



HARFORD MUTUAL
INSURANCE GROUP

SANDLERSM
McDonnell Consulting Group



**AVP Development March 31, 2026
Kick Off**

Welcome!

- **This is a working session – not a lecture.**
- Expect to participate
- Expect to be challenged
- Expect to leave with actions

Introductions

- 1. Your Role & What You're Responsible For**
 - (Brief/context only)
- 2. A Leadership Challenge You're Currently Facing**
 - Something real, not theoretical
 - Where you'd actually benefit from input
- 3. A Strength You Bring as a Leader**
 - What people rely on you for
- 4. One Area You're Actively Working to Improve**
 - Where you want to grow over the next year
- 5. Something People Might Not Know About You**
 - Could be personal, leadership journey, or perspective

AVP Promotion Trap

- **Many leaders fail in the following areas:**
 - Doing the old job better...
 - Avoiding uncomfortable conversations...
 - Relying on past strengths...

The Real Shift

- **You are no longer the problem solver. (*)**
 - You create clarity
 - You develop people
 - You drive decisions

AVP Expectations

- Think beyond your function
- Lead through others
- Communicate with precision
- Show courage under pressure

Self Awareness

- **Your leadership ceiling = your awareness ceiling**
- Strengths can become liabilities
- Intentions don't matter... Impact does!

Pressure Behavior

- **Who are you when it's hard?**
 - Control
 - Avoid
 - Over-explain
 - Withdraw

HANDLE HARD BETTER

KARA LAWSON



**AND REALIZE
THE
FAILURE
IS JUST
NOT TRYING**

BUSINESS
INSIDER

Failure (homework)

- What is your natural reaction when you fail or fall short?
- How do leaders lose credibility when they handle failure poorly?
- What does healthy accountability look like after a mistake?
- How can you correct someone firmly without discouraging them?
- What kind of environment makes people willing to take smart risks?
- When have you learned the most from a professional setback?
- How do you want your team to describe the way you respond under pressure?
- What does recovery look like after failure, beyond just “moving on”?



What got you here
won't get you there.

Marshall Goldsmith

Leadership Reflection

- What has surprised you most about being in this role?
- Where do you feel least confident right now?
- Where are you still acting like your old role instead of your current one?
- What are you currently avoiding?
- What's something you know you should be doing as a leader—but aren't?
- What does your team need from you that they're not consistently getting?
- If I asked your leader what you need to improve to get to the next level, what would they say?
- At the end of this program, what needs to be different for you to say this was a success?

Skills:

- Adaptability
- Emotional Intelligence
- Active Listening (communication)
- Influence
- Critical Thinking
- Continuous Learning
- Fostering Teamwork
- Time Management
- Empathy
 - Understanding
- Strong Work Ethic

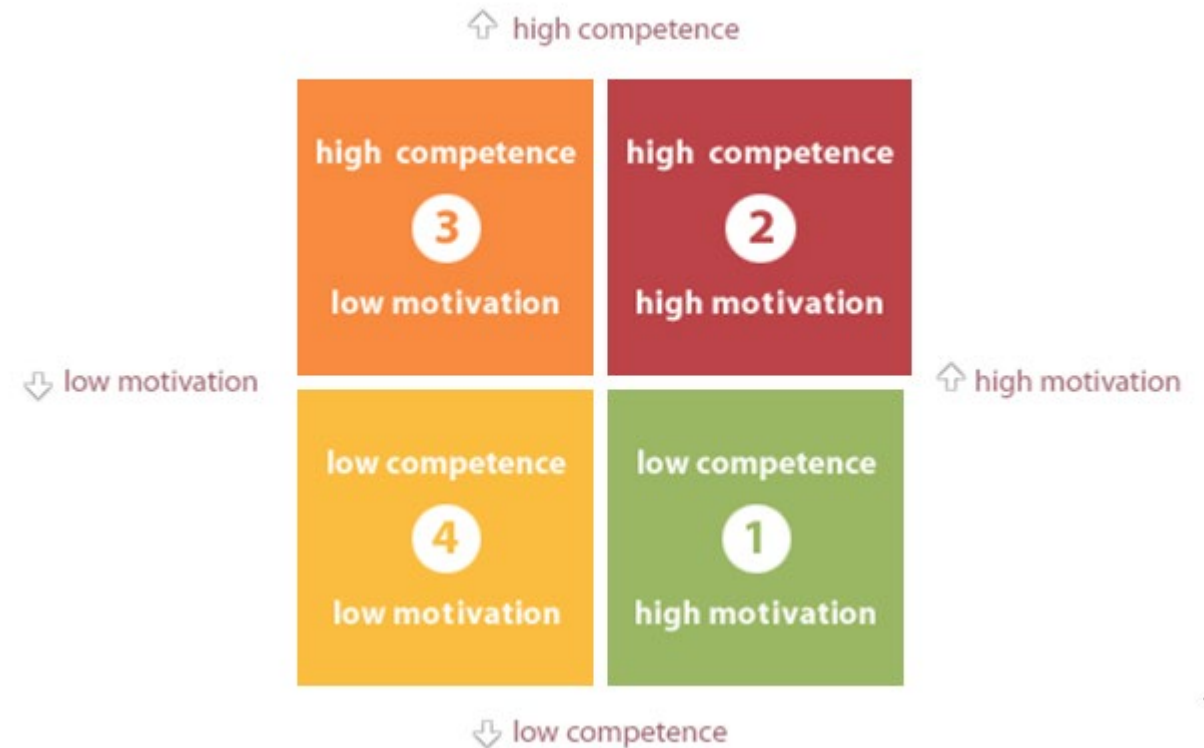
Stage 1: A newer employee is often highly motivated, but low in competence. Initial evaluation, feedback, performance assessment and reinforcement are the crucial beginning steps. The function of the coach is working through performance strategies that will enhance the necessary activities and behaviors. Building self-esteem and specific habits are also critical. Before the boxer goes into the ring, he must train and building the mental toughness necessary to be successful. During this stage, employees are typically willing to learn and are willing to invest in their own personal development.

