

Respect

Session Ten: March 26, 2026

Leadership Reality Challenge

Each team receives
70K in
CRANIUM Cash

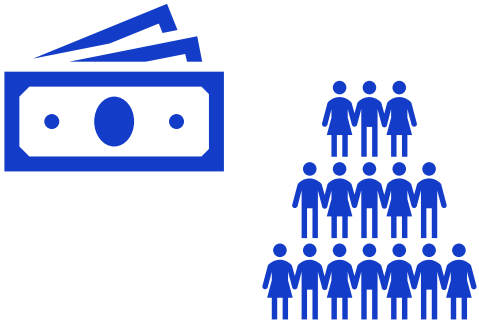
Teams are
presented with a
scenario and four
options

Teams select an option
and make adjustments
to their resources



Scenario

- 1.
- 2.
- 3.
- 4.



Breakout

Pages 1-2

You have 5 scenarios, each with 4 options

Read the scenario

Choose the option with the best course of action

Scenario #1: Retaining Top Talent

Your high-performing project manager is being recruited by another company offering a 20% salary increase. She has requested development opportunities.

Options:

1. Offer a 10% salary increase.
\$20K and 2 team members
2. Provide leadership training and a stretch assignment.
\$10K
3. Assign her to a larger project but with no raise or development.
\$20K and 5 team members
4. Let her leave.
\$30K and 3 team members



Scenario #2: Selecting Talent

Jerry is a VP who is in the process of filling a VP position. He has narrowed the pool to four candidates – 3 internal and 1 external.



Candidate 1: Dedra is one of Jerry's managers with two years' experience. She is a quick learner and her team likes her. However, Jerry notices that she often appears overwhelmed and doesn't always follow through on commitments.

\$20K



Candidate 2: Greg is also one of Jerry's managers with five years' experience. He is technically sound but struggles with people skills. He has a higher-than-normal turnover rate on his team.

\$30K and 1 team member



Candidate 3: Cheryl is an AVP in another department with five years' experience. She is looking to move to another department as she and her newly appointed VP do not see eye-to-eye, but she would like to stay with the airport.

\$10K



Candidate 4: Terrence has been a successful VP at another company for nearly 7 years. Although the move would be lateral, he feels he has reached his growth potential with his current employer and is seeking new challenges.

\$40K and 2 employees

Scenario #3: Underperforming Team Member

An influential team member with a specialized skillset has been underperforming for almost a year, missing deadlines, withholding information, and impacting team morale.

Options:

1. Reassign the team member to a different role.
\$30K and 5 team members
2. Have a direct conversation, clearly stating consequences if performance doesn't improve.
\$10K and 2 team members
3. Terminate the team member.
\$50K
4. Match the team member with a mentor.
\$20K and 2 team members



Scenario #1: Retaining Top Talent - CONGRATULATIONS

Your high-performing project manager is being recruited by another company offering a 20% salary increase. She has requested development opportunities.

Options:

1. Offer a 10% salary increase.
\$20K and 2 team members
2. **Provide leadership training and a stretch assignment.**
Your 10K is returned in performance and productivity!!!!
3. Assign her to a larger project but with no raise or development.
\$20K and 5 team members
4. Let her leave.
\$30K and 3 team members



Scenario #4: Team Recognition

Your team has worked tirelessly to meet an important deadline.

Options:

1. Thank each team member individually.
\$10K
2. Bring cupcakes to the next team meeting and say, “thanks”!
\$10K
3. Send each one an Amazon gift card.
\$10K
4. Thank each team member, recognize them for demonstrating our values, and add a note to mention this effort in upcoming performance reviews. \$10K

