




# Next Practices Weekly

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Developing Leaders to Navigate  
Today's Version of VUCA

April 27, 2023



# We discover the people practices that drive high performance

to help you see what's coming  
around the curve.





# High-Performance Defined

- Revenue growth
- Market share
- Profitability
- Customer satisfaction

*Over a 5-year period.*

## Our Research Focus

What do high-performance organizations do differently?

Do those practices correlate to market performance?

# i4cp Members

(partial list)





# Next Practices Weekly

## Today's Agenda:

- Reminders and announcements
- Discussion with special guest, [Pamela Mattsson](#), Senior Vice President, People and Organizational Development at [Outreach](#)



**TOM STONE**

Senior Research Analyst



**NINA HOLTSBERRY**

Director of Member  
Engagement

## Upcoming Calls:

**5/4/23: Next Practices Weekly – Getting Hybrid Work Right with [Linde Grindle](#), SVP, Chief Human Resources Officer at [Spirit Airlines](#)**

**5/11/23: Next Practices Weekly – Talent & Learning with [Diane \(Di\) Holman](#), Chief People Officer at [Virgin Pulse](#)**

**5/18/23: A Special Next Practices Weekly – The Toxic 9: Eliminating Unhealthy Habits to Get Your Culture Back In Shape with [Kevin Oakes](#), CEO and Co-Founder, and [Katheryn Brekken](#), Senior Research Analyst & primary author of Culture Fitness at [i4cp](#)**





# Culture Fitness:

Healthy Habits of  
High-Performance Organizations

Start the workout at

[go.i4cp.com/culturefitness](https://go.i4cp.com/culturefitness)





**MEMBER EXCLUSIVE**

# Download i4cp's Upskilling and Reskilling Guidebook

Get it at [i4cp.com/tools](https://i4cp.com/tools)





Our Guest Today:

**Pamela Mattsson**

Senior Vice President, People &  
Organizational Development





# Adopting an Adaptive Mindset of Abundance





# Stewarding culture

Start up, Scale up, Grow up and Beyond

## Outreach's Destination Culture

A winning culture where diverse, *empower* ed, high-performing humans create value for themselves, their teams, and their customers.

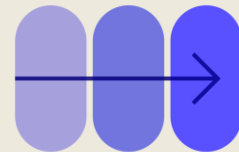




## Vision

To unleash the world's selling potential

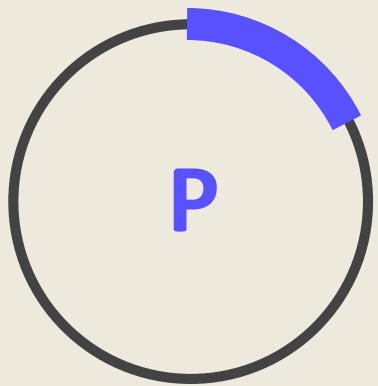
## Mission



We *empower* every sales professional to operate at their maximum potential unlocking success for themselves and their organization.



# *empower*



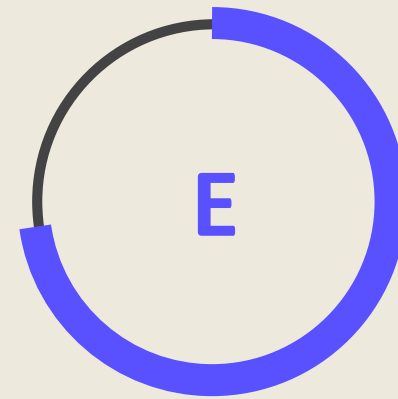
Play full out



Operate from a mindset of  
abundance



Win impeccably



Elevate the customer



Rally the culture

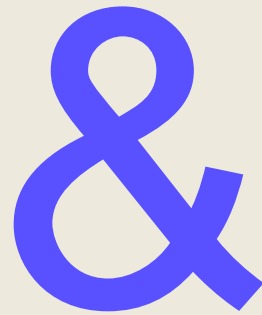
Special thanks to



# Building on strong foundations

## Start-up has

Bias for action  
Creativity & innovation  
Heroic individuals  
Allegiance to core team  
Customer obsession  
Investment mode  
Impressive growth



## Grow-up adds

Thoughtful precision  
Strategic Focus  
Dynamic, productive teams  
Operationalized collaboration  
Mutual benefit  
Budget discipline  
Targeted strategic growth

