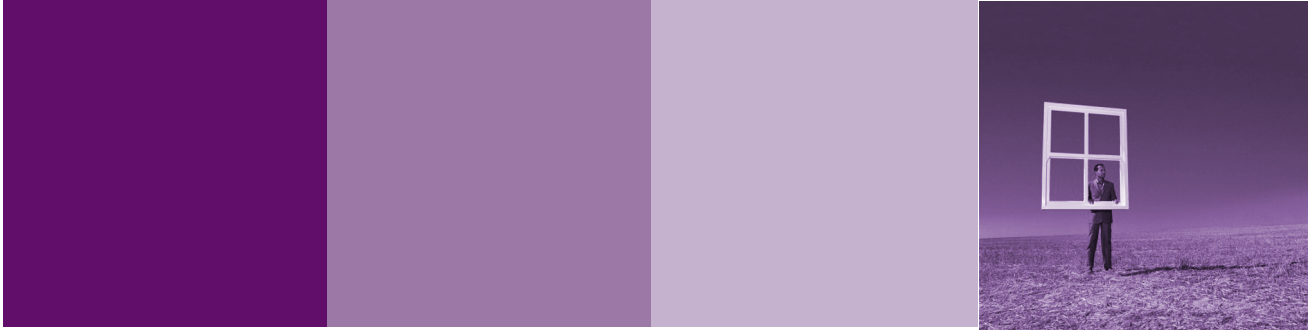


The Janus 70-20-10 Development Philosophy



learn, grow, achieve



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Overview

The Janus 70-20-10 Development Philosophy

At Janus, we believe in the 70-20-10 Development Philosophy. This philosophy defines development as occurring in 3 main ways: through on-the-job experiences; relationships, networking & feedback; and formal training opportunities.

The “70-20-10” refers to how you should allocate professional development: 70% of all development should occur on-the-job, 20% from relationships, networking and feedback, and 10% from formal training opportunities.

We believe that most companies stress the 10%...this discussion will focus on how we tie our training programs to on-the-job training and on the structured mentoring and networking programs we have created at Janus.

Training Fallacies

Many organizations believe the following to be true:

- ◆ Training should solve all company performance issues
- ◆ The training department should be responsible for all training delivery
- ◆ Managers should send employees to a “class” when there is a gap
- ◆ HR is responsible for coaching and developing employees
- ◆ Mentoring and networking is always happening

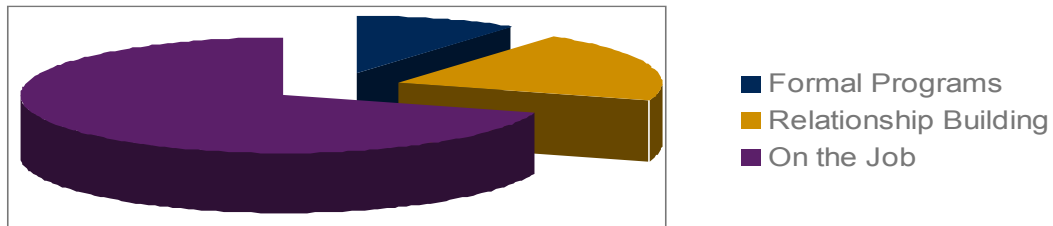
The Janus Philosophy

The Janus Professional Development Resources (PDR)

Mission: Empowering employees to grow through comprehensive development opportunities

70-20-10 Development Philosophy*

Development occurs in three main ways – on the job experiences, relationships, networking & feedback, and formal training opportunities



*70-20-10 philosophy, adapted from research driven by the Corporate Leadership Council

The Janus Philosophy

The following lists the types of activities which are included in each of the three development categories.

