THE LEADERSHIP CHALLENGE results

Going Virtual with The Leadership Challenge at Oracle

Leadership Challenge Series (LCS) Program

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INTRODUCTION

The future of leadership development in our geographically diverse, virtually-connected business world has already arrived at industry leader Oracle Corporation, an enterprise software company that develops, manufactures, distributes services, and markets database, middleware, and application software worldwide. Following the trend in higher education where online learning has become a core ingredient of today's educational model, Oracle has created an effective learning platform that meets the needs of the company's on-the-road sales team *and* establishes a virtual delivery system that will be ready for next generation leaders as well—those who take interactive technology for granted and who instinctively learn in online environments.

With aspiring leaders scattered around the country, full travel schedules, and the universal pressure to control training costs while maximizing learning effectiveness, Oracle turned to a program design strategy that successfully blends on-the-ground collaboration among peers and virtual classroom learning—all built upon the evidence-based practices of *The Leadership Challenge*, the international bestseller from authors Jim Kouzes and Barry Posner.

This case study describes the unique approach developed and implemented at Oracle:

- A business results-focused leadership development program that seamlessly melded an existing leadership model into The Five Practices of Exemplary Leadership®

- A program design that exploited the latest technology, wrapped around The Five Practices framework, to create a virtual learning environment that cost-effectively generated improved learning effectiveness and learner satisfaction and, ultimately, is expected to make leadership development education more accessible for anyone, anywhere.

The Leadership Challenge Series is Oracle's successful live and virtual leadership program that incorporates experiential learning and real-time application of The Five Practices to the leader's everyday personal and organizational challenges and opportunities. With its focus squarely on maximizing business, organization, and team performance, this blended-learning program was co-created by two key teams at Oracle: the North America Organization and Talent Development (NA OTD) team and the senior leadership and enablement team from the company's North America Technology Organization (NATO) Sales Consulting group.

The development of what became the pilot of the Leadership Challenge Series was spearheaded by senior executive Gayle Fitzpatrick—a trailblazer within Oracle who had sponsored other leadership development initiatives for NATO's sales consulting managers as well. And with the success of the initial program, efforts to expand the implementation of the Leadership Challenge Series has already begun to take this unique, self-paced, designed-learning experience to other aspiring leaders throughout the organization.

OVERVIEW

- How do you cultivate The Five Practices of Exemplary Leadership® into the daily lives of busy sales managers?

- How do you get these managers to embrace the Practices and make them integral to their leadership and management responsibilities, decision making, and actions?

- *And…*How do you do this effectively when these leaders work virtually and the budget to deliver is limited?

Sound familiar? This continues to be 'business as usual' for many organizations today: develop our leaders with limited or no travel and with limited budget. Although this approach creates challenges, it is the new normal. With today's technology and a greater commitment to leadership development, Oracle faced this reality by embracing a non-traditional approach that

emphasizes the importance of leadership—an investment to strengthen and develop current leaders and to prepare the next generation as well.

At Oracle, the North America Sales and Consulting (NASC) group had been exposed to and valued the core Leadership Challenge concepts for several years. In fact, it was the organization's executive vice president, Keith Block, and senior vice president, Rudy Corsi, who both served as catalysts for a new approach to developing their leaders. During a year-long experience with an Oracle executive leadership program called The Executive Leadership Experience (ELE), Keith and Rudy had encountered author Jim Kouzes and were introduced to The Five Practices of Exemplary Leadership® model. When it came time to launch a new ELE program for 60 of the company's most senior leaders in 2008, they called on Jim to kick-off the program. And when Keith closed the first session, he challenged everyone in the audience to "raise all boats" through leadership development.

A participant in that first session was one of North America Technology Organization's (NATO) group vice presidents, Gayle Fitzpatrick, who responded enthusiastically to Keith's call-to-action. Bringing together her entire group of 80 leaders, Gayle became the supportive and highly visible senior-level sponsor that the initiative needed to jump-start the program. "There are lots of leadership concepts out there today," Gayle observed, "but nothing like The Five Practices, which are truly timeless. I also felt that continuing to work with Jim Kouzes would help us maintain momentum. And I am thrilled that this is a true blending of learning experiences for our sales leaders."