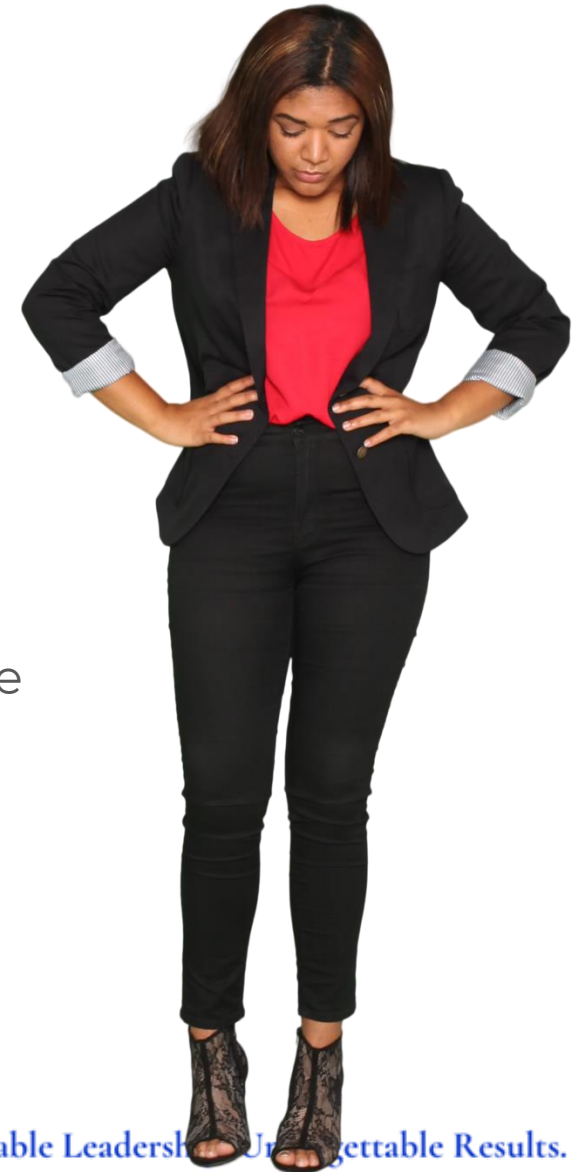


Scenario #5: Burnout

Multiple team members have reported feeling overwhelmed by their workload. Productivity is declining.

Options:

1. Reduce workload by hiring temporary staff.
\$20K and 5 team members
2. Ignore the issue and expect the team to push through.
\$50K and 8 team members
3. Hold a meeting thanking everyone for their dedication and encourage them to take advantage of wellness programs and mental health resources. \$30K and 4 team members
4. Meet with a select focus group and listen to their concerns.
\$10K and 2 team members





Leadership Reality Challenge

- Every decision carries a cost
- Consequences are unpredictable
- Leaders must balance short-term and long-term costs and goals
- Proactive actions mitigates risks
- Effective communication is critical (even when it's hard)
- Leaders play a critical role in every stage of the employee experience
- Empowerment builds capacity and engagement

 **2025-2026**



	Leadership & Teamwork In Person	Integrity Virtual	Vision Virtual	Humility In Person	Engagement Virtual	Respect Virtual	
September. 22	October 13	October 30	December 2	January 12	February 5	March 26	May 4
<ul style="list-style-type: none"> • Kickoff • Discovery Calls • DiSC 	<ul style="list-style-type: none"> • DiSC • Foundational Models 	<ul style="list-style-type: none"> • Brain and Threat • Rounding • Drama Triangle 	<ul style="list-style-type: none"> • Leader Resilience • Personal Brand 	<ul style="list-style-type: none"> • Managing Self • Influencing Others 	<ul style="list-style-type: none"> • Leadership Styles • Leadership Flexibility 	<ul style="list-style-type: none"> • Leveraging Strengths • Developing Talent 	<ul style="list-style-type: none"> • Leaving a Legacy • Reviewing Key concepts
		November 11	January 6		February 19	April 9	
		<ul style="list-style-type: none"> • Brain and Trust • Delegation 	<ul style="list-style-type: none"> • Living the values • GROW and conflict 		<ul style="list-style-type: none"> • Coaching Cultures • Leader as Coach 	<ul style="list-style-type: none"> • Promoting Innovation • Managing Stakeholders 	
					March 12	April 23	
					<ul style="list-style-type: none"> • Fostering Collaboration • Generative Communication 	<ul style="list-style-type: none"> • Recognizing bias • Promoting Inclusion 	

← **Coaching** →

TruValues

The Core Pillars of TruEnergy

You get what you give – always treat your teammates with kindness, courtesy, patience, humanity and give them the benefit of the doubt. In other words, follow the Golden Rule, treat others as you would have them treat you.



Start with Gratitude. When you're grateful for what you already have, you'll always find even more to be grateful for.

Constantly engaged in their work, seeking ways to improve their craft and offering their assistance to their teammates around them. Hard working engaged employees are esteemed and deeply valued.

We hire men and women of character. Integrity and trust are the fundamental starting point of any successful relationship. Integrity above reproach is the base requirement to work at TruEnergy, nothing is more destructive than energy without integrity.