70% On-the-Job Experiences

- ◆ Lead a team meeting
- ◆ Represent your team at a cross-functional meeting
- ◆ Work on challenging or new projects
- ◆ Interview potential new employees
- ◆ Help train a new team member
- ◆ Teach something new to team members
- ◆ Give a presentation at an upcoming team meeting

20% - Relationships, Networking and Feedback

- ◆ Schedule interviews with others who you view as an “expert” in the skill or behavior you are trying to develop
- ◆ Shadow a high-performer you admire
- ◆ Seek out a mentor
- ◆ Apply to participate as a mentee in a mentoring program
- ◆ Provide constructive informal feedback to your peers
- ◆ Informally solicit feedback from your peers, direct manager, and other managers
- ◆ Attend an outside networking event specific to your role or interests

10% - Formal Training Opportunities

- ◆ Attend a training class
- ◆ Take an online learning module focused on the skill or behavior you want to develop or improve upon
- ◆ Attend an outside training seminar or class

The Janus Philosophy

At Janus...

**YOU are responsible for
your own development!**

and, PDR can help...

PDR Can Help

Leadership Programs

- ◆ Emerging, Essential and Evolving Leader
- ◆ The Peak and Executive Leader development
- ◆ 360 reviews
- ◆ Senior leader sponsors
- ◆ Senior leader interviews
- ◆ Manager involvement – from application to graduation
- ◆ EL Partners – peer accountability
- ◆ Company-wide participation – participants come from all areas of the firm
- ◆ Department presentations
- ◆ Practicum projects
- ◆ On-the-job application of concepts
- ◆ Mentoring Cohort Groups
- ◆ Discovery Intern Program

PDR Can Help

Organizational Development Programs

- ◆ Team sessions – gap analysis
- ◆ DiSC assessments and training
- ◆ Leadership coaching

Mentoring Programs

- ◆ Structured and unstructured
- ◆ Informal leader's Mentoring Circle™
- ◆ NAC – Networking for the Advancement of Your Career

New Employee Orientation

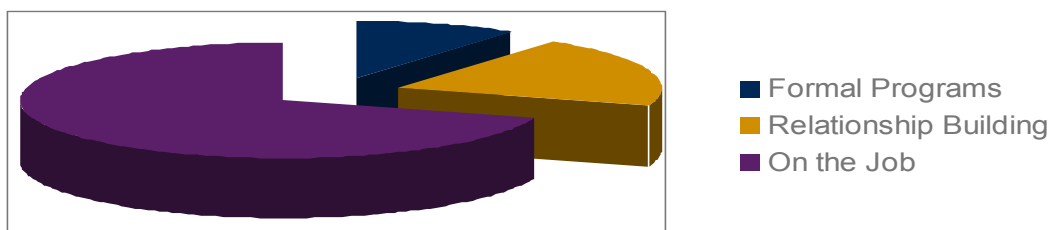
- ◆ A three month process
- ◆ Senior leader dialogue

Employee Resource Groups

- ◆ 11 distinct resource groups
- ◆ Activities, events and corporate policy changes have occurred as a result of these employee led groups

Application

- ◆ All of these activities, courses and programs assist the employee in meeting their 70-20-10 goals
- ◆ Most companies only focus on the 10% - the formal classes – Janus focuses on the entire development process and understands that 90% of the learning and development occurs outside the classroom
- ◆ Our programs go beyond the classroom and push for “real world” application
- ◆ Our leadership programs’ practicum projects change the way Janus does business
- ◆ Our programs go beyond “lecture and learn”, linking people from different areas of the company



Training Fallacies :: Turned Upside Down

- ◆ Training should solve all company performance issues : Not True

Training groups play a part in developing employees, but the majority of development should occur on the job

- ◆ The training department should be responsible for all training delivery : Not True

Training groups should encourage opportunities for learners to apply what they've learned on the job – practical experience is the key to successful learning transfer

- ◆ Managers should send employees to a “class” when there is a gap : Not True

Managers should provide learning opportunities and projects to provide employees with opportunities to close the gap through experiences

