas in participant's 'learning journal'
- Final check-in on Leadership Legacy

A key feature of JRLE will be **Learning Circles** and **Leadership Coaching**.

JRLE workshops provide space for awareness and insights. Learning occurs after the workshop when we put these insights into action.

The value in **learning circles** lies in the creation of safe spaces where we can discuss and share experiences on how we put insights into action. From these shared experiences, JRLE participants are better able to relate to insights gained as well as common struggles. Learning Circles, likewise, creates long-lasting, cross-functional relationships which can contribute to James River's agility, problem-solving, and collaboration.

## APPROACH

- Learning Circles
- Leadership Coaching





Leading Yourself

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Leading Others

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Leading the  
Organization

+



**1:1 leadership coaching** extends and strengthens learning & development through continued dialogue, and in-depth assessment debriefs. 1:1 leadership coaching provides a personalized focus on specific development goals.

# LEADERSHIP COACHING FOCUSES ON THREE QUESTIONS

## What

What is it about my personality preferences that influence how I lead?



We will spend a few months reviewing your Facet 5 and crafting your 5-by-5 and Personality Map

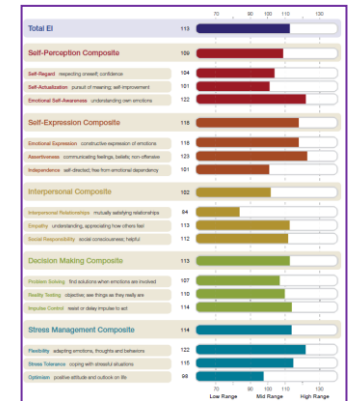


## So, what?

So, what does my behavior look like when I interact with my JRE co-workers?



We will run an Emotional Intelligence 360 to gain insights into how you relate interpersonally with co-workers



## Now, what?

Based on feedback from my co-workers, what do I continue and what can I do better?



Development Plan

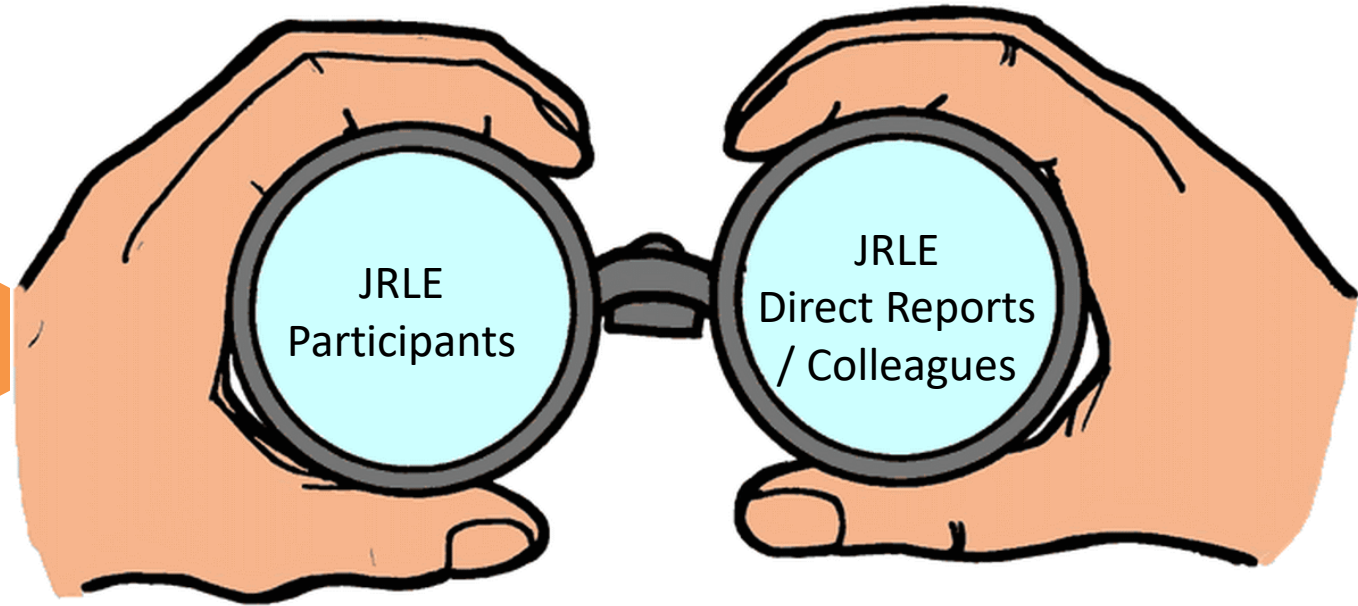
Using insights from your Facet 5 and EQ 360, we'll look to enhance your leadership by maintaining your strengths and fine-tuning 1 or 2 areas of development opportunities.