When making decisions, take the long-term perspective. Step back from the needs of your person, or your site, and consider the good of the enterprise. As we witness the built-up progress of our colleagues, we will find opportunities to build the collective good and the pride of ownership.

Come before the team with a heart for service and a sense of humility. Always focus the best outcome for the customer and the company over being right. Never lose the desire to challenge your most deeply held beliefs. No matter how long we've been at it – we have more to learn and must approach life with curiosity, humility, and a commitment to personal growth.



Everyone is a leader, and everyone is a teammate. No matter your role with the company your actions matter. Somebody is always watching; somebody is always using your actions to justify their own; so, strive to inspire others. Put others first, lend a hand, push for the greater good.

Respect

You get what you give – always treat your teammates with kindness, courtesy, patience, humanity, and give them the benefit of the doubt.

In other words, follow the Golden Rule, treat others as you would have them treat you.

Organizations
obsess over
optimizing the
20% of spend
(equipment)



While
underperforming
on the 70% that
actually drives
results.

ROI of Developing People

Costs:

60–70% of total operating expenses = people

(salary, benefits, training, turnover)

- In service industries: 70–80%+
- In knowledge-based businesses: often >80%

Fully loaded cost of an employee:

- Salary + benefits + taxes + overhead = 1.25x–1.4x base salary

Cost of replacing an employee:

- 50–200% of salary depending on role (SHRM, Gallup, Bersin)
- Executive roles: often 2–3x salary

Productivity loss during replacement:

- New hires take 6–12 months to reach full productivity (Bersin)
- Teams lose collective output, not just the individual

Voluntary turnover drivers:

- Gallup: 70% of engagement variance = manager quality
- Meaning: leaders—not pay—are the primary retention lever

Disengagement cost:

- Globally: \$8.8 trillion lost productivity (Gallup)
- That's ~9% of global GDP

High performers leaving hurts disproportionately:

- Top 20% of performers often drive ~80% of value creation

Returns:

ICF (International Coaching Federation):

- Median ROI: 7x return on coaching investment

Bersin / Deloitte:

Companies with strong learning cultures are:

- 92% more likely to innovate
- 52% more productive
- 56% more likely to be first to market

Gallup (development + engagement):

Highly engaged teams see:

- 21% higher profitability
- 59% lower turnover
- 41% lower absenteeism

Internal mobility (LinkedIn research):

- Employees stay 2x longer at companies that invest in development

ROI of Developing People

Low Engagement Costs:

\$8.8 trillion lost globally (Gallup)

Higher:

- Turnover
- Errors
- Burnout
- Healthcare costs

Lower:

- Innovation
- Accountability
- Ownership

High Engagement Wins:

+21% higher profitability

+18% higher productivity (sales)

+23% higher profitability in some studies

+10% higher customer loyalty

-59% lower turnover

-41% lower absenteeism

-64% fewer safety incidents

-28% less shrinkage (theft, errors)

ROI of Developing People



Developing internally saves 50–75% vs. hiring externally

THE COST COMPARISON

External Hire	Internal Development / Promotion
<p data-bbox="606 696 764 721"><u>Hard Costs:</u></p> <ul data-bbox="619 768 1108 982" style="list-style-type: none"><li data-bbox="619 768 1108 835">• Recruiting, search fees, ads: \$4K–\$20K+ per hire<li data-bbox="619 839 1108 906">• Time-to-fill: 30–60+ days (lost productivity)<li data-bbox="619 911 1108 982">• Onboarding + ramp time: 6–12 months to full productivity	<p data-bbox="1243 696 1401 721"><u>Hard Costs:</u></p> <ul data-bbox="1256 768 1745 949" style="list-style-type: none"><li data-bbox="1256 768 1745 835">• Training + development: typically \$1K–\$5K per employee annually<li data-bbox="1256 839 1745 878">• Time to Productivity:<li data-bbox="1256 882 1745 949">• Immediate or significantly faster (already knows systems, culture)
<p data-bbox="606 1028 751 1052"><u>Risk Costs:</u></p> <ul data-bbox="619 1099 1082 1199" style="list-style-type: none"><li data-bbox="619 1099 1082 1135">• Mis-hire risk: 30–200% of salary<li data-bbox="619 1139 1082 1175">• Culture mismatch<li data-bbox="619 1179 1082 1199">• Higher early turnover	<p data-bbox="1243 1028 1388 1052"><u>Risk Costs:</u></p> <p data-bbox="1243 1099 1719 1163">Much lower (known performance + cultural fit)</p>

Employee Experience (Talent Lifecycle)



Breakout

Page 5

What are 2-3 best practices for your assigned stage in the employee experience?