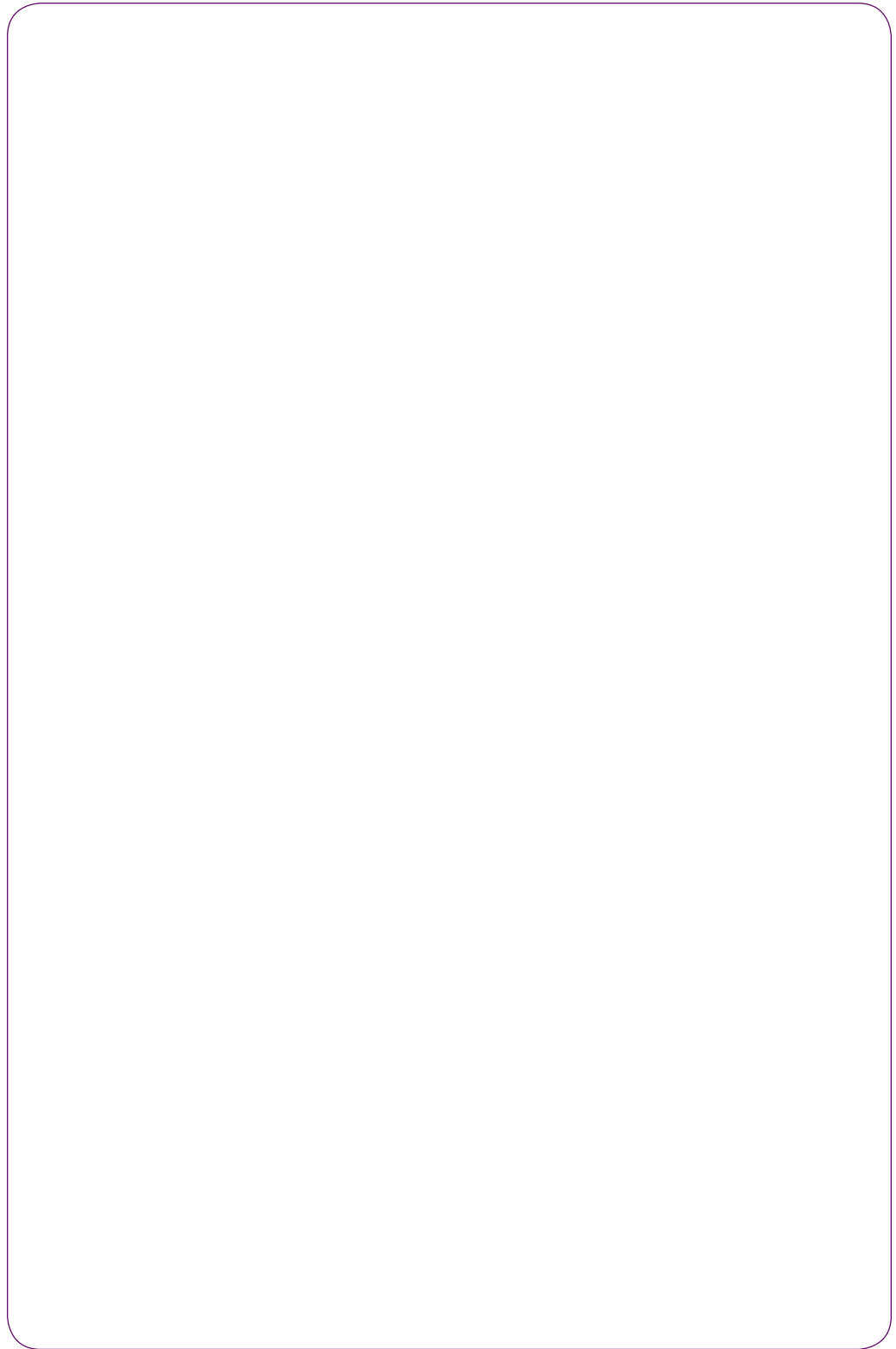
- ◆ HR is responsible for coaching and developing employees : Not True

Managers are the front line for coaching and development – everything starts with manager involvement

- ◆ Mentoring and networking is always happening : Not True

Mentoring and networking should be encouraged through formal and informal programs

Notes



About the Presenters

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