How will we measure the impact of JRLE?



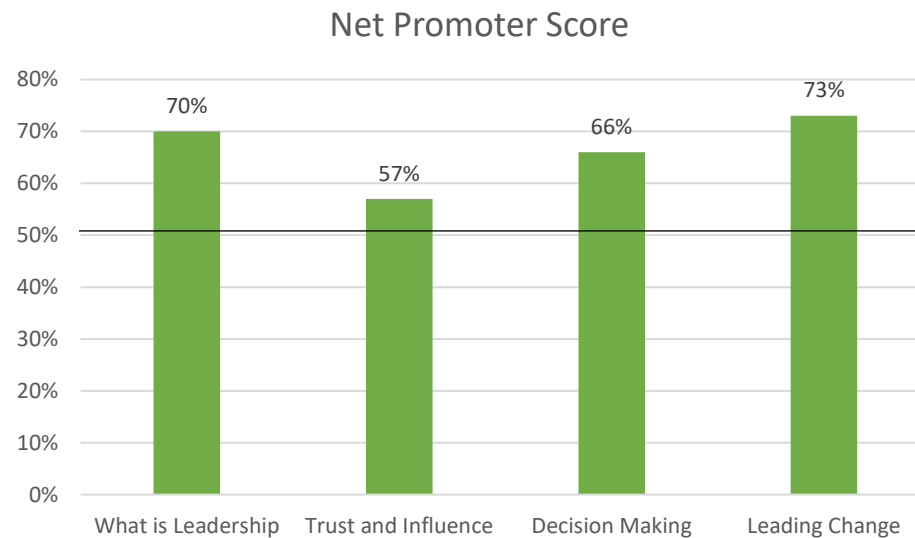
Impact

Two lens





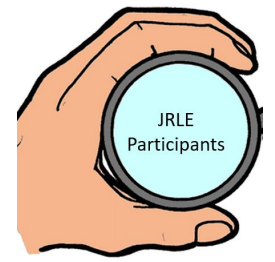
Dr. Pete work with JRE so far	<i>The topics were presented in an engaging, interactive manner and accompanied with insightful/helpful materials.</i>	<i>The session was useful &amp; relevant, and I can envision using this information in my day-to-day interactions.</i>
<b>Session</b>	<b>Avg of Strongly Agree/Agree</b>	<b>Avg of Strongly Agree/Agree</b>
What is Leadership?	100%	95%
Trust and Influence	100%	100%
Decision Making and Critical Thinking	96%	96%
Leading Change	100%	100%



**Net Promoter Question**  
 I would recommend this session to a JRE friend/colleague.

50% NPS is target.

# What we heard so far from JRE Leaders:



- Enjoyed the class and look forward to future sessions.
- I am ready for the next meeting . This was one of the best programs I have participated in.
- One of the brightest spots of the day for a couple of reasons. 1) Never have I heard feedback/affirmation like that in my career. Ever. 2) It brought visibility to things other team-members are doing that I wasn't totally aware of. That was a very special moment for all of us; thank you for allowing that.
- Love the program and the direction we are heading!
- I have been through multiple coaching and teambuilding sessions with different instructors over the years and can honestly say I felt this was the best presentation I have experienced.
- Group interaction between AG and Prod Support was valuable on multiple levels. Over time these interactions (an, hopefully, we can get other groups involved) will make a more effective company.



## Upward Feedback from Direct Reports

- My leader is genuinely concerned about my professional development and partners with me in building and executing my development plans.
- My leader solicits my input and clearly explains decisions / changes that affect me.
- My leader addresses performance and behavioral issues on our team fairly and timely
- My leader is open and receptive to hearing input that differs from his/her point of view
- My leader communicates clear performance expectations on job requirements.
- My leader provides balanced feedback (constructive and encouraging) on job performance.





**Any questions?**