

SUBMARINE WAY

TRAINING THAT IGNITES INCLUSION

The Submarine Way (TSW) has a unique view of leadership and inclusion. Our view blends the power of submarine inclusion and leadership with the research of the Gallup organization and more than 20 years of successful leadership in Fortune 300's. Key components of these three elements were merged to produce a system that now has a published patent protecting it. After four years of work with this system, we have numerous clients that we have helped improve accountability and collaboration, drive innovation and teaming, identify and develop talent, reduce conflict, sharpen mission focus, and create a holistic approach to customer care and community policing. All these, leading to measurable outcomes to promote an equitable and inclusive internal environment, and external focus.

Our work begins with a review of recent assessments of your environment/culture or administration of an assessment. Baselineing is the only way to show quantitative improvement and cultural change. One piece of this unique system is our use of talent and strengths to drive inclusion. Our co-founder John Gregory Vincent was the top workplace consultant with Gallup. Although he treasures his time with Gallup, he wasn't satisfied with just assessing and measuring, so he partnered with Deborah Cake Fortin and her 20+ years of running business units in Fortune 300 companies, and they developed this change engine called The Submarine Way. So powerful it blows through high performing teams to what they call crew-munity. Central to our work is a belief that it is the demonstration of valuing every person that propels higher levels of performance and deeper teaming or crew-munity. This is an internal mindset shift that moves to external behavior change. It is based on research; adult learning principles and it is transformational.

Another critical piece of this methodology is the view that leaders cannot lead with active bias. Both of our published books on leadership, *Diversity and Inclusion*, *The Submarine Way* and *Up Periscope, Putting Traditional Leadership in the Crosshairs*, require leaders to put their biases in their seabags, that bias has no place in leadership. We also discuss that everyone leads, whether it is one person or a project, everyone has the ability and expectation to lead. Leaders are accountable to each other, we teach, if one leader is engaged in bias, it is the responsibility of the crew to point it out. The model we talk about has been used for over 100 years on submarines, one of the most equitable and inclusive environments in the world.

Tools: We are very comfortable in either a face to face teaching world or virtually. Most of our consulting, coaching, and training has always been virtual. Today, all but one client has moved to a completely virtual approach. Virtual, with an experienced training company, can be just as impactful to driving cultural change. We have a fully developed Learning Management System, a dedicated reinforcement video library, two books we have written that serve as companion guides to all of our work, and many other innovations in assessments, pre-work, content delivery, and reinforcement. We always need to know more about your organization, so as stated earlier it is typical for us to baseline the culture with a survey. Measuring improvement that can be tied to ROI is critical in all we do. We often use the CliftonStrengths Assessment. Although not required for any of our courses or programs it is an invaluable ongoing professional development tool. Whether CliftonStrengths is utilized or not, talent to strengths is a cornerstone principle of our firm. The first course in our Core Compass I program is our strengths course, one of four courses that make up this program utilized by about 80% of our clients. This program drives new thinking, gives the attendees new skills to manage bias, and provides the language and vision necessary to change cultures through empowered leadership at all levels.

Recent News: We were hired in the summer of 2020 by a city in the Southeast, to train their 500 person police department on this program. We were chosen from a dozen other leadership, diversity, and inclusion consulting companies. They chose us because of our patented system, our unique reinforcement, (90% of training results in learning decay without reinforcement) our requirement for accountability from everyone, and our commitment to them and their commitment to us. Without a commitment from both parties, transformation cannot happen.

Recent results:

A police department where we were brought into to help select the Chief of Police and then train the department in our system experienced a social justice protest where nearly 10% of this mid-sized city was estimated to have participated. Due to the mindset of equity and inclusion instilled in this department, there were no incidents of violence or looting or any adversarial interactions whatsoever. The Chief of Police was asked to deliver an impromptu speech to the thousands gathered and after the speech he received an ovation from the protestors.

50% reduction in turnover in a key employee area resulting in a \$150,000 savings in recruiting, hiring, onboarding, and training costs. This was a result of instilling a strengths-based, interdependent, collaborative mindset that drives inclusion, equity, and ultimately human value.

Identification of 38 high potential candidates not previously viewed as high potentials that we helped to develop. This resulted in the organization promoting 12 of these individuals into critical positions. They thought they were going to have to spend well over \$200, 000 to recruit, hire, and train from outside the organization. They went from zero gender diversity and slim minority representation in the senior leadership team to an organization where ½ the senior leadership were comprised of woman and people of color.

We conducted a twelve-month dedicated professional development program for mid-level managers. There was a 30% increase in staff engagement. Retention increased, as did measurable productivity. The client estimated the combined cost benefits of these improvements were more than \$300,000. When a system of focused inclusion based on people's talents is put in place and the mindset shifts to interdependent collaboration, you have transformed the culture.

Creation of an integrated strengths-based, inclusion focused mission-oriented communication plan for eight plant, general managers. They experienced a 400% increase in communication and reductions in productivity, shipping, and maintenance delays between and within all eight locations. They have cascaded our methodology to all locations and all levels and turnover has dropped by 20%.

Led a client to create their first consistent onboarding process across 12 locations. A 40% improvement in job satisfaction was the result. They attributed this program to retaining 13 more key personnel in year two. The value of this to the client was just under \$500,000. When the value of each person is established on day one, your best hires will often still be there on day 1,000 and beyond.

We helped a multi-site high tech manufacturing company create an efficient collaboration strategy amongst sites. This combined with our Core Compass I program drove innovation, interdependence, and mission focus. This led to a reduction in project and delivery delays that the client estimated will save them nearly \$1,000,000 in operational costs in their next fiscal year.