Stage 2: At this point the employee's competence and motivation come together. The employee is becoming competent at what they need to do, and are happy to be part of the team. This is the time to maximize productiveness and effectiveness by ensuring success. Coaches must be there to help plan and set benchmarks to ensure the employee stays motivated and successful. The right coaching at this stage can be seen as the 'in my corner' type of support – so crucial to a champion in the ring. Constant feedback and support is the key.

Stage 3: The third stage encompasses high competence, but lower motivation. Coming to work has turned into a chore, rather than an opportunity. Employees can become less productive, and in dire need of effective coaching. Unfortunately, managers often perceive a Stage 2 employee as needing little attention; however they wonder why this person is becoming a Stage 3... The coaching effort is now focused on ensuring that the internal motivation of the employee is stoked and catches fire on an on-going basis.

Stage 4: This is the elephant graveyard at Harford Mutual if coaching has been absent throughout the life-cycle. Individuals in this quadrant are counting the days until they can get out, and have no interest in improving their performance or effectiveness. They are doing what they need to do to stay, and that's it. If this employee had been coached through the stages, and was able to see a clear, positive, and dynamic career path; would they ever reach stage four?

The Performance Quadrant

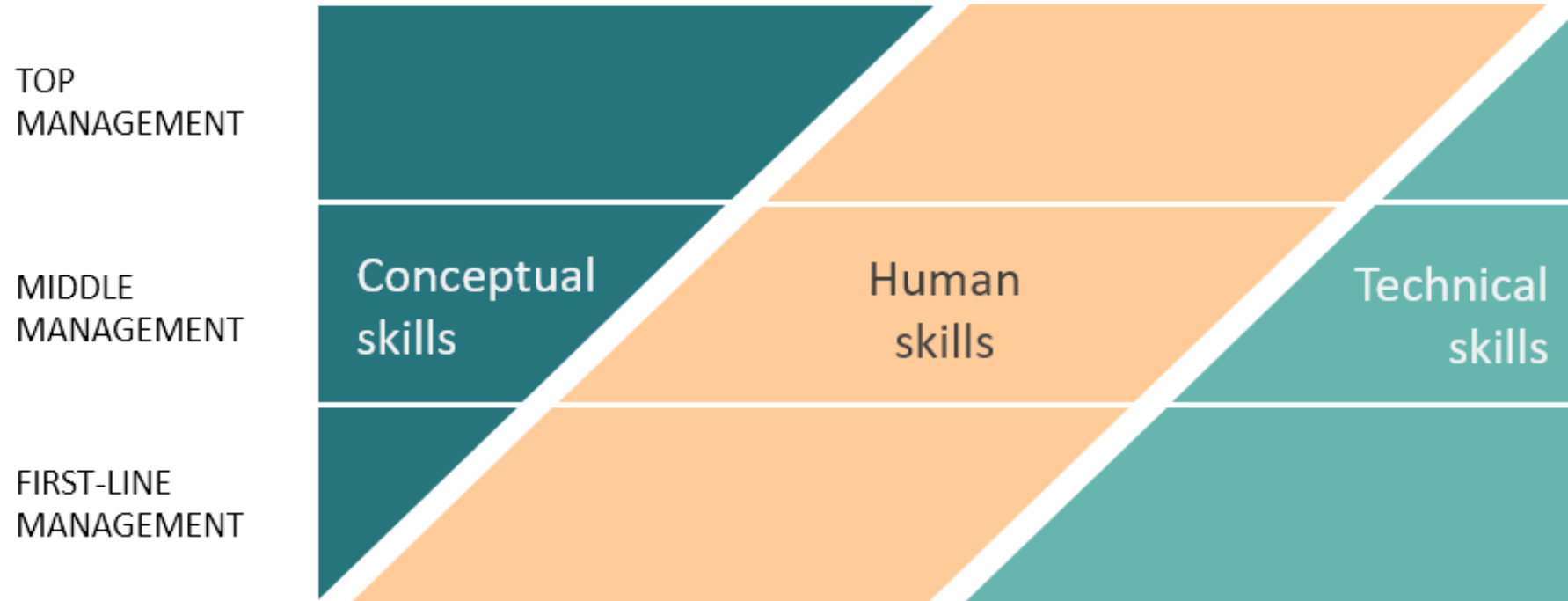


Diagnosing the Issue: Will, Skill, or Behavior?