Team 1: Attract and Select

Team 2: Develop and Engage

Team 3: Retain



Employee Experience (Talent Lifecycle)



Attract:

- Internal referrals
- Company brand
- Perks (there's no cap)
- Benefits

Select:

- Sharing the culture – how we make decisions
- Interview process
- Clearly stating the expectations
- Get perspectives of others –
- Follow Amazon process – blind score
- Behavioral interviewing – S/T A R
- GWC – get it, want it, capacity

Employee Experience (Talent Lifecycle)



Develop and Engage:

Onboarding

30-60-90 day check-ins

Clear job description – what does winning look like?

1:1 coaching/development

Engage:

Performance conversations

Ongoing communication

Feedback

Match with the best possible manager/mentor them

70/20/10

10%

Formal Learning

- Degrees
- Certifications

20%

Relationships

- Mentoring
- Shadowing
- Professional groups
- Networking

70%

Experiences

Delegating

Ongoing Feedback Conversations

Feedback

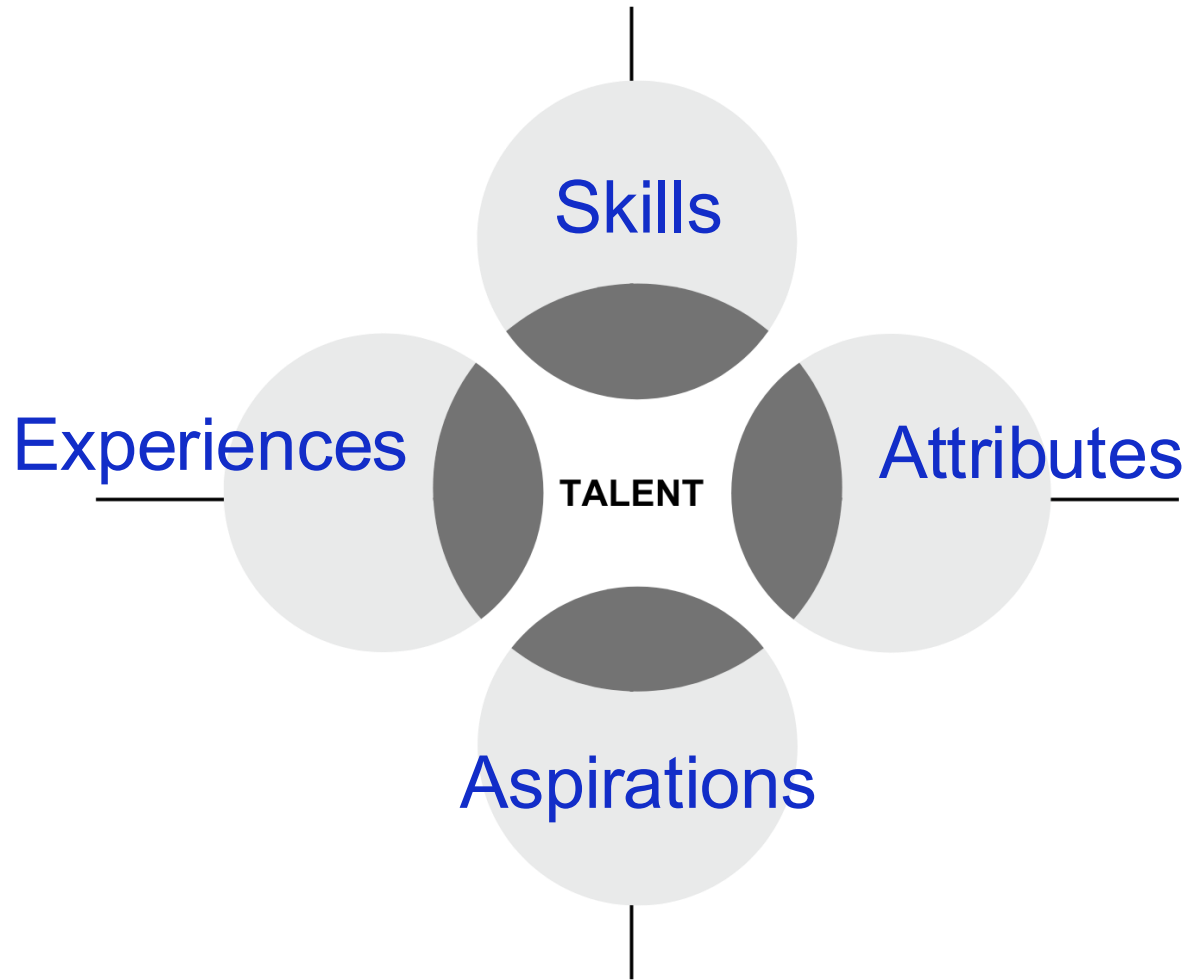
- Ongoing
- Specific
- Timely



Rounding



What is Talent?



Brain Facts:

The brain learns by building on existing, neural networks.

Every brain is tuned into the station WII-FM.

GROW for Strengths and Interests

G

GOAL

Goal Questions

