

THE CHALLENGE: LEADERSHIP DEVELOPMENT

- Leadership development was *ad hoc* at best: performed if manager felt like doing so with no defined development path and 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 to identify train, coach, and mentor emerging leaders towards executive leadership.

THE TECHNIQUE: DEVELOPMENT PROCESS

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

THE INTERVENTION

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

THE 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 measurable and sustainable over time. Even during stressful organizational challenges, the organization held on to the training and utilized the tools to overcome various hardships.