- Will: Attitude or motivation problem
 - Signs: Avoidance, low energy, lack of ownership
 - Solution: Tough conversations, goal alignment, accountability
- Skill: Knowledge or technique gap
 - Signs: Willingness to learn, effort without results
 - Solution: Coaching, roleplay, training, ride-alongs
- Behavior: Activity and consistency
 - Signs: Inconsistent outreach, poor time management
 - Solution: Clear metrics, CRM discipline, blocking time

Management Skills

by Robert L. Katz



The Katz Model

Level

Frontline

Middle Management

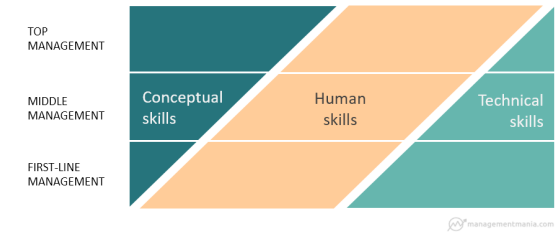
Executive

Primary Skill Type

Technical Skills

Human Skills

Conceptual/Strategic Skills



Most early-career professionals are rewarded for technical skill: sales results, knowledge, etc. But to grow in your career and lead, you must grow your *human* and *conceptual* skills.

Your technical skills got you started in leadership. Your people skills and strategic thinking will allow you to continually advance as a leader.

Locus of Control

(Where the control is)

Instructions: On the following two pages, you will find 30 statements. For each, indicate the degree to which you think the statement reflects your attitudes and beliefs. Try to be honest with yourself – answer what you really believe, not what you think is expected of you.

Use this scale for all of your responses:

- 1 = Rarely True
- 2 = Occasionally True
- 3 = Sometimes True
- 4 = Often True
- 5 = Frequently True

1. I am responsible for my own actions.
2. My manager prevents me from succeeding at things I try.
3. My successes in life depend on chance.
4. You get what you deserve in life.
5. Your opportunities in life depend on the people you know.
6. Many opportunities are closed to me due to bad luck.
7. If you work hard, you'll get ahead.
8. It's not what you know, it's who you know.
9. Whether or not I am happy depends on destiny.
10. I am able to achieve the things I set out for.
11. Whether or not I am accepted at work depends on my co-workers.
12. It's fate that determines the number of friends you have.
13. I am able to guide my own career.
14. I find my efforts blocked by people around me.

Rarely True			Sometimes True			Frequently True
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		

Locus of Control (Cont.)

15. Most successful people are at the top because they were in the right place at the right time.
16. My life is in my own hands.
17. Whether or not I am promoted depends on how much my manager likes me.
18. What will be, will be.
19. You make your own luck.
20. I have found my own goals set aside because they conflicted with those of strong competitors.
21. My career is determined primarily by circumstance.
22. When I get what I want it is because of my own efforts.
23. No matter how hard you work, there's always somebody who has the final say in whether you get what you deserve.
24. If I am lucky I will have more opportunities than other people.
25. With proper planning and effort you can make your own successes.
26. Often times, I don't even try things because I know the boss won't like them.
27. Chance is the primary determinant of getting ahead at work.
28. You can get what you want if you want it badly enough.
29. To be successful you have to accommodate the powerful people around you.
30. I fail to get what I want because I'm not as lucky as other people.

Rarely True			Sometimes True			Frequently True
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
1	2	3	4	5		
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1	2	3	4	5		
1	2	3	4	5		

Locus of Control Scoring

Step 1: The numbers in the columns below refer to the question numbers on the preceding two pages. Review your answers to see what score you gave to each question and enter your score in the corresponding blank.

A	B	C
1.	2.	3.
4.	5.	6.
7.	8.	9.
10.	11.	12.
13.	14.	15.
16.	17.	18.
19.	20.	21.
22.	23.	24.
25.	26.	27.
28.	29.	30.

Step 2: Add up your scores and divide each by 10 to get a final score for each column:

A ÷ 10 =

B ÷ 10 =

C ÷ 10 =

Step 3: Interpretation

Column A: Self

Your score in Column A indicates the degree to which you think you personally are in control of the direction your life takes. The higher your score here, the more you feel you have the ability to change your life.

Column B: Powerful Others

Your score in Column B indicates the degree to which you think your life is influenced/controlled by powerful people in your environment. The higher your score here, the more you feel these "powerful others" control your life.

Column C: Luck

Your score in Column C indicates the degree to which you think your life is controlled by fortune. The higher your score here, the more you feel luck is in control in your life.

Locus of Control Scoring

Belief That You Have the Ability To Change Your Life



Belief That "Powerful Others" Control Your Life



Belief That Luck Is In Control Of Your Life