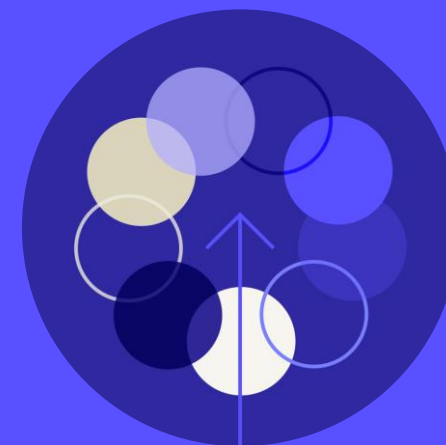


# Veritas Learning Journey

Program	Veritas Leadership Program			
Pillars / Focus Areas	Forward the destination culture	Lead with trust accountability & empathy	Lead with abundant mindset & high performance	Drive individual change and organizational alignment
Modules  3 month duration, with 6 bi-weekly 75-120 min sessions	Leading In Your Values and Vision	Trust Drives Impeccable Winning	Play Full Out Through Change and Uncertainty	
	Courageous Compassion	Powerful Influencing	em <b>power</b> Forward (Capstone)	
Audience	Leader of Leaders (Directors with people managers as direct reports)			
	Leaders (Directors with only ICs as direct reports)			
	Leaders (Directors w/o direct reports )			
Outcome	Leaders will be able to strengthen (and in some aspects redefine) their current leadership behaviors to elevate self, others and Outreach's cultural dynamics & performance.			

# RISE & RISE UP

## Rally the culture



# Programs at a Glance

Participants have a safe space to learn more about themselves, their authentic thought leadership, and how to unlock their influence