- What do you aspire to do?
- Where in your current role do you want to grow?
- If you could pursue a different position within TruEnergy, what would that be?
- What contribution would you like to make to TruEnergy?

R

REALITY

Reality Questions

- What do you enjoy doing?
- What do people ask for your help with?
- What skills/experience have you developed in previous roles?
- What have been some of your favorite work experiences?
- What education/certifications do you have?
- Outside of work, what do you enjoy doing?

O

OPTIONS

Options Questions

- What formal learning opportunities would be helpful? (training certifications, conferences, etc)
- What relationships would be helpful (mentoring, peer group, etc.)
- What experiences would be helpful? (job shadowing, projects, meetings, etc.)

Explore formal training, relationships, and experiences. Remember the 70/20/10 development rule - 10% formal training, 20% relationships, and 70% experiences

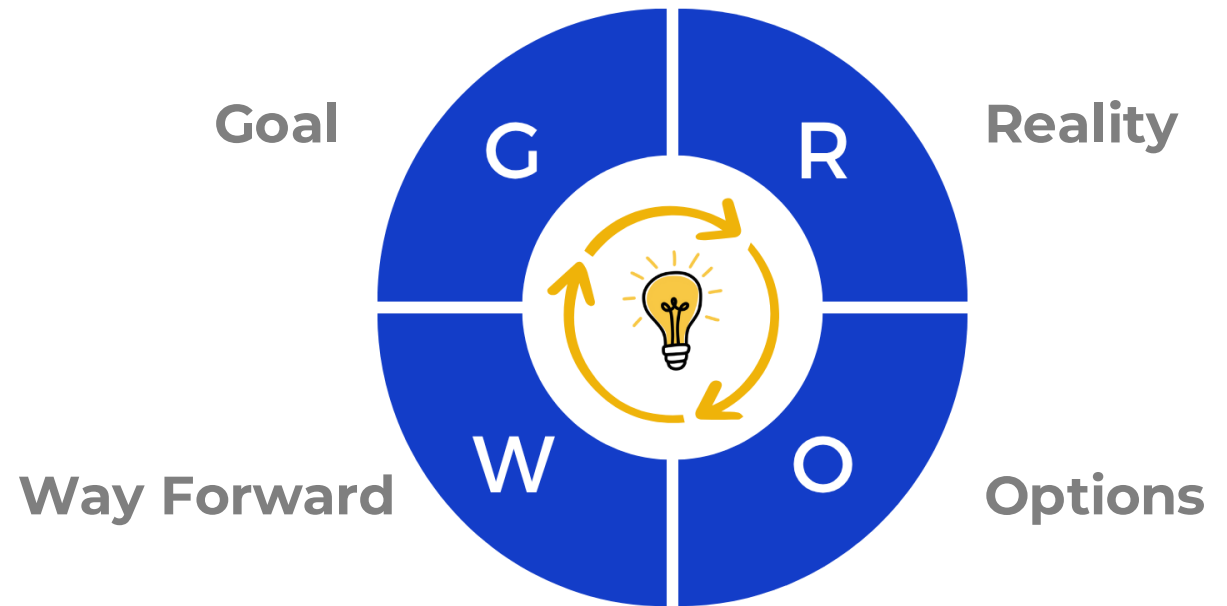
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WAY FORWARD

Way Forward Questions

- What are your next steps (specific, measurable, achievable, relevant, and time-bound)?
- What could get in the way?
- How can I support?