Gayle found support for her efforts to champion this pilot program in her manager, Paul Cross, Group Vice President of NATO Sales Consulting. In addition, her peer and colleague, Steve Vakulskas, Group Vice President of Sales Consulting, valued how flexible this new leadership program could be in preparing his team of leaders to provide strategic and even tactical leadership. "We looked to this new initiative to provide a foundation for core leadership skills and, just as important, to support the management team in using their own approaches, principles, and styles, and applying them to The Five Practices," Steve said. "The Leadership Challenge Series was not going to be a cookbook of leadership recipes, but actually the ingredients that can be shaped as you work to apply true leadership to unique situations."

Once top-level sponsorship was firmly set in place, the program design team set out to achieve the project's three key learning objectives: leadership collaboration, practice application, and personal commitment. Key players of the initial team included three members of the North America Organization and Talent Development (NA OTD) group: Tamara Driggers, Larry Lenox, and Elena Raymond. Working closely with program sponsor Gayle Fitzpatrick, the team also included: Dr. Gregory Anderson, Sales Consulting Director, who served as the Pilot Program Manager; Karla Massera, Communication Program Manager, who supported the design team with all program communications and session scripts for Executive sponsors; Susan Downer, Senior Practice Director for North America Sales (NAS) Communications, who served as the Program Lead for ELE; and Steve Akram, Training Director for NAS Sales Force Development. Together, this team developed what has now become known as the Leadership Challenge Series–a virtual, blended learning experience consisting of online work and both large and small group sessions where leaders engage and collaborate on applying each of The Five Practices to their individual business environment—real-time initiatives and foreseeable business and organizational challenges and opportunities.

With the North America Technology Organization Sales Consulting (NATO) team as the pilot group for the Leadership Challenge Series, the design team was able to create, deliver, and continuously improve each of the Practice sessions to ensure the success of the applied learning and application. Following that initial success, the Series was rolled out to the North America Applications Enterprise Sales Consulting group with Lee Paulino, Group Vice President serving as Program Champion and John Schmiesser, Senior Director, as Program Manager. Again, the design team took advantage of the opportunity to enhance the Series' sessions and components, and to package the program in ways that would ensure consistency in delivery to other Oracle organizations. And the results generated from this second program launch won the praise of

Program Champion Lee Paulino, who said, "This is such a great investment for us as an organization. In addition to members of my management team, non-managers as well have felt re-energized by the program. The Leadership Challenge Series has provided the principles to help forge our leaders of the future."

And Elena Raymond, lead designer of the Leadership Challenge Series, agrees. "Thanks to special supporters like Gayle Fitzpatrick and Lee Paulino, we have been able to achieve great success with the Leadership Challenge Series," she said. "All four elements that are so critical to the effectiveness of leadership development programs were at play here at Oracle: executive sponsorship, senior leadership involvement, participant engagement and commitment, and real-world application for both personal and organizational leadership effectiveness."

"Already multiple groups within the North America Sales and Consulting organization are lining up, ready to initiate the Series for their teams, which should bring participation up to nearly 200 leaders within the first 18 months of implementation," Elena added.

LEADERSHIP CHALLENGE SERIES (LCS) PROGRAM DESCRIPTION

Purpose

Oracle's Leadership Challenge Series is designed to provide sales and sales consulting managers an open forum to learn and apply The Five Practices of Exemplary Leadership® to current business and organizational challenges and opportunities. In both large and small team sessions, leaders network, collaborate, and challenge one another on their current leadership actions and decisions. And through this process, participants uncover new, innovative approaches that accelerate both leadership and organizational performance

Five Practices of Exemplary Leadership®

1. Model the Way
   - Find Your Voice
   - Set the Example
2. Inspire a Shared Vision
   - Envision the Future
   - Enlist Others
3. Challenge the Process
   - Search for Opportunities
   - Experiment and Take Risks
4. Enable Others to Act
   - Foster Collaboration
   - Strengthen Others
5. Encourage the Heart
   - Recognize Contributions
   - Celebrate the Values and Victories
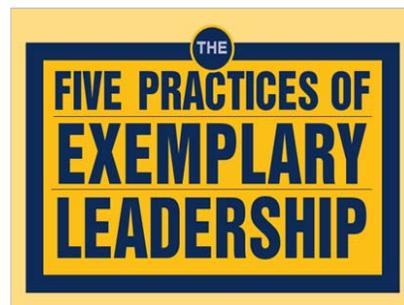
ORACLE®

