



LEARNING AND DEVELOPMENT

Leadership Development Opportunities at John Hancock



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This brochure serves as a high level guide to developing leadership skills at John Hancock.

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DEFINING LEADERSHIP AT JOHN HANCOCK

Leadership is many things, among them it's *influence*. All of us can exercise a certain degree of influence on others, at some point, in some place. Leadership isn't about titles, positions, or flowcharts. It's about one person influencing another. How we influence others often indicates the sort of leader that we are.

Leadership role: to provide inspiration, create opportunities, energize people, and make key choices.

Management role: to make things happen and keep work on track; to supervise details and engage in complex interactions that are routinely part of any initiative.

"People want leaders they can trust, who stand for something and who can be relied upon to do the right thing, so remember that and always conduct yourselves with integrity."

– Dominic D'Alessandro

“Leaders must be close enough to relate to others,
but far enough ahead to motivate.” – John C. Maxwell

TO MANAGE OR TO LEAD?

You need both.

An old proverb says that management is doing things right, while leadership is doing the right thing.

The difference between the two may not be as sharp as that saying would suggest, because both are required for effective corporate growth: leadership risk creates opportunities while management structure turns those opportunities into tangible results.

Managing

Planning
Organizing the hierarchy
Measuring & controlling
Directing and instructing

Leading

Creating vision
Empowering
Aligning the web of relations
Inspiring and coaching

TARGET PARTICIPANTS

Prospective managers through AVPs

Leadership at John Hancock includes anyone who leads staff members of a temporary or intact team. Leadership includes the experienced staff member mentoring the new-comer, as well as the subject matter expert demonstrating to another experienced team member. Opportunities to lead present themselves to many of us every day.

Management and leadership include a wide range of skills used by team leaders, front line managers, managers of other managers, and company officers.

Newer managers find many of the *Leadership Essentials for New Managers* classes to establish a sound foundation

The following table points to typical learning solutions by management level.

LEARNING SOLUTIONS by management level

TARGET AUDIENCE	SUPERVISORS & NEW MANAGERS	EXPERIENCED MANAGERS AND DIRECTORS	AVPs	VPs & ABOVE
AVP Conference			X	
Boston Speaker Series	X	X	X	X
Harvard Manage Mentor	X	X	O	O
Institute for Management Studies (IMS)*	X	X	X	X
Leadership Essentials for New Managers Program (LENM)	X	O		
Leadership Excellence Program (LEX)		X		
Mentor Program	X	X		
MindLeaders	X	X	O	
Executive Leadership Program				X

KEY:

X = PRIMARY AUDIENCE
O = SECONDARY AUDIENCE

Use this guide to identify leadership learning solutions by role, then search Compass for more information about other solutions.

for growth. Experienced managers who already have a proven track record of success – as people leaders in multi-function roles – often find the *Leadership Excellence* program an appropriate curriculum.

Managers on all levels pick and choose among instructor-led classes and on-line learning solutions from dozens of listings found on Compass, the John Hancock Learning & Development database, accessed via MFCentral “Quick Links”

LOCATING SKILL BUILDING SOLUTIONS

Identifying the skill gaps of a current or future leader serves as the first step of further skill building. A manager gains insights into development needs through discussions with his or her own manager, a Human Resource Business Partner, or a Learning & Development consultant. Such discussions are often preceded by the use of a 360° feedback instrument from which a manager may build a development plan.

After skill gaps are identified, managers may search on Compass to locate learning solutions – including classroom training and online resources – that address specific needs.

WHO LEADS THE CLASSROOM SESSIONS?

Some classes are led by JH Learning & Development staff while other classes are led by external specialists.

“Leadership is the capacity to translate vision into reality.” – Warren G. Bennis

LEADERSHIP AND MANAGEMENT PROGRAMS

AVP Leadership Conference supports the company's commitment to grow talent from within and to ensure that those responsible for leading the organization, now and in the future, are engaged to do their best work. Participating AVPs benefit by:

- Networking with peers and senior management
- Hearing from our senior leaders
- Gaining insight into strategic business practices and environments
- Understanding aspects of the JH businesses apart from their usual focus

Boston Speaker Series is an ongoing series of one-hour presentations designed to increase employees' understanding of Manulife and John Hancock business units, corporate departments, customers, competition and products. All sessions are delivered by company senior leaders or external business experts.

Harvard Manage Mentor is a collection of 35 management challenges and corresponding tips, tools, and exercises that any JH manager can leverage at no charge from MFCentral / Employee Services / Managers' Center. Topics include Managing Upward, Solving Business Problems, and Leading & Motivating.

Institute for Management Studies (IMS) offers participants the opportunity to interact with, and learn from, some of the world's leading management thinkers on an ongoing basis. The IMS faculty is comprised of more than eighty leading-edge thinkers from universities and consulting firms around the world. See the JH Compass calendar for current offerings, or keyword search: IMS.

Leadership Essentials for New Managers (LENM) program is a collection of more than 15 basic management skill classes suited to new and soon-to-be managers, from Introduction to Management, to Leading Effective

Meetings, and Power, Influence, & Leadership. For a complete program description, go to MFCentral / Employee Services / Learning & Development / John Hancock / Manager Resources.

Leadership Excellence (LEX) is a six-session program for seasoned managers that seeks to:

- Prepare them for current and future challenges by building skills and consciousness
- Expand peer and senior management networks
- Strengthen specific skills such as influencing, strategic thinking, decision making, risk taking and problem solving
- Integrate relevant business issues within the learning process

Eligibility for participation depends on nomination and other specific qualifications. For a complete program description, go to MF Central / Employee Services / Learning & Development / John Hancock / Manager Resources.

Mentor Program allows selected employees ("protégés") to develop their potential through internal mentors who challenge and guide their development while sharing insights. Mentors and protégés commit to an ongoing relationship for a prescribed period. Program acceptance occurs through a structured nomination process. Benefits for the protégé include:

- Objectives dialogue leading to constructive feedback;
- Fresh perspective on business decisions and situations;
- Networking; and
- Career path and goal discussions

MindLeaders is a suite of online training classes in which JH employees may enroll with permission from their own manager. The classes address a wide range of learning needs including Negotiating, Motivation, and Dealing with Difficult People. Read more about MindLeaders on Compass under the Knowledge tab, or search Compass using key words "MindLeaders Professional Development."

Executive Leadership includes a variety of specialized programs for VPs and above. Programs vary year by year and interested parties may contact their Human Resources Business Partner or Learning & Development officer to discuss options.

HOW DO I ENROLL?

For most learning solutions, Compass is your portal into enrollment and participation. Access Compass via MFCentral Quick Links. When classes are listed, but not scheduled for a convenient time or date, add yourself to the interest list by selecting the link "Notify me when this class is scheduled."

CONTACT INFORMATION

For questions about brochure content, contact Learning & Development by phone, or email as follows:

- US Insurance:
JHLearning&Development@jhancock.com
- Wealth Management: USLearn@manulife.com

Compass, the John Hancock website for employee development, is accessible via MFCentral "QuickLinks." A handy reference for using Compass appears on the Compass home page under "Need help?" For Compass questions that you cannot answer via the online reference, contact us at Compass@jhancock.com, or call us at 800.543.6517 or internal at 3.4829.