GROW for Strengths and Interests

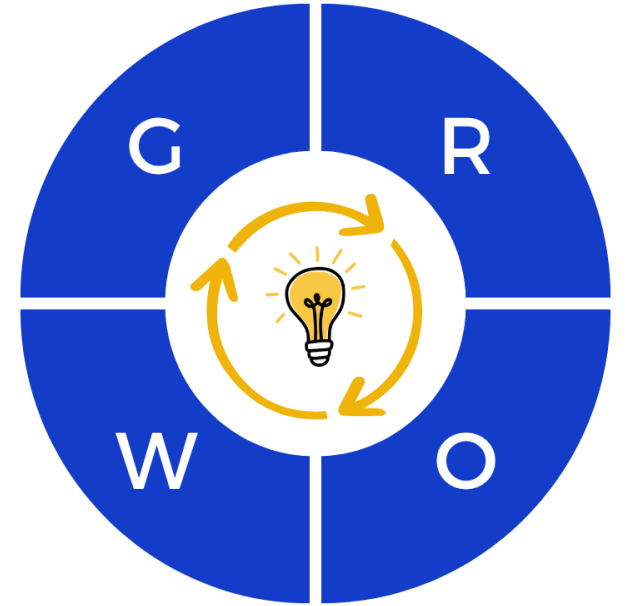


Breakout

Page 6

Leader: Longest name

Talent: Be honest in your responses



Employee Experience (Talent Lifecycle)

Retain:

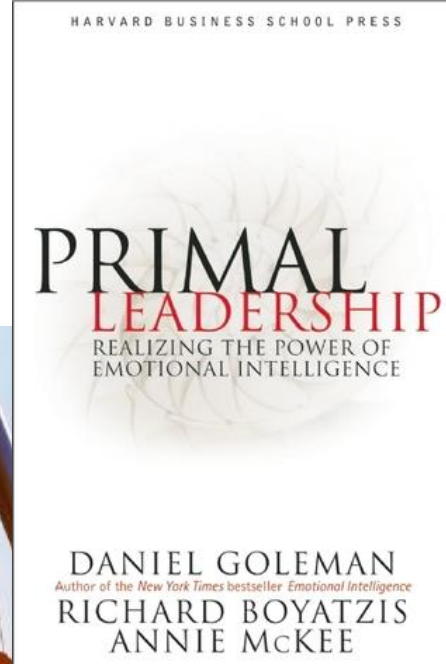


Developing internally saves 50-75% vs. hiring externally

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If culture drives business results, what drives culture?



Roughly 50-70% of how employees perceive their organization's culture can be traced to the actions of one person:

their immediate leader



Put in the reps

Personal Commitment

Team Commitment

LEADERSHIP

Month	Day	Date	Time	Location	Cohort
October	Monday	10/13	10:00-2:00	Norman OK	Leadership/Foundations
	Thursday	10/30	9:00-10:30	Zoom	Leadership
November	Tuesday	11/11	9:00-10:30	Zoom	Leadership
December	Tuesday	12/2	9:00-10:30	Zoom	Leadership
January	Tuesday	1/6	9:00-10:30	Zoom	Leadership
	Monday	1/12	10:00-2:00	Norman OK	Leadership/Foundations
February	Thursday	2/5	9:00-10:30	Zoom	Leadership
	Thursday	2/19	9:00-10:30	Zoom	Leadership
March	Thursday	3/12	9:00-10:30	Zoom	Leadership
	Thursday	3/26	9:00-10:30	Zoom	Leadership
April	Thursday	4/9	9:00-10:30	Zoom	Leadership
	Thursday	4/23	9:00-10:30	Zoom	Leadership
May	Monday	5/4	10:00-2:00	Norman OK	Leadership/Foundations

FOUNDATIONS

Month	Day	Date	Time	Location	Cohort
October	Monday	10/13	10:00-2:00	Norman OK	Leadership/Foundations
	Thursday	10/30	12:30-2:00	Zoom	Foundations
November	Tuesday	11/11	12:30-2:00	Zoom	Foundations
December	Tuesday	12/2	12:30-2:00	Zoom	Foundations
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	Thursday	3/26	12:30-2:00	Zoom	Foundations
April	Thursday	4/9	12:30-2:00	Zoom	Foundations
	Thursday	4/23	12:30-2:00	Zoom	Foundations
May	Monday	5/4	10:00-2:00	Norman OK	Leadership/Foundations