Program Objectives

I. Provide the Oracle Sales Consulting team with leadership development training to optimize their roles as leaders

II. Learn and apply The Five Practices of Exemplary Leadership®:

- ✓ Model the Way
- ✓ Inspire a Shared Vision
- ✓ Challenge the Process
- ✓ Enable Others to Act
- ✓ Encourage the Heart

III. Co-create key leadership decisions and actions aligned to The Five Practices that enhance leadership behaviors key to North America Sales & Consulting (NASC) success

IV. Apply blended learning to individual and team leadership challenges and opportunities that accelerate both leadership and organization performance

V. Collaborate, network, and challenge one another in small teams, finding innovative ways to achieve both individual and organizational strategies and greater sales growth

Program Design Approach

Built to ultimately function as a self-service program, the Leadership Challenge Series (LCS) provides any interested client organization the opportunity to customize the design and materials with unique content that addresses the specific challenges, opportunities, and goals that participating leaders face. Working closely with Organization and Talent Development (OTD) experts, program sponsors identify and solicit the participation of a Program Manager who is charged with all program management, including organizing the design/advisory team and coordinating meetings for ongoing program execution and support.

The design/advisory team consists of an OTD consultant, communication support, and various senior leaders from the client organization to ensure that the session topics and assignments align with organization- and business-specific activities, challenges, emerging opportunities, etc.

As determined by the Executive Sponsor and his/her direct reports, leaders are invited to participate in five large group sessions in all—from an initial kick-off led by Jim Kouzes through the final capstone session that underscores the importance of a guiding principle of The Leadership Challenge: Leadership Is Everyone's Business. Large group sessions incorporate

reading assignments from *The Leadership Challenge* book and assignments from The Leadership Challenge® Workbook, using The Five Practices as the core leadership behaviors. Each designed learning experience then sets the direction for further work in small group or team sessions, which offer participants an opportunity to network with peers and connect with experienced senior leaders who serve as group facilitators and coaches. The sample Leadership Challenge Series matrix featured on the next page outlines the focus for each of the program's sessions.

Sample LCS Agenda Design

WHO & WHAT	LCS Program Kickoff Session 1	Model the Way & Inspire a Shared Vision Session 2	Challenge the Process Session 3	Enable Others To Act & Encourage the Heart Session 4	Capstone Session 5
LARGE GROUP SESSIONS	Welcome Program Objectives and Agenda Introduce Five Practices Guest Speaker: Jim Kouzes Teams Assigned	Practice Introduction Guest Speaker Team report-outs on workbook/Practice assignments Executive Sponsor shares strategic insight on the next Practice*	Practice Introduction Guest Speaker Team report-outs on workbook/Practice assignments Executive Sponsor shares strategic insight on the next Practice*	Practice Introduction Guest Speaker Team report-outs on workbook/Practice assignments Executive Sponsor shares strategic insight on the next Practice*	Making Leadership Our Business
SMALL TEAM SESSIONS	All Participants Complete **Leadership Practices Inventory (LPI)** **Team Session**: Name team and discuss LPI results	**Team Session**: Practice reading, workbook, and/or real-world assignments	**Team Session**: Practice reading, workbook, and/or real-world assignments	**Team Session**: Practice reading, workbook, and/or real-world assignments	
Focus 15	• Focus 15 topics/questions are real-world leadership and management situations tied to each practice • Partnerships are created based on location, management level, networking etc. • 1:1 sessions occur throughout program Series • Partnership report-outs captured in Quick Survey (internal survey tool) and shared in large group sessions				
Senior Leaders	• Serve as Program Champions and Small Team Leads / Coaches • Meet prior to each Practice session to discuss upcoming large group session, small team facilitation requirements and Practice application at the organization and business level • Active in team and individual coaching				

