**Hipo-chondriacs**

A Leadership Training Program (for individuals preoccupied with growing and leading)

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**agenda**

- Ashton Tiffany background and culture
- Genesis of HiPo ("high potential") program
- Expectations and qualifications
- Program description
- Sample curriculum and examples
- Year in review
Background

We’re risk management consultants

- Established in 1995, Arizona-based
- Employ approximately 100
- Administer six pools, > $225M in annual premium
- Manage captives and other alternative risk financing programs

CULTURE

What makes us, us?

- Clients love working with AT
  - Client retention
- Employees love working at AT
  - Best Place to Work eleven years in a row!
We ain’t all that and a bag of chips

We had room for improvement.

- Management concerns:
  - Aging management
  - Carrying the culture torch
  - Creating opportunities
- Staff concerns:
  - How do I grow?
  - Informal program not enough

Dawn of the hipo-chondriacs

What were we looking for?

- Formal leadership development program
- Individual and group development
- Owner engagement
- Supervisor commitment
HIPO Qualifications

Who did we consider?

- Demonstrate:
  - skills
  - desire
  - capacity
  - potential

- First class: 6 HiPos
- Second class: 4 HiPos

HIPO expectations

What HiPos should expect from the program

- Regular mentor meetings with owners
- Leadership development training
- Involvement with other management
- Cross-training
- Group projects (team building)
Expectations of HiPos

What we expect from HiPos

- Be prepared
- Complete assignments
- Have thick skin
- Communicate honestly (with owners and other HiPos)
- Continue to do “normal” job

Program structure

Individual meetings

- Monthly one-on-one with owners
- Set leadership development goals (not career or job-specific goals)
- Address “weaknesses”
- Get out of comfort zone
Program structure

Group meetings

- Every six weeks
- Address real-life scenarios (honesty and transparency)
- Apply key managerial skills
- Presentations by “outsiders”
- Learn to work as a group of peers

Program description

Sample curriculum

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<tr>
<th>Session</th>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Leadership Effectiveness</td>
<td>Leadership Mistakes – The Dirty Dozen</td>
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<td>2</td>
<td>Leadership Effectiveness</td>
<td>Conflict Resolution</td>
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<td>3</td>
<td>Business Acumen</td>
<td>Recruiting and Retaining Talent, even Millennials</td>
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<td>4</td>
<td>Leadership Effectiveness</td>
<td>Interviewing with Confidence</td>
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<td>5</td>
<td>Employee Relations</td>
<td>Performance Review Process / Goal Setting</td>
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<td>6</td>
<td>Employee Relations</td>
<td>Disgruntled Employee</td>
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<td>7</td>
<td>Leadership Effectiveness</td>
<td>Performance Improvement Plan</td>
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<td>8</td>
<td>Leadership Effectiveness</td>
<td>Disciplinary Action Process (up to termination)</td>
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<td>9</td>
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<td>Succession Planning</td>
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Program description

Sample curriculum

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Program review

So how did we do?

- Individual meetings are most impactful
- Group meetings with real life scenarios are powerful
- Group meetings enhance teamwork
- HiPos excel at different rates
  - First class: 2, 2, & 2
- Focus remains on leadership qualities
- Continue and improve
Program Materials

Want stuff?

• Curriculum
• Sample group meeting materials
• Group meeting feedback forms
• Individual coaching agendas
• Ashton Tiffany Culture Manual

Just email me.

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