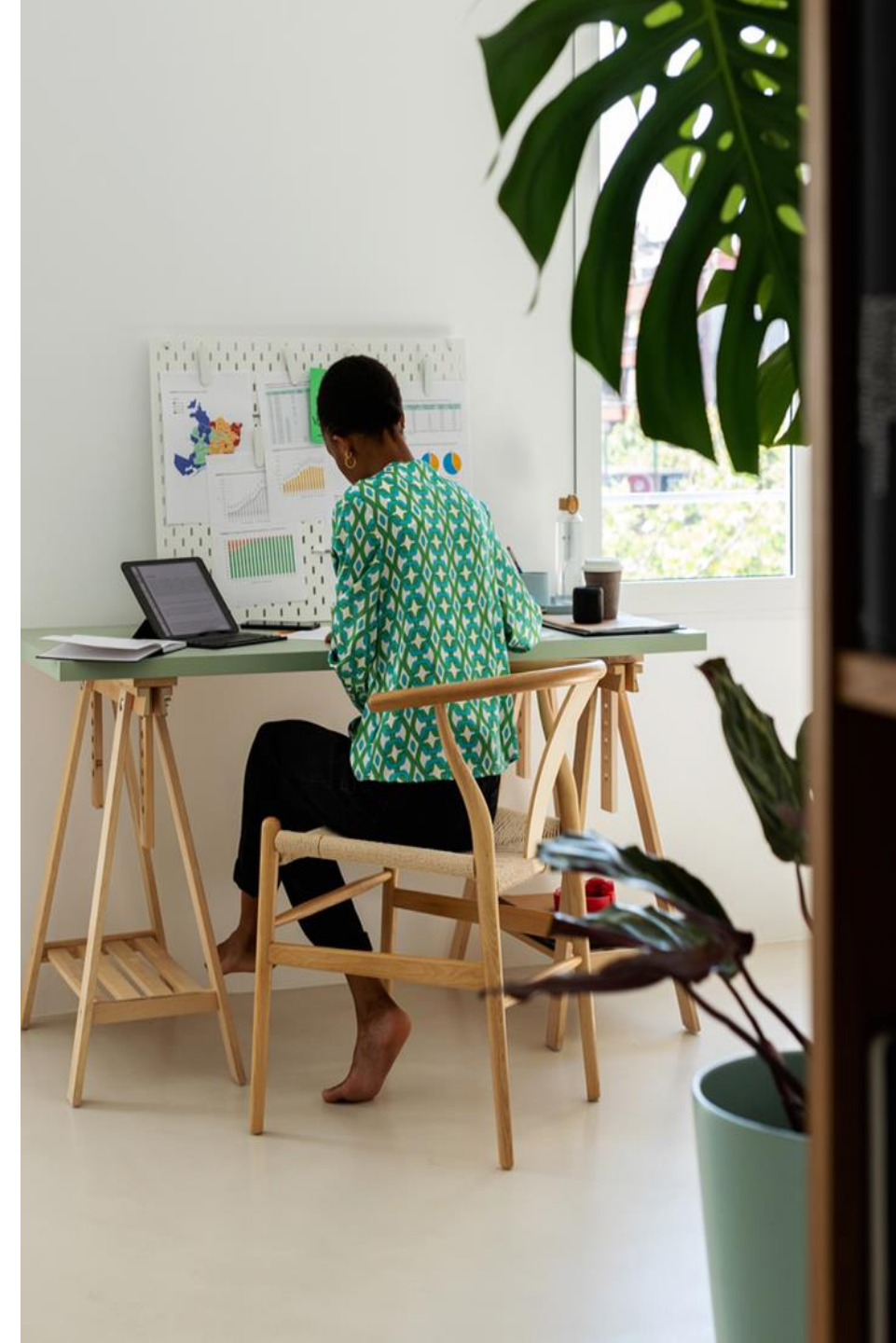
## **PROGRAM GOALS**

**RISE:** Recognize, Inspire, Support, Engage Women + in Sales and Engineering

**RISE UP:** Recognize, Inspire, Support, Engage the unlimited potential of underrepresented voices

## **PROGRAM DETAILS**

- Cohort based – 24/25 participants each
  - RISE: Women + leaders in Sales & Eng
  - RISE UP: Racially and/or ethnically diverse individual contributors from across the organization
- Mix of internal and external speakers
- 2 live sessions per month with e-learning and/or active learning assignments throughout
- **RISE JOB SWITCH:** Sales participants will be partnered with Eng participants for a job switch to expand cross-functional knowledge
- **RISE UP Mentoring:** Participants will be partnered with an experienced leader at Outreach for a mentorship relationship





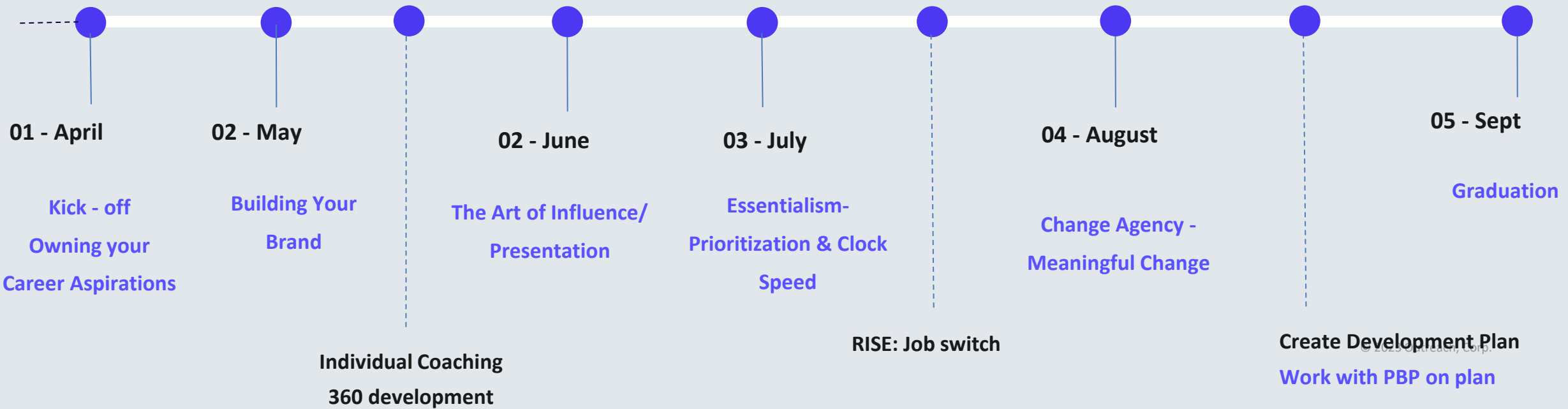


6 MONTH PERIOD

# Program Roadmap

Getting Clear about Who You are and What You Want

Enhanced knowledge of how to excel and bring about meaningful change



# Work Learn Fusion

1. How has my work experience helped me to clarify my career goals and aspirations? What steps can I take to achieve these goals?
2. How have I developed as a professional through my recent experience? What strengths have I developed, and what areas still need improvement?
3. How have I contributed to my organization through my work experience? What impact have I had on my team or the broader organization?
4. How have I built relationships and networked through my work experience? How can I continue to leverage these relationships in the future?
5. What feedback have I received from my manager, colleagues, or customers, and how can I use this feedback to get better at my craft and contribute more effectively to the organization and the industry?
6. What can I do now that I couldn't 3 to 6 months ago?
7. What would be the headline on my resume to reflect this learning?
8. What is it that I want to learn or improve next?





Our Guest Today:

# Pamela Mattsson

Senior Vice President, People &  
Organizational Development







# The 2024 Next Practices Now Conference

March 25 - 28, 2024  
Scottsdale, AZ





# Thank You

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