*All Practice discussions tied to organizational, business, and leadership priorities. ORACLE
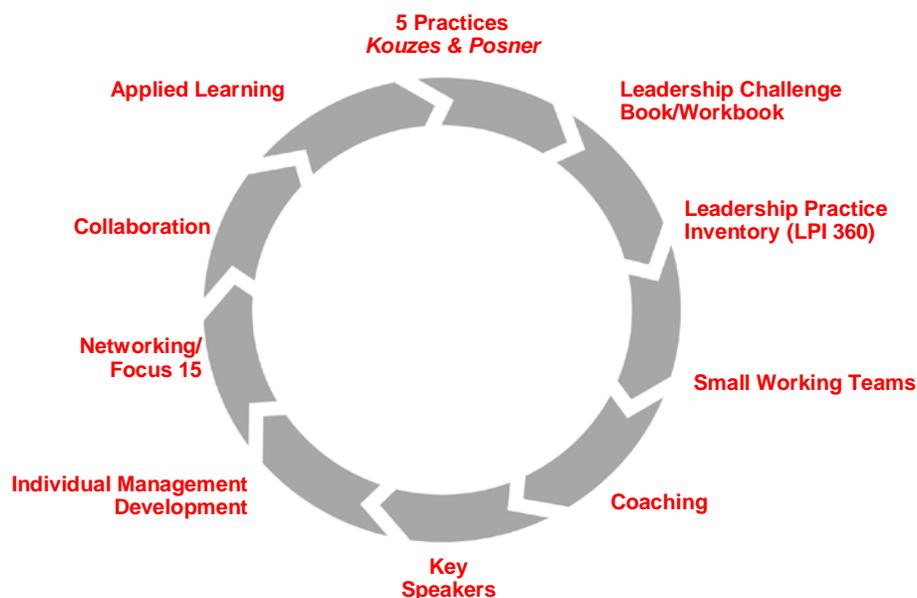
Key Program Roles

- Executive Sponsor – a senior-level executive, division vice-president, etc. who serves as host for all large group sessions and as a senior advisor to the design team in customizing the program to meet the client group's unique business and organizational goals and activities
- Program Champions - senior-level leaders (typically one or more who report directly to the Executive Sponsor) who serve on the program advisory team and as team leads for an assigned small group, schedule and facilitate assigned small team sessions, coach team members with individual and personal leadership needs, and provide feedback on the success of the small team assignments and discussions
- Program Manager - Part of the client group who is responsible for all program management and delivery, design and advisory team meetings, program logistics, and works closely with the Executive Sponsor on any program decisions or changes
- Program Design Team – Program Manager, Advisory Team (strategic content experts), internal communications representative, Organization and Talent Development consultant(s) that support the line of business/organization
- Advisory Team – selected group of senior leaders (Program Champions) and/or program participants who serve as strategic content experts to the program design team, providing feedback and insight to ensure the program is on target with real-world leadership challenges and issues that are applicable to the program assignments and/or discussions
- Program Participant – mid- and senior-level management leaders (all inclusive or select top talent invited to participate by the Executive Sponsor)

Expectations of Participants

- Actively participate in each large group virtual session, which will provide an introduction to each one of The Five Practices and review the required workbook assignments to be completed and discussed within the small group team
- Complete the Leadership Practices Inventory (LPI 360) assessment and all required Leadership Challenge® Workbook assignments
- Complete all assigned readings (e.g., *The Leadership Challenge* book, miscellaneous articles, or viewing of videos)
- Engage fully in collaborating with fellow small group members, sharing learnings and experiences

LEADERSHIP CHALLENGE SERIES PROGRAM COMPONENTS

Leadership Challenge Series
Program Components

5 Practices
Kouzes & Posner

Applied Learning

Leadership Challenge
Book/Workbook

Collaboration

Leadership Practice
Inventory (LPI 360)

Networking/
Focus 15

Small Working Teams

Individual Management
Development

Coaching

Key
Speakers

ORACLE

Program Materials

Each participant is required to complete the Leadership Practice Inventory (LPI 360) prior to the Series kick-off in order to establish a baseline assessment of an individual's performance on each practice. Participants receive a copy of *The Leadership Challenge* book and The Leadership Challenge® Workbook. Prior to each large group session, participants are expected to read the assigned chapters from *The Leadership Challenge* and complete the assigned applications from the workbook for personal and organizational leadership effectiveness tied to a specific initiative an individual participant is leading.

