

The Challenge: Leadership Development

- Leadership development was ad-hoc at best: selected if manager felt like it, no defined development path, no identification of outcomes or requirements.
- “Leadership development” was understood as skills acquisition in a classroom environment.
- Asked to develop and execute an emerging leader development program. This included identify emerging leaders, train, coach and mentored them towards executive leadership.

The Technique: Development Process

- Defined selection criteria based on performance and organizational success, not tenure.
- Principles of program centered on: personal growth, leadership skill growth, and building leadership network across organization, practical application and demonstrating results.
- Development model based on phased skill and knowledge acquisition:
 - Understanding strengths and gaps
 - Visualizing a better future organization
 - Acquiring the tools to build that future
 - Building the future
- Modular approach allowed each cohort to customize skills and tools selected so that they best fit their needs.
- Time-in-training remained roughly equivalent to previous leadership programs.

Intervention

- Phase 1 of program focused on targeted coaching intervention. Applied multiple psychometric instruments to attendees and did extensive individual and group work to understand how personal preferences and blind spots help and hinder success in the workplace.
- Phase 2 of program targeted deep understanding of what builds a high-performing workplace.
- Phase 3 of program required participants to analyze their own needs and request specific skills support on those skills and tools needed to achieve a better performing workplace.
- Phase 4 of program provided ongoing support, group support and additional skills as they targeted change within their workplace.

Results

- Employees returned to their units with a greater understanding of themselves and how they could influence the performance of their groups.
- Major program expansion, with satisfied supervisors requesting that their entire team be enrolled in the program.
- The level of performance was over time measurable and sustainable. Even during stressful organizational challenges the organization held on to the training and utilized the tools to overcome various challenges.