Components
- Materials
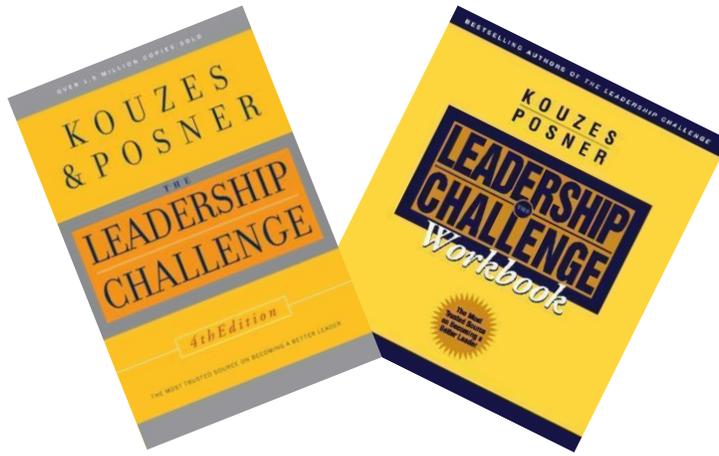
Large Group Sessions

Five (5) live and virtual, large group sessions offer a forum to introduce and discuss The Five Practices of Exemplary Leadership® and how each apply to both personal and organizational opportunities and challenges. These large group sessions are hosted by the client organization's senior executive serving as the Executive Sponsor. Senior-level direct reports—acting as Program Champions—also are actively involved in the overall program, sometimes serving as small team leads.

Prior to each large group session, the Executive Sponsor and small team senior leads participate in a leadership Practice or topic-specific Virtual Prep Session with the program design team to:
   o   Educate the small team leads on the practice or topic(s) and the upcoming large group session agenda
   o   Discuss the importance of one of The Five Practices being studied and its application to the organization
   o   Equip all of the small group leads with the knowledge and tools they need to facilitate and participate in a small group virtual session to discuss each of the practices or topics, collaborate with and coach their team to complete the assignment, and apply learnings to both organizational, sales, and talent management challenges

Large Group Session Design Focus
   ➢   Scheduled to occur every six to eight weeks
   ➢   Audio / Web Conferencing, including interactive polls and breakout groups
   ➢   A common agenda for all small teams/work groups
      o   Guest speakers—either an Oracle senior executive or an external customer—shares their insight and experience of the leadership practice. Jim Kouzes is traditionally the standing guest speaker for all Oracle kick-off sessions.
      o   Small group sharing
      o   Organizational message

   o   Introduction and discussion of one of The Five Practices and corresponding
        assignment from The Leadership Challenge® Workbook

Small Working Teams

Live-virtual, small team meetings are held at intervals between large group sessions
(approximately six to eight weeks). A select senior leader, serving as coach, facilitates small
group discussions around the required reading in *The Leadership Challenge* book, the targeted
Practice workbook assignments, organization-specific assignments tied to each Practice, and the
learning, applications and shared best practices. In the subsequent large group session, each
small team then reports out their assignment results, common themes in their discussions, and
any topics they would like to share and solicit insight from the large group.

Small Group Practice Session Design Focus

   ➢ Group membership of six to eight participants
   ➢ Group determines meeting schedules and frequency (every-other week is recommended)
   ➢ Complete the Leadership Practice Inventory (LPI 360) for baseline assessment
   ➢ Complete assigned applications from The Leadership Challenge® Workbook
   ➢ Agenda facilitated by senior leader/coach to include:
        o   Discussion of readings
        o   Sharing results of workbook assignments
        o   Open forum for discussion of each of The Five Practices and ways to apply
             learnings and interventions to business, organizational, and team leadership
             activities

Focus 15

The Focus 15 concept—created by the second group to pilot the Leadership Challenge Series
(LCS) program in its early stage—has been so successful that it now serves as a key program
component. This networking initiative begins with peer-to-peer mapping (creating 1-on-1
partnerships based on level of leadership, location, and networking needs). The goal is for each
unique partnership to meet for 15 minutes every 15 days throughout the Series program to
discuss an assigned topic and share insights and experiences. Topics or questions discussed
are real-world leadership or management situations or challenges tied to each Practice. For
example, a partnership might focus their discussions with these sample questions or tasks:

   • Model the Way: Describe two situations where you set the example for your team to get
       them engaged in a specific initiative.
   • Inspire a Shared Vision: What specifically did you do to enlist others around a common
       vision you have for a specific initiative and/or goal?
   • Challenge the Process: What are five typical mistakes leaders make that create
       roadblocks for innovation?

Each partnership consolidates and captures their discussion results using an internal survey tool.
The overall results are shared in the large group sessions to uncover leadership inconsistencies,
interesting insight, and best practices.

PROGRAM EXAMPLE – Challenge the Process
Large Group Session

Facilitator/Organizer Prep
30 min pre-session meeting with Executive Sponsor and Program Champions/Small Team Leads to discuss the following:

- Results of small work group on prior session assignments; outcomes of both individual and team performance; and strategies to ensure team engagement momentum.
- Upcoming session agenda, guest speaker, and desired outcomes module, (e.g., solicit from the senior leadership team one or more real-life scenarios or situations they are facing today that impact the business or organization).
- Post-session assignments for individuals and teams. For example:
    - Assign each small team one of the challenging scenarios designated by the Executive Sponsor, champions, and/or advisory team
    - Ask each team to discuss strategically the best approach to the situation, including possible risks and how to lead the team to challenge the status quo.
- Team lead's role to ensure successful learning and application of the Practice.

Participant Pre-Session Assignment
Individual assignment: complete specific Challenge the Process workbook applications tied to the project selected by each participant.
Team assignment: complete tasks assigned from previous Model the Way and Inspire a Share Vision session. For example, assign each small team one of the key strategic objectives for the year and asked that they:

- Discuss business, organizational, and team challenges and opportunities tied to the objective
- Explore how team participants, as leaders, will effectively articulate the assigned objective—at a team and individual level—and "enlist others" to ensure the objective is achieved
- Be prepared to report out at the upcoming Challenge the Process large group session

Large Group Practice Session Agenda (two-hours)

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PRE-SESSION ASSIGNMENT: (Assignments below do not include the post-session team assignment for Model the Way and Inspire a Shared Vision)
<u>Individual Assignments</u>
1. Read Chapter 4, Challenge the Process, in <i>The Leadership Challenge</i> book.
2. Complete four reflection questions, pages 87 and 88, in the Leadership Challenge® Workbook. (Again, it is recommended that you complete all applications in this chapter tied to your leadership project.)
<u>Team Assignment</u>
Discuss thoughts tied to Chapter 4 and share each person's responses to the four reflection questions in the workbook.
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<tr>
<th>TOPIC</th>
<th>SPEAKER/FACILITATOR</th>
<th>TOPIC DETAILS</th>
</tr>
<tr>
<td>Welcome and Intro to Session – Share Agenda</td>
<td>Executive Sponsor</td>
<td></td>
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<tr>
<td>Report Out – Model the Way and Inspire a Shared Vision

Team assignments tied to the organization's strategic objectives for the year</td>
<td>Small Teams

Executive- and senior-leaders provide feedback</td>
<td>Each team shares one slide that captures results and insight generated from the group's discussion of the assigned strategic objective

• Leadership approach – strategic thinking on the challenges and opportunities

• Ensure achievement of objective by enlisting the organization</td>
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<td>Recap – Model the Way and Inspire

A Shared Vision

Share key focus areas—organization and business priorities--uncovered during team discussions of assignment results

Examples of focus areas/common themes:

• Team recognition

• Regional vs. corporate training

• Local and shared assets, and best practices</td>
<td>Executive Sponsor

Reflection from senior leaders</td>
<td>1. Provide recap and highlights of the last session on strategies and shared values

2. Senior leaders share their spontaneous reactions to the last two Practices, based on team report-outs, and session discussion; reinforce the importance of continuing to focus on both Practices, applying each to key activities throughout the organization.

3. Take the lead on areas of focus and common themes discussed during team reports.

4. <i>Emphasize that the Practices do not stand alone: These practices all work together to ensure your success as a leader.</i></td>
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TOPIC	SPEAKER/FACILITATOR	TOPIC DETAILS
Introduce the Practice – Challenge the Process Introduce the Speaker	Executive Sponsor	Provide insight into the Practice: 1. Align with the insight from *The Leadership Challenge* book 2. Tie the Practice to Oracle corporate strategies; focus on innovation and acquisitions that impact how we get to market. 3. Executive Sponsor and senior leaders share their comfort level and degree of risk-taking; share a personal story of challenging the process, risks taken, and the outcome.
Challenge the Process - Guest Speaker Select a leader who exemplifies this Practice	Example: Jeff Epstein, Oracle CFO	Interview Q & A style with questions the audience would like to hear discussed, tied to this Practice: 1. Explore who he is, his leadership principles and philosophies *2.* In the role of CFO, how did you go about identifying areas that you felt needed to be challenged or changed? How did you challenge the way things were always done – **identify innovative approaches**? 3. How did you assess the *level of risk* you are able to take? What risks have you taken to position the organization toward your desired vision? What were the results, wins vs. lessons learned? 4. How did you *determine the boundaries* of what you felt you could challenge or not challenge?
Open Share – Results from Small Team Assignment	Small Teams	Small teams share discussion results on reflection questions: • What did you change that had a positive outcome? • What "daring failure" have you experienced and what did you learn?

TOPIC	SPEAKER/FACILITATOR	TOPIC DETAILS
Share Best Practices and Tools – How to Challenge the Process Innovative thinking, problem solving, and decision making techniques	Organization and Talent Development team	Provide effective problem solving techniques and tools to help participants challenge their thinking when making leadership decisions. Use models for small team assignment: • Sphere of Influence: Concept of "controlled vs. controllable" to improve leadership effectiveness • Force Field Analysis: Problem solving and innovation • Divergent/Convergent Models Provide HOW TO toolkit on each model.
Individual and Team Assignments	Executive Sponsor	Share the Challenge the Process individual and small team organization assignment
Close Session	Executive Sponsor	

IMPACT AND RESULTS
Program Evaluation Metrics
After each large group session, participants complete a Quick Survey evaluation to assess 1) effectiveness of the program session, 2) application to day-to day responsibilities, and 3) integration of Practices in leadership decisions and actions.

Overall Results Summary
Participant program evaluation results to-date show a 95% response rate of "Agree" or "Strongly Agree" and on all of the above metrics. In addition, senior leaders across the organization have seen demonstrated success and improved leadership effectiveness among leaders at all levels and in all areas of the business.

Lee Paulino, Group Vice President, North America Applications Enterprise Sales Consulting, Oracle—"It is now so apparent that leadership is not taught, but learned though understanding. Our team has embraced The Five Practices of Exemplary Leadership® and has actually noticed that they begin to merge together. Modeling the Way, Inspiring a Shared Vision, Encouraging the Heart, Challenging the Process, and Enabling Others to Act all can be found in the real-world examples our leaders discuss and live every day. The lines truly blur!"

Gayle Fitzpatrick, Group Vice President, Architecture Services Group, Oracle Advanced Technology Services—"Whether you are new to a leadership role or have been leading teams for many years, the Leadership Challenge Series provides all leaders with an opportunity to focus on key leadership traits that will drive success in their organization. Leaders in my organization have the opportunity to apply The Five Practices to their everyday business experiences. And as a result, we have stronger leaders who are able to lead their teams to success in our business."

Steven Vakulskas, Group Vice President, North America Sales Consulting, Oracle—"Here are the raw materials that can be fashioned into solutions to real-world challenges! This Leadership Challenge Series program clearly demonstrates that true leadership is beyond title, line-of-business, or even any individual situation. Participant leaders who drive the critical

businesses within my organization are now clearly more prepared to provide greater strategic and even tactical leadership using the program's tools, techniques, and The Five Practices model."

MOVING FORWARD

Since the program is still new, the goal for the team at Oracle going forward is to improve each of the practice sessions by continually expanding how each of The Five Practices are applied to real-life leadership decisions and actions. The design team remains focused on the following key areas to further integrate the methods and model of the Leadership Challenge Series into the everyday business decisions leaders make as they work to ensure Oracle's success.

- Final packaging of sample sessions, materials, and other resources so that the Leadership Challenge Series program is fully scalable and can be adapted easily to other lines of business throughout Oracle—making the program completely self-service.

- Design various modules as flexible "plug and play" Practice applications, allowing each client organization to customize the program to meet the unique needs of the business.

- Continue to measure key metrics tied to program effectiveness